

# Vision

## A More Equitable and Inclusive Montgomery County



*Marc Elrich*  
MARC ELRICH

### Thriving Youth and Families

Children need great schools, supportive families, and caring communities to help them succeed in life. We can give them the start they need by providing adequate funding for public schools, access to affordable early childhood education and expanded high school options, and support for programs that relieve stress on families through increased access to affordable housing and better-paying jobs.

### A Growing Economy

A healthy business community is essential to our success. We will reinvigorate the County's direct involvement in economic activities by re-examining our regulations to make sure they are sensible, fair, and efficient; opening support centers that help both new and existing businesses; and developing an incubator and innovation climate to help local entrepreneurs bring their ideas into the world.

### A Greener County

We recognize the urgency of global warming and will take concrete steps to address climate change. County government has committed to zero Greenhouse Gas emissions by 2035, an ambitious – but achievable – target. We will reduce our footprint by pursuing clean energy, energy efficiency, enhanced building design, reduction of waste, and developing a better transit system for our residents.

### Easier Commutes

Moving people and goods more efficiently is an economic imperative and is essential to our quality of life. We will reduce traffic congestion by improving transit options, supporting Metro, encouraging telecommuting and implementing common-sense road improvements.

### An Affordable and Welcoming County for a Lifetime

We will focus on initiatives that make Montgomery County a place where all residents can pursue their dreams regardless of race, ethnicity, age or economic circumstances.

### Safe Neighborhoods

We will address crime and pedestrian safety issues and seek input from communities across the County on ways to address these issues. We plan to enhance opportunities for walking, biking, and creating neighborhood gathering places.

### Effective, Sustainable Government

We will partner with County employees to make County Government more cost-effective and to deliver services more efficiently and responsively.

[www.montgomerycountymd.gov](http://www.montgomerycountymd.gov)



# About Montgomery County

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Montgomery County was established by the State Convention in 1776, and from its establishment until 1948, the Montgomery County government functioned under the County Commission system. In 1948, the voters adopted a charter giving the County home rule and a council-manager form of government. In 1968, the voters approved a new charter providing for separate legislative and executive branches of government, with legislative power vested in an elected County Council and executive power in an elected County Executive. The new charter became effective with the election of the County Executive and Council in November 1970. The Montgomery County Council is composed of nine members, four of whom are elected by all voters in the County. The remaining five Councilmembers are each elected from one of five Councilmanic districts.

Montgomery County contains 491 square miles (or 317,000 acres) of land area. The County population was 1,052,567 as of July 2019, consisting of 43.4 percent White (non-Hispanic) and 56.6 percent cultural minorities. About 32.3 percent of Maryland's foreign-born population resided in Montgomery County in 2018.

The 2018 median household income was \$106,287. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for December 2019 was 564,540 with an unemployment rate of 2.4 percent. Montgomery County is an employment center with 61.5 percent of employment occupied by persons residing and working in the County. For the 2019 fall enrollment, 165,267 pupils were registered in the County's schools.



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# FY21 Recommended Operating Budget and FY21-FY26 Public Services Program

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Marc Elrich, County Executive

**March 2020**

**Montgomery County, Maryland  
Office of Management and Budget**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Montgomery County  
Maryland**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Montgomery County Government, Maryland for its annual budget for the fiscal year beginning July 1, 2019.

In order to receive this award a governmental unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for the period of one year only. We believe our current budget continues to conform to program

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requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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# Table of Contents

## Recommended FY21 Operating Budget and FY21-26 Public Services Program

### County Executive's Message

Budget Highlights	1-1
How to Read the Budget	2-1
Operating Budget Process	3-1
Fiscal Policy	4-1
Revenues	5-1
Capital Improvements Program (CIP)	6-1
Debt Service	7-1
Workforce/Compensation	8-1

### Agency Summaries

Montgomery County Government	9-1
Montgomery County Public Schools	10-1
Montgomery College	11-1
Maryland-National Capital Park and Planning Commission	12-1
Housing Opportunities Commission	13-1
Revenue Authority	14-1
WSSC Water	15-1

### Legislative Branch

County Council	16-1
Board of Appeals	17-1
Inspector General	18-1
Legislative Oversight	19-1
Merit System Protection Board	20-1
Zoning and Administrative Hearings	21-1

### Judicial Branch

Circuit Court	22-1
State's Attorney	23-1

### General Government

County Executive*	24-1
Board of Elections*	25-1
Community Engagement	26-1
County Attorney*	27-1
Ethics Commission	28-1
Finance*	29-1
General Services	30-1
Fleet Management Services	31-1
Human Resources*	32-1
Human Rights	33-1
Intergovernmental Relations	34-1
Labor Relations*	35-1
Management and Budget*	36-1
Procurement*	37-1
Public Information	38-1
Racial Equity and Social Justice*	39-1
Technology Services*	40-1
Urban Districts	41-1

### Public Safety

Animal Services*	42-1
Consumer Protection	43-1
Correction and Rehabilitation*	44-1

Emergency Management and Homeland Security	45-1
Fire and Rescue Service	46-1
Police*	47-1
Sheriff	48-1

### Transportation

Transportation*	49-1
Parking District Services*	50-1
Transit Services*	51-1

### Health and Human Services

Overview	52-1
Aging and Disability Services*	53-1
Behavioral Health and Crisis Services*	54-1
Children, Youth and Family Services*	55-1
Public Health Services*	56-1
Services to End and Prevent Homelessness*	57-1
Administration and Support*	58-1

### Libraries, Culture, and Recreation

Community Use of Public Facilities	59-1
Public Libraries*	60-1
Recreation*	61-1

### Community Development and Housing

Agriculture	62-1
Economic Development Fund	63-1
Housing and Community Affairs	64-1
Permitting Services	65-1

### Environment

Environmental Protection*	66-1
Recycling and Resource Management	67-1

### Other County Government Functions

Alcohol Beverage Services*	68-1
Cable Communications Plan	69-1
Non-Departmental Accounts*	70-1
Utilities	71-1

### Multi-Agency Initiatives

Climate Change	72-1
Services for Seniors	73-1
Vision Zero	74-1
Community Grants to Base Budget	75-1

### Budget Summary Schedules

Multi-Agency Summaries (Schedules A)	76-1
Expenditures (Schedules B)	77-1
Revenues (Schedules C)	78-1
Workforce (Schedules D)	79-1
Property Taxes (Schedules E)	80-1
History (Schedules F)	81-1

### Other

Glossary	82-1
Acronyms	83-1

\* Reflects reorganizations and/or new sections. Please refer to the specific sections for additional information



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**OFFICE OF THE COUNTY EXECUTIVE  
ROCKVILLE, MARYLAND 20850**

Marc Elrich  
*County Executive*

**MEMORANDUM**

March 16, 2020

TO: Sidney Katz, President, Montgomery County Council

FROM: Marc Elrich, County Executive

SUBJECT: FY21 Recommended Operating Budget and Public Services Program FY21-FY26

It is my pleasure to submit my recommended Fiscal Year 2021 Operating Budget. As you know, this is the first full budget of my administration, and it reflects my vision for moving our great community forward.

**FY21 Recommended Budget by Agency**

Agency	Total Budget	Tax Supported
Montgomery County Government	\$2,122,032,706	\$1,617,109,319
Montgomery County Public Schools	2,795,508,595	2,603,672,930
Montgomery College	318,347,932	268,915,660
M-NCPPC (including Debt Service)	161,197,550	138,081,640
Retiree Health Insurance	92,168,885	90,129,932
Debt Service (MCG)	436,653,645	415,203,210
TOTAL	5,925,909,313	5,133,112,691

## OVERVIEW

This budget is focused on providing our youngest residents with a great start to life. To that end, I have proposed funding of \$2.8 billion for the Montgomery County Public Schools (MCPS). I am also proposing \$10.4 million for our Early Care and Education Initiative so that we can continue to expand and improve early education services.

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This budget contains a modest 0.8 percent increase in tax-supported spending for County Government, which is directed primarily at increasing affordable housing and addressing structural gaps in our fire service and transit budgets. This budget provides our residents with a great amount of detail about my entire \$5.9 billion recommended budget.

This budget also ensures that we attain our fiscal policy goal of holding 10 percent of our adjusted gross revenues in reserve in FY20, and we maintain that level in FY21. This is of particular importance now as we face uncertain times.

As I finalize the details of my recommended budget, I am keenly aware of the public health emergency facing our community and the nation. I am proposing this budget with a focus on both the next few days and weeks, as well as the next year and beyond. As we respond to this global health emergency, the economic situation of our residents and our nation are changing rapidly. While this budget reflects my view of County Government on March 16, we all need to be flexible to respond to changing conditions and needs. These conditions may result in me submitting revisions, supplementals and amendments to alter this proposal as conditions warrant.

As we address the immediate needs of our residents and plan for the future, one thing has become abundantly clear to me - our County Government's revenue structure has reached the breaking point and must be fundamentally altered.

Our County Charter includes a provision that limits the growth in property tax revenue - not property tax rates - to the growth in the Consumer Price Index (CPI) for all consumers in the Baltimore-Washington Region from the December 1 to November 30 of the preceding year. Since the Federal Government no longer publishes this index, we have been using the CPI for just the Washington Region. For the period of December 1, 2018, to November 30, 2019, the CPI for the Washington region was only 1.27 percent. No matter how much assessments increase, the total amount of property tax revenues cannot grow by more than 1.27 percent.

It is important to note that this revenue limit does not mean the average property tax bill will only increase by 1.27 percent. Quite the opposite. Most individual bills will increase (or decrease) by the change in one's taxable assessment. Since County law limits growth in assessments to 10 percent in any given year, a property with such an increase in value will see its tax bill go up by roughly 10 percent. The Charter revenue limit only redistributes the tax burden from properties with little to no increased value to those properties with the greatest increase in value. This has meant that some residents in modestly priced homes have faced 10 percent increases while some high-value properties actually saw their tax bill cut.

When the County Council proposed to the voters our current Charter limit on property taxes in 1990, few people could have foreseen the dramatic changes that would take place in Montgomery County and around the globe. In the past 30 years, our school population has grown by 65 percent and our overall population has grown by 40 percent. The services we provide are now more complex and seek to address a range of challenges, from traffic congestion and climate change to health care disparities and linguistic diversity. And over the past four decades, our property tax rate has declined by 35 percent.

We have all witnessed other local governments regionally and nationally experience generational decline due to conflicting, irreconcilable fiscal policies. Montgomery County is at the precipice of such a decline if we cannot get ourselves out of this cycle of self-enforced structural deficits and inequitable, unpredictable revenue caps. Therefore, I will be sending the Council a proposal for a Charter amendment that will revise our revenue cap to provide certainty to homeowners. This proposal will eliminate our old, cumbersome revenue cap and replace it with a three percent cap on the increase in any homeowner's taxable assessment. This will give our taxpayers real protection from unexpected increases in property values. It will also provide the County Government with a higher degree of predictable tax revenues like every other jurisdiction in our region.

Without such a change in the Charter, our community could be facing a situation in FY21 where a recession and deflation cripple our ability to provide emergency services and a quality public education system. This perfect storm would threaten lives and diminish the value of properties in our County. I will not stand by and let our community be harmed by the ghosts of voters from four decades ago.

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In order to meet the challenge of our rapidly growing school system over the next year, this budget proposal also calls for the creation of a 3.1 cent supplemental property tax rate. State law provides each county with the authority to establish a supplemental property tax rate exclusively for its public schools. While this will be the first use of this State authority in our county, three other counties have already established a similar supplemental tax for their public schools. Even with this additional funding, we will still be providing the school system with less support per pupil than in 2010. A decade of slow growth nationally, unpredictable tax policy changes at the Federal level, and our severe Charter limit has left our schools playing catch-up on funding while absorbing an enrollment growth of more than 25,000 new students.

I am proposing this supplemental tax rate this year to partially offset an unexpected underperformance of the property tax for the last two years. In preparing the FY19 County budget, the taxable property base of the County was overvalued. As a result, the property tax rate needed to generate revenues at the Charter limit for the past two years was set too low. This resulted in lost revenues of \$80 million, now permanently embedded in our revenue projections. Fortunately, the income tax has overperformed estimates during FY20 to offset this loss. However, even before the current COVID-19 crisis developed, we were forecasting income tax revenues to drop to a lower level. With this supplemental tax rate, we will be back to the rate set for FY17. We will remain significantly lower than other Maryland counties and in line with the residential rates in Northern Virginia. It is also important to note that the Northern Virginia counties charge higher rates for commercial properties with even higher rates for commercial properties in business districts like Tysons and Crystal City.

## THRIVING YOUTH AND FAMILIES

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A central focus of my administration is to provide children and families an environment in which they can flourish and prosper. This is critical as Montgomery County becomes an increasingly diverse community in which to call home. We must continue to invest in our people and communities so that we grow stronger and better.

A child's future should not be determined by their ZIP code. As discussed earlier, my administration's FY21 recommended budget includes a \$1.4 million enhancement to the Early Care and Education Initiative. Together with funding provided to MCPS, and an assumed carryover of \$2 million from the FY20 appropriation, this Initiative will be funded at \$10.4 million in FY21. Through this Initiative we will develop and implement comprehensive, high quality, accessible, and affordable early childhood education for all Montgomery County children, regardless of their family's socioeconomic status or racial and ethnic background. While the need is great, this budget ensures that we continue to make progress to closing the achievement gap. We must ensure that all our children enter school ready to learn and able to realize their potential. To help realize this vision, in FY21, I am recommending that an Early Literacy Outreach Librarian be added to the Public Libraries' budget with funding from this Initiative.

Helping children realize their full potential is not only accomplished through early education, but throughout their entire learning experience. To that end, my budget includes \$2.8 billion in funding for MCPS - an increase of \$114.9 million, or 4.3 percent, over the prior year's approved budget. This funds 99.7 percent of the Board's request. Our County contribution to MCPS increases by \$65.8 million and is \$39.1 million above the State's Maintenance of Effort requirement. In addition to funding provided directly to MCPS, this budget provides almost \$900,000 for an additional 10 school nurses to address the staffing shortage of these critical positions. These nurses are not part of the MCPS budget, but are clearly important for our schools. As we face the COVID-19 outbreak, it is of critical importance that we ensure our children have access to health professionals to remain healthy. Other school-related budget enhancements included in the Health and Human Services budget are \$1.2 million to open and staff the high school wellness center at Seneca Valley High School and \$100,000 as a match for a Summer Supplemental Nutrition Assistance Program grant.

My recommended budget includes \$318.3 million in funding for Montgomery College. This amount fully funds their budget request and includes an additional \$165,000 in their budget for the Montgomery Can Code program. This program, funded in both the MCPS and Montgomery College budgets, is a unique learning opportunity for youth who would like to pursue STEM education fields.

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I value the County's collaboration with our community partners. Services they provide help us to address poverty and social inequity, provide emergency services, serve disconnected youth in our community, ensure that seniors and the differently abled receive quality services. It will help our most vulnerable neighbors access the services they need to thrive. My recommended budget includes a 1.5 percent inflationary adjustment for nonprofit contracts in the Department of Health and Human Services, medical adult day care supplement payments and developmental disabilities supplement payments. As part of the effort to reform our community grants process, this budget recommends that we merge the County Executive and County Council community grants programs into a single consolidated community grants program. In addition, this budget moves 67 programs previously funded through the Community Grants process into the base budgets of departments (\$3.9 million). My recommended budget also includes \$9.7 million to renew previously awarded community grants as we transition to a consolidated community grants program.

## AN AFFORDABLE, WELCOMING COUNTY FOR A LIFETIME

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It has been said that a community is measured by how it treats its most vulnerable members, and we have an obligation to create a more economically equitable and socially just society. My recommended budget includes several items that help turn the curve on these fronts.

My recommended budget includes nearly \$600,000 to establish the Office of Racial Equity and Social Justice. The legislation establishing this Office, which I was proud to work on with then-Council President Navarro and pleased to sign in December of last year, will begin to ensure that racial equity and social justice become core principles embedded in all County decision making.

One of the key steps to achieving a more equitable and just society is ensuring that County residents have access to housing that is affordable and safe. To expand the preservation and production of housing that is affordable to our most burdened residents, my recommended budget provides the highest level of affordable housing funding in County history, by investing nearly \$85 million in affordable housing. This includes \$53 million in the Montgomery Housing Initiative (MHI) Fund, \$22 million in the Affordable Housing Acquisition and Preservation CIP project and \$10 million for the new Affordable Housing Opportunity Fund.

The proposed \$85 million is expected to support the preservation or production of more than 800 affordable units in projects totaling more than 1,000 units. The increased funding for FY21 will expand the County's affordable housing development partners' capacity to acquire and preserve affordable housing for more residents. Preservation efforts will focus on protecting lower-income residents who live in areas where public transit investments will begin to impact housing costs. FY21 funding also includes rental assistance to support residents who need it the most. More than 4,500 households are projected to be assisted in FY21, with a focus on eviction prevention including targeted assistance and financial literacy seminars in areas experiencing high levels of evictions.

Additionally, our support for first time home buying will continue to focus on financial education and providing down payment assistance of up to \$25,000 through \$2 million in funding in partnership with the Housing Opportunities Commission and Maryland Mortgage Program efforts.

The vitality of our small businesses relies on welcoming commercial environments, and my commitment to continue and expand Countywide our successful Facade Improvement Program will help revitalize commercial areas. This effort provides support to our small businesses and encourages matching private investment for improvements including gateway signage, pedestrian lighting, connectivity, streetscape elements, plant material installation and other amenities. The County is committed to making homelessness a rare, brief and one-time only experience, and we have implemented strategies to achieve this goal. Our community has effectively ended homelessness among veterans and long-term homelessness for people with disabilities. Our next goal is ending and preventing homelessness for families with children by the end of this year and ending homelessness among youth by the end of next year. For FY21, I am recommending that we fully restore the \$311,000 reduction we had to take last year for the Youth Drop-in Center. This will be a safe space for our youth regardless of race,

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ethnicity, sexual orientation or gender identity to connect to vital services, including housing. I also recommend an enhancement of \$100,000 to begin implementing the Interagency Commission on Homelessness Decriminalization Committee's recommendations to ensure that some of our most vulnerable neighbors do not unjustly end up in our correctional system.

Rapid Rehousing is an intervention designed to help individuals and families quickly exit homelessness and return to housing in the community. My recommended budget includes \$900,000 to expand the number of slots available for this program, including slots specifically designated for households fleeing domestic violence. The Rental Assistance Program (RAP) provides a subsidy to individuals and families at risk of or currently experiencing homelessness, with a keen focus on seniors, people with disabilities and those on a fixed income. Recognizing the high cost of housing in Montgomery County, my FY21 recommended budget includes \$2 million to increase the RAP subsidy amount by 50 percent to ensure that these households have additional resources to help pay for their most basic living expenses.

Seniors are a vital part of our diverse community, and ensuring that they have the services necessary to age in place is of utmost importance. To that end, my recommended budget includes \$166,000 for two new positions in the Department of Health and Human Services to support adult protective services and adult foster care. It also includes \$180,000 in the Department of Recreation's budget to expand senior transportation to include Fridays and to add service for the North Potomac Senior Program.

## SAFE NEIGHBORHOODS

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One of my highest priorities is to ensure that every neighborhood in Montgomery County is safe - not just safe from crime but also for pedestrians to walk and move about. There are too many fatalities on our roads, and all are preventable. My administration is committed to putting resources in place to make pedestrian safety improvements through short- and long-term efforts on the busiest County-maintained roads through the Vision Zero Initiative. The FY21 recommended budget adds \$100,000 to restart our investment in raised pavement markings (RPM), adding 30 miles of new RPMs and supporting 20 miles of RPM replacement and maintenance. In total, my administration is investing close to \$55 million to support pedestrian safety activities through the recommended operating budget, in addition to \$266.6 million funded in the FY21-26 Recommended Capital Improvement Program, to eliminate deaths and serious injuries on our County roads by 2030.

To increase the public trust, I recommend adding funds to purchase 200 new dashboard cameras for our Police patrol cars. Strong police-community relationships are critical to the success of community policing. To that end, I am adding four positions to reestablish the Police Activities League which will specialize in sports activities and other events for at-risk youth. My budget also funds efforts to improve the recruitment of sworn officers and 911 staff by making our police department more competitive with other law enforcement agencies in our region. In addition, to better support our 911 staff, I recommend adding a social worker to serve as a stress management resource for public safety communications specialists. To ensure the safety of the public and County employees, I am adding funding to conduct security assessments of the highest risk County facilities and to create emergency action plans.

It is critical that inmates are housed in humane conditions and that they receive proper medical and mental health care. Accordingly, this budget adds six new positions to address new legal requirements and mandates in Maryland related to inmates located in restrictive housing. My administration is adding funds to begin a phased initiative to retrofit cell vents, bunks and doors to reduce inmate opportunities for self-harm. To bring the correctional health records system into the 21st Century, I have added funds to implement an electronic health records system. In light of the COVID-19 outbreak, I have added funds to address a structural budget deficiency in sanitation, hygiene and disease control for the Department of Correction and Rehabilitation.

My administration is building a sustainable and realistic budget. Therefore, I am adding 20 positions in the Montgomery County Fire and Rescue Service (MCFRS) to eliminate the ongoing need for overtime while firefighters are engaged in full-time paramedic training. Two studies have indicated that MCFRS is short well over a hundred positions that

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has driven overtime beyond budgeted amounts for many years. While we do not have the resources to increase funding to fill all positions, we have identified key areas where this investment can have a positive budget impact.

The safety of our first responders in responding to critical incidents is of the highest priority. To that end, I am providing funding to continue deployment of cell phone technology to provide additional communication redundancy on all fire apparatus until our new radio tower system goes live in December 2020. In addition, this budget adds more than \$1.4 million to replace public safety data computers that have reached the end of their useful life for Police, Fire and Rescue and Sheriff first responders.

I am also adjusting reimbursement rates for the Emergency Medical Services Transport program to ensure that billing keeps pace with increases in the Medicare reimbursement rate and with increases in the cost of providing service. Reimbursement rates for this program have not been adjusted since it began in 2013.

## A GREENER COUNTY

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Climate change is real, human-made, and is a significant threat to the continuation of our species. Under my administration, Montgomery County is implementing a climate planning process to combat this emergency and meet our goal of an 80 percent reduction of greenhouse gas (GHG) emissions by 2027 and a 100 percent reduction by 2035. This will require public input on strategies through which the government, the business sector and County residents can collaborate to help reduce GHG emissions. We can each be good stewards of the energy we consume, the products we use and the waste we produce.

My FY21 recommended budget allows for the completion of the County's Climate Action and Resilience Plan to guide our actions to address climate change. My budget continues funding for the Climate Change Non-Departmental Account to fund technical analysis and begin implementation of the recommendations from the County's Climate Change Workgroup. Furthermore, I am recommending an additional \$250,000 from the Tree Canopy Fund for the Tree Montgomery Program. This program provides trees, free of charge, to residents, helping improve the air quality of our community and beautify our neighborhoods.

The Department of Environmental Protection (DEP) continues to implement initiatives and programs that resulted from the Strategic Plan to Advance Composting, Compost Use, and Food Scraps Diversion in the County. The FY21 recommended budget includes \$418,000 to implement a commercial food waste program, \$408,000 to pilot single family food waste program, and \$40,000 for a program that provides composting bins to single-family homes for at-home food waste. These programs will help to reduce the amount of food waste materials that go into our landfills every day.

Furthermore, based on a successful program DEP piloted, this budget adds three new field inspectors to reduce recycling contamination in the field by monitoring the blue bins prior to inspection, tagging them if they are contaminated and providing educational materials to residents. By diverting contaminants from the recycling stream, we can ensure that more materials actually get recycled and do not wind up in our landfills.

In FY21, we will continue to transition the County fleet to electric vehicles (EVs), with plans to procure more electric buses to continue electrification of our bus fleet. We will continue to install solar panels on County facilities through public-private partnerships, including the closed Oaks Landfill, which will be used to power County facilities and will also provide community solar benefits to low-and-moderate income residents.

This budget also allows us to begin to improve our efforts to respond to, prevent, and mitigate risks for flooding with an additional position with hydrologic expertise to educate the public about the impact of changing flood risk and to encourage Flood Insurance program participation. This position will also assist us in preparing for the impacts of climate change and develop data through tools such as GIS for use in better understanding, articulating and responding to our changing flood risk.

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## EASIER COMMUTES

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Traffic congestion in the Washington Metropolitan Region is among the worst in the nation, and it impacts the lives of many County residents daily. Not only does congestion result in wasted time and lost productivity for residents, it also has grave consequences for our environment by impacting air quality and ultimately public health.

My FY21 recommended budget implements a Transit Services Route Restructuring Project that will examine the transit system's route network and recommend changes for more efficient, effective and environmentally sustainable 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 intention of the study will be to significantly increase the number of electric buses in the fleet and how that will impact our route structure and infrastructure needs.

This budget also expands access to public transportation options to encourage the use of more environmentally friendly travel options. I am recommending an additional \$1.4 million to continue operating the FLASH service - Montgomery County's new express bus service along US 29 (Colesville Road). My budget continues funding for the Ride-On FLEX service, an on-demand service operating in the Rockville, Glenmont and Wheaton areas. Ridership has tripled since the launch with average customer wait times of 7-9 minutes. We will continue the successful Kids Ride Free program by adding \$610,000 so that all youth ages 18 and under are eligible to ride for free on our local buses. We also will continue the Seniors Ride Free program, offering free rides on local buses during off-peak periods. Furthermore, this budget provides an additional \$240,000 to expand eligibility for the Call N Ride Program to serve an estimated 166 additional participants. This program serves low-income elderly and disabled residents who depend on public transportation.

As I highlighted in my January capital budget message, the County is also making significant progress on implementing a Bus Rapid Transit (BRT) system. The Recommended Capital Improvements Program includes funding for engineering and planning costs for the Veirs Mill and MD355 BRT routes, with additional system development and planning costs included for the New Hampshire Avenue and North Bethesda Transitway BRT corridors. The County is currently developing a financing plan to construct and operate the BRT lines. We have focused on ways to leverage non-County funding sources and will be ready to discuss financing options later this spring. The Washington Post, the WMATA Bus Transformation Project, the Greater Washington Partnership, and other groups have indicated that improving bus service is critical to meeting the needs of our growing population and for effectively meeting the requirements of our business community. The previously mentioned Transit Services (or Ride On) Route Restructuring project will reflect planned BRT routes in its analysis - necessary steps to grow our economy.

This budget also includes funds to replace the current stand-alone Transit Radio System with radios, consoles and networking necessary to incorporate our Transit Services radio operations into our new state-of-the-art public safety radio system. This will ensure that the federally required emergency communications systems for transit operations are continued between bus operators and central communications in a reliable and consistent manner. In addition, it will maintain and integrate Transit Services into regional operability and provide enhanced features consistent with national standards for radio devices.

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## A GROWING ECONOMY

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Creating a thriving economy for all of Montgomery County's residents is vital to ensuring that we remain a growing and successful community. In this budget, I have created the Business Advancement Team within the Office of the County Executive. This team is comprised of realigned key staff from around County Government and will provide oversight and leadership on business programs including incubator management, economic development incentives and financing programs, business development projects and other business-related special initiatives. Furthermore, this budget adds funds to

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implement economic development grant agreements for retention and expansion of jobs and business activities that will support economic growth in the County.

The Life Sciences are a cornerstone of our community's thriving economy. My recommended budget provides \$600,000 for the conversion of excess office space into wet labs in the lab corridor of the Germantown Innovation Center. For the past two years, the Germantown Innovation Center has had excess office space and insufficient lab space to meet the demand of small life science companies. Existing labs are routinely at 100 percent occupancy while office space is routinely 28-44 percent vacant. By increasing the number of available wet labs, the incubator can serve more emerging life science companies by providing both lab and office space, thereby reducing the current office space vacancy. Additionally, my recommended budget adds \$50,000 in FY21 to expand the County's biohealth innovation initiatives.

Supporting small businesses is one of my top priorities. Consequently, my budget adds \$200,000 to provide operating funding support for privately-run incubators in target businesses (e.g., a kitchen incubator, a maker space, and others) that will provide access to technology and technical support to grow and expand small businesses and entrepreneurship in the County.

To promote tourism and economic activity in neighborhoods, the FY21 recommended budget adds \$85,000 to support Visit Montgomery in its work marketing Montgomery County as a destination for meetings and conferences, group tours, leisure travel and amateur sports events. Increasing tourism can stimulate the local economy with direct spending in hotel stays and other goods and services that generate revenue for the County.

Furthermore, the budget recommends \$65,000 to address the lack of cohesive branding for the White Flint corridor. This initiative will introduce placemaking and branding to the area. I am also recommending \$50,000 for placemaking and affirming Fenton Village's brand. With the growth of downtown Silver Spring, it has become increasingly critical to accentuate its sub-districts. Fenton Village is a highly recognizable area, and the businesses located there will benefit greatly from increased marketing.

This spending plan also continues funding support for all economic development programs provided through the Economic Development Fund for financial and/or technical assistance to eligible businesses. Those programs include the Economic Development Grant and Loan Program, MOVE Program, Biotech Credit Supplement, Cybersecurity Supplement, Small Business Assistance Program, SBIR/STTR Matching Grant Program, Microloan Program and the Impact Assistance Fund. It also continues the County's commitment to support the Montgomery County Economic Development Corporation's work to accelerate business growth and retention, showcase the County as an ideal location to start and grow a business, and strategically promote targeted industries to connect with our local business network and top talent.

With regard to workforce development, this budget continues funding support to WorkSource Montgomery, with an incoming new CEO and Board leadership, to meet the needs of the underemployed and unemployed, provide career advancement programs for strategic industries in the County, and act as a convener for the various workforce components throughout the County. The total funding for WorkSource Montgomery in this budget is \$1.44 million, including \$180,000 dedicated to the Summer Rise Program. This program is a partnership among MCPS, local businesses, government agencies and nonprofit organizations to provide a career-based learning opportunity for high school students during the summer. We are also working on developing and implementing strategic programming to help the most vulnerable County residents with multiple barriers find sustainable employment.

## EFFECTIVE, SUSTAINABLE GOVERNMENT

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Making Government work more effectively and more efficiently for County residents will strengthen our community in the long run. As part of our transition to an outcomes-based approach to budgeting, the development of the FY21 budget for the first time involved employees from across County Government who participated in our Budget Outcome Leadership Teams. Organized around my Priority Outcomes, these individuals spent hours evaluating proposals for programs and

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enhancements, conferring with department directors and staff on their impact and presenting them to me with their recommendations. Their input into the process provided invaluable insight, and their work greatly contributed to the process and to my recommendations.

In FY20, my administration began offering Innovation Accelerator Courses to County employees. Modeled on similar academies in Denver, Miami, Las Vegas, and San Francisco, Innovation Accelerator Courses are experiential learning opportunities where County employees grow their capacity to make things better for their customers and the public, by working on real issues they face every day. The courses use structured problem solving to make tangible progress, and employees graduate when they can demonstrate the results of their proposals. Using the skills honed in these courses, County employees are implementing real changes with immediate results.

One project in the Department of Corrections and Rehabilitation is working to improve the outcomes of formerly incarcerated individuals as they re-enter our communities by making sure inmates are referred to services closer to their date of release to improve their success rates. As a result of another project, the Department of Permitting Services is making it easier for residents to get fuel storage tank permits, decreasing the error rate in permits, and reducing the staff time it takes to process applications. Montgomery County Public Libraries has implemented efficiencies developed through this course to reduce the average time it takes for new materials to reach library branches from more than four months to less than two weeks. To strengthen this effort, my FY21 recommended budget transfers two positions to the Innovation Accelerator Program, adds a Lead for America Fellow, and allows for additional operating expenses for its expansion.

To ensure that positions throughout County Government are filled expeditiously, I am recommending that we invest \$510,000 for a new applicant tracking system. This will allow us to effectively monitor and better manage the recruitment and selection process in an effort to reduce the time it takes to fill positions so that critical services can be delivered to County residents.

As part of my administration's efforts to make government work more efficiently and with a keener focus toward outcomes, you will see that this budget reflects the merger of CountyStat with the Office of Management and Budget (OMB). Increasing the collaboration between these two functions will serve the County greatly, as we ensure that County dollars are being spent in the most effective way possible. Furthermore, the FY21 budget reflects the creation of a Shared Services Team within OMB. Providing core administrative and business functions to smaller County departments and offices will allow them to focus their duties directly on their core missions and functions. The Shared Services Team is being created by transferring positions from other departments into OMB and will not result in new spending.

The foundation of an effective and sustainable government is a workforce that is respected, listened to and bargained with. Over the past few months, my administration has worked tirelessly to improve relations with its employees and labor representatives. Together with union leadership, we conducted the County's first-ever employee survey, which is guiding workplace improvement initiatives in every department.

This year, the County engaged in collective bargaining with each of the employee labor unions and reached multi-year agreements on significant improvements for the County, its workforce and County residents. The agreement with MCGEO was reached after four months of interest-based bargaining - a new process that allowed the parties to dive into issues that had been unresolved for many years and created a pathway to a positive and sustained relationship through enhanced use of the Labor Management Relations Committee. The agreement with FOP focused on recruitment and retention of our police force; the parties sought to proactively address trends in both recruitment and retention to mitigate risk and higher costs to both the County and police services. The agreement with the IAFF provided a pathway to continuing efforts to deliver fire and rescue services in the most modern, effective and efficient methods - highlighting the safety of both our firefighters and residents. Additionally, the County's consistent and prudent fiscal management of benefits, including post-employment liabilities, has resulted in a decreased long-term liability, providing savings. As a result, the County has recognized a reduction in spending of \$63 million in FY21.

This budget also includes a Productivity Improvements Non-Departmental Account to recognize cost efficiencies

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identified by Montgomery County Government staff through the evaluation of service delivery models, supervisory/management and workforce structures, relevant tools, equipment, and technologies, operating budgets, and contracts with outside vendors. The critical assessment of these factors and formulation of strategies to maintain, increase, or improve service delivery at a lower cost is a pillar of good government, especially in a fiscally challenging environment. The productivity improvement effort is a collaborative initiative that involves County leadership, employees from front lines to management, and the County's partner labor organizations. A Cost Efficiency Study Group will be formed in accordance with the County/MCGEO Collective Bargaining Agreement, tasked with investigating and identifying efficiencies and restructuring strategies that allow County Government to eliminate funded vacant or contract positions that are no longer necessary without layoffs or service reductions. This effort is estimated to result in \$10 million in savings to the County for FY21.

## LEGISLATIVE AND JUDICIAL BRANCHES

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Working alongside the Executive Branch of government and sharing my desire to make Montgomery County a more effective, efficient, equitable, and inclusive place are the County Council, State's Attorney's Office, Sheriff and Circuit Court.

The FY21 recommended budget honors the Council's request to include enhanced resources for outreach and communication through three new and one repurposed position. This will enable the legislative branch to better inform and receive information from their varied constituent communities, providing multilingual access, increased web and social media resources, Open Government initiatives and improved management of constituent requests. The requested budget for the County Council increases by \$1.2 million (or 10.0 percent) and the budget for the Legislative Branch Communications Non-Departmental Account increases by \$182,000 (or 20.5 percent).

In the Judicial Branch, the various parts of which support my priority outcomes of Safe Neighborhoods, Thriving Youth and Families and Effective and Sustainable Government, the FY21 recommended budget enhancements focus on information technology staff and improvements that contribute to better processes and operations. The State's Attorney's budget increases by \$688,357 (3.7 percent), the budget for the Sheriff increases by \$700,251 (2.8 percent) and the budget for the Circuit Court increases by \$286,255 (1.9 percent).

In conclusion, I look forward to working with you, your Council colleagues, and your outstanding staff in passing this budget. The resources of the Executive Branch are at your disposal as you begin in the next phase in the budget process. As I previously mentioned, I am keenly aware of the public health emergency facing our community, State, and nation. This budget is being proposed with a focus on both the next few days and weeks, as well as the next year and beyond. As we respond to this emergency, we need to be flexible to respond to changing conditions and needs. Ultimately, this may result in me submitting revisions, supplementals and amendments to alter this proposal as conditions warrant.



# FY21 RECOMMENDED OPERATING BUDGET HIGHLIGHTS



## County Executive Elrich's Seven Priority Outcomes

- ★ Thriving Youth and Families
- ★ An Affordable, Welcoming County for a Lifetime
- ★ Safe Neighborhoods
- ★ A Greener County
- ★ Easier Commutes
- ★ A Growing Economy
- ★ Effective, Sustainable Government



## County Executive Elrich's Initiatives

- ★ Expanding Affordable Housing
- ★ Developing a BRT (Bus Rapid Transit) Network
- ★ Addressing Climate Change and Reducing Waste
- ★ Early Child Care/Education
- ★ Broadening Economic Development
- ★ Implementing Shared Administrative Support & Innovation Accelerator Initiative

Highlights



# FY21 RECOMMENDED OPERATING BUDGET HIGHLIGHTS



## Thriving Youth and Families...

- ✦ Include \$10.4 million to expand the Early Care and Education Initiative.
- ✦ Add an Early Literacy Outreach Librarian to provide outreach, education, training, and modeling in early literacy skills for parents and caregivers of young children ages 0 to 5. This position will be added to the Public Libraries' budget and funded by the Early Care and Education Initiative.
- ✦ Provide \$900,000 in funding for 10 additional school health nurses to address staffing shortages.
- ✦ Match funding of \$100,000 for a Summer Supplemental Nutrition Assistance Program grant.
- ✦ Include \$9.7 million for funding to renew previously awarded community grants as we transition to a consolidated community grants program.
- ✦ Support the Montgomery Can Code program through funding in both the Montgomery County Public Schools' and Montgomery College's budgets to provide a unique learning opportunity for youth who would like to pursue STEM education fields.



## A Growing Economy...

- ✦ Create a Business Advancement Team by realigning key County government staff to provide oversight and leadership on business programs including incubator management, economic development incentives and financing programs, business development projects, and other business-related special initiatives.

# Highlights

- ★ Implement economic development grant agreements for retention and expansion of jobs and business activities that will support economic growth in the County.
- ★ Include \$200,000 in funding to support privately-run incubators in target businesses that will provide access to technology and technical support to grow and expand small businesses and entrepreneurship in the County.
- ★ Provide \$600,000 in funding for the conversion of excess office space into wet labs in the lab corridor of the Germantown Innovation Center. By increasing the number of available wet labs, the incubator can serve more emerging life science companies by providing both lab and office space, thereby reducing the current office space vacancy.
- ★ Expand the County's biohealth innovation initiatives with an additional \$50,000 in funding.
- ★ Recommend \$1.44 million in funding for WorkSource Montgomery including \$180,000 dedicated to the Summer Rise Program. This program is a partnership among Montgomery County Public Schools, local businesses, government agencies, and non-profit organizations to provide a career-based learning opportunity for high school students during the summer.



## A Greener County...

- ★ Begin implementation of the recommendations from the County's Climate Change Workgroup and fund technical analysis; recommend an additional \$250,000 from the Tree Canopy Fund for the Tree Montgomery Program. This program provides trees, free of charge, to residents, helping improve the air quality of our community and beautify our neighborhoods.
- ★ Allocate \$418,000 to implement a commercial food waste program, \$408,000 to pilot single family food waste program, and \$40,000 for a program that provides composting bins to single family homes for at-home food waste. These programs will help the reduce the amount of food waste materials that go into our landfills every day.
- ★ Boost efforts to reduce recycling contamination in the field by adding three new field inspectors.



## Easier Commutes...

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- ★ Begin operation of the FLASH service - Montgomery County's new express bus service along US 29 (Colesville Road).
- ★ Enhance the successful Kids Ride Free program by adding \$610,000, so that all youth ages 18 and under are eligible to ride for free on our local buses; and the Seniors Ride Free program by offering free rides on local buses during off-peak periods.
- ★ Increase service to low-income elderly and disabled residents who depend on public transportation by funding an additional \$240,000 to expand eligibility for the Call-N-Ride Program to serve an estimated 166 additional participants.
- ★ Focus on improving bus service to meet the needs of our growing population and on a way to leverage non-County funding sources to develop a financing plan to construct and operate the BRT lines.
- ★ Include \$180,000 in funding to expand senior transportation to include Fridays and service for the North Potomac Senior Program.



## An Affordable, Welcoming County for a Lifetime...

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- ★ Invest nearly \$85 million in affordable housing. This includes \$53 million in the Montgomery Housing Initiative (MHI) Fund, \$22 million in the Affordable Housing Acquisition and Preservation CIP project, and \$10 million for the new Affordable Housing Opportunity Fund.
- ★ Recommend \$600,000 in funding to support the establishment the Office of Racial Equity and Social Justice to ensure that racial equity and social justice become core principles embedded in all County decision making.
- ★ Support residents who need rental assistance the most with a focus on eviction prevention, including targeted assistance and financial literacy seminars in areas experiencing high levels of evictions. Over 4,500 households are projected to be assisted in FY21.
- ★ Expand the number of slots available in the Rapid Rehousing Program, including slots specifically designated for households fleeing domestic violence.

- ★ Provide \$2 million in funding to increase the Rental Assistance Program subsidy by 50 percent to ensure that individuals and families at risk of or currently experiencing homelessness have additional resources to help pay for their most basic living expenses.



## Safe Neighborhoods...

- ★ Continue commitment to pedestrian safety improvements through the Vision Zero initiative by adding \$100,000 to restart our investment in raised pavement markings (RPM), adding 30 miles of new RPMs and supporting 20 miles of existing RPM replacement and maintenance.
- ★ Invest close to \$55 million to support pedestrian safety activities to eliminate deaths and serious injuries on our County roads by 2030.
- ★ Enhance funding to purchase 200 new dashboard cameras for patrol cars.
- ★ Support community policing by adding four positions to reestablish the Police Activities League (PAL) which will specialize in sports activities and other events for at-risk youth.
- ★ Fund efforts to improve the recruitment of sworn officers and 911 staff by making our police department more competitive with other law enforcement agencies in our region.
- ★ Support 911 staff by adding a social worker position at the Emergency Communications Center to serve as a stress management resource for public safety communications specialists.
- ★ Add 20 positions to eliminate overtime while firefighter/rescuers are training to become paramedics.



## Effective, Sustainable Government...

- ★ As an integral part of the outcome based budgeting approach, County Government employees with diverse expertise evaluated program services based on performance and its contribution to the County Executive's Seven Priority Outcomes and key initiatives. Seven Budget Outcome Leadership Teams (BOLTs) were organized to

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evaluate the value of the services offered; evaluate what we are doing; identify areas of duplication, inefficiencies, new opportunities, and how we can do things differently to obtain more or better results.

- ✦ Merge CountyStat with the Office of Management and Budget (OMB) thereby increasing the collaboration between these two functions ensure that County dollars are being spent in the most effective way possible.
- ✦ Recommend an investment of \$510,000 for a new applicant tracking system to effectively monitor and better manage the recruitment and selection process and reduce the time it takes to fill vacant positions so that critical services can be delivered to County residents.
- ✦ Create a Shared Administrative Services Team within the Office of Management and Budget (OMB) to provide core administrative and business functions to smaller County departments and offices that will allow them to focus on their core missions and functions. The Shared Services Team is being created by transferring positions from other departments into OMB and will not result in new spending.
- ✦ Strengthen the Innovation Accelerator Program, which are learning opportunities where County employees increase their capacity to make things better for their customers and the public.



## Funding the Budget...

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- ✦ Recommend a total County budget from all sources for all County agencies of \$5,925,909,313 which is \$164.2 million or 2.9 percent more than the FY20 budget.
- ✦ Recommend tax-supported funding for the Montgomery County Government of \$2,119,450,068 (including debt service and OPEB funding).
- ✦ Recommend tax-supported funding for the Montgomery County Government of \$1,704,246,858, an increase of 0.8% percent (excluding debt service)
- ✦ Funding for Montgomery County Public Schools will increase \$114.9 million or 4.3 percent. Within this total, the County contribution is \$39.1 million over maintenance of effort, and 3.8 percent higher than FY20.
- ✦ Funding for Montgomery College's FY21 Recommended Operating Budget totals \$318.4 million. The County's local contribution is slightly above the Maintenance of Effort requirements and the College's proposed level of support. The overall County

contribution on a per student full-time enrollment basis increased by \$98 or 0.9 percent since FY20.

- ★ Recommend tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by \$1,500,443 or 1 percent from FY20 (including debt service and OPEB funding).
- ★ Fund the Washington Suburban Sanitary Commission's (WSSC Water) FY21 operating and capital budgets with a 7.0 percent water and sewer rate increase as proposed by the Commission.
- ★ Recommended a property tax rate of \$1.0264 per \$100 of assessed value and a \$800 homeowners' property tax credit. The recommended property tax rate keeps the rate within the County's Charter limit. Property tax revenue also includes a 3.1 cent supplemental tax exclusively for MCPS.
- ★ Promote existing mechanisms for senior citizens and those on limited incomes to assist them as needed with property tax increases, such as the Senior Tax Credit program that benefits eligible residents who are at least 65 years of age. This credit is calculated as 50 percent of the combined State Homeowners' Tax Credit and County Supplement.
- ★ Retains the energy tax rate at the level approved by the Council for FY20, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

# Highlights

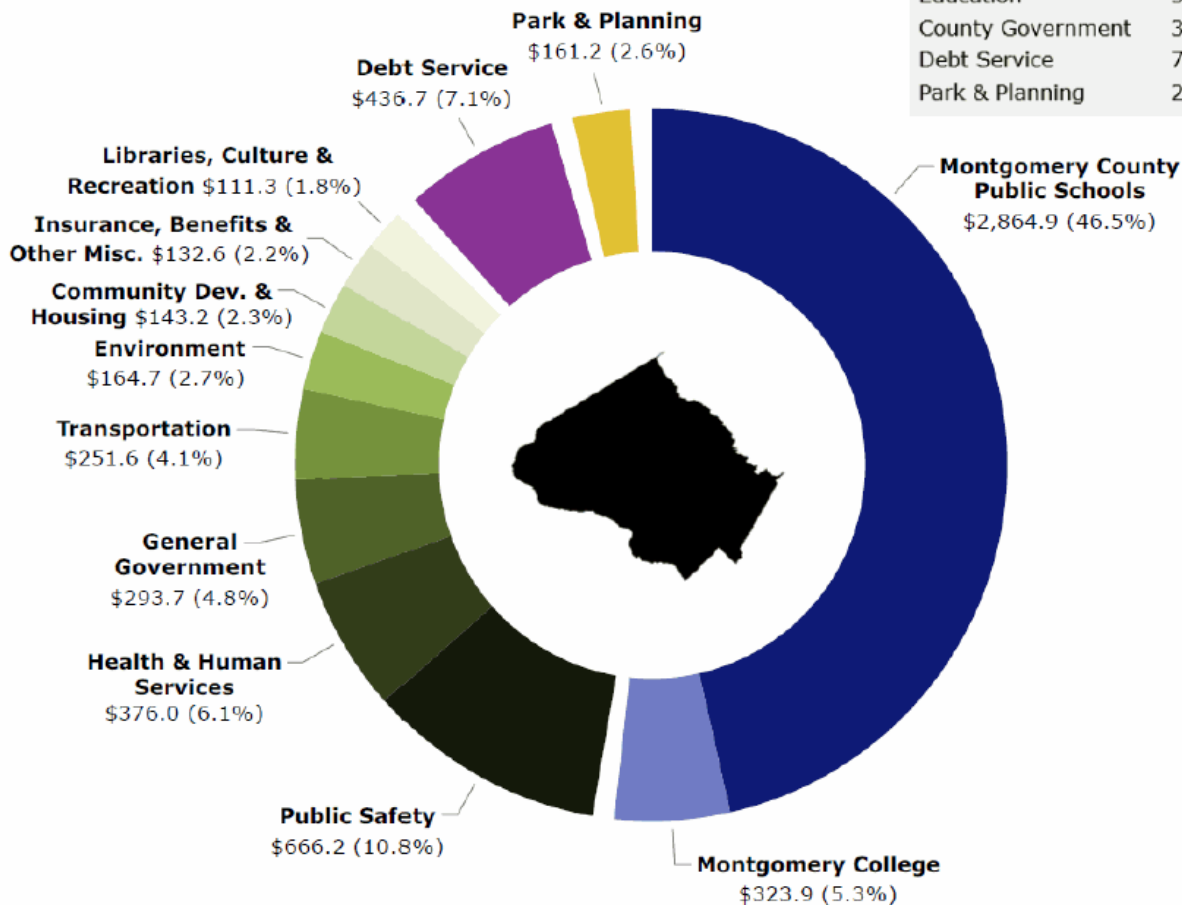
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## WHERE THE MONEY GOES

### Expenditures by Function (millions)



### Expenditure Categories

Education	52.6%
County Government	37.3%
Debt Service	7.4%
Park & Planning	2.7%

### How a Dollar of Taxes is Spent



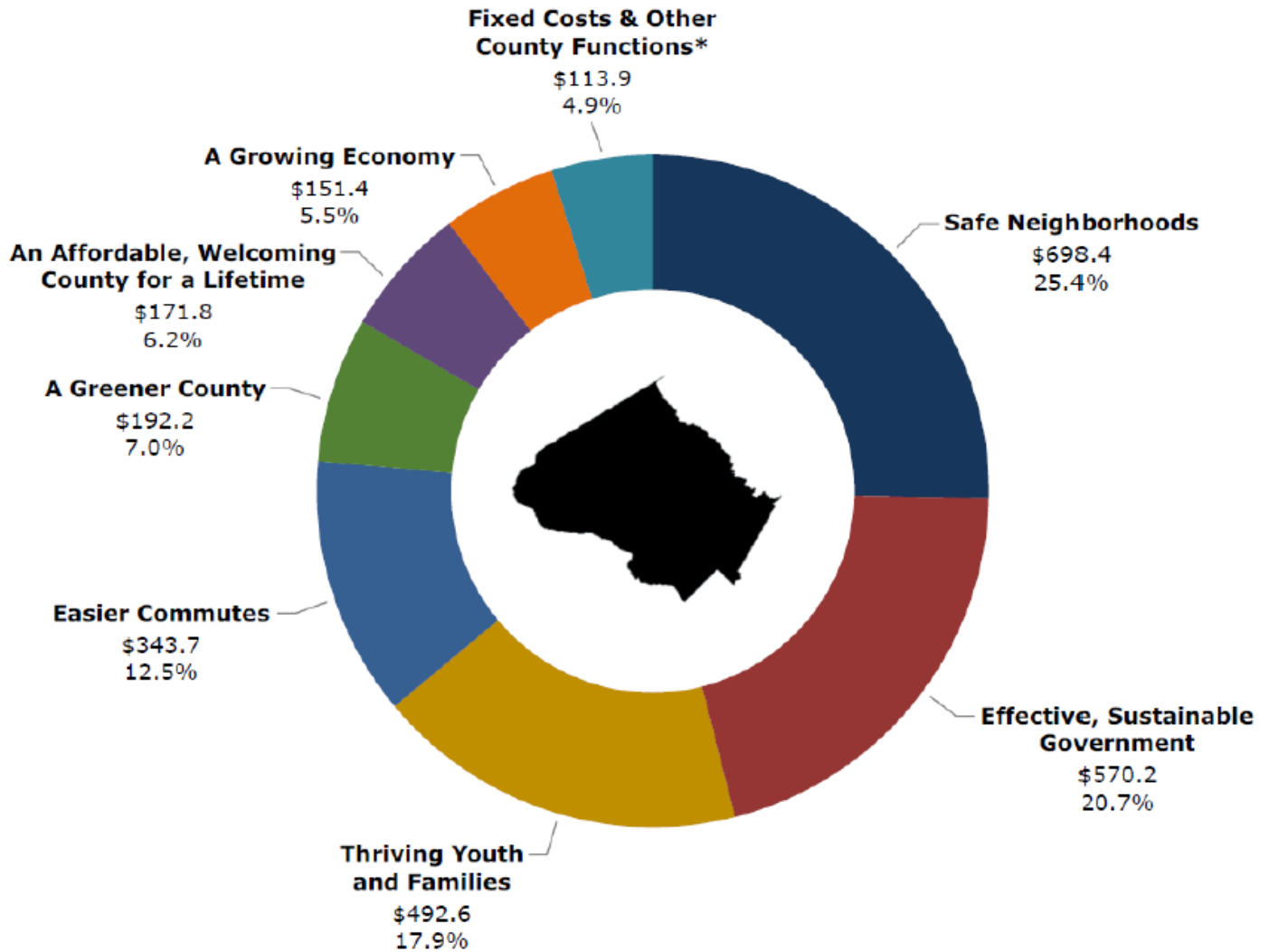
Education 56¢

County Government 33¢

Debt Service 7¢  
Park & Planning 3¢

# WHERE THE MONEY GOES

County Government Expenditures by County Executive's Priority Outcomes (millions)



\*Includes Legislative & Judicial functions.

NOTE: This data reflects only the funding amounts included in the County's Operating Budget. Additional funds are allocated to these Priority Outcomes in the Capital Budget.



# How to Read the Budget

## INTRODUCTION

The County Executive's Recommended Operating Budget and Public Services Program (PSP) contains a comprehensive picture of the Executive's recommendations for the fiscal year beginning July 1, including changes from the previous fiscal year, department accomplishments and initiatives, and performance measures.

*\*\*NOTE\*\* Throughout this publication you will see the following fiscal year references, the specific years are listed below:*

- **Last Year / Prior Year** - Fiscal Year **2019**
- **Current Year** - Fiscal Year **2020**
- **Next Year** - Fiscal Year **2021**

Consistent with the County Charter, the County Executive makes recommendations on the operating budget for all County departments, offices, and agencies. However, recognizing the Charter-defined roles, the Executive defers significantly to Legislative and Judicial Branch agencies on those budgets. Questions regarding the recommended budgets for Legislative Branch departments should be directed to Sandra Marin, 240-777-7923.

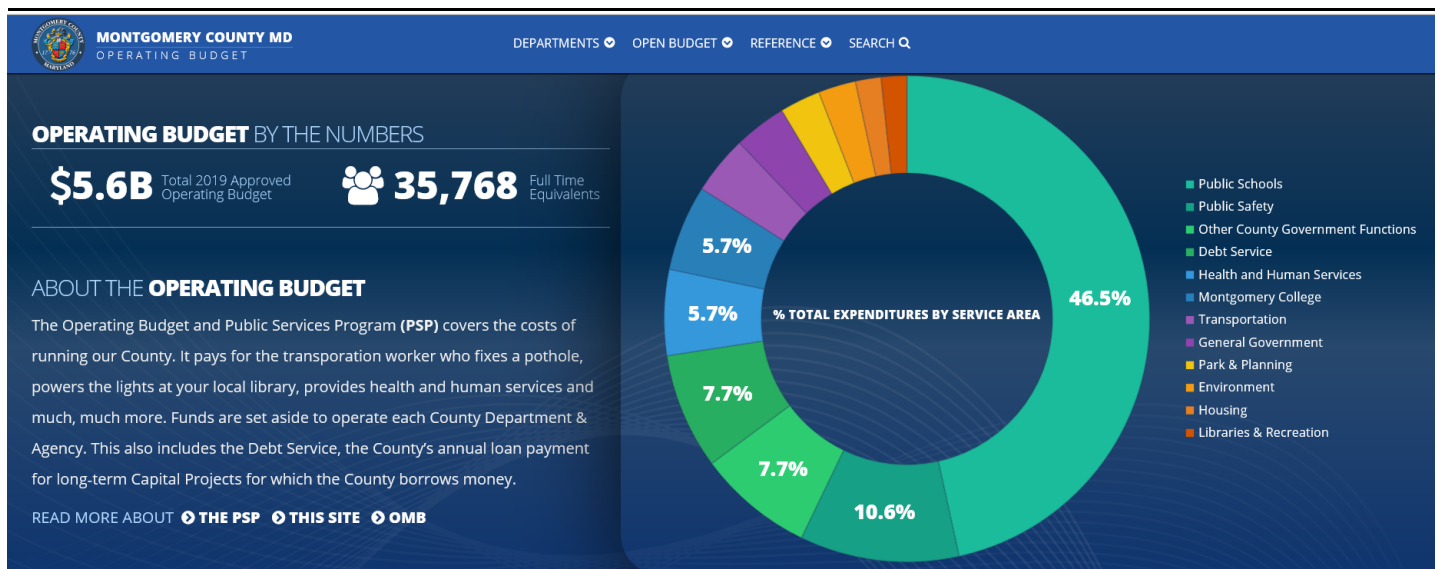
## OPEN BUDGET

To replace, consolidate, and enhance numerous failing legacy financial systems, the Office of Management and Budget (OMB) developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides residents, analysts, departments, and management with instant access to budget and performance data in a clear and concise fashion. This scalable solution ensures evolving budget needs are met in a cost-effective manner.

Open BASIS Budget Features Include:

- Interactive charts, visualizations, tables, maps and videos;
- A Custom Google Search Engine for fast results finding;
- Downloadable Publications, Individual Sections/Chapters;
- Filter Previous Years' Data and Content;
- Export & Discover data, tables and visualizations;
- Mobile (works on smartphones, tablets and desktops);
- American with Disabilities Act (ADA) Compliant; and
- Instantly translatable into 90+ languages.

For more, please visit the following website: <http://montgomerycountymd.gov/openbudget>.



## CONTENTS OF THE OPERATING BUDGET DOCUMENT

The major components of the Recommended Operating Budget and Public Services Program are described below in order of appearance in this document.

### County Executive's Budget Message and Highlights

The County Executive's message summarizes the financial status of the County, major recommended expenditure priorities for the upcoming fiscal year, and how the budget is funded. The highlights provide a listing of major program initiatives and changes recommended in the Executive's budget.

### Operating Budget Process\*\*

This chapter provides a brief introduction and refers to the legal requirements for the annual budget process, and includes descriptions of government structure and government accounting methods and funds.

### Fiscal Policy\*\*

This chapter describes the policies of Montgomery County government with respect to taxes, spending, and debt management, including short-term policies and initiatives. The purpose of fiscal policy is to provide guidance for sound public practice in the planning and financing of public expenditures, including the policy assumptions under which budget and tax decisions are made.

### Revenues\*\*

This chapter provides assumptions used to project revenues for funding the budget, including:

- demographic, economic, and fiscal trends that identify potential impacts on the County's overall expenditure requirements and revenues over the next six years; and
- detailed information and estimates on revenue categories and major sources of funds.

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## Capital Improvements Program (CIP)\*\*

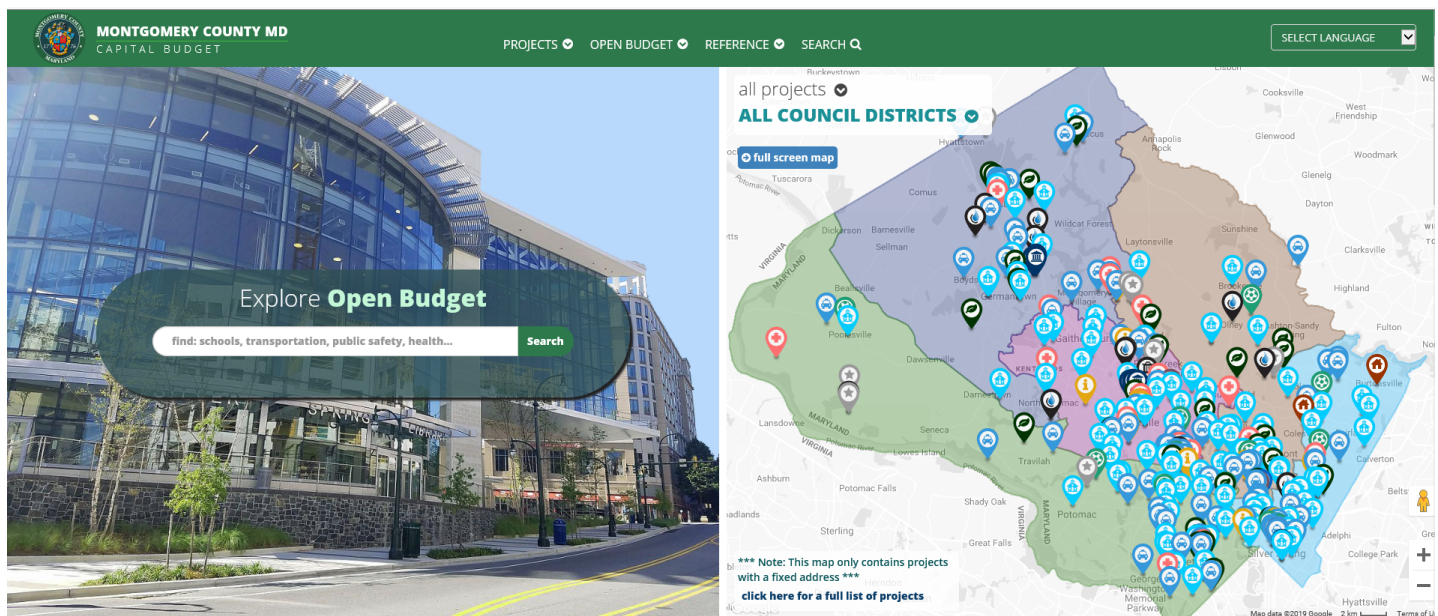
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This chapter describes the impacts of the annual Capital Budget and biennial Capital Improvements Program (CIP) on the Operating Budget and six-year Public Services Program (PSP), including a list of major CIP projects and funding sources for all agencies. The six-year CIP implies on-going commitment of resources in the PSP for: long- and short-term debt service; cash for non-debt eligible expenditures and debt avoidance; and costs to equip, open, staff, and maintain newly constructed facilities.

If you are interested in information about a the capital budget, please use our Open Capital Budget website which includes the following features:

- Breakdown of projects by category, sub-category, council district, planning area, regional service area and status;
- Interactive map with filtering capabilities by project type and location;
- Complete project details filterable by year and version, including downloadable Project Description Forms (PDF) and data;
- Comprehensive Capital Budget schedules, reports, and chapters;
- Robust Search Engine for quickly finding results;
- ADA compliant, works on any device / browser.

The information is available at [montgomerycountymd.gov/capitalbudget](https://montgomerycountymd.gov/capitalbudget).



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## Debt Service

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Debt service is the amount the County must pay each year for the principal and interest on the County's bonded and other indebtedness. Debt service is presented both in terms of the specific bond allocations by category and fund and by sources of revenue, including six-year projections of debt service requirements.

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## Workforce/Compensation\*\*

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This chapter includes detailed information about negotiated settlements with certified employee bargaining units and unrepresented employees. General data related to group insurance, disability protection, and employee retirement plans are also presented.

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## Agency Summaries

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The County Executive is required by the Charter to include recommendations on agency budgets for which the County Council sets tax rates or approves budgets. The Executive recommends expenditure levels and funding support, where applicable, for the budgets of the Montgomery County Public Schools, Montgomery College, the Montgomery County and bi-county (central administration) portions of the Maryland-National Capital Park and Planning Commission (M-NCPPC), and the Montgomery County and bi-county portions of the Washington Suburban Sanitary Commission (WSSC Water). A summary of the Housing Opportunities Commission budget is also included, containing the Executive's recommended operating budget appropriation. In addition, a section describing the Montgomery County Revenue Authority is provided, as copies of the Revenue Authority budget are not available until after May 1 of each calendar year, as required by County Code.

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## County Government Recommended Department Budgets

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The recommended budgets for departments and offices of the County Government are provided for the following:

- Legislative Branch (the County Council and legislative offices and boards);
- Judicial Branch (Circuit Court and State's Attorney); and
- Executive Branch (departments with functions related to general government; public safety; transportation; health and human services; libraries, culture, and recreation; community development and housing; environment; and other county functions).

The presentations include: the department's mission statement; the relationship to the County's priority outcomes; initiatives; program performance measures; description and cost of programs; recommended expenditure, revenue, and workforce allocations for the department; recommended changes for next fiscal year's budget; charges to other departments, and information about future funding parameter items. For more detailed information about department displays, see the section on "Department Budget Presentations" below.

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## Non-Departmental Accounts (NDAs)

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The Non-Departmental Accounts section contains expenses essential to the operation of the County government which either do not fall within the functional assignment of any department or agency or provide for expenditures related to more than one department or agency. Examples include various grants to municipal governments, contributions to other funds, County government memberships (e.g., Maryland Association of Counties), and certain legally-mandated programs. Responsibility for administration of NDAs is assigned by the Chief Administrative Officer to specific departments. Although classified as an NDA, all utilities expenditures of the County government are displayed in a separate section to provide combined data on costs by energy type and user departments.

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## Budget Summary Schedules

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The Summary Schedules section contains aggregate fiscal data for all agencies for which the County Council sets tax rates, makes levies, or approves programs and/or budgets. The schedules include expenditure and funding totals by agency, department, government function, and source of funding, with both dollar amounts and staffing (i.e. full-time equivalents (FTEs) and positions). Revenues are described and detailed by agency, fund, and type. Ten-year historical trends are also included for major expenditure categories, revenue sources, the government workforce, and tax rates.

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## Glossary

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The Glossary contains definitions of terms and acronyms commonly used throughout both the PSP and CIP budget

## DEPARTMENT BUDGET PRESENTATIONS

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For each department within Montgomery County government and for most agency summaries, the budget presentation includes:

**Mission Statement:** the overall purpose of the department (or major division), including the goals or results it expects to achieve for the community or its function in the County government.

**Budget Overview:** recommended appropriations for the department, with changes from the prior fiscal year, in dollars, full-time equivalents, and percentage change.

**County Priority Outcomes:** denotes which of the County Executive's seven priority outcomes relate to the department.

**Initiatives:** provides anticipated results of the recommended funding for next fiscal year.

**Innovation & Productivity Improvements:** provides a summary of major department innovations and operational efficiencies completed in the last year.

**Program Contacts:** department and Office of Management and Budget (OMB) contacts for the budget, including phone numbers.

**Program Descriptions:** provides a descriptive narrative of the program, including, as applicable:

- Nature, functions, and features of program activity;
- The public need to which the program responds;
- Who or what benefits from the program activity; and
- What the resources allocated will provide to the community.

**Program Performance Measures:** lists performance measures that are aligned to each relevant program. Actual performance data are shown for the previous two fiscal years, as well as estimates for the current fiscal year and targets for the next two fiscal years. The FY20 and FY21 figures represent performance goals for the relevant program.

**Program Recommended Changes:** a table displays the recommended program expenditures and FTEs compared to the prior fiscal year, including an itemization of key changes within individual programs based on recommended budget actions. Budget changes that relate to a unique program are listed individually within each program recommended changes chart. Budget changes that affect more than one program, such as compensation changes, are summarized in a multi-program adjustment item for each affected program.

**Budget Summary:** summary data for the department, including actual expenditures for the prior fiscal year, the recommended budget and estimated expenditures for the current fiscal year, and the recommended budget for the coming fiscal year. The presentation includes, by fund, expenditures within appropriation category (Personnel Costs, Operating Expenses, Capital Outlay, and Debt Service); personnel requirements (full-time and part-time positions and FTEs); and related revenue sources. Appropriation categories and related components within the Budget Summary include:

- **Salaries and Wages:** The cost of all salary expenses for both full-time and part-time positions, including other personnel cost adjustments (e.g., overtime, shift differential, multilingual pay, etc.)
- **Employee Benefits:** Social security, group insurance, and retirement. Additional information regarding employee benefits may be found in the Workforce/Compensation chapter of this document.

- **Operating Expenses:** Those costs required to support the operations of the agency, including such items as contracted services, printing, motor pool, and office supplies.
- **Debt Service** (for M-NCPPC, Parking Lot Districts, Solid Waste Disposal, Liquor Control, and Montgomery Housing Initiative funds only): The annual payment of principal and interest on bonded indebtedness (for both general obligation and other debt) incurred by departments/agencies funded by a Special or Enterprise fund.
- **Capital Outlay:** Funding for the acquisition of fixed assets that have a value of \$10,000 or more and a useful life of more than one year.

Personnel categories within the Budget Summary include full- and part-time positions as well as full-time equivalents (FTEs). FTEs reflect staff time charged to the department's operating budget. One FTE is the equivalent to 2,080 work hours or 260 workdays.

Related revenues listed in the Budget Summary are generated or received by the department as a direct result of its activities. These include user fees, permits and licenses, grants, intergovernmental aid and reimbursements, and other miscellaneous revenues.

**Recommended Changes:** describes department-wide expenditure and FTE changes from the current year's approved budget to next fiscal year's recommended budget. The crosswalk includes:

- Additional items funded in next year's recommended budget for new or expanded services;
- Decreases from last year's approved budget relating to reduction in service or elimination of one-time funding in the base (e.g. for printers, servers, implementation of new system where hardware costs are one-time expenses, costs for vehicles for new police officers, etc.);
- Proposed compensation adjustments;
- Group insurance and retirement rate adjustments;
- Rate adjustments for other expenses such as motor pool, printing and mail, risk management, etc.;
- Increases or reductions in charges to or from other departments (including charges to the CIP);
- Shifts in resources to another department;
- Other personnel cost adjustments, including changes related to annualization of current year increments; position or job class reclassifications; staff turnover; and lapse changes; and
- Other operating expense changes, including inflation adjustments for contracts, rent, etc.

The presentation is organized under two categories: first by items with service impacts, then by other adjustments with no service impacts. Under each category, the items are organized by largest to smallest dollar value change. For items that affect a single program, the name of the relevant program is shown in parentheses. If no program is shown, the adjustment affects several programs.

A verb precedes each recommended crosswalk item. The following verbs describe service impact changes:

#### Verb and Definition

**Add** - New funding for services that presently do not exist.

**Enhance** - More funding for an existing service or improvement to the quality of an existing service.

**Eliminate** - Total elimination of an existing service, with no anticipation of the service being provided by another entity.

**Reduce** - Reduction in funding, but not elimination of an existing service.

**Restore** - To reverse a previous recommendation to Shift or Reduce a service.

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**Replace** - County assumption of responsibilities previously provided by a non-county entity or funded by a restricted grant (e.g. Federal/State/private).

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The following verbs describe other adjustments with no service impact changes:

#### Verb and Definition

**Increase Cost** - Additional expenditures to provide the same quantity and scope of existing services (e.g., compensation or benefit increases).

**Decrease Cost** - Reduction in cost without service impact (e.g., elimination of one-time items approved in the current fiscal year).

**Re-align** - budget adjustment with no impact on service due to more efficient service delivery or change in service demand.

**Shift** - The transfer of service delivery and attendant costs between County Government departments; or elimination or reduction of a service, with the anticipation that the service will be provided by another entity (e.g., State, private sector).

**Technical Adjustment** - Used to indicate shifts between expenditure categories or changes in FTEs with no net budget impact.

**Program Summary:** listing of each program, including current fiscal year approved and next fiscal year's recommended expenditures and FTEs.

**Charges to Other Departments:** provides listing of Personnel and Operating Expenses charged to other departments or to the capital budget. The amounts in the table are not reflected in the expenditure or FTE figures displayed in the Budget Summary.

**Funding Parameter Items:** provides potential future fiscal impacts of the department's programs by fund over a six-year period when measured against the Executive's recommended budget for the next fiscal year.

**Annualization of Personnel Costs:** identifies next fiscal year's annualized cost for the lapsed portion of new recommended positions as most new positions are budgeted for only a portion of the fiscal year.

**Six-Year Public Services Fiscal Plan:** estimates of costs over the six-year planning period are included as overall projections of total resources and use of resources for many Montgomery County non-tax supported funds such as the Permitting Services Fund and Solid Waste Disposal and Collection Funds. These figures are based on major known commitments, and the projected assumptions are explained.

**Service Maps and Other Exhibits:** additional information (e.g., location of Police, Fire, Library, or Recreation facilities) relevant to the department is provided, as applicable.

\*\* Included only in the Recommended version of the Budget Publication

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# Operating Budget Process

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## INTRODUCTION

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The Montgomery County Charter, approved by the voters in 1968 and implemented in 1970, provides for a County Council/Executive form of government. Under this form of government, the Executive develops and recommends budget proposals; the Council then authorizes expenditures and sets property tax rates. The Charter also provides for an annual six-year Public Services Program (PSP), Operating Budget, and Capital Budget and a biennial six-year Capital Improvements Program (CIP). These budgets and related fiscal and programmatic plans provide the basis for understanding, coordinating, and controlling County government programs and expenditures.

This section provides a brief introduction and refers to the legal requirements for the annual budget process, and includes descriptions of government structure and government accounting methods and funds.

## THE BUDGET PROCESS

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### Fiscal Year

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The 12-month period used to account for revenues and expenditures in Montgomery County commences on July 1 of each year and ends on June 30 of the following year. A Budget Process Flow Chart timeline appears later in this section, which displays the relationships between the Capital Budget/CIP, Operating Budget/PSP, and Growth Policy processes across the year.

### Operating and Capital Budgets

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Under the County Charter (Section 303), the complete County Executive's Recommended Budget includes the CIP, published by January 15 in even-numbered calendar years; the Capital Budget, published annually by January 15; and this document, the Operating Budget and PSP, published annually by March 15.

Further information about the PSP can be found later in this section. For further information about the Capital Budget/CIP, please refer to the Capital Improvements Program section of this document.

### Spending Affordability Process

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The Spending Affordability process for the Operating Budget is required by Section 305 of the County Charter and Chapter 20 of the Montgomery County Code.

The County Council must set Spending Affordability Guidelines (SAG) for the Operating Budget by the second Tuesday in February after a public hearing. The guidelines must specify a ceiling on funding from property tax revenues and a ceiling on the aggregate operating budget. In adopting SAG, the Council considers the condition of the economy, the level of economic activity in the County, personal income levels, and the impact of economic and population growth on projected revenues among other relevant factors.

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Along with the guidelines, the Council also adopts recommended spending allocations for the tax-supported budgets of County Government, the Board of Education, Montgomery College, the Maryland-National Capital Park and Planning Commission, debt service, and current revenue funding for the CIP.

By March 31, each agency and the Executive must also specify how, if necessary, they would reduce the budget request to reach the Council allocation.

The Charter requires the Council to approve the Operating and Capital Budgets by June 1. An aggregate operating budget that exceeds the aggregate operating budget for the preceding fiscal year by a percentage increase greater than the annual average increase of the Consumer Price Index for all urban consumers (CPI-U) in the Washington-Baltimore Metropolitan area (or any successor index) for the 12 months preceding December first of each year requires the affirmative vote of six Councilmembers. An aggregate operating budget which exceeds the SAG ceiling on the aggregate operating budget then in effect requires the affirmative vote of seven Councilmembers. The Council approved spending affordability guidelines and allocations are displayed in the Spending Affordability Comparison chart at the end of this chapter.

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## Limits on Revenues

Section 305 of the County Charter includes a limit on the annual increase in property tax revenues. With the exception of revenue from new construction and property whose zoning or use has changed, this section limits the growth in property tax revenues to the percentage increase in the Washington-Baltimore Metropolitan area CPI-U unless there is an unanimous vote of nine Councilmembers to exceed that limit.

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## Operating Budget Forums

The Executive sponsors forums to give County residents an opportunity to provide their input on the County's operating budget priorities, have their voices heard, contribute ideas that could be used in the development of the budget, as well as learn about the County's operating budget and get answers to their questions.

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## Operating Budget Preparation and Executive Review

Requirements for submission of, and action on, County budgets are contained in Article 3 of the County Charter. Departments and agencies prepare budget requests within guidelines established by the Executive (for the departments) and by law (for other agencies of government). These are submitted on scheduled dates for analysis by the Office of Management and Budget (OMB) and are reviewed by the Executive during the period January-March. The Executive recommends a budget which balances all agency expenditures with projected revenues to the Council by March 15.

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## Public Hearings

Citizen participation is essential to a fair and effective budget process. Many citizens and advisory groups work with specific departments to ensure that their concerns are addressed in departmental requests. The County Charter requires the Council to hold a public hearing not earlier than 21 days after receipt of the recommended operating budget from the Executive.

Public hearings are advertised in County newspapers. Speakers must register with the Council Office to testify at the public hearings. Persons wishing to testify should call the Council Office to register 240.777.7803. If it is not possible to testify in person at the hearings, written testimony is acceptable and encouraged. For further information and dates of the Council's public hearings on the County Executive's Recommended Operating Budget, contact the Legislative Information Office at 240.777.7910. Hearings are held in the Council Hearing Room of the Stella B. Werner Council Office Building, unless otherwise specified.

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## Council Budget Review

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After receiving input from the public, the Council begins its review of the Executive's Recommended Operating Budget. Each agency budget is reviewed by a designated Council committee. Agency and Office of Management and Budget (OMB) representatives meet with these committees to provide information and clarification concerning the recommended budget and agency programs. In April and May, the full Council meets in regular sessions, reviews the recommendations of its committees, and takes final action on each agency budget.

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## Operating and Capital Budget Approval

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The Charter requires that the Council approve and make appropriations annually for the operating and capital budgets by June 1. In even-numbered calendar years, the Council also approves a six-year CIP. Prior to June 30, the Council must set the property tax levies necessary to finance the budgets. Other sections of the Charter provide for Executive veto or reduction of items in the budget approved by the Council. The Charter prohibits expenditure of County funds in excess of available unencumbered appropriations.

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## Amending the Approved Operating and Capital Budgets

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The Operating and Capital Budgets may be amended at any time after adoption by the Council.

**Supplemental appropriations** are recommended by the County Executive, specify the source of funds to finance the additional expenditures, and may occur any time after July 1 of the fiscal year. A supplemental appropriation that would comply with, avail the County of, or put into effect a grant or a Federal, State, or County law or regulation, or one that is approved after January 1 of any fiscal year, requires an affirmative vote of five Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of six Councilmembers. The Executive may disapprove or reduce a supplemental appropriation, and the Council may re-approve the appropriation, as if it were an item in the annual budget.

**Special appropriations** are recommended by either the County Executive or County Council, specify the source of funds to finance the additional expenditures, and are used when it is necessary to meet an unforeseen disaster or other emergency or to act without delay in the public interest. The Council may approve a special appropriation after public notice by news release, and each special appropriation must be approved by not less than six Councilmembers.

**Transfers of appropriation** which do not exceed ten percent of the original appropriation, may be accomplished by either: the County Executive, for transfers within or between divisions of the same department; or by the County Council, for transfers between departments, boards or commissions, or to new accounts.

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## Public Services Program (PSP)

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Projections of County revenues relative to anticipated expenditure requirements constrain the level of public services affordable. The PSP looks to balance the growth in revenues, based on the County Executive's current revenue and fiscal policies, with the pressures affecting the future cost of services. The Charter (Section 302) requires the County Executive to submit an annual comprehensive six-year program for public services and fiscal policy. The PSP includes:

- a statement of program objectives;
- recommended levels of public service;
- an estimate of costs over the six-year period;
- a statement of revenue sources;

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- estimated impact of the PSP on County revenues and the Capital Budget; and
  - projected revenues and expenditures for all functions of the County government.

The Charter requires that the annual budget, submitted in conjunction with the PSP, be consistent with the six-year program.

Recommended levels of public service can be seen in the six-year projections of expenditures for each special fund. Expenditures are projected based on major known commitments. Actual costs, over time, are the result of several variables, including collective bargaining, government policy, and objectives of fairness between agencies and employee groups.

An estimate of the impact of the PSP on County revenues is included, where applicable, in the program descriptions or in the fiscal data for the department or agency. Impact on the program of the Capital Budget is included, where applicable, in the program descriptions; future fiscal impacts; or in facility plans, when the program or service delivery will require expanded, additional, or replacement facilities that are scheduled in the CIP.

## BUDGETING FOR OUTCOMES

Creating an effective and sustainable County Government is one of the County Executive's top priorities. As a way to achieve that goal, the Executive is focused on how to use budgeting to drive innovation and turn resources into real results in Montgomery County.

This approach begins with using priority outcomes as a focal point for budgeting; connecting resources necessary to achieve those outcomes; using performance data and evidence to make budget decisions; fostering competition and collaboration; rewarding services that obtain results and shifting dollars from programs that are ineffective; engaging residents in the budget process; and focusing on the return on investment.

As an integral part of this approach, County Government employees with diverse expertise evaluated program services based on performance and its contribution to the County Executive's Seven Priority Outcomes and key initiatives. Seven Budget Outcome Leadership Teams (BOLTs) were organized to evaluate the value of the services offered; evaluate what we are doing; identify areas of duplication, inefficiencies, new opportunities, and how we can do things differently to obtain more or better results.

When allocating resources under this approach, budgeting maximizes the value of the dollars that are spent.

## OPEN BUDGET

To replace, consolidate, and enhance numerous failing legacy financial systems, OMB developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides residents, analysts, departments, and management with instant access to budget and performance data in a clear and concise fashion. This scalable solution ensures evolving budget needs are met in a cost-effective manner.

Open BASIS Budget features include:

- Interactive charts, visualizations, tables, maps and videos
- A Custom Google Search Engine for fast results finding
- Downloadable Publications, Individual Sections / Chapters
- Filter Previous Years' Data and Content
- Export & Discover data, tables, and visualizations
- Mobile (works on smartphones, tablets and desktops)
- American with Disabilities Act (ADA) Compliant
- Instantly translatable into 90+ languages

## APPENDICES TO THIS SECTION

### Government Structure

This section shows the organizational entities that compose Montgomery County government.

### Government Accounting Methods and Funds

This section describes the funds and accounting mechanisms used to manage County resources.

### Spending Affordability Comparison

This section includes the Council approved spending affordability guidelines and allocations.

### Montgomery County Functional Organization Chart

This chart displays the organizational structure of departments and agencies for the County government.

### Montgomery County Government Public Documents

This table contains a list of all budget-related public documents, including the approximate dates of publication and how they may be obtained.

### Montgomery County Map

This map displays the County's location in the State of Maryland.

### Budget Process Flow Chart

This chart follows the Capital Budget/CIP and Operating Budget/PSP process from the start of the process in July/August to the final approval of the budgets in June for all agencies.

## GOVERNMENT STRUCTURE

### County Government Organization

Montgomery County includes several organizational components and joint ventures, including:

**Montgomery County Government (MCG)**, which includes Executive departments (such as Recreation, Environmental Protection, and Police) and offices (such as County Attorney), the County Council's legislative offices and boards, the Circuit Court, and judicial offices;

**Montgomery County Public Schools (MCPS)**, under the authority of the Board of Education (BOE);

**Montgomery College (MC)**, the County's two-year community college, under the authority of its Board of Trustees;

**Maryland-National Capital Park and Planning Commission (M-NCPPC)**, a bi-county agency which manages public parkland and provides land use planning, with administration shared with Prince George's County;

**Washington Suburban Sanitary Commission (WSSC)**, a bi-county agency which provides water and sewer service to Montgomery and Prince George's Counties;

**Housing Opportunities Commission (HOC)**, the County's public housing authority; and

**Montgomery County Revenue Authority**, a public corporation for self-supporting enterprises of benefit to the County.

Bethesda Urban Partnership, a not-for-profit organization, that executes service contracts for the benefit of one of the County's special taxing districts (Bethesda Urban District).

Along with M-NCPPC and WSSC, the following organizations are also considered joint ventures of the County: Washington Suburban Transit Commission (WSTC), Washington Metropolitan Area Transit Authority (WMATA), Metropolitan Washington Council of Governments (COG), and Northeast Maryland Waste Disposal Authority (NEMWDA).

An organization chart is included at the end of this section to assist the reader to understand the relationship between the Executive's Recommended Budget and the various agencies of government in Montgomery County.

## GOVERNMENT ACCOUNTING METHODS AND FUNDS

The accounting records of Montgomery County Government for tax supported funds are maintained on a modified accrual basis, with revenues being recorded only when available and measurable, and expenditures recorded when goods or services are received and liabilities incurred. Accounting records for proprietary and trust funds are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. The principal funds of the County government are:

Tax Supported Funds	Non-Tax Supported Funds:
MCPS: Current Fund	MCPS: Grant, Food Service, and other Enterprise Funds
Montgomery College: Current and Emergency Repair Funds	Montgomery College: Grant, Continuing Education, Cable Television, and Auxiliary Funds
M-NCPPC: Administration, Parks, and Advance Land Aquisition Revolving Fund (ALARF) Funds	M-NCPPC: Grant, Enterprise, Property Management, and Special Revenue Funds
Montgomery County Government: General, Recreation, Urban Districts, Mass Transit, Fire Tax District, and Economic Development Funds	Montgomery County Government: Grant, Solid Waste (Collection and Disposal), Vacuum Leaf Collection, Parking Districts, Cable Television, Liquor Control, Permitting Services, Community Use of Public Facilities, Water Quality Protection, and Montgomery Housing Initiative Funds
Debt Service associated with General and Special Tax Supported Funds	Debt Service associated with Non-Tax Supported Funds
Current Revenue to the CIP (including Pay As You Go (PAYGO))	Housing Opportunities Commission and Revenue Authority
Revenue Stabilization Fund contributions	WSSC

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## General Fund

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The General Fund is the principal operating fund for the County government. It is used to account for all financial resources except those required by law, County policy, and generally accepted accounting principles to be accounted for in another fund.

## Special Revenue Funds

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Special revenue funds account for activities supported, in part, by special taxes on specific geographical areas, user charges or service fees from those benefiting from special services, or a combination of both. Special revenue funds have been established (listed below).

## TAX SUPPORTED SPECIAL REVENUE FUNDS

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**Economic Development Fund:** accounts for grant, loan, and loan repayment activity to assist in attracting and retaining business operations in Montgomery County.

**Fire Tax District Fund:** accounts for fiscal activity related to the receipt of dedicated property taxes for fire service and the provision of fire and rescue services throughout Montgomery County.

**Mass Transit Facilities Fund:** accounts for fiscal activity related to planning, developing, and operating County government transit programs.

**Recreation Fund:** accounts for the receipt and use of recreation taxes, program fees, and other resources for the County's Recreation District.

**Revenue Stabilization Fund:** accounts for the accumulation of resources during periods of economic growth and prosperity, when revenue collections exceed estimates. Funds may then be drawn upon during periods of economic slowdown, when collections fall short of revenue estimates.

**Urban District Funds:** account for the receipt and use of resources related to the maintenance and enhancement of the Bethesda, Silver Spring, and Wheaton business districts.

## NON-TAX SUPPORTED SPECIAL REVENUE FUNDS

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**Cable TV Fund:** accounts for fiscal activity related to the receipt and use of grants from the County's cable television franchisees (Comcast, RCN, and Verizon) and receipts due to the County over several years as the result of the transfer of ownership of the cable system from the original franchisee to the current owner. Franchise fee payments from the cable company are deposited in this Fund and used to defray costs of cable-related activities of various departments and agencies of County government and to pay municipal co-franchisor expenses as required by County law. Income in excess of the Cable fund's operating requirements may be transferred to the General Fund and used to finance general government operations.

**Grants Fund:** accounts for the Federal and State grant-funded activities of the tax supported General Fund and Special Revenue Funds.

**Montgomery Housing Initiative Fund:** accounts for fiscal activity related to financing, supplementing, and constructing affordable residential facilities for eligible participants.

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**Water Quality Protection Fund:** accounts for fiscal activity related to maintenance of certain stormwater management facilities, a related loan program to help property owners upgrade such facilities, and a water quality protection charge on certain properties.

## Internal Service Funds

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These funds are used for the financing of goods and services provided by one department or agency to other departments and agencies of the County government on a cost-reimbursement basis. The following are the Internal Service Funds used by Montgomery County government:

**Central Duplicating Fund:** accounts for fiscal activity related to printing and postage services provided to the user agencies, including assessments to departments for mail services and "chargeback" transfers from departments using printing and photocopy services.

**Employee Health Benefits Self Insurance Fund:** accounts for fiscal activity related to health, life, vision, dental, and long-term disability insurance needs of the participating governmental agencies.

**Motor Pool Fund:** accounts for operating revenues and expenses related to the automotive and other motorized equipment needs of the user departments of Montgomery County.

**Liability and Property Coverage Self-Insurance Fund:** accounts for fiscal activity related to liability, property, and workers' compensation needs of participating governmental agencies.

**Debt Service Fund:** The Debt Service Fund accounts for fiscal activity related to the payment of principal, interest, and related costs of general obligation debt, long-term leases, and short-term financing.

## Capital Projects Fund

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The Capital Projects Fund accounts for fiscal activity related to the acquisition or construction of major capital facilities.

## Permanent Funds

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Permanent funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs -- that is, for the benefit of the government or its citizenry.

## Enterprise Funds

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Enterprise funds account for activities: 1) that are financed with debt secured solely by a pledge of the net revenues from the fees and charges of the activity; 2) where the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service; or 3) in certain situations, where a fee is charged to users for goods and services. The following are the enterprise funds used by Montgomery County Government:

**Community Use of Public Facilities Fund:** accounts for fiscal activity related to making public space, such as schools, available to community organizations, commercial users, and others during non-school hours.

**Alcohol Beverage Services Fund:** the County's Alcohol Beverage Services (ABS) has a monopoly on all wholesale sales of alcoholic beverages and retail sales of distilled spirits in the County. This fund accounts for the operations of the County government's liquor retail stores, the liquor warehouse, and the administration of the Alcohol Beverage Services. Income in excess of the ABS's operating requirements is transferred to the General Fund and used to finance general government

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operations.

**Parking Lot District Funds:** account for fiscal activity related to serving parking needs of those who work and shop in three central business/parking lot districts (Silver Spring, Bethesda, and Wheaton).

**Permitting Services Fund:** accounts for all fiscal activity related to the collection and use of building permit fees and other charges related to the development process.

**Solid Waste Fund:** accounts for fiscal activity of all solid waste disposal operations, including recycling, for the County and County contracted refuse collection within the Solid Waste Collection District.

**Vacuum Leaf Collection Fund:** provides two vacuum leaf collections to residents in the down County area during the late fall/winter months.

## Fiduciary Funds

Fiduciary funds account for assets held by the County in a trustee capacity or as an agent for individual private organizations, other governmental units, and/or other funds. The following are the fiduciary funds used by Montgomery County government:

**Agency Funds:** account for the administration of assets that are received by the County incidentally in connection with the discharge of its responsibilities. The County uses these funds for special assessment development districts and holding property tax payment.

**Private-Purpose Trust Funds:** include trust arrangements under which principal and income benefit individuals, private organizations, or other governments. Also included in these funds is the endowment fund for the Strathmore Hall Foundation, to which the County has contributed and which provides funds for operation of the facility.

**Investment Trust Fund:** accounts for the external portion of the County's external investment pool that belongs to legally separate entities and non-component units.

**Pension and Other Employee Benefit Trust Funds:** account for resources that are required to be held in trust for the members and beneficiaries of such pension and employee benefit plans.

## Other Special Revenue Funds

Other special revenue funds do not have appropriations within the Operating Budget; however, their fund balances are re-appropriated as part of the miscellaneous provisions of the appropriation resolution.

**Drug Enforcement Forfeitures Fund:** accounts for the receipt of cash and other property forfeited to the County during drug enforcement operations. Fund resources are used for law enforcement and drug education programs.

**New Home Warranty Security Fund:** accounts for the collection of warranty fees from builders and the payment of homeowner claims against builders.

**Rehabilitation Loan Fund:** a revolving loan fund, established with General Fund money, to help income-eligible homeowners finance rehabilitation required to make their homes conform to applicable Montgomery County Code requirements.

**Restricted Donations Fund:** accounts for donations and contributions received by the County that are restricted for use in specific County programs.

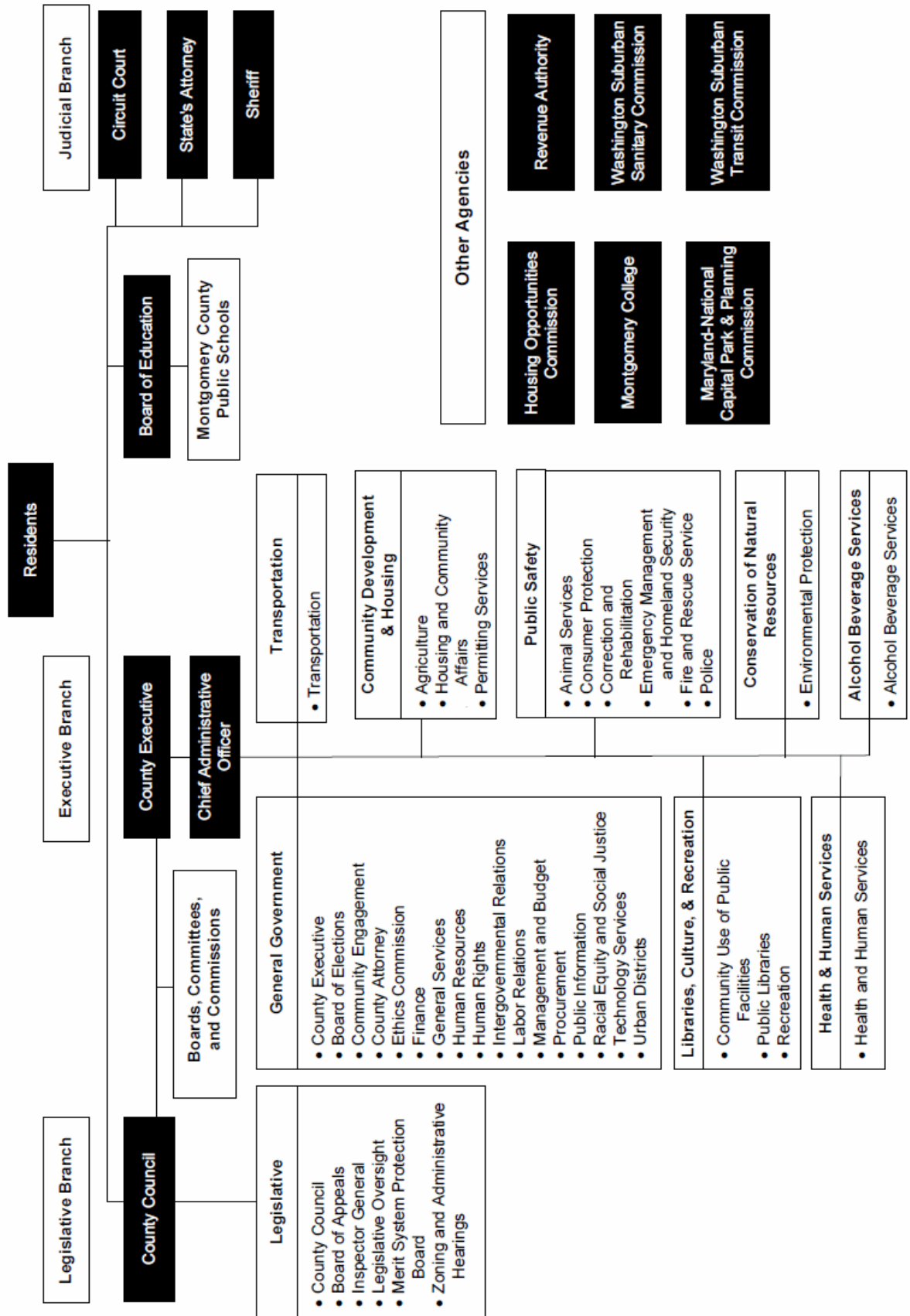
# SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

A	B	C	D	E	F	G
CATEGORY	FY20 CC Approved 5-23-19	FY20 Estimate	FY21 CC SAG 2-11-20	FY21 CE Recommended 3-16-20	FY21 % Chg App / Rec	FY21 \$ Chg App / Rec
1 Property Tax	1,836.8	1,793.3		1,903.3	3.6%	66.5
2 Income Tax	1,640.3	1,720.5		1,695.4	3.4%	55.0
3 Transfer/Recordation Tax	182.8	172.6		181.6	-0.6%	(1.2)
4 Other Tax	283.2	273.7		273.6	-3.4%	(9.6)
5 General State/Fed/Other Aid	933.2	926.0		942.7	1.0%	9.5
6 All Other Revenue	219.7	229.3		231.4	5.4%	11.8
7 Revenues	5,095.9	5,115.4		5,227.9	2.6%	132.0
8 Net Transfers In (Out)	16.1	7.8		12.6	-21.7%	(3.5)
9 Set Aside: Potential Supplementals	0.0	-		-	n/a	-
10 Set Aside: Other Claims	(1.9)	-		-	-100.0%	1.9
11 Beginning Reserve: Total	534.8	497.7		565.9	5.8%	31.0
11a Revenue Stabilization Fund	340.8	341.5		382.2	12.1%	41.4
11b Reserve: Undesignated	194.0	156.1		183.7	-5.3%	(10.3)
12 TOTAL RESOURCES	5,644.9	5,620.9		5,806.4	2.9%	161.5
13 APPROPRIATIONS						
14 Capital Budget:						
15 CIP Current Revenue	(33.5)	(39.5)	(86.5)	(66.5)	98.8%	(33.1)
16 CIP PAYGO	(32.0)	(32.0)	(32.0)	(32.0)	0.0%	-
17 Operating Budget:						
18 MCPS	(2,514.3)	(2,480.8)	(2,515.6)	(2,603.7)	3.6%	(89.4)
19 College, Total	(265.5)	(256.4)		(268.9)	1.3%	(3.4)
20 Less College Tuition	74.6	74.3		75.3	0.9%	0.7
21 College, Net	(190.9)	(182.1)	(186.5)	(193.7)	1.5%	(2.8)
22 County Government	(1,572.2)	(1,594.4)	(1,561.2)	(1,617.1)	2.9%	(44.9)
23 M-NCPPC	(129.6)	(129.9)	(128.6)	(130.8)	0.9%	(1.2)
24 Retiree Health Insurance Prefunding	(121.4)	(100.3)	(127.7)	(90.1)	-25.8%	31.3
24 Other: (Unallocated) / GAP	0.0	-		-	n/a	(0.0)
25 Total Operating Budget:	(4,603.0)	(4,561.8)		(4,710.6)	2.3%	(107.6)
26 Debt Service:						
27 All County Debt Service	(397.5)	(392.1)	(442.2)	(383.4)	-3.6%	14.2
28 M-NCPPC Debt Service	(6.8)	(6.5)	-	(7.3)	8.0%	(0.5)
29 MCG Long Term Leases (b)	(25.7)	(23.2)	-	(31.8)	23.8%	(6.1)
30 TOTAL APPROPRIATIONS	(5,098.4)	(5,055.0)	(5,080.3)	(5,231.6)	2.6%	(133.2)
31 (incl. Capital, Operating & Debt Service)						
32 Aggregate Operating Budget	(5,023.8)	(4,980.7)	(5,080.3)	(5,156.4)	2.6%	(132.5)
33 (excludes College tuition)						
34 Revenue Stabilization Fund (new \$s)	(23.1)	(40.6)		(8.6)	-62.9%	14.5
35 Ending Reserve: Total	546.5	565.9		574.8	5.2%	28.3
36a Revenue Stabilization Fund	363.9	382.2		390.8	7.4%	26.9
36b Ending Reserve: Designated	0.0	-		-	n/a	-
36c Ending Reserve: Undesignated	182.6	183.7		184.0	0.8%	1.5
37 Maximum AOB without 6 votes	(4,977.6)			(5,087.7)		
38 (Prior Year AOB + inflation as shown)	2.07%			1.27%		

- a) Based on latest revenue and expenditure estimates as prepared by Department of Finance and OMB.  
b) Long term leases of Montgomery County Government are considered equivalent to debt service.

# Montgomery County, Maryland Functional Organization Chart



MONTGOMERY COUNTY PUBLIC DOCUMENTS:  
ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

DATE	ITEM	AVAILABILITY
January 15th (even calendar years)	<b>COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND CAPITAL IMPROVEMENTS PROGRAM (CIP)</b> <i>County Executive's Transmittal; Introductory Sections; County Government Departments; HOC; Revenue Authority; MCPS; Montgomery College; M-NCPPC; WSSC</i>	<a href="http://www.montgomerycountymd.gov/omb">www.montgomerycountymd.gov/omb</a> Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
January 15th (odd calendar years)	<b>COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND AMENDMENTS TO (PRIOR YEAR) CAPITAL IMPROVEMENTS PROGRAM</b> <i>County Executive's Transmittal; Capital Budget; Amendments</i>	<a href="http://www.montgomerycountymd.gov/omb">www.montgomerycountymd.gov/omb</a>
March 15th	<b>COUNTY EXECUTIVE'S RECOMMENDED OPERATING BUDGET AND PUBLIC SERVICES PROGRAM</b> <i>County Executive's Transmittal; Financial Summaries; Legislative, Judicial, Executive Branch Departments; MCPS; Montgomery College; M-NCPPC; WSSC</i>	<a href="http://www.montgomerycountymd.gov/omb">www.montgomerycountymd.gov/omb</a> Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
March 31st	<b>FISCAL PLAN</b> <i>Contains estimates of costs and revenues over the six-year planning period for all Montgomery County special and enterprise funds and many Agency funds.</i>	<a href="http://www.montgomerycountymd.gov/omb">www.montgomerycountymd.gov/omb</a> Office of Management and Budget (240.777.2800)
June 15th (odd calendar years)	<b>PLANNING BOARD RECOMMENDED GROWTH POLICY - STAFF DRAFT</b>	Reference copies from M-NCPPC (301.495.4610)
mid-July (even calendar years)	<b>APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED CAPITAL IMPROVEMENTS PROGRAM</b> <i>PSP and CIP Appropriation and Approval Resolutions; Operating Budget, CIP and Capital Budget Summaries; Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC</i>	<a href="http://www.montgomerycountymd.gov/omb">www.montgomerycountymd.gov/omb</a> Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
mid-July (odd calendar years)	<b>APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED AMENDMENTS TO THE CAPITAL IMPROVEMENTS PROGRAM</b> <i>PSP and CIP Appropriation and Approval Resolutions; Operating and Capital Budget Summaries; and selected Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC</i>	Reference copies at public libraries Office of Management and Budget <a href="http://www.montgomerycountymd.gov/omb">www.montgomerycountymd.gov/omb</a> (240.777.2800) (for purchase on limited basis)
August 1 (odd calendar years)	<b>PLANNING BOARD RECOMMENDED GROWTH POLICY - FINAL DRAFT</b>	Reference copies from M-NCPPC (301.495.4610)

MONTGOMERY COUNTY PUBLIC DOCUMENTS:  
ANNUAL BUDGETS, GROWTH POLICY, AND OTHER SOURCES OF INFORMATION

DATE	ITEM	AVAILABILITY
Late December	<b>COMPREHENSIVE ANNUAL FINANCIAL REPORT</b>	Reference copies at public libraries: Department of Finance (240.777.8860) <a href="http://www.montgomerycountymd.gov/finance">www.montgomerycountymd.gov/finance</a> (on limited basis)
Quarterly	<b>ECONOMIC INDICATORS</b>	Department of Finance (240.777.8866) <a href="http://www.montgomerycountymd.gov/finance">www.montgomerycountymd.gov/finance</a>
Monthly (To update the Economic Indicators Report)	<b>ECONOMIC UPDATE</b>	Department of Finance (240.777.8866) <a href="http://www.montgomerycountymd.gov/finance">www.montgomerycountymd.gov/finance</a>
Annually	<b>ANNUAL INFORMATION STATEMENT</b>	Department of Finance (240.777.2020) <a href="http://www.montgomerycountymd.gov/finance">www.montgomerycountymd.gov/finance</a> (on limited basis)
Available throughout the year	<b>MONTGOMERY COUNTY HISTORICAL SOCIETY INFORMATION</b>	Montgomery County Historical Society (301.340.2825) <a href="http://www.montgomeryhistory.org">www.montgomeryhistory.org</a>
Available throughout the year	<b>MONTGOMERY COUNTY DEMOGRAPHIC INFORMATION</b>	Maryland-National Capital Park and Planning Commission: Montgomery County Planning Board(301.650.5600) <a href="http://www.montgomeryplanning.org/research">www.montgomeryplanning.org/research</a>



## OPERATING BUDGET & PUBLIC SERVICES PROGRAM PROCESS TIMELINE

JULY

Develop Funding Parameter Targets

SEPT/OCT

Issue Funding Parameter Targets  
Operating Budget Forums

OCT / NOV

Operating Budget Submissions

DEC

Operating Spending Affordability  
Guidelines Adopted by County Council

DEC - FEB

Office of Management and Budget Review  
BOLT Review (Budget Outcome Leadership Teams)  
County Executive Review

MARCH 15



**County Executive Transmits Recommended Operating Budget and Public Services Program to County Council**

MAR - MAY

Council Review and Public Hearings  
Council Final Action  
Adopt Capital and Operating Budgets

JULY



**Publish Approved Capital and Operating Budgets**





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## CAPITAL BUDGET (ANNUAL) & CAPITAL IMPROVEMENTS PROGRAM (CIP) (BIENNIAL) PROCESS TIMELINE



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# Fiscal Policy

## INTRODUCTION

### Definition and Purpose of Fiscal Policy

Fiscal policy corresponds to the combined practices of government with respect to revenues, expenditures, and debt management. Fiscal planning, generally done within the context of the Public Services Program (PSP)/Operating Budget and the Capital Improvements Program (CIP)/Capital Budget, reflects and helps shape fiscal policy.

The budget process not only reflects those fiscal policies currently in force, but is itself a major vehicle for determining and implementing such policies. The fiscal policy statements presented on the following pages are not static. They evolve as the economy and fiscal environment change and as the County population and requirements for government programs and services change.

The purposes of fiscal policy for the PSP/Operating Budget are:

- **Fiscal Planning for Public Expenditures and Revenues.** Fiscal policy provides guidance for good public practice in the planning of expenditures, revenues, and funding arrangements for public services. It provides a framework within which budget, tax, and fee decisions should be made. Fiscal policy provides guidance toward a balance between program expenditure requirements and available sources of revenue to fund them. Fiscal planning considers long-term trends and projections in addition to annual budget planning.
- **Setting Priorities Among Programs.** Clearly defined and quantified fiscal limits encourage setting priorities by government managers and elected officials, thus helping to ensure that the most important programs receive relatively more funding.
- **Assuring Fiscal Controls.** Fiscal policies relating to County procurement of goods and services, to payment of salaries and benefits, to debt service, and to other expenditures are all essential to maintaining control of government costs over time.

### Organization of this Section

Following are the major fiscal policies currently applied to the PSP/Operating Budget and financial management of Montgomery County (see the Recommended CIP for policies that relate more directly to the CIP). Numerous other fiscal policies that relate to particular programs or issues are not included here but are believed to be consistent with the guiding principles expressed below.

The presentation of fiscal policies is in the following order:

- Policies for fiscal control
- Policies for expenditures and allocation of costs
- Short-term fiscal and service policies
- Current CIP fiscal policies
- Policies for governmental management

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- Policies for revenues and program funding
  - Fiscal policy for user fees and charges
  - Framework for fiscal policy

## FISCAL CONTROL POLICIES

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### Structurally Balanced Budget

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The County must have a structurally balanced budget. Budgeted expenditures should not exceed projected recurring revenues plus recurring net transfers minus the mandatory contribution to reserves for that fiscal year. Recurring revenues should fund recurring expenses. No deficit may be planned or incurred.

### Reserves

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The County must have a goal of maintaining an unrestricted General Fund balance of five percent of the prior year's General Fund revenues and a total reserve of ten percent of revenues including the Revenue Stabilization Fund effective FY20, as defined in the Revenue Stabilization Fund law (Section 20-65, Montgomery County Code).

### Use of One-Time Revenues

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One-time revenues and revenues in excess of projections must be applied first to restoring reserves to policy levels or as required by law. If the County determines that reserves have been fully funded, then one-time revenues should be applied to non-recurring expenditures which are one-time in nature, PAYGO for the CIP in excess of the County's targeted goal, or to unfunded liabilities. Priority consideration should be given to unfunded liabilities for retiree health benefits (OPEB) and pension benefits prefunding.

### PAYGO

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The County should allocate to the CIP each fiscal year as PAYGO at least ten percent of the amount of general obligation bonds planned for issue that year.

### Fiscal Plan

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The County should adopt a fiscal plan that is structurally balanced, and that limits expenditures and other uses of resources to annually available resources. The fiscal plan should also separately display reserves at policy levels, including additions to reserves to reach policy level goals.

### Budgetary Control

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The County will exercise budgetary control (maximum spending authority) over Montgomery County government through County Council approval of appropriation authority within each department and special fund in two categories: Personnel Costs and Operating Expenses; over the Montgomery County Public Schools and Montgomery College through appropriations in categories set forth by the State; over the County's portion of the Maryland-National Capital Park and Planning Commission (M-NCPPC) activities through approval of work programs and budgets; and over the Washington Suburban Transit Commission through appropriation of an operating contribution.

Budgetary control over the Washington Suburban Sanitary Commission (WSSC) is exercised following joint review with

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Prince George's County through approval of Operating and Capital Budgets, with recommended changes in sewer usage charges and rates for water consumption.

Budgetary control over the Housing Opportunities Commission (HOC) and the Montgomery County Revenue Authority is limited to approval of their capital improvements programs and to appropriation of an operating contribution to the Housing Opportunities Commission.

## Financial Management

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The County will manage and account for its Operating and Capital Budgets in accordance with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

## Basis of Budgeting/Accounting Method

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The County's basis of accounting used in the preparation and presentation of its Comprehensive Annual Financial Report (CAFR) is consistent with GAAP for governments.

The County maintains its accounting records for tax supported budgets (the General Fund, special revenue funds, and Capital Projects fund supported by general tax revenues) and permanent funds on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when the services or goods are received and the liabilities are incurred. Accounting records for proprietary funds and fiduciary funds, including private-purpose trust funds, are maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash. Agency funds are also accounted for on the full accrual basis of accounting.

The County's basis of budgeting for tax-supported and proprietary and trust fund budgets is consistent with the existing accounting principles except as noted below.

- The County does not legally adopt budgets for trust funds.
- The County legally adopts the budgets for all enterprise funds.
- For the Motor Pool and Central Duplicating Internal Service Funds, the appropriated budgets for those funds are reflected in the appropriated budgets of the operating funds (General Fund, special revenue funds, etc.) that are charged back for such services, and in a reappropriation of the prior year's Internal Service Fund fund balance. For the Liability and Property Coverage Self-Insurance and Health Self-Insurance Internal Service Funds, appropriation exists both in a separate legally adopted budget for each fund, and in the appropriated budgets of the operating departments that are charged back for such services.
- Debt service payments and capital outlay are included in the operating budgets of proprietary funds.
- Proprietary fund budgets do not include depreciation and amortization. Instead, capital outlay and construction costs, as applicable, are budgeted in the operating and capital funds, respectively, at the time of purchase and/or encumbrance. Proprietary fund budgets also do not include bad debts.
- The County does not budget for the retirement of Commercial Paper Bond Anticipation Notes (BANs). The outstanding balance of any BANS issued are retired with the issuance of general obligation bonds.
- Certain amounts, such as those relating to the purchase of new fleet vehicles and certain inter-fund services such as permitting and solid waste services, are budgeted as fund expenditures but are reclassified to inter-fund transfers for accounting purposes.
- Year-end GAAP incurred but not reported (IBNR) adjustment amounts in the self-insurance internal service funds are not budgeted; any such adjustments to IBNR claims reserve as of year-end are incorporated into the budget preparation process of the following fiscal year.

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- Proprietary fund budgets include the annual required contribution to pre-fund retiree health insurance benefit costs; however, certain pre-funded retiree health insurance related costs in the proprietary funds and General Fund may be reclassified for accounting purposes.
  - Proceeds from debt issued specifically for Montgomery Housing Initiative (MHI) affordable housing/property acquisition is classified as a resource in the MHI fund.
  - The County does not budget for the annual change in fair market value of its investments, which is included in revenue for accounting purposes.
  - The County does not budget for the operating results of the Montgomery County Conference Center, owned by the County and administered by a third party; instead, the budget includes cash distributions between the parties that represent distribution of net operating revenues and reimbursement for net operating losses.

## Internal Accounting Controls

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The County will develop and manage its accounting system to provide reasonable assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits requires estimates and judgments by management.

## Audits

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The County will ensure the conduct of timely, effective, and periodic audit coverage of all financial records and actions of the County, its officials, and employees in compliance with local, state, and federal law.

# POLICIES FOR EXPENDITURES AND ALLOCATION OF COSTS

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## Content of Budgets

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The County will include in the Operating Budget all programs and facilities which are not included in the Capital Improvements Program. There are three major impacts of the Capital Improvements Program (CIP) on Operating Budgets: debt service; current revenues applied to the CIP for debt avoidance or for projects which are not debt-eligible; and presumed costs of operating newly opened facilities. Please refer to the Capital Improvements Program (CIP) section in this document for more detail.

## Expenditure Growth

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The Charter (Section 305) requires that the County Council annually adopt and review spending affordability guidelines for the Operating Budget, including guidelines for the aggregate Operating Budget. The aggregate Operating Budget excludes Operating Budgets for: enterprise funds; grants; tuition and tuition-related charges of Montgomery College; and the Washington Suburban Sanitary Commission. County law implementing the Charter requires that the Council set expenditure limits for each agency, as well as for the total, in order to provide more effective guidance to the agencies in the preparation of their budget requests.

Spending affordability guidelines for the Capital Budget and Capital Improvements Program are adopted in odd-numbered calendar years. They have been interpreted in subsequent County law to be limits on the amount of general obligation debt and Park and Planning debt that may be approved for expenditure for the first and second years of the CIP and for the entire six years of the CIP.

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Any aggregate budget that exceeds the guidelines then in effect requires the affirmative vote of seven Councilmembers for approval.

The Executive advises the Council on prudent spending affordability limits and makes budget recommendations for all agencies consistent with realistic prospects for the community's ability to pay, both in the upcoming fiscal year and in the ensuing years.

Consistent with the Charter (Section 302) requirement for a six-year Public Services Program, the Executive continues to improve long-range displays for operating programs.

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## Allocation of Costs

The County will balance the financial burden of programs and facilities as fairly as possible between the general taxpayers and those who benefit directly, recognizing the common good that flows from many public expenditures, the inability of some citizens to pay the full costs of certain benefits, and the difficulty of measuring the relationship between public costs and public or private benefits of some services.

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## Tax Duplication Avoidance

In accordance with law, the County will reimburse those municipalities and special taxing districts which provide public services that would otherwise be provided by the County from property taxes.

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## Expenditure Reduction

The County will seek expenditure reductions whenever possible through efficiencies, reorganization of services, and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness. The County will seek interagency opportunities to improve productivity.

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## Shared Provision of Service

The County will encourage, through matching grants, subsidies, and other funding assistance, the participation of private organizations in the provision of desirable public services when public objectives can be more effectively met through private activity and expertise and where permitted by law.

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## Public Investment in Infrastructure

The County will, within available funds, plan and budget for those facilities and that infrastructure necessary to support its economy and those public programs determined to be necessary for the quality of life desired by its citizens.

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## Cost Avoidance

The County will, within available funds, consider investment in equipment, land or facilities, and other expenditure actions, in the present, to reduce or avoid costs in the future.

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## Procurement

The County will make direct or indirect purchases through a competitive process, except when an alternative method of procurement is specifically authorized by law, is in the County's best interest, and is the most cost-effective means of procuring goods and services.

In order to align costs with designated resources for specific programs or services, the County will generally first charge expenses against a restricted revenue source prior to using general funds. The County may defer the use of restricted funds based on a review of the specific transaction.

## SHORT-TERM FISCAL AND SERVICE POLICIES

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Short-term policies are specific to the budget year. They address key issues and concerns that frame the task of preparing a balanced budget that achieves the County Executive's priorities within the context of current and expected economic realities.

In May 2015, the Supreme Court upheld the decision of the Maryland Court of Appeals in the *Wynne* income tax case, which held that the State of Maryland's failure to allow a credit with respect to the County income tax for out-of-state income taxes paid to other states for certain income earned in those states violates the Commerce Clause of the United States Constitution. As a result of the decision, the County's revenue baseline was reduced to reflect the retroactive liability from past income tax filings as well as the ongoing annual impact related to the change in the taxability of this source of income. The annual impact of this ruling is estimated to be approximately \$30.0 million, and the repayment to the State for retroactive liability from past income tax filings is estimated to be \$145.6 million spread over 80 quarters starting in the third quarter of FY21, assuming the passage of HB621, the County Tax Fairness Act. The County's revenue forecasts reflect this repayment schedule.

The FY21 budget development was impacted by FY19 actuals and by reduced revenue estimates for FY21 - primarily related to low inflation and the County's charter limit on property tax increases. The beginning general fund reserves for FY20 were \$60.1 million less than approved. This was primarily due to property tax and income tax revenues missing expectations. Some departmental overspending also contributed to the reduced reserves, including overtime and operational overspending for Fire and Rescue Services. In FY20, while income tax is estimated to increase by \$80.2 million over budget, property tax revenues are slated to be \$43.5 million below budget. The County's property tax charter limit is calculated as the tax on real property in the preceding fiscal year plus a percentage of the previous year's real property tax revenues that equals an increase in the Consumer Price Index with exceptions for newly constructed property, newly rezoned property, property that has undergone a change in use or is assessed differently due to changes in state law, and development district taxes used to fund capital improvements. When property tax revenues come in under budget, the charter limit calculation has the effect of permanently suppressing the amount of property taxes that can be collected under the limit. Reductions in inflation compounded the problem, resulting in an approximately \$57 million reduction in estimated FY21 property taxes under the charter limit compared to prior estimates. Some of the FY20 and FY21 property tax estimate write downs were offset by the increases in estimated FY20 income taxes of \$80.2 million. Some of this income tax increase was viewed as a one-time delayed reaction to the federal tax changes, so FY21 income tax estimates are expected to be slightly less (-\$7.5 million) than FY20 estimates. Overtime and fleet cost overspending for the Fire and Rescue Services, fuel cost overruns for Transit Services, and overtime cost overruns for Corrections and Rehabilitation were offset by agency and other post-employment benefits (OPEB) savings. On net, FY20 reserves are expected to be slightly above the budgeted targets. While FY21 revenue estimates were largely contained, there were a number of other cost pressures that needed to be addressed in the FY21 budget. These included:

- Required "Maintenance of Effort" local contribution cost increases due to increased K-12 enrollment, and enhancements to programming aimed at closing the achievement gap;
- Increases in debt service and cash spending in the capital budget;
- The need to partially address structural budget deficits for Fire and Rescue, and Transit Services;
- Negotiated labor agreements; and

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- A desire to achieve County Executive and County Council goals related to affordable housing, early care initiatives, economic development, and services for the County's most vulnerable residents.

In order to be able to fund these important services in FY21, a number of cost saving and sound fiscal management initiatives have been undertaken. These include:

- The institution of first quarter reporting for all departments to provide an early warning system if departments are likely to overrun their budgets. For those departments that appeared headed for overspending, monthly meetings have been initiated to analyze the reasons for overspending, to monitor progress in reducing those costs or adjusting budgets accordingly. Department Directors are now evaluated, in part, based on their ability to maintain reasonable spending levels.
- Evaluated a number of possible debt refinancing opportunities to take advantage of the current favorable interest rates.
- Negotiating multi-year agreements with the County's three employee labor unions. This will provide a predictable budget framework.
- An agreement has been reached to work with the County's largest union, MCGEO (UFCW Local 1994) to identify \$10 million in productivity savings in FY21. A Cost Efficiency Study Group will be formed in accordance with the County/MCGEO Collective Bargaining Agreement, tasked with investigating and identifying efficiencies and restructuring strategies that allow County Government to eliminate 100 funded vacant or contract positions without layoffs or service reductions.
- A program based, outcome budgeting approach to evaluating operating budgets. For FY21, the focus was on realigning budgets around desired outcomes, and Budget Outcome Leadership Teams (BOLT) evaluated and scored funding requests for new and enhanced programs for each of the County Executive's priority outcomes. These teams were made up of employees from across County government, and their recommendations prioritized funding requests for the County Executive and provided feedback to departments on how their proposals and programs could be strengthened in the future.
- In FY20, Innovation Accelerator Courses were offered to County employees. Modeled on similar academies in Denver, Miami, Las Vegas, and San Francisco, Innovation Accelerator Courses are experiential learning course where County employees grow their capacity to make things better, by working on real issues they face every day. A risk-based analysis of needed reserves. To date, revenue volatility by funding source has been analyzed and future work is expected to analyze the level of reserves needed to provide a buffer against extreme events such as severe storms, federal government shutdowns, and other unusual occurrences such as the Corona Virus outbreak. During FY21, the County Executive expects to have developed a recommendation for a new risk-based reserves policy for the County Council's consideration.
- A ten-year fiscal plan. Work has begun to consider likely funding and expenditure patterns for the next ten years to allow for more strategic planning and budgeting.

To counter the drag on property tax revenue growth, a number of revenue-oriented actions were also taken. For example, the Department of Finance has adjusted its property tax estimation model to reflect more recent appeals and assessment trends. In addition, §5-104 of the State Education Article allows a county to set a property tax rate greater than what would otherwise be allowed under that county's charter limit. The FY21 Recommended Budget implements this supplemental property tax to fund the Maintenance of Effort requirement for the school system as well as much of the Board of Education's requested enhancements. Without the additional schools tax, it would have been virtually impossible to fund the additional funding required for Maintenance of Effort without sacrificing the needs of the rest of County government. Recordation tax rates for properties over \$3 million will have higher recordation tax charges, and legislative changes will be proposed to allow these additional funds to support flexible funding for affordable housing projects.

There were also challenges in developing the Recommended FY21-26 Capital Improvements Program (CIP) as the County chose to: 1) reduce levels of General Obligation debt to improve future operating budget flexibility, 2) reallocate tax-supported cash contributions from the capital budget to support FY21 operating budget needs, and 3) subsequently

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provided budget amendments to address significant reductions in impact tax revenues and cost increases for unavoidable capital needs. In order to maintain support for key priorities such as education, critical transportation projects, core infrastructure, and economic development with reduced resources, very few new projects were included in the CIP and a number of projects were reduced or deferred. As part of this review, consideration was also given to equitably distributing projects throughout the County.

Together with the long-term policies described elsewhere in this chapter, the short-term policies described here have allowed the County to construct a balanced, fiscally responsible FY21 budget consistent with current economic and fiscal realities while achieving the County Executive's key priority outcomes.

## CURRENT CIP FISCAL POLICIES

### Policy on Eligibility for Inclusion in the CIP

Capital expenditures included as projects in the CIP should:

- Have a reasonably long useful life, or add to the physical infrastructure and capital assets of the County, or enhance the productive capacity of County services. Examples are roads, utilities, buildings, and parks. Such projects are normally eligible for debt financing.
- Generally have a defined beginning and end, as differentiated from ongoing programs in the PSP.
- Be related to current or potential infrastructure projects. Examples include facility planning or major studies. Generally, such projects are funded with current revenues.
- Be carefully planned to enable decision makers to evaluate the project based on complete and accurate information. In order to permit projects to proceed to enter the CIP once satisfactory planning is complete, a portion of "programmable expenditures" (as used in the Bond Adjustment Chart) is deliberately left available in a set-aside for future needs.

### Policy on Funding CIP with Debt

Much of the CIP should be funded with debt. Capital projects usually have a long useful life and will serve future taxpayers as well as current taxpayers. It would be inequitable and an unreasonable fiscal burden to make current taxpayers pay for many projects out of current tax revenues. Bond issues, retired over approximately 20 years, are both necessary and equitable.

Projects deemed to be debt eligible should:

- Have a useful life at least approximately as long as the debt issue with which they are funded.
- Not be able to be funded entirely from other potential revenue sources, such as intergovernmental aid or private contributions.
- Special Note: With a trend towards more public/private partnerships, especially regarding projects aimed at the revitalization or redevelopment of the County's central business districts, there are more instances when public monies leverage private funds. These instances, however, generally bring with them the "private activity" or private benefit (to the County's partners) that make it necessary for the County to use current revenue or taxable debt as its funding source. It is County fiscal policy that financing in partnership situations ensure that tax-exempt debt is issued only for those improvements that meet the IRS requirements for the use of tax-exempt bond proceeds.

### Policy on General Obligation Debt Limits

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General obligation debt usually takes the form of bond issues, and pledges general tax revenue for repayment. Paying principal and interest on general obligation debt is the first claim on County revenues. By virtue of prudent financial management and the long-term strength of the local economy, Montgomery County has maintained the highest quality rating of its general obligation bonds, AAA. This top rating by Wall Street rating agencies assures Montgomery County of a ready market for its bonds and the lowest available interest rates on that debt.

## Debt Capacity

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To maintain the AAA 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:

**Overall Debt as a Percentage of Assessed Valuation.** This ratio measures debt levels against the property tax base, which generates the tax revenues that are the main source of debt repayment. 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.

**Debt Service as a Percentage of the General Fund.** This ratio reflects the County's budgetary flexibility to adapt spending levels and respond to economic condition changes. Required annual debt service expenditures should be kept at about ten percent of the County's total General Fund. The General Fund excludes other special revenue tax supported funds.

**Overall Debt per Capita.** This ratio measures the burden of debt placed on the population supporting the debt and is widely used as a measure of an issuers' ability to repay debt. 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.

**Ten Year Payout Ratio.** This ratio reflects the amortization of the County's outstanding debt. A faster payout is considered a positive credit attribute. The rate of repayment of bond principal should be kept at existing high levels and in the 60-75 percent range during any ten-year period.

**Per Capita Debt to Per Capita Income.** This ratio reflects a community's economic strength as an indicator of income levels relative to debt. Total debt outstanding and annual amounts proposed should not cause the ratio of per capita debt to per capita income to rise significantly above about 3.5 percent.

These ratios will be calculated and reported each year in conjunction with the capital budget process, the annual financial audit and as needed for fiscal analysis.

## Policy on Terms for General Obligation Bond Issues

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Bonds are normally issued in a 20-year series, with 5 percent of the series retired each year. This practice produces equal annual payments of principal over the life of the bond issue, which means declining annual payments of interest on the outstanding bonds, positively affecting the pay-out ratio (see Debt Limits, above). Thus annual debt service on each bond issue is higher at the beginning and lower at the end. When bond market conditions warrant, or when a specific project would have a shorter useful life, then different repayment terms may be used. General Obligation bonds are secured by the unlimited taxing authority pledge of the County.

## Policy on Other Forms of General Obligation Debt

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The County may issue other forms of debt as appropriate and authorized by law. From time to time, the County issues Commercial Paper/Bond Anticipation Notes (BANs) for interim financing to take advantage of favorable interest rates within rules established by the Internal Revenue Service.

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## Policy on Use of Revenue Bonds

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Revenue bonds are secured by the pledge of particular revenues to their repayment in contrast to general obligation debt, which pledges general tax revenues. The revenues pledged may be those of a Special Revenue fund, or they may be derived from the funds or revenues received from or in connection with a project. Amounts of revenue debt to be issued should be limited to ensure that debt service coverage ratios shall be sufficient to ensure ratings at least equal to or higher than ratings on outstanding parity debt. Such coverage ratios shall be maintained during the life of any bonds secured by that revenue stream.

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## Policy on Use of Appropriation-backed Debt

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Various forms of appropriation-backed debt may be used to fund capital improvements, facilities, or equipment issued directly by the County or using the Montgomery County Revenue Authority or another entity as a conduit issuer. Under such an arrangement, the County enters into a long-term lease with the conduit issuer and the County lease payments fund the debt service on the bonds. Appropriation-backed debt is useful in situations where a separate revenue stream is available to partially offset the lease payments, thereby differentiating the project from those typically funded with general obligation debt. Because these long-term leases constitute an obligation of the County similar to general debt, the value of the leases is included in debt capacity calculations.

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## Policy on Issuance of Taxable Debt

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Issuance of taxable debt may be useful in situations where private activity or other considerations make tax-exempt debt disadvantageous or ineligible due to tax code requirements or other considerations. The cost of taxable debt will generally be higher because investors are not able to deduct interest earnings from taxable income. Taxable debt may be issued in instances where the additional cost of taxable debt, including legal, marketing, and other up-front costs and the interest cost over the life of the bonds, is outweighed by the advantages in relation to the financing objectives to be achieved.

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## Policy on Use of Interim Financing

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Interim Financing may be useful in situations where project expenditures are eligible for long-term debt, but permanent financing is delayed for specific reasons, other than affordability. Interim Financing should have an identified ultimate funding source, and should be repaid within the short-term. An example for interim financing would be in a situation where an offsetting revenue, such as land sale proceeds, will be available in the future to pay off a portion of the amounts borrowed, but the exact amounts and timing of the repayment are uncertain.

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## Policy on Use of Short-Term Financing

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Short-term financing (terms of seven years or less) may be appropriate for certain types of equipment or system financings, where the term of the financing correlates to the useful life of the asset acquired, or in other cases where the expected useful life is long, but due to the nature of the system, upgrades are frequent and long-term financing is not appropriate. Short-term financings in the CIP are also of a larger size or magnitude than smaller purchases typically financed with short-term Master Lease financing.

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## Policy on Use of Current Revenues

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Use of current revenues to fund capital projects is desirable as it constitutes "pay-as-you-go" financing and, when applied to debt-eligible projects, reduces the debt burden of the County. Decisions to use current revenue funding within the CIP have immediate impacts on resources available to annual operating budgets, and require recognition that certain costs of public

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facilities should be supported on a current basis rather than paid for over time.

Current revenues from the General Fund are used for designated projects which have broad public use and which fall outside any of the specialized funds. Current revenues from the Special and Enterprise Funds are used if the project is associated with the particular function for which these funds have been established.

The County has the following policies on the use of current revenues in the CIP:

- Current revenues must be used for any CIP projects not eligible for debt financing by virtue of limited useful life.
- Current revenues should be used for CIP projects consisting of limited renovations of facilities, for renovations of facilities which are not owned by the County, and for planning and feasibility studies.
- Current revenues may be used when the requirements for capital expenditures press the limits of bonding capacity.
- Except for excess revenues which must go to the Revenue Stabilization Fund, the County will, whenever possible, give highest priority for the use of one-time revenues from any source to the funding of capital assets or other nonrecurring expenditures so as not to incur ongoing expenditure obligations for which revenues may not be adequate in future years.

### Policy on Use of Federal and State Grants and Other Contributions

Grants and other contributions should be sought and used to fund capital projects whenever they are available on terms that are to the County's long-term fiscal advantage. Such revenues should be used as current revenues for debt avoidance and not for debt service.

### Policy on Minimum Allocation of PAYGO

PAYGO is current revenue set aside in the operating budget, but not appropriated, and is used to replace bonds for debt eligible expenditures. To reduce the impact of capital programs on future years, the County will fund a portion of its CIP on a pay-as-you-go basis. Pay-as-you-go funding will save money by eliminating interest expense on the funded projects. Pay-as-you-go capital appropriations improve financial flexibility in the event of sudden revenue shortfalls or emergency spending. It is the County's policy to allocate to the CIP each fiscal year as PAYGO at least ten percent of the amount of general obligation bonds planned for issue that year.

### Policy on Operating Budget Impacts

In the development of capital projects, the County evaluates the impact of a project on the operating budget and displays such impacts on the project description form. The County shall not incur debt or otherwise construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.

### Policy on Taxing New Private Sector Development

As part of a fair and balanced tax system, new development of housing, commercial, office, and other structures should contribute directly toward the cost of the new and improved transportation and other facilities required to serve that development. To implement this policy, the County has established the following taxes:

**Impact Tax - Transportation.** The County Council established new rates and geographical boundaries for transportation impact taxes in November 2016, and rates were subsequently increased in February 2018. These taxes are levied at four zone rate schedules: transit-oriented and urban Red Policy Areas (former Metro Station Policy Areas), mixed urban/suburban Orange Policy Areas (formerly part of the general impact district), suburban Yellow Policy Areas (formerly part of the general impact tax district), and rural Green Policy Areas (e.g. agricultural reserve).

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**Impact Tax - Schools.** Most residential development in Montgomery County is subject to an impact tax for certain school facilities. The rates are the same countywide but vary by housing type, commensurate with the average student generation rates of that type of residential development. The County Council established new School Impact Tax rates effective February 2018.

**School Facilities Payment.** A school facilities payment is applied at subdivision review to residential development projects located in a school cluster where enrollment exceeds adopted standards. The school facilities payment is made on a per-student basis, based upon standard student generation rates of that type of residential development. As of March 1, 2017, the School Facilities Payment only applies to development projects that were included in a preliminary plan of subdivision prior to this date.

**Development Approval Payment (DAP).** In November 1993, the Council created an alternative voluntary review procedure for Metro Station Policy Areas as well as limited residential development. The DAP permits development projects to proceed in certain areas subject to development restrictions. Due to the voluntary nature of this payment, DAP revenue is an unpredictable funding source and is not programmed for specific transportation improvements until after the revenue has been collected. In October 2003, the County Council revised the Annual Growth Policy to replace the Development Approval Payment with an alternative payment mechanism based upon impact tax rates.

**Development Districts.** Legislation enacted in 1994 established a procedure by which the Council may create a development district. The creation of such a special taxing district allows the County to issue low-interest, tax-exempt bonds that are used to finance the infrastructure improvements needed to allow the development to proceed. Taxes or other assessments are levied on property within the district, the revenues from which are used to pay the debt service on the bonds. Development is, therefore, allowed to proceed, and improvements are built in a timely manner. Only the additional, special tax revenues from the development district are pledged to repayment of the bonds. The County's general tax revenues are not pledged. The construction of improvements funded with development district bonds is required by law to follow the County's usual process for constructing capital improvements and, thus, must be included in the Capital Improvements Program.

**Systems Development Charge (SDC).** This charge, enacted by the 1993 Maryland General Assembly, authorized WSSC to assess charges based on the number and type of plumbing fixtures in new construction, effective July 19, 1993. SDC revenues may only be spent on new water and sewerage treatment, transmission, and collection facilities.

## **GOVERNMENTAL MANAGEMENT POLICIES**

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### **Productivity**

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The County will seek continuous improvement in the productivity of County programs in terms of quantity of services relative to resources expended, through all possible strategies.

### **Employee Involvement**

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The County will actively encourage and make use of the experience and expertise of its workforce for optimum program effectiveness and cost-efficiency of public service delivery through training, teamwork, employee empowerment, and other precepts of quality management.

### **Intergovernmental Program Efforts**

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The County will seek program efficiencies and cost savings through cooperative agreements and joint program efforts with

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other County agencies, municipalities, regional organizations, and the State and Federal governments.

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## Alternative Service Delivery

The County will consider obtaining public service delivery through private or non-profit sectors via contract or service agreement, rather than through governmental programs and employees, when permitted by law, cost-effective, and consistent with other public objectives and policies.

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## Risk Management

The County will control its exposure to financial loss through a combination of commercial and self-insurance; self-insure against all but highest cost risks; and aggressively control its future exposure through a risk management program that allocates premium shares among agencies based on loss history.

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## Employee Compensation

The County will seek to provide total compensation (pay plus employee benefits) that is comparable to jobs in the private sector; comparable among similar jobs in the several County departments and agencies; and comparable between employees in collective bargaining units and those outside such units.

The government will act to contain the growth of compensation costs using various strategies including organizational efficiencies within its departments and agencies, management efficiencies within its operations and service delivery, and productivity improvements within its workforce.

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## Pension Funds

The County will, to assure the security of benefits for current and future retirees and the solvency of the Employee Retirement System of Montgomery County, provide for the judicious management and investment of the fund's assets through the Board of Investment Trustees (BIT), and strive to increase the funding ratio of assets to accrued liability. The BIT also selects the service providers and investment options available for employees participating in the Retirement Savings Plan and the Deferred Compensation Plan. The Montgomery County Union Employees Deferred Compensation Plan is administered by the three unions representing Montgomery County employees.

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## Retiree Health Benefits Trust

The County phased-in full pre-funding of its Actuarially Determined Contribution (ADC), from the previous pay-as-you-go approach, beginning with contributions to one or more trust funds established for that purpose, over an eight-year period beginning with FY08. This approach allows the County to use a discount rate higher than its operating investment rate for accounting and budgeting purposes, which will result in lower costs and liabilities than if the County did not have a Trust in place.

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## Surplus Property

The County will maximize the residual value of land parcels or buildings declared excess to current public needs through public reuse, lease to appropriate private organizations, or sale, in order to return them to the tax base of the County. Disposition of goods which have become obsolete, unusable, or surplus to the needs of the County will be accomplished through bid, auction, or other lawful method to the purchaser offering the highest price except under circumstances as specified by law.

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## Fiscal Impact Reviews

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The County will review proposed local and State legislation, regulations, and master plans for specific findings and recommendations relative to financial and budgetary impacts and any continuing and potential long-term effects on the operations of government.

## Economic Impact Statements

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The County will review proposed local and State legislation, and regulations for specific findings and recommendations relative to economic impacts for any continuing and potential long-term effects on the economic well-being of the County.

## Resource Management

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The County will seek continued improvement in its budgetary and financial management capacity in order to reach the best possible decisions on resource allocation and the most effective use of budgeted resources.

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# POLICIES FOR REVENUES AND PROGRAM FUNDING

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## Diversification of Revenues

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The County will establish the broadest possible base of revenues and seek alternative revenues to fund its programs and services, in order to:

- Decrease reliance on general taxation for discretionary but desirable programs and services and rely more on user fees and charges;
- Decrease the vulnerability of programs and services to reductions in tax revenues as a result of economic fluctuations; and
- Increase the level of self-support for new program initiatives and enhancements.

## Revenue Projections

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The County will estimate revenues in a realistic and conservative manner in order to minimize the risk of a funding shortfall.

## Property Tax

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The County will, to the fullest extent possible, establish property tax rates in such a way as to:

- Limit annual levies so that tax revenues are held at or below the rate of inflation, or justify exceeding those levels if extraordinary circumstances require higher rates;
- Avoid wide annual fluctuations in property tax revenue as economic and fiscal conditions change; and
- Fully and equitably obtain revenues from new construction and changes in land or property use.

A 1990 amendment to the County Charter (Section 305), "Question F," limits the annual increase in real property tax revenue to the rate of inflation plus that associated with new construction, rezoning, changes in property use, and development districts. As a result of a Charter amendment approved by voters in 2016, this limit may not be overridden without an affirmative vote of all current Councilmembers.

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In addition, §5-104 of the State Education Article allows a county to set a property tax rate greater than what would otherwise be allowed under that county's charter limit. The FY21 Recommended Budget implements this supplemental property tax to fund the Maintenance of Effort requirement for the school system as well as much of the Board of Education's requested enhancements.

#### County Income Tax

The County will maintain the rate for the local personal income tax within the limits specified in the Maryland Annotated Code, Tax-General Article, Section 10-106.

#### Special Districts

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The County has established special districts within which extra services, generally not performed countywide, are provided and funded from revenues generated within those districts. Examples are the Urban, Recreation, and Parking Lot Districts. The County will also abolish special districts when the conditions which led to their creation have changed.

Most special districts have a property tax to pay all or part of the district expenses. Such property taxes are included in the overall limit set on annual real property tax revenue increases by Section 305 of the County Charter.

#### Special Funds

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The revenues and expenditures of special districts are accounted for in special revenue funds or, in the case of Parking Lot Districts, in enterprise funds. As a general principle, these special funds pay an overhead charge to the General Fund to cover the management and support services provided by General Fund departments to these special fund programs.

When the fund balances of special funds grow to exceed mandated or otherwise appropriate levels relative to district public purposes, the County may consider transferring part of the fund balance to support other programs, as allowed by law. For example, a portion of the PLDs' fee revenue is transferred to the Urban Districts.

#### Enterprise Funds

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The County will, through pricing, inventory control, and other management practices, ensure appropriate fund balances for its enterprise funds while obtaining full cost recovery for direct and indirect government support, as well as optimal levels of revenue transfer for General Fund purposes.

#### One-Time or "Windfall" Revenues

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Except for excess revenues which must go to the Revenue Stabilization Fund (see below), the County will, whenever possible, give highest priority for the use of one-time revenues from any source to the funding of capital assets or other nonrecurring expenditures so as not to incur ongoing expenditure obligations for which revenues may not be adequate in future years.

#### Intergovernmental Revenues

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The County will aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the County's interest. Where possible, Federal or State funding for the full cost of the program will be requested, including any indirect costs of administering a grant-funded program. For reasons of fiscal prudence, the County may choose not to solicit grants that will require an undeclared fiscal commitment beyond the term of the grant.

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## User Fees and Charges

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The County will charge users directly for certain services and use of facilities where there is immediate and direct benefit to those users, as well as a high element of personal choice or individual discretion involved, rather than fund them through general taxation. Such charges include licenses, permits, user fees, charges for services, rents, tuition, and sales of goods. This policy will also be applied to fines and forfeitures. See also: "Policies for User Fees and Charges," later in this Fiscal Policy section.

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## Cash Management and Investments

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The objective of the County's cash management and investment program is to achieve maximum financial return on available funds while assuring a high level of safety. Cash will be pooled and invested on a daily basis reflecting the investment objective priorities of capital preservation, liquidity, and yield.

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## Reserves and Revenue Stabilization

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The County will maintain an unrestricted General Fund balance (or, an "operating margin reserve") of five percent of prior year's General Fund revenues and the Revenue Stabilization Fund (or, "rainy day"). This budget satisfies the County's policy to increase and maintain the budgeted total reserve of the General Fund and the Revenue Stabilization Fund at 10 percent of Adjusted Governmental Revenues by FY20. As defined in the Revenue Stabilization Fund law, Adjusted Governmental Revenues include the tax supported revenues of the County government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and Maryland-National Capital Park and Planning Commission, plus the revenues of the County Government's grant fund and capital projects fund.

Reserves in the County Government's other tax supported funds should be minimized to support the policy of maximizing reserves in the General Fund.

The County's Revenue Stabilization Fund was established to accumulate funds during periods of strong economic growth in order to provide budgetary flexibility during times of funding shortfalls. Contributions of at least 0.5 percent of Adjusted Governmental Revenues up to the 10 percent total reserve goal must be made to the Revenue Stabilization Fund. If greater, 50 percent of certain excess revenues must be transferred to the Fund. By an affirmative vote of six Councilmembers, the Council may transfer any amount from the Fund to the General Fund to support appropriations which have become unfunded.

The budgeted reserve levels for non-tax supported funds are established by each government agency and vary based on the particular fiscal requirements and business functions of the fund as well as any relevant laws, policies, or bond covenants.

The table at the end of this chapter displays the projected ending fund balance for each major fund in the County's operating budget and includes an explanation of changes greater than ten percent.

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## POLICIES FOR USER FEES AND CHARGES

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To control the growth of property taxation as the County's principal revenue source, there is a need to closely allocate certain costs to those who most use or directly benefit from specific government programs and services. Fees and charges are those amounts received from consumers of government services or users of facilities on the basis of personal consumption or private benefit rather than individual income, wealth, or property values. Significant government revenues are and should be obtained from licenses, permits, user fees, charges for services, transit fares, rents, tuition, sales, and fines. The terms "fee" and "charge" are used here interchangeably to include each of these types of charges.

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## Purpose of User Fee Policy

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**Access to programs and services.** The imposition of and level of fees and charges should be set generally to ensure economic and physical access by all residents to all programs and services provided by the government. Exceptions to this basic public policy are: the pricing of public goods (such as parking facilities) in order to attain other public policy objectives (such as public use and support of mass transit); and using a charge to enforce compliance with laws and regulations, such as fines for parking violations.

**Fairness.** User fees and charges are based on the idea of equity in the distribution of costs for government programs and services, with the objective of sharing those costs with the individual user when there is individual choice in the kind or amount of use, and of adjusting charges in accordance with individual ability to pay when there is no choice.

**Diversification of revenue sources.** User fees and charges enhance the government's ability to equitably provide programs and services which serve specific individuals and groups and for which there is no other alternative provider available. The policy objective is to decrease reliance on general revenues for those programs and services which produce direct private benefits and to fund such programs and services through revenues directly related to their costs and individual consumption.

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## Goals

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Goals for the imposition of user fees and charges include:

- Recovery of all, or part, of government costs for the provision of certain programs and services to the extent that they directly benefit private individuals or constituencies rather than the public at large;
- Most efficient allocation of available public resources to those programs meeting the broadest public need or demand;
- More effective planning and alternative choices for future programs, services, and facilities through "market" information from actual user demand;
- Improved cost-effectiveness and accountability for the spending of public funds by allowing individual citizens to choose their level of use from among those programs, services, and facilities where individual choice may be exercised; and
- Ensuring dedicated sources of funds to cover the costs of programs and services of direct benefit to designated special areas or user groups rather than the County as a whole.

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## Criteria

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Within these goals, government officials must consider a variety of factors in deciding whether to employ fees and charges and what rates to charge. Each proposal for a new or increased fee is evaluated according to these criteria.

**Public benefit.** Many programs benefit the public as a whole as well as those who directly use the service. By definition, all programs offered by government have some public benefit or they should not be undertaken. However, the rate set must balance the private benefit with the public good so that there is maximum overall benefit to the community, and the costs are fairly allocated.

This balance may be achieved either by specifying a percentage of cost recovery (from users) or by a tax subsidy for each service (from the general public). The greater the public benefit, the lower the percentage of cost recovery that is appropriate. On one end of the scale, public utilities such as water and sewer should be paid for almost entirely on the basis of individual consumption, with full cost recovery from consumer-users; on the other, public education and public safety (police and fire service) are required for the overall public good and so are almost entirely supported through general taxation.

In between are services such as public health inspections or clinic services which protect the public at large but which are

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provided to specific businesses or individuals; facilities such as parks which are available to and used by everyone; and playing fields, golf courses, or tennis courts which serve only special recreational interests. Services that have private benefit for only a limited number of persons (such as public housing, rent or fuel subsidies) should not be "free" unless they meet very stringent tests of public good, or some related criteria such as essential human needs.

**Ability to pay.** Meeting essential human needs is considered a basic function of government, and for this reason programs or services assisting the very poor are considered a "public good" even though the benefit may be entirely to individuals. Whether to assess fees and how much to charge, depends on the ability to pay by those who need and make use of programs and services provided by government.

Without adjustment, fees are "regressive" because rates do not relate to wealth or income. For this reason, services intended mainly for low-income persons may charge less than otherwise would be the case. Policies related to fee scales or waivers should be consistent within similar services or as applied to similar categories of users. Implementation of fee waivers or reductions requires a means for establishing eligibility that is fair and consistent among programs. The eligibility method also must preserve the privacy and dignity of the individual.

**User discretion.** Fees and charges are particularly appropriate if the user has a choice about whether or not to use a particular program or service. Individuals have choices as to: forming a business that requires a license; use of particular recreational facilities; obtaining post-secondary education; or in transportation and related facilities. When fines represent a penalty to enforce public law or regulation, citizens can avoid the charge by compliance; fines should be set at a point sufficient to deter non-compliant behavior. The rates for fines and licenses may exceed the government cost of providing the related "service" when either deterrence or rationing the special "benefit" is desired as a matter of public policy.

**Market demand.** Services which are fee-supported often compete for customer demand with similar services offered by private firms or by other public jurisdictions. Fees for publicly-provided goods cannot be raised above a competitive level without loss of patronage and potential reduction in cost-effectiveness. Transit fares, as a user charge, will compete with the individual's real or perceived cost of alternative choices such as the use of a private automobile. In certain cases, it may be advisable to accept a loss of volume if net revenue increases, while in others it may be desirable to set the fee to encourage use of some other public alternative.

**Specialized demand.** Programs with a narrow or specialized demand are particularly suitable for fees. The fee level or scale may be set to control the expansion of services or programs in which most of the public does not need or elect to participate. Services that have limitations on their availability may use fee structures as a means of rationing available capacity or distributing use over specific time periods. Examples include golf courses, parking, and transit fares, all of which have differentiated levels related to time of use. Even programs or services which benefit all or most residents may appropriately charge fees if their benefits are measurable but unequal among individuals. Charges based on consumption, such as water and sewer provision, are examples. In addition, because they do not pay taxes, non-residents may be charged higher rates than residents (as with community college tuition), or they may be charged a fee even if a program is entirely tax supported for County residents.

**Legal constraints.** State law may require, prohibit, regulate, or preempt certain existing or proposed user charges. In general, local government has no authority to tax unless specifically authorized by State law. Localities are generally able to charge for services if those charges are authorized by local ordinance and not prohibited, regulated, or preempted by State law. If a proposed fee is legally construed as a tax, then the fee may be invalidated until authorized as a tax by the State. Federal or State law may also prohibit or limit the use of charges for certain grant programs, and other Federal or State assistance may require the local authority to "match" certain amounts through imposition of charges. It should be noted that law on such issues is frequently in dispute; particular fees, or the level of charge, may be subject to legal challenge.

**Program cost.** The cost of a program or service is an important factor in setting user charges. Costs may include not only the direct personnel and other costs of operating a program, but also indirect costs such as overhead for government support services. In addition, a fee may be set to recover all or part of facilities construction or debt service costs attributable to a

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program. Recovery of any part of the costs of programs benefiting specific individuals should identify and consider the full cost of such programs or services to acknowledge the cost share which will be borne by the public at large.

**Reimbursement.** A decision on whether to use fees is influenced by the possibility of reimbursement or shifting of real costs that can lower the net cost to the resident. For example, some County taxes are partially deductible from Federal or State income tax, while fees and charges may not be deducted. Hence, the same revenue to the County may cost less to the resident if it is a tax rather than a fee. Charges may also be reimbursed to (shifted from) the paying individual from (or to) other sources, either governmental or private. For example, ambulance transport charges may be payable under health insurance. In general, the County will use fees to minimize the real cost to residents, within the context of equity and other criteria noted.

**Administrative cost.** The government incurs administrative costs to measure, bill, and collect fee revenues. In general, it is less expensive to collect tax revenue. If a potential user fee revenue will cost more to collect than it will produce, it may not be appropriate to assess a fee even if otherwise desirable and appropriate. It is important to develop ways to measure the use of services which do not cost more than the usefulness or fairness of doing the measurement. For example, "front footage" has been used as a measurement basis for assessing certain charges related to road improvements and supply of water and sewer, to avoid the administrative cost of precisely measuring benefit. Similarly, the cost of effective collection enforcement must be weighed against total benefits of the charge, including the value of deterrence if the charge is punitive.

**Preserving the real value of the charge.** During the period when a fee has been in effect, costs have usually risen and inflation has cut the real value of revenue produced by the fee. In some instances, adjustments to user charges have either not been imposed or have lagged behind inflation. The rate of the charge should be increased regularly to restore the former value of the revenue involved. Most fees and charges should be indexed so that their per unit revenues will keep up with inflation.

## FRAMEWORK FOR FISCAL POLICY

### Legal Framework

Fiscal policy is developed and amended, as necessary, according to:

- Federal law and regulation;
- Maryland law and regulation;
- Montgomery County Charter; and
- Montgomery County law and regulation.

### Fiscal Planning Projections and Assumptions

Various trends and economic indicators are projected and analyzed for their impacts on County programs and services and for their impact on fiscal policy as applied to annual Operating Budgets. Among these are:

- Inflation, as measured by change in the Consumer Price Index (CPI) for the Washington-Arlington-Alexandria, DC-VA-MD-WV area, is an important indicator of future costs of government goods and services, including anticipated wage and salary adjustments. The CPI change also specifies the increase in property tax revenue allowed by Section 305 of the Charter without a unanimous vote of nine Councilmembers.
- Growth of population and jobs, which are principal indicators of requirements for new or expanded programs and services.
- Demographic change in the numbers or location within the County of specific age groups or other special groups, which provides an indication of the requirements and costs of various government services and programs.

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- The assessable property tax base of the County which is the principal indicator of anticipated property tax collections, a major source of general revenues.
  - Personal income earned by County residents, which is a principal basis for projecting income tax revenues as one of the County's major revenue sources, as well as being a basis for determining income eligibility status for certain government programs.
  - Employment growth and unemployment rates within the County, as indicators of personal income growth as a revenue source, as well as being indicators of various service or program needs, such as day care or public welfare assistance.

## Generally Accepted Accounting Principles (GAAP)

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The application of fiscal policy in the financial management of annual operating expenditures must be in conformity with GAAP standards. This involves the separate identification of, and accounting for, the various operating funds; adherence to required procedures such as transfers between funds and agencies; and regular audits of general County operations and special financial transactions such as the disbursement of Federal grants.

## Credit Markets and Credit Reviews

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The County's ability to borrow cost-effectively depends upon its credit standing as assessed by the three major credit rating agencies: Moody's, Standard and Poor's, and Fitch. While key aspects of maintaining the highest credit rating are related to the management of the County's Capital Improvements Program (CIP), others are directly applicable to the annual Operating Budgets:

- Maintenance of positive fund balances (reserves) to ensure continued County liquidity for debt repayment; and
- Assurances through County law and practice of an absolute commitment to timely repayment of debt and other obligations.

## Intergovernmental Agreements

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Fiscal policy for operating budgets must provide guidance for, and be applied within, the context of agreements made between the County and other jurisdictions or levels of government relative to program or service provision. Examples include agreements with:

- Incorporated municipalities or special tax districts for reimbursement of the costs of various services provided by those units for their residents which would otherwise have to be expended by the County;
- State agencies for shared costs of various social service programs and for participation in various grant and loan programs;
- Federal agencies to obtain support to meet mutual program objectives through programs such as the Community Development Block Grant; and
- Prince George's County on the annual approval of the budgets of the Washington Suburban Sanitary Commission and the Maryland-National Capital Park and Planning Commission.

## Change in Ending Fund Balance

	FY20 Approved Ending Fund	FY21 Recommended Ending Fund	Change in Fund Balance	% Change
<b>TAX SUPPORTED</b>				
<b>Montgomery County Government</b>				
County General Fund	172,294,323	158,233,053	-14,061,270	-8.2%
Bethesda Urban District	71,687	88,517	16,830	23.5%
Silver Spring Urban District	89,069	102,942	13,873	15.6%
Wheaton Urban District	56,668	63,414	6,746	11.9%
Mass Transit	162,419	294,829	132,410	81.5%
Fire	120,402	185,649	65,247	54.2%
Recreation	285,319	220,646	-64,673	-22.7%
Revenue Stabilization Fund	363,927,249	390,754,104	26,826,855	7.4%
<b>Montgomery College</b>				
Emergency Repair Fund	456,427	492,766	36,339	8.0%
Current Fund MC	4,055,352	19,464,142	15,408,790	380.0%
<b>Maryland-National Capital Park and Planning Commission</b>				
Administration Fund	1,009,496	1,087,529	78,033	7.7%
Park Fund	3,948,938	3,787,505	-161,433	-4.1%
<b>NON-TAX SUPPORTED</b>				
<b>Montgomery County Government</b>				
Water Quality Protection Fund	9,489,942	3,777,548	-5,712,394	-60.2%
Cable Television	1,314,839	896,478	-418,361	-31.8%
Community Use of Public Facilities	3,221,366	3,741,391	520,025	16.1%
Bethesda Parking District	14,502,197	10,530,349	-3,971,848	-27.4%
Montgomery Hills Parking District	0	0	0	N/A
Silver Spring Parking District	4,878,877	9,927,755	5,048,878	103.5%
Wheaton Parking District	483,836	288,462	-195,374	-40.4%
Permitting Services	11,598,214	9,731,813	-1,866,401	-16.1%
Solid Waste Collection	-3,495,242	-3,800,411	-305,169	N/A
Vacuum Leaf Collection	468,588	278,816	-189,772	-40.5%
Liquor Control	531,521	3,130,986	2,599,465	489.1%

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# Revenues

## INTRODUCTION

This chapter provides demographic and economic assumptions, including detailed discussions of the national, State, and local economies. Revenue sources, both tax supported and non-tax supported, used to fund the County Executive's Recommended FY21 Operating Budget incorporate policy recommendations.

## ESTIMATING SIX-YEAR COSTS

### Demographic Assumptions

The revenue projections of the Public Services Program (PSP) incorporate 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. A Demographic and Economic Assumptions chart located at the end of this chapter provides several demographic and planning indicators.

- County population will continue to increase from 1,070,928 in 2020 to 1,124,587 by 2026. This reflects an average annual growth rate of 0.8 percent.
- Current projections estimate the number of households to increase from 388,409 in 2020 to 419,475 by 2026. Household growth over that period is projected to grow at an average annual rate of 1.3 percent.
- County births, which are one indicator of future elementary school populations and child day care demand, are projected to gradually increase from an estimated 12,460 in 2019 to 13,100 by 2026.
- The County expects Montgomery County Public School student enrollment to increase by 7,074 between FY20 and FY26.
- Montgomery College full-time equivalent student enrollments are projected to increase from 18,200 in FY20 to 18,747 in FY25.

Using moderate economic and demographic assumptions to develop fiscal projections does not mean that all possible factors have been considered. It is likely that entirely unanticipated events will affect long-term projections of revenue or expenditure pressures. Although they cannot be quantified, such potential factors should not be ignored in considering possible future developments. These potential factors include the following:

- Changes in the level of local economic activity;
- Federal economic and workforce changes;
- State tax and expenditure policies;
- Federal and State mandates requiring local expenditures;
- Devolution of Federal responsibilities to states and localities;
- Local, state and federal tax policy changes;
- Changes in financial markets;
- Major demographic changes;

- 
- Military conflicts and acts of terrorism;
  - Domestic or global health incidences; and
  - Major international economic and political changes.

Note that the effect of the COVID-19 virus on the County's revenues (and expenditures) is unknown at this early date. This public health event is being monitored and further information will be provided to the County Executive and the County Council as that information becomes available.

## Policy Assumptions

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Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY21 budget. Even though it is assumed that these policies will be effective throughout the six-year period, subsequent Council actions, State law and budgetary changes, actual economic conditions, and revised revenue projections may result in policy changes in later years.

## Economic Assumptions

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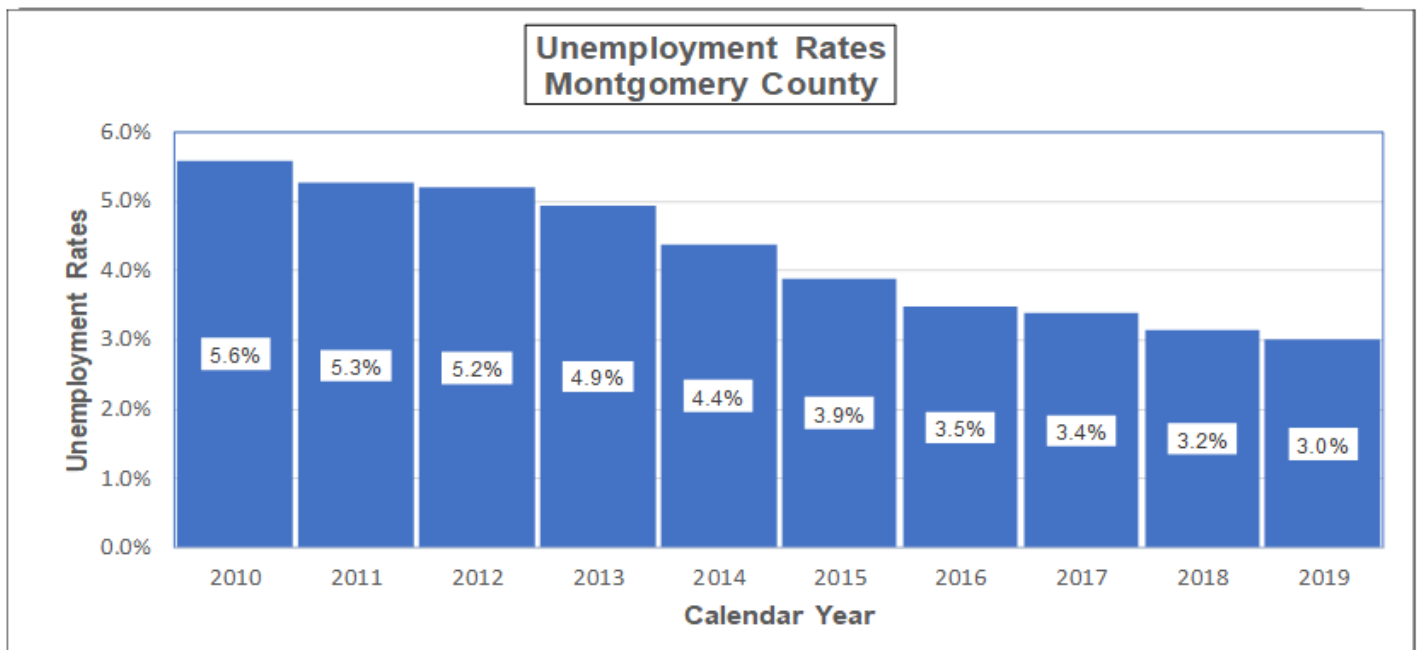
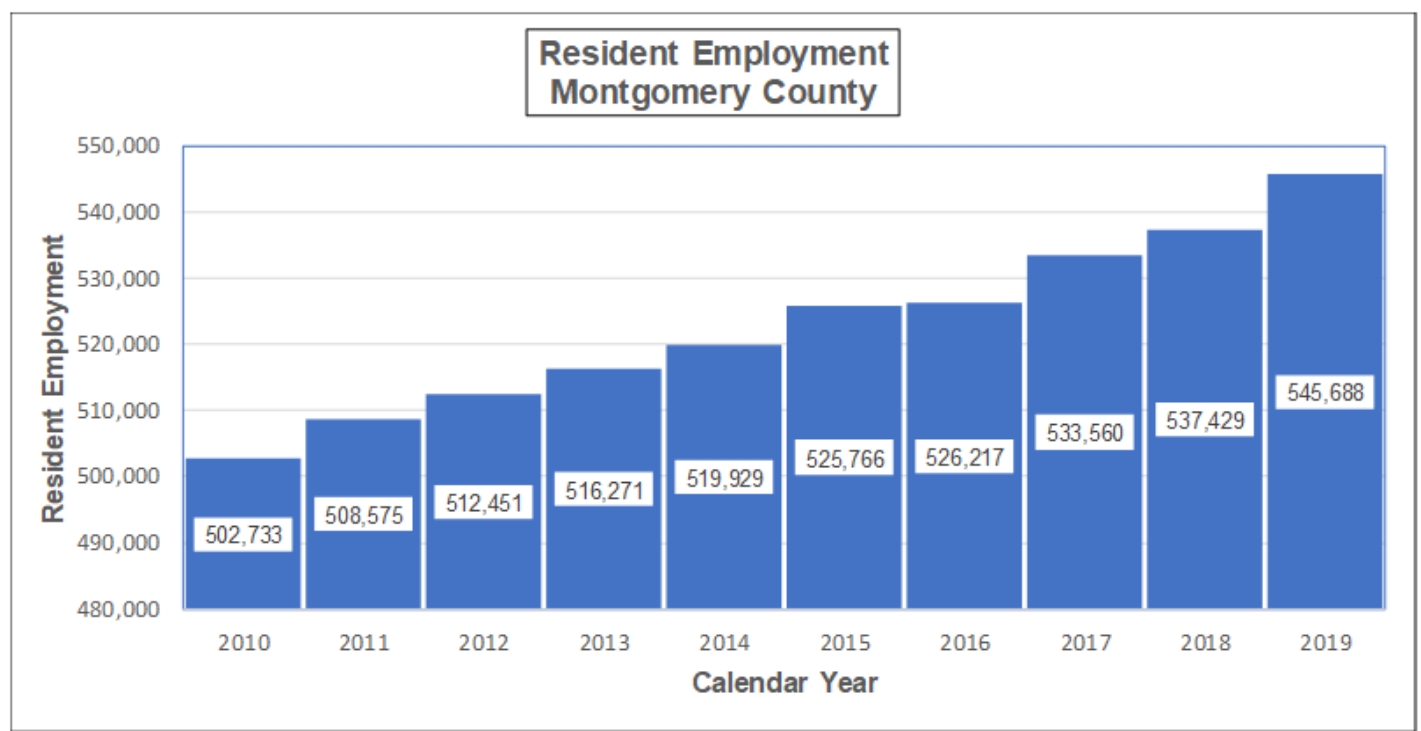
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment survey) employment, residential and nonresidential construction, housing sales, retail sales, and inflation. The assumptions for each of those indicators will affect the revenue projections over the six-year horizon. Such projections are dependent on a number of factors - fiscal and monetary policy, real estate, employment, consumer and business confidence, the stock market, mortgage interest rates, and geopolitical risks.

Montgomery County's economy experienced positive economic performance during 2019. The areas of strength included an increase in resident employment, a low unemployment rate, an increase in the sales of existing homes and in the median sales price for an existing home, an increase in the construction of residential housing, an increase in the added values of new construction for residential and non-residential properties, and a modest increase in retail sales through October.

## Employment Situation

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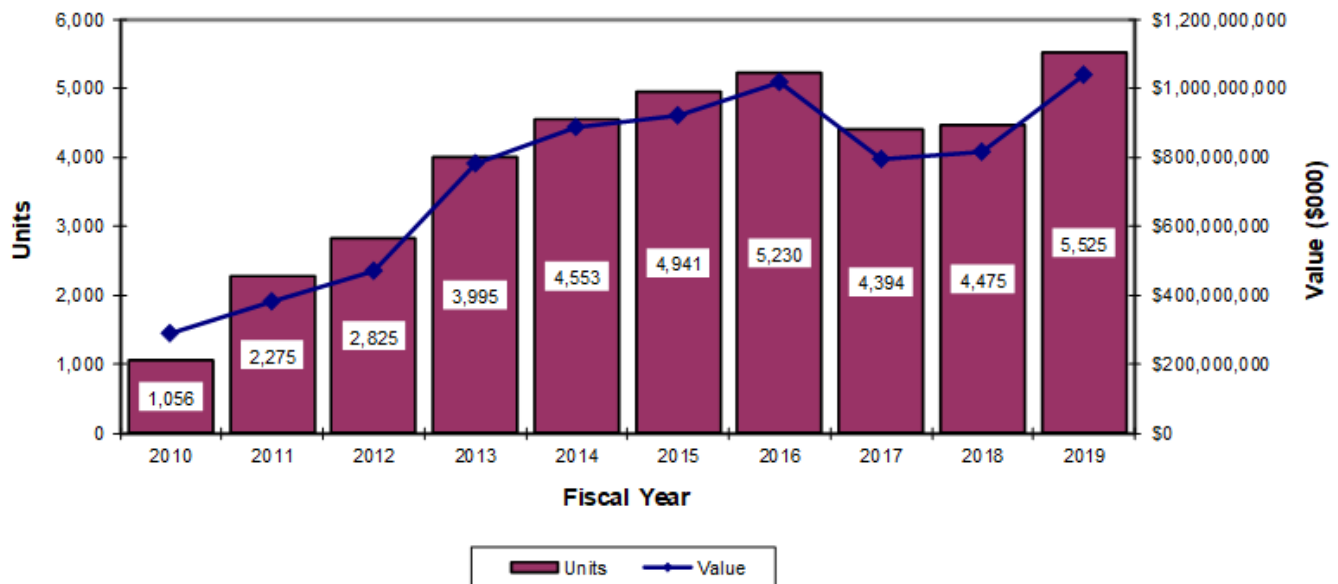
Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S. Department of Labor, resident employment (labor force series and not seasonally adjusted) in 2019 increased by nearly 8,300 from 2018 (↑ 1.5%). The County's unemployment rate at 3.0 percent was the lowest rate and remained at its lowest level in the past ten years.



## Construction Activity

The construction of new residential units increased nearly 24 percent in FY19 and total value added increased from \$816.7 million in 2018 to \$1,039.8 million in 2019 (↑ 27.3%). The total value added from non-residential projects increased from \$1,137.9 million in FY18 to \$1,523.1 million (↑ 33.9%) in FY19.

### New Residential Construction Starts: Units and Value (Montgomery County)

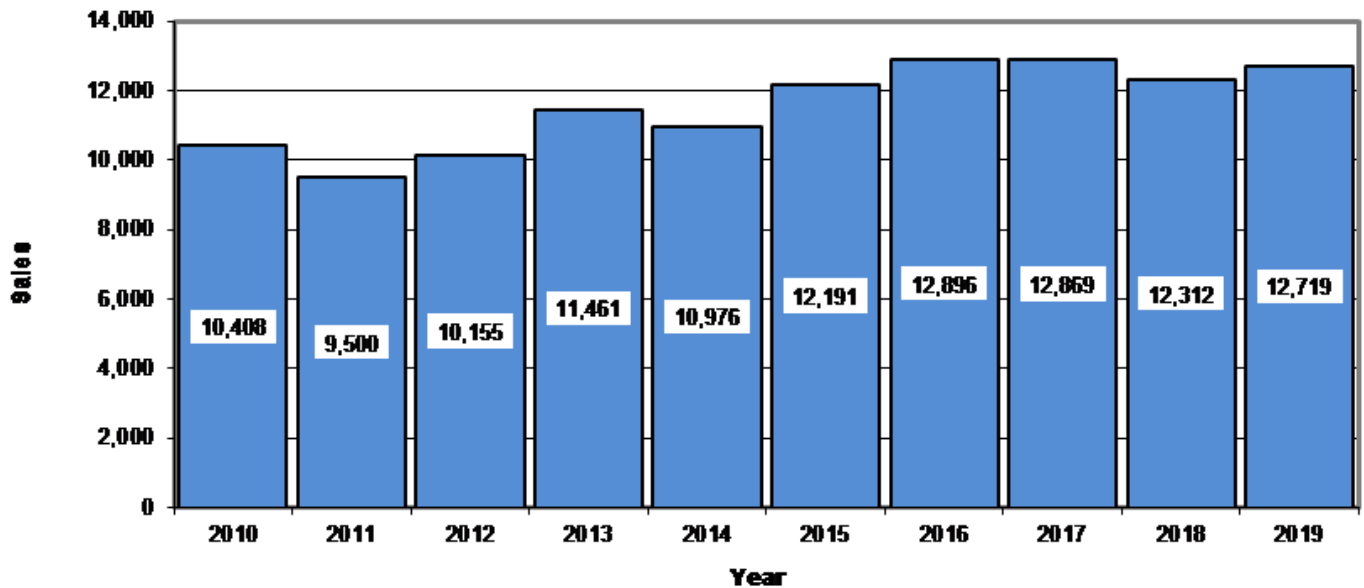


SOURCES: McGraw-Hill Construction  
Montgomery County Department of Finance

## Residential Real Estate

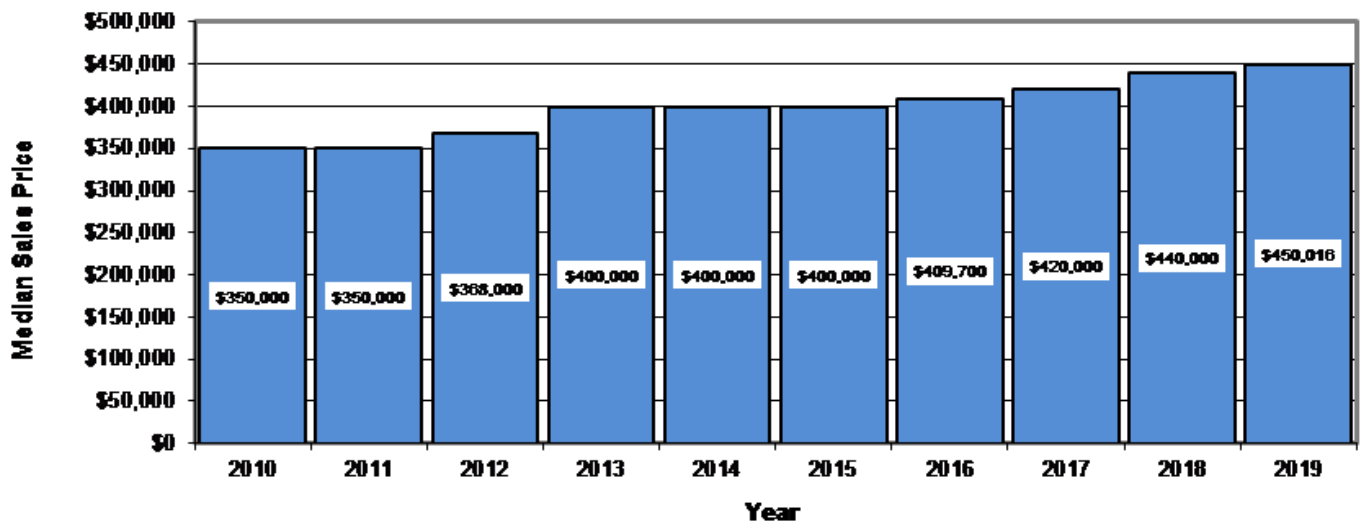
During calendar year 2019, existing home sales increased 3.3 percent which followed a decrease of 4.3 percent in 2018. The median sales price for existing homes increased 2.3 percent in 2019 following an increase of 4.8 percent in 2018.

### Sales of Existing Homes (Montgomery County)



SOURCE: Metropolitan Regional Information System, Inc.

### Median Sales Price for an Existing Home (Montgomery County)



SOURCE: Metropolitan Regional Information System, Inc.

## Retail Sales

Using sales tax receipts as a measure of retail sales activity in the County, retail sales, including assessment collections, increased 0.9 percent through October compared to the same period in 2018. Purchases of nondurable goods, which include food and beverage, apparel, general merchandise, and utilities and transportation, decreased 1.2 percent during this period but sales of durable goods were up 2.8 percent. The decrease in nondurable goods purchases was largely attributed to the

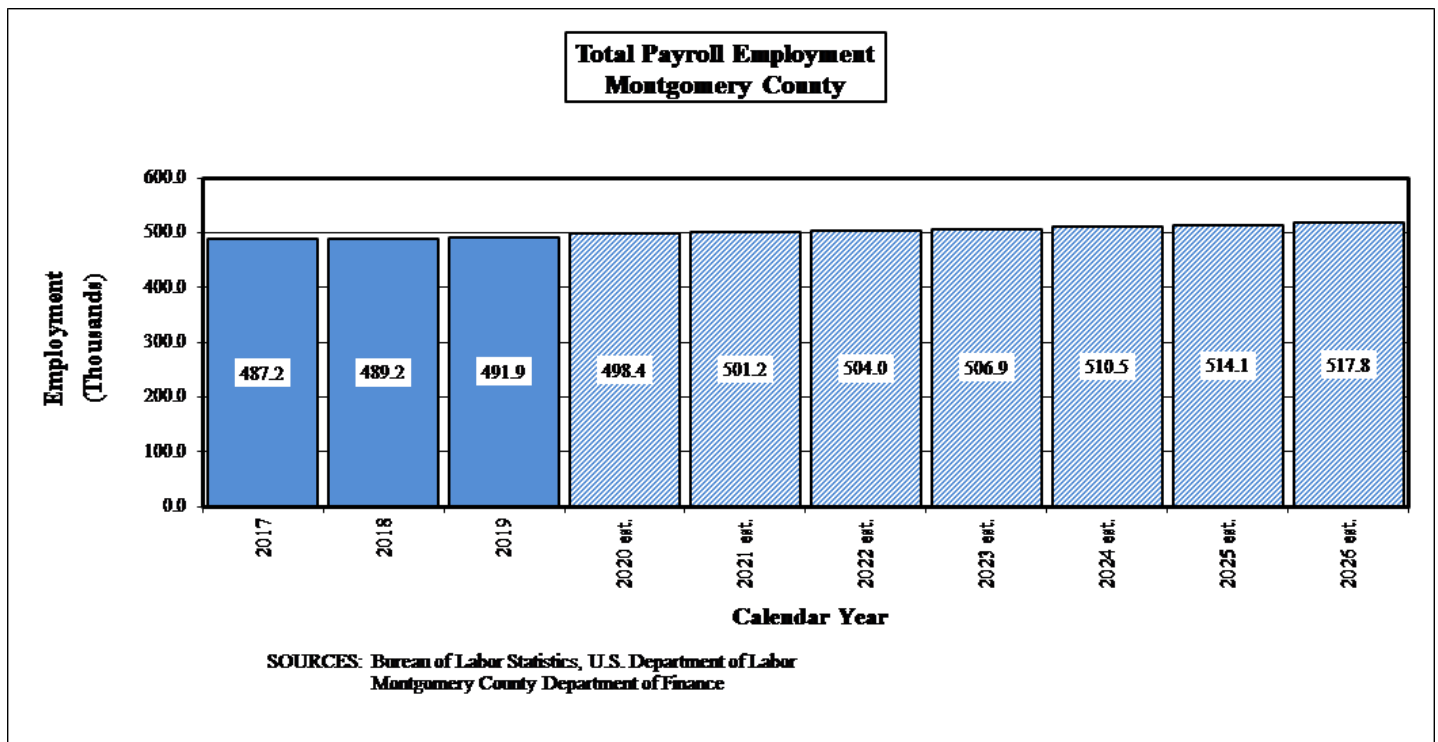
decrease in general merchandise (?7.3%), while the increase in purchases of durable goods was largely attributed to an increase in automobile sales and products (?4.1%) and building and industrial supplies (?3.9%).

## CONCLUSION

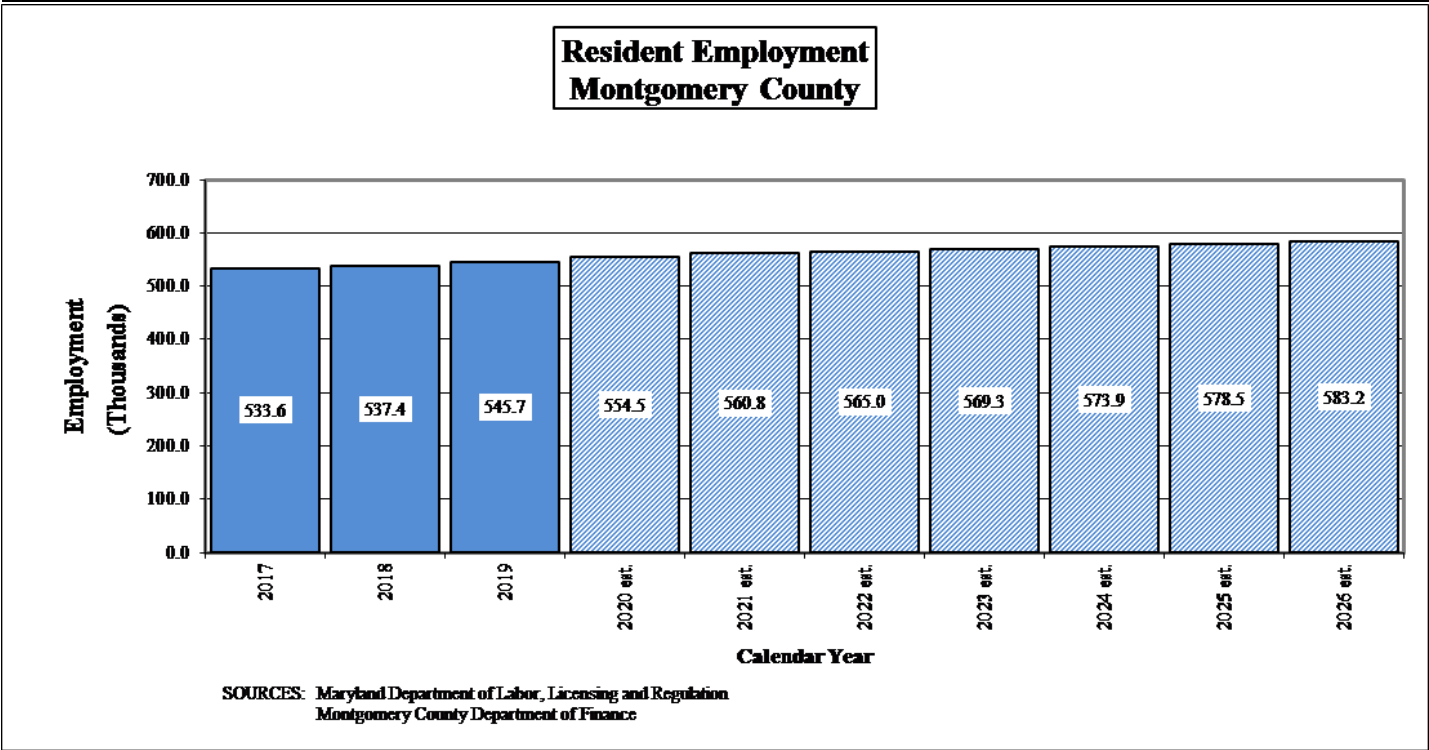
The major economic indicators confirm that the County's economy experienced positive performance during 2019. That performance included an increase in residential employment, a low unemployment rate, an increase in home sales and the median sales price for an existing home, and increases in added value of new residential and non-residential construction

**ECONOMIC OUTLOOK** The Department of Finance (Finance) forecasts that the Montgomery County's economy will continue to improve through the next six years.

Employment. Finance assumes payroll employment will continue to increase from CY2019 to CY2026 and grow at an average annual rate of 0.7 percent over that period. This is the same average annual rate growth rate experienced between CY2012 and CY2019.



Finance assumes that resident employment will increase at an average annual rate of 1.0 percent from CY2019 to CY2026. That rate is slightly above the average annual rate of 0.9 percent between CY2012 and CY2019.

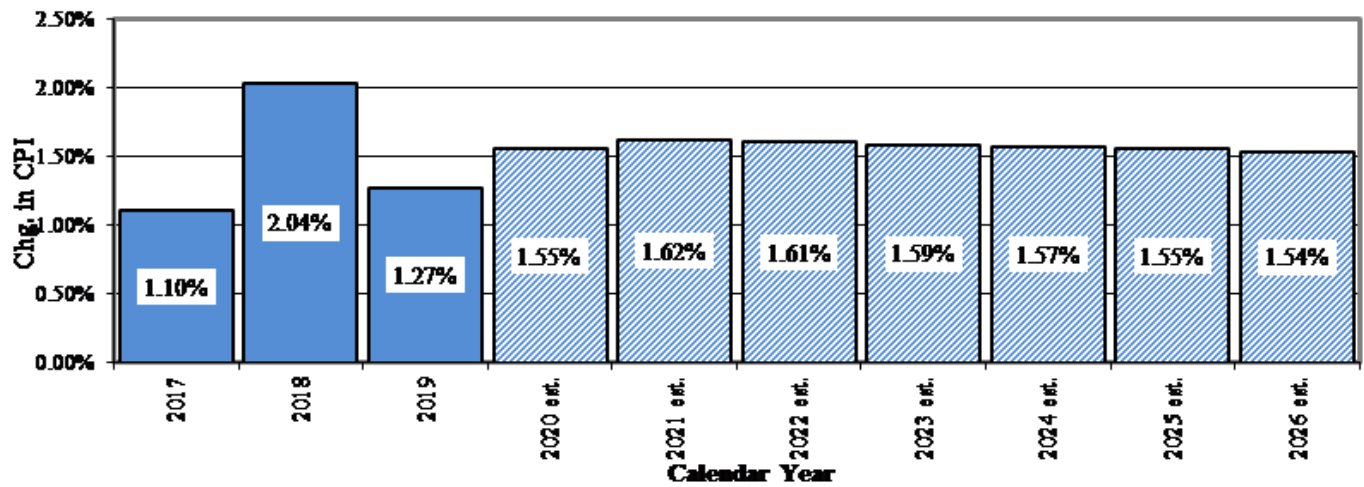


Finance assumes wage and salary income to grow at an average annual rate of 4.0 percent between CY2018, the latest date for which actual data are available from the Bureau of Economic Analysis, U.S. Department of Commerce, and CY2026. Total wage and salary income are estimated to reach \$54.6 billion by CY2026.

**Personal Income.** Finance assumes that total personal income in Montgomery County will grow at an average annual rate of 4.2 percent from CY2018 to CY2026. By CY2026, total personal income will reach \$131.2 billion

**Inflation (annual average).** Personal Income. Finance assumes that total personal income in Montgomery County will grow at an average annual rate of 4.2 percent from CY2018 to CY2026. By CY2026, total personal income will reach \$131.2 billion

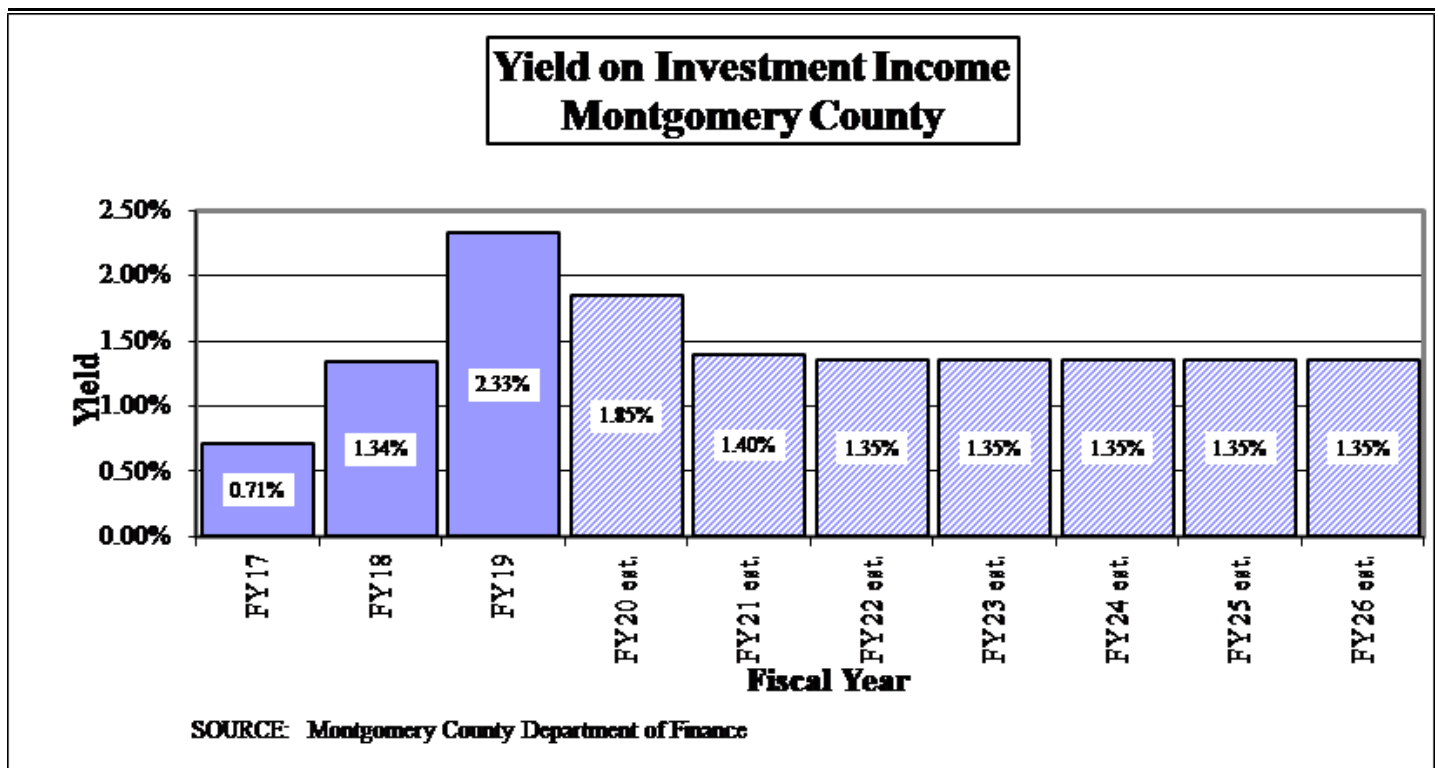
### Change in Consumer Price Index Washington Metropolitan Statistical Area



**SOURCES:** Bureau of Labor Statistics, U.S. Department of Labor  
Montgomery County Department of Finance

### Interest Rates

The target rate for federal funds were increased by the Federal Open Market Committee (FOMC) four times in 2018 by 25 basis points each to a range of 2.25-2.50 percent by December 2018 but cut three times in 2019 to reach a range of 1.50-1.75 percent by December 2019. Since the yield on the County's short-term investments are highly correlated with the federal funds rate, the County earned an average of 2.33 percent in investment income on its short-term portfolio for fiscal year 2019 (FY19) but will earn an estimated average of 1.85 percent in FY20 due to the rate cuts in 2019 by the FOMC.



## REVENUE SOURCES

The major revenue sources for all County funds of the Operating Budget and the Public Services Program (PSP) are described below. Revenue sources which fund department and agency budgets are included in the respective budget presentations. Six-year projections of revenues and resources available for allocation are made for all County funds. This section displays projections of total revenues available for the tax supported portion of the program. Tax supported funds are those funds subject to the Spending Affordability Guideline (SAG) limitations. The SAG limitations are intended to ensure that the tax burden on residents is affordable. The County Council has based the guidelines on inflation and personal income of County residents.

The PSP also includes multi-year projections of non-tax supported funds. These funds represent another type of financial burden on households and businesses and, therefore, should be considered in determining the "affordability" of all services that affect most of the County's population. Projections for non-tax supported funds within County government are presented in the budget section for each of those funds.

## IMPACT ON REVENUES AND THE CAPITAL BUDGET The use of resources

represented in this section includes appropriations to the operating funds of the various agencies of the County as well as other resource requirements, such as current revenue funding of the Capital Budget, debt service, and fund balance (operating margin). These other uses, commonly called "Non-Agency Uses of Resources," affect the total level of resources available for allocation to agency programs. Some of these factors are determined by County policy or law; others depend, in part, on actual revenue receipts and expenditure patterns.

The level of PSP-related spending indirectly impacts the local economy and, hence, the level of County revenues. However, the effect on revenues from expenditures of the Executive's Recommended Operating Budget and PSP are expected to be minimal. The PSP also impacts revenues available to fund the Capital Budget. The revenue projections included in this section

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subtract projected uses of current revenues for both debt eligible and non-debt eligible capital investments. Therefore, the Executive's Recommended Operating Budget and PSP provides the allocations of annual resources to the Capital Budget as planned for in the County Executive's Recommended FY20-26 Capital Improvements Program (CIP) (as of January 15, 2020). Anticipated current revenue adjustments to the January 15, 2020 CIP have been made as part of the Executive's Recommended Operating Budget.

### Prior Year Fund Balance

The prior year fund balance for the previous fiscal year is the audited FY19 closing fund balance for all tax supported funds. The current year fund balance results from an analysis of revenues and expenditures for the balance of the fiscal year. Prior year fund balance for future fiscal years is assumed to equal the target fund balance for the preceding year.

### Net Transfers

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Net transfers are the net of transfers between all tax supported and non-tax supported funds in all agencies. The largest single transfer to the General Fund is the earnings transfer from the Alcohol Beverage Services to the General Fund. The transfer from the General Fund to Montgomery Housing Initiative to support the Executive's housing policy is the largest transfer to a non-tax supported fund. The payment from the General Fund to the Solid Waste Disposal Fund for disposal of solid waste collected at County facilities is the next largest transfer to a non-tax supported fund. The level of transfers is an estimate based on individual estimates of component transfers.

### Debt Service Obligations

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Debt service estimates are those made to support the County Executive's Recommended FY20-26 Capital Improvements Program (as of January 15, 2020). Debt service obligations over the six years are based on servicing debt issued to fund planned capital projects, as well as amounts necessary for short-term and long-term leases. Debt service requirements have the single largest impact on the Operating Budget/Public Services Program by the CIP. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization. Approximately 38.2 percent of the CIP is funded with General Obligation (G.O.) bonds. Each G.O. bond issue used to fund the CIP translates to a draw against the Operating Budget each year for 20 years. Debt requirements for past and future G.O. bond issues are calculated each fiscal year, and provision for the payment of Debt Service is included as part of the annual estimation of resources available for other Operating Budget requirements. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The State authorizes borrowing of funds and issuance of bonds up to a maximum of 6.0 percent of the assessed valuation of all real property and 15.0 percent of the assessed value of all personal property within the County. The County's outstanding G.O. debt plus short-term commercial paper as of June 30, 2019, is 1.82 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities.

### Capital Improvements Program (CIP) Current Revenue and PAYGO

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Estimates of transfers of current revenue and PAYGO to the CIP are based on the most recent County Executive recommendations for the Capital Budget and CIP. These estimates are based on programmed current revenue and PAYGO funding in the six years, as well as additional current revenue amounts allocated to the CIP for future projects and inflation.

### Revenue Stabilization

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On June 29, 2010, the Montgomery County Council enacted Bill 36-10 amending the Montgomery County Code (Chapter 20, Finance, Article XII) that repealed the limit on the size of the Revenue Stabilization Fund (Fund), modified the

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requirement for mandatory County contributions to the Fund, and amended the law governing the Fund. Mandatory contributions to the Fund are the greater of 50 percent of any excess revenue, or an amount equal to the lesser of 0.5 percent of the Adjusted Governmental Revenues or the amount needed to obtain a total reserve of 10 percent of the Adjusted Governmental Revenues. Adjusted Governmental Revenues include tax supported County Governmental revenues plus revenues of the County Grants Fund and County Capital Projects Fund; tax supported revenues of the Montgomery County Public Schools, not including the County's local contribution; tax supported revenues of Montgomery College, not including the County's local contribution; and tax supported revenues of the Montgomery County portion of the Maryland-National Capital Park and Planning Commission. All interest earned on the Fund must be added to the Fund. The FY21 Recommended Budget estimates that the Revenue Stabilization fund balance will be \$382.2 million in FY20 and the balance is estimated to increase to \$390.8 million in FY21.

## Other Uses

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This category is used to set aside funds for such items as possible legal settlement payments and other special circumstances such as set-aside of revenues to fund future years.

## Reserves

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The County will maintain an unrestricted General Fund balance (or, an "operating margin reserve") of five percent of prior year's General Fund revenues and the Revenue Stabilization Fund (or "rainy day fund"). This budget satisfies the County's policy to increase and maintain the budgeted total reserve of the unrestricted General Fund and Revenue Stabilization Fund at 10 percent of Adjusted Governmental Revenues by FY20 and maintains this level in FY21.

# REVENUE ASSUMPTIONS

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Tax supported revenues come from a number of sources including but not limited to property and income taxes, real estate transfer and recordation taxes, excise taxes, intergovernmental revenues, service charges, fees and licenses, college tuition, and investment income. Of the total tax revenues (excluding non-tax revenues), the property tax and the income tax are the most important with 46.9 percent and 41.8 percent, respectively, of the estimated total tax revenues in FY21. The third category is the energy tax estimated for the General Fund with 4.7 percent share. In fact, these three revenue sources represent 93.5 percent of total tax revenues. Of the total tax-supported revenues, property tax and income tax are also the most important with 36.4 percent and

32.4 percent, respectively. The third category is intergovernmental revenues with a 18.0 percent share of the estimated total tax supported revenues in FY21. Income and transfer and recordation taxes are the most sensitive to economic and, increasingly, financial market conditions. By contrast, the property tax exhibits the least volatility because of the three-year re-assessment phase-in and the ten percent "homestead tax credit" that spreads out changes evenly over several years.

# TAX REVENUES

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## Property Tax

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Using proposed tax rates (levy year 2020) and a recommended \$800 credit, total estimated FY21 tax supported property tax revenues of \$1,903.3 million are 6.1 percent above the revised FY20 estimate. The general countywide rate for FY21 is \$0.7400 per \$100 of assessed real property, while a rate of \$1.8500 is levied on personal property. In addition to the general countywide tax rate, there are special district area tax rates. The weighted average real property tax rate for FY21 is \$1.0264 per \$100 of assessed real property which is \$0.0478 above the levy year 2019 (FY2020) weighted rate. Of the \$1.0264 recommended weighted rate, three cents are dedicated to school funding. As such, at the recommended weighted rate, and because dedicated school taxes are not subject to charter limits under Maryland law, property tax revenues are at the Charter Limit. Also, the proposed property tax revenues recommend an \$800 income tax offset credit. The 1990 Charter amendment (FIT) limits the growth in property tax revenues to the sum of the previous year's estimated revenue, increased by the rate of inflation, and an amount based on the value of new construction and other minor factors. As a result of a Charter amendment approved by the voters, this limit may not be overridden unless approved by an affirmative vote of all current Council members.

The countywide total property taxable assessment is estimated to increase approximately 1.9 percent from a revised \$198.0 billion in FY20 to \$201.7 billion in FY21. The base is comprised of real property and personal property. For FY21, the Department of Finance estimates a real property taxable assessment of approximately \$197.5 billion, an increase of 1.9 percent from FY20, with the remaining \$4.2 billion in personal property. This is the eighth consecutive increase in total property taxable assessments after two consecutive decreases in FY12 and FY13.

The real property base is divided into three groups based on their geographic location in the County. Each group is reassessed triennially by the State Department of Assessments and Taxation (SDAT), which has the responsibility for assessing properties in Maryland. The amount of the change in the established market value (full cash value) of one-third of the properties reassessed each year is phased in over a three-year period. Declines in assessed values, however, are effective in the first year. The real property reassessment for Group 2 increased 4.8 percent for residential and 17.8 percent for commercial in FY18. The real property taxable assessment for Group 3 increased 3.9 percent for residential property and 17.4 percent for commercial property in FY19, and the real property taxable assessment for Group 1 increased 5.0 percent and commercial property increased 16.5 percent in FY20. Based on data from SDAT the reassessment for real property is estimated to increase 4.8 percent for residential properties in Group 2 and is estimated to increase 16.5 percent for commercial property in FY21.

## Income Tax

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Estimated FY21 income tax revenues of \$1,695.4 million are 1.5 percent below the revised FY20 estimate. Previously, future income tax estimates starting in FY19 incorporated the impact of the *Wynne vs. Comptroller* decision by the U.S. Supreme Court on May 18, 2015. However, with the recent introduction of legislation by the Maryland General Assembly, reimbursements to the Comptroller of Maryland from the County's quarterly income tax distributions starting in FY21 will be eighty equal installments rather than the original twenty. For FY21, the impact of the proposed legislation reduces the amount of the reimbursements from \$14.6 million to \$3.5 million. The revised FY20 income tax revenues include the impact of the Tax Cut and Jobs Act (TCJA, or H.R.1). Because of the proposed legislation by the Maryland General Assembly, actions by State of Maryland officials and regulations issued by the Internal Revenue Service, U.S. Treasury Department, as well as the effect of the federal tax law on business income that may have a fiscal impact on the County, the final "net" impact of the federal tax bill on the County's income tax revenues is uncertain at this time. In lieu of such uncertainty, Finance estimates FY21 income tax revenues based in part on the cautionary statement by the Maryland Comptroller regarding the County's November 2019 reconciliation distribution. That statement cautioned the County not to assume the growth rate in the November reconciliation distribution in 2020 for FY21 rather to adjust that growth rate based on the average of the previous three fiscal years: FY18 - FY20.

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A number of economic indicators impact the County's quarterly distribution from withholdings and estimated payments. Those indicators include growth in resident employment, average annual wages, and capital gains. Based on the economic forecasts by the Bureau of Revenue Estimates, Comptroller of Maryland, Finance assumes County resident employment will grow 1.6 percent in calendar year (CY) 2020 and 1.1 percent in CY2021. Over the same two calendar years, average annual wages for the County will increase 3.1 and 3.1 percent, respectively, and capital gains will increase 3.7 percent in 2020 but decline 1.8 percent in 2021.

During any one fiscal year, the County receives income tax distributions pertaining to at least three different tax years. With the stock market crash of 2008 and subsequent severe recession, withholdings, estimated payments, and extended filings declined 11.9 percent in tax year (TY) 2008, and decreased 4.9 percent in TY2009, but increased 7.2 percent in TY2010, 6.2 percent in TY2011, and 10.0 percent in TY2012, before declining 3.8 percent in TY2013 attributed to the decline in capital gains.

Following the decline in TY2013, income tax revenues increased 6.6 percent in 2014, increased 2.9 percent in TY2015, but declined 0.4 percent in TY2016 attributed in large part to a 50 percent decline in capital gains for the top 100 County taxpayers. The elections of November 2016 raised expectations that tax relief for individuals, especially those individuals with high incomes, would occur in tax year 2018. As such, those individuals would delay recognizing capital gains until a later tax year. The income tax reduction of 50 percent of the top 100 County taxpayers suggests that that is what occurred as noted below in our receipts from October 15th filers in 2016. In fact, the delay until subsequent tax years resulted in a dramatic increase in the November 2019 reconciling distribution of 20.6 percent pertaining to tax year 2018. As noted previously, the Maryland Comptroller cautioned against assuming a similarly strong final reconciliation in November 2020. Therefore, income tax revenues are estimated to decrease 2.1 percent in FY21 over FY20.

### Transfer and Recordation Taxes

Estimated FY21 revenues for the General Fund of \$181.6 million, which exclude the School Capital Improvement Program (CIP) portion, condominium conversions, and the tax premium, are 5.2 percent above the revised FY20 estimate. This reflects an FY21 estimate of \$122.4 million in the transfer tax and \$59.2 million in the recordation tax. Effective September 1, 2016, the recordation tax for the General Fund decreased from 0.440 percent to 0.416 percent and the exemption was increased from

\$50,000 to \$100,000 of the consideration payable on the conveyance of any owner-occupied residential property.

Residential transfer tax revenues follow the trends in real estate sales for existing and new homes. Real estate sales, in turn, are highly correlated with specific economic indicators such as growth in employment and wage and salary income, formation of households, mortgage lending conditions, and mortgage interest rates. The same holds true for the commercial sector, which is equally affected by business activity and investment, office vacancy rates, property values, and financing costs.

Finance estimates the sales of existing homes in the County will increase 3.8 percent in CY20 and 1.5 percent in CY21. Over the same two years, median sales prices will increase 2.3 percent in CY20 and 2.7 percent in CY21.

### Energy Tax

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Estimated FY21 revenues of \$191.3 million are 0.4 percent below the revised FY20 estimate. The estimated revenues for

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FY21 are based on the County Executive's recommendation to continue the FY21 rates at the FY20 level. The fuel-energy tax is imposed on persons or entities transmitting, distributing, manufacturing, producing, or supplying electricity, gas, steam, coal, fuel oil, or liquefied petroleum gas. Different rates apply to residential and nonresidential consumption and to the various types of energy. Since the rates per unit of energy consumed are fixed, collections change only with shifts in energy consumption and not with changes in the price of the energy product. The FY19 energy tax totals declined by 1.29% year-over-year for the first time since FY16. FY20 and out-year forecasts reflect mild declines in growth accounting for consistently milder winters including one of the mildest on record this past season and assumed reduced energy usage by residential and commercial properties from energy efficiency enhancements.

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## Telephone Tax

Estimated FY21 revenues of \$53.8 million are 0.7 percent above the revised FY20 estimate. The telephone tax is levied as a fixed amount per landline, wireless communications, and other communication devices. The tax on a traditional landline is \$2.00 per month, while multiple business lines (Centrex) are taxed at \$0.20 per month. The tax rate on wireless communications is

\$3.50 per month. Revenues from this tax are driven primarily by modest growth in wireless communications such as cell phone usage and by voice-over internet protocol. Over the past decade, approximately 80% of the gross telephone tax is attributed to the cellular wireless component which has seen flattening growth that is reflected in future estimates.

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## Hotel/Motel Tax

Estimated FY21 revenues of \$23.3 million are the same as the revised FY20 estimate. The hotel/motel tax is levied as a percentage of the hotel bill including online room rental organizations such as AirBnB. The current tax rate of 7.0 percent in FY20 is also assumed for FY21. Collections grow with the costs of hotel rooms and the combined effect of room supply and hotel occupancy rate in the County. Occupancy rates in the County are generally the highest in the spring (April and May) and autumn (September and October) as tourists and schools visit the nation's capital for such events as the Presidential inauguration and related activities, Cherry Blossom Festival and school trips, while organizations often schedule conferences and events during such periods, and during the week prior and the week during the Presidential inauguration. During peak periods, many visitors to Washington, D.C. use hotels in the County, especially those in the lower county. Recent actuals display mild upward growth in demand, occupancy, and rates however the impact of the recent coronavirus at the time of publication has the potential to substantively alter the trajectory of growth for the tax in FY20 and beyond.

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## Admissions Tax

Estimated FY21 revenues of \$3.4 million are 2.8 percent above the revised FY20 estimate. Admissions and amusement taxes are State-administered local taxes on the gross receipts of various categories of amusement, recreation, and sports activities. Taxpayers are required to file a return and pay the tax monthly while the County receives quarterly distributions of the receipts from the State. Montgomery County levies a 7 percent tax, except for categories subject to State sales and use tax, where the County rate would be lower. Such categories include rentals of athletic equipment, boats, golf carts, skates, skis, horses, and sales related to entertainment. Gross receipts are exempt from the County tax when a Municipal admissions and amusement tax is in effect. The estimated increase in revenues is attributed to growth in the attendance, which is a function of the estimated growth in the County's population in CY2021, and an increase in ticket prices reflected by the increase in inflation.

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## E-Cigarettes Tax

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Estimated FY21 revenues from the E-Cigarettes tax of \$2.1 million are 20.5 percent above the revised FY20 estimate. The increase in estimated revenues is attributed to an increase in sales and no change in price.

## NON-TAX REVENUES

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Non-tax revenues throughout all tax supported funds (excluding Enterprise Funds, such as Permitting Services, Parking Districts, Solid Waste Disposal, and Solid Waste Collection Funds) are estimated at \$1.174 billion in FY21. This is a \$18.8 million increase, or 2.2 percent, from the revised FY20 estimate. Non-tax revenues include: intergovernmental aid, investment income, licenses and permits, user fees, fines, and forfeitures, and miscellaneous revenues.

### General Intergovernmental Revenues

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Intergovernmental revenues are received from the State or Federal governments as general aid for certain purposes, not tied, like grants, to particular expenditures. The majority of this money comes from the State based on particular formulas set in law. Total aid is specified in the Governor's annual budget. Since the final results are not known until the General Assembly session is completed and the State budget is adopted, estimates in the March 15 County Executive's Recommended Public Services Program are generally based on the Governor's budget estimates for FY21. If additional information on the State budget is available to the County Executive, this information will be incorporated into the budgeted projection of State aid. The County Executive's Recommended Budget for FY21 assumes a \$16.6 million, or 1.8 percent, increase in intergovernmental revenues from the revised FY20 estimate, of which 82.9 percent is allocated to the Montgomery County Public Schools, 4.2 percent to Montgomery Community College, and 4.4 percent to Mass Transit. Total intergovernmental revenue represents an estimated 80.3 percent of the total non-tax revenues for FY21.

### Licenses and Permits

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Licenses and permits include General Fund business licenses (primarily public health, traders, and liquor licenses) and non-business licenses (primarily marriage licenses and Clerk of the Court business licenses). Licenses and permits in the Permitting Services Enterprise Fund, which include building, electrical, and sediment control permits, are Enterprise Funds and thus not included in tax supported projections. The Recommended Budget for FY21 assumes a 3.8 percent increase over the revised estimates for FY20, resulting in \$13.9 million in available resources in FY21.

### Charges for Services (User Fees)

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Excluding intergovernmental revenues to Montgomery County Public Schools and Montgomery College, and College tuition, charges for services, or user fees, are revenues collected that come primarily from fees imposed on the recipients of certain County services including mass transit, human services, use of facilities, and recreation services and are included in the tax supported funds. The Recommended Budget for FY21 assumes an increase of 9.3 percent over the revised estimates for FY20, resulting in \$69.0 million in available resources in FY21.

### Fines and Forfeitures

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Revenues from fines and forfeitures relate primarily to photo red light and speed camera citations, and library and parking fines (excluding the County's four Parking Districts). The Recommended Budget for FY21 assumes that fines and forfeitures will decrease 0.9 percent from the revised estimates for FY20, resulting in \$45.7 million in available resources in FY21.

### College Tuition

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Although College tuition is not included in the County Council's Spending Affordability Guideline Limits (SAG), it remains in the tax supported College Current Fund. Calculation of the aggregate operating budget is under the SAG Limits. Tuition revenue depends on the number of registered students and the tuition rate. The Recommended Budget for FY21 assumes that College tuition will increase 1.9 percent over the revised estimates for FY20, resulting in \$76.8 million in available resources in FY21.

## Investment Income

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Investment income includes the County's pooled investment and non-pooled investment and interest income of other County agencies and funds. The County operates an investment pool directed by an investment manager who invests all County funds using an approved, prudent County Council adopted investment policy. The pool includes funds from tax supported funds as well as from Enterprise Funds, municipal taxing districts, and other governmental agencies. Two major factors determine pooled investment income: (1) the average daily investment balance which is affected by the level of revenues and expenditures, fund balances, and the timing of bond and commercial paper issues; and (2) the average yield percentage which reflects short-term interest rates and may vary considerably during the year.

The revised FY20 tax-supported investment income estimate of \$7.5 million assumes a yield on equity of 1.85 percent and an average daily balance of \$1.1 billion. The FY21 projected estimate of tax-supported investment income of \$5.8 million assumes a

yield on equity of 1.40 percent and a daily balance of \$1.1 billion. Yields have fluctuated significantly over time due to changes in the targeted federal funds rate set by the Federal Open Market Committee (FOMC) of the Federal Reserve System. In calendar year 2020, the federal funds futures market as of March 2020, expects the FOMC will cut the rate for the current target range on federal funds by 75 basis points from the current range of 100 - 125 percent as of March 3, 2020 for the remainder of CY2020. The actions of the Federal Open Market Committee in March 2020 are in response to the risks from coronavirus outbreak and the dramatic decline in the stock market during this period, and as such, both the estimates for FY20 and for FY21 will likely be revised.

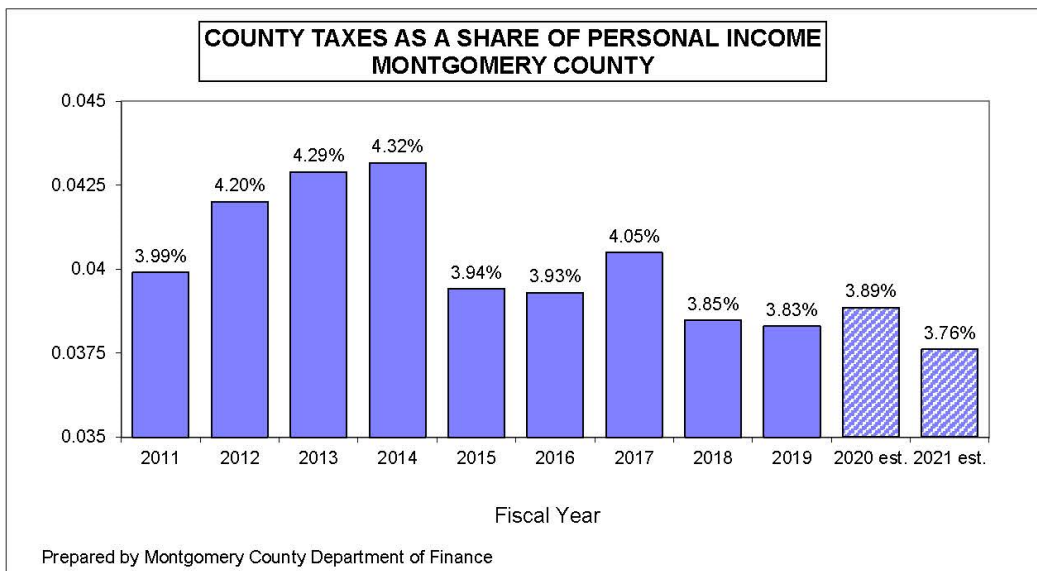
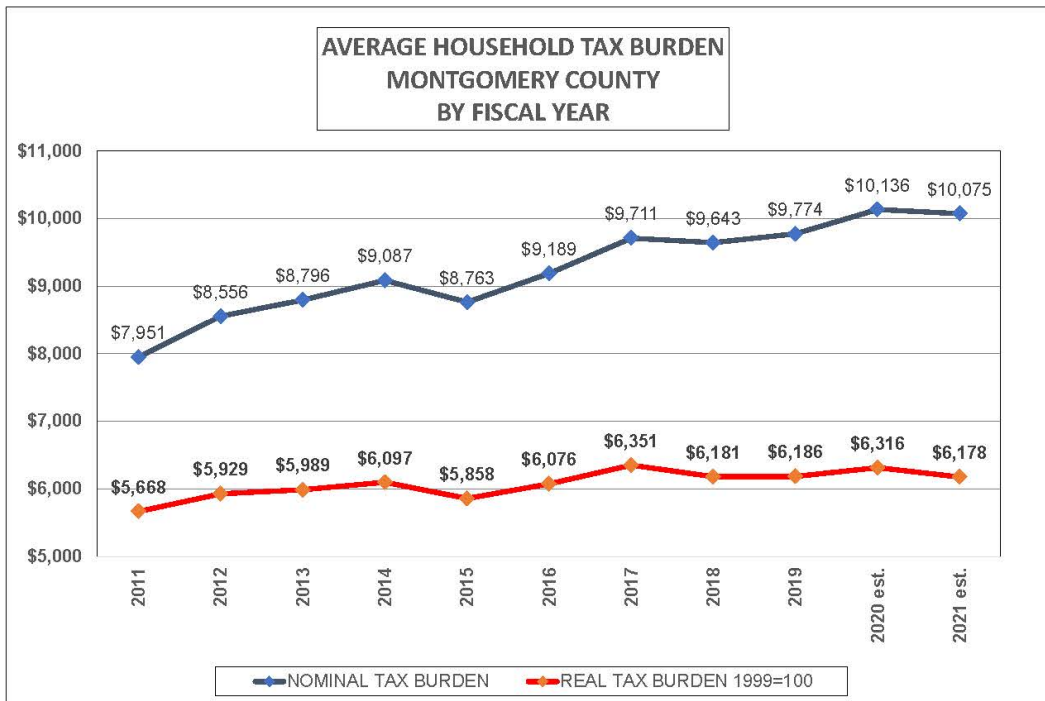
## Other Miscellaneous

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The County receives miscellaneous revenues from a variety of sources. For the Recommended Budget for FY21, miscellaneous revenues will decrease 14.6 percent from the revised estimates for FY20, resulting in \$20.4 million in available resources in FY21.

DEMOGRAPHIC AND PLANNING INDICATORS	TRENDS AND PROJECTIONS										
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26			
<b>POPULATION</b>											
Annual Increase	1,061,880	1,070,928	1,079,939	1,088,955	1,097,899	1,106,793	1,115,663	1,124,587			
Population Growth Since 2011	9,313	9,048	9,012	9,016	8,944	8,894	8,870	8,924			
County Resident Births (Prior Calendar Year) (a)	8.3%	9.2%	10.1%	11.0%	12.0%	12.9%	13.8%	14.7%			
	12,460	12,635	12,730	12,820	12,915	13,010	13,100	13,100			
<b>HOUSEHOLDS</b>											
Household Annual Growth (%)	382,384	388,409	393,468	398,818	404,083	409,168	414,334	419,475			
Household Growth Since 2011	1.5%	1.6%	1.3%	1.4%	1.3%	1.3%	1.3%	1.2%			
Household Growth Since 1992	5.9%	7.6%	9.0%	10.5%	11.9%	13.4%	14.8%	16.2%			
Household Size	31.3%	33.4%	35.1%	37.0%	38.8%	40.5%	42.3%	44.1%			
	2.78	2.76	2.74	2.73	2.72	2.70	2.69	2.68			
<b>RESIDENT EMPLOYMENT (Jan = Calendar Year)</b>											
Resident Employment Annual Growth (%)	545,700	554,500	560,760	565,040	569,310	573,900	578,530	583,190			
Resident Employment Growth Since 2011	1.5%	1.6%	1.1%	0.8%	0.8%	0.8%	0.8%	0.8%			
Resident Employment Per Household	11.4%	13.2%	14.5%	15.4%	16.3%	17.2%	18.1%	19.1%			
Jobs in County	1.43	1.43	1.43	1.42	1.41	1.40	1.40	1.39			
	533,906	543,500	549,300	555,100	560,900	566,700	572,500	572,500			
<b>PERSONAL INCOME (\$ Millions)</b>											
Per Capita Personal Income	\$97,600	\$101,300	\$105,400	\$110,000	\$114,700	\$119,700	\$125,200	\$131,200			
Annual Growth (%)	\$91,910	\$94,590	\$97,600	\$101,010	\$104,470	\$108,150	\$112,220	\$116,670			
	2.3%	2.9%	3.2%	3.5%	3.4%	3.5%	3.8%	4.0%			
<b>CONSUMER PRICE INDEX (CPI) - Fiscal Year</b>											
Inflation Growth (Fiscal Year) Since 2011	1.59%	1.41%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%			
	-30.4%	-38.0%	-30.3%	-29.4%	-29.8%	-30.7%	-31.6%	-32.5%			
<b>CONSUMER PRICE INDEX (CPI) - Calendar Year (%)</b>											
ASSESSABLE TAX BASE (\$ Millions)	1.27%	1.55%	1.62%	1.61%	1.59%	1.57%	1.55%	1.54%			
Annual Growth (%)	\$193,106	\$197,950	\$201,676	\$206,664	\$211,727	\$216,927	\$222,387	\$228,016			
Growth of Base Since 1992 (%)	2.6%	2.5%	1.9%	2.5%	2.4%	2.5%	2.5%	2.5%			
Growth of Base Since 2011 (%)	222.8%	230.9%	237.1%	245.5%	253.9%	262.6%	271.8%	281.2%			
	12.5%	15.3%	17.5%	20.4%	23.4%	26.4%	29.6%	32.8%			
<b>INVESTMENT INCOME YIELD (%)</b>											
Annual Increase (Decrease)	2.33%	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%			
<b>MCPs ENROLLMENT (Sept = Calendar Year)</b>											
Annual Growth (%)	162,660	164,245	167,041	168,629	170,278	171,029	171,492	171,319			
	0.7%	1.0%	1.7%	1.0%	1.0%	0.4%	0.3%	-0.1%			
	1.134	1.565	2.796	1.588	1.649	751	463	-173			
<b>MONTGOMERY COLLEGE ENROLLMENTS (b)</b>											
Annual Growth (%)	21,260	21,007	20,904	20,926	21,310	21,481	21,481	21,481			
	-2.1%	-1.2%	-0.5%	0.1%	1.8%	0.8%	0.0%	0.0%			
<b>Full Time Equivalents (Sept = Calendar Year) (c)</b>											
Annual Growth in FTE's (%)	18,347	18,200	18,066	18,092	18,201	18,541	18,747	18,747			
	-3.7%	-0.8%	-0.7%	0.1%	0.6%	1.9%	1.1%	0.0%			

- (a) Projections related to County Resident Births are provided by M-NCPPC.  
 (b) Projections related to Montgomery College Enrollments are provided by Montgomery College and only include projections through FY24. Since no projections are provided for FY25 or FY26 the projections for FY24 were used. Projections are from March 2019.  
 (c) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and only include projections through FY25. Since no projections are provided for FY26 the projections for FY25 was used. Projections are from March 2019.



REVENUE SUMMARY  
TAX SUPPORTED BUDGETS  
(\$ Millions )

KEY REVENUE CATEGORIES	App. FY20	Est. FY20	% Chg. FY20-21	Rec. FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26
<b>TAXES</b>	5-23-19	3-16-20	App/Rec	3-16-20										
1 Property Tax	1,836.8	1,793.3	3.6%	1,903.3	3.0%	1,961.1	2.3%	2,005.8	2.3%	2,051.4	2.3%	2,098.7	2.3%	2,146.9
2 Income Tax	1,640.3	1,720.5	3.4%	1,695.4	4.0%	1,763.4	4.6%	1,844.3	5.1%	1,938.8	4.2%	2,020.6	3.8%	2,096.9
3 Transfer Tax	128.3	116.3	-3.1%	122.4	5.3%	128.9	5.8%	136.4	5.6%	144.1	5.9%	152.6	6.2%	162.1
4 Recreational Tax	56.5	58.3	4.8%	59.2	5.3%	62.3	5.8%	66.0	5.6%	69.7	5.9%	73.8	6.2%	78.4
5 Energy Tax	196.9	192.0	-3.8%	191.3	-0.3%	190.7	-0.4%	190.0	-0.4%	189.2	-0.4%	188.5	-0.4%	187.8
6 Telephone Tax	56.3	53.4	-4.6%	53.8	0.9%	54.2	0.8%	54.6	0.8%	55.1	0.7%	55.5	0.7%	55.9
7 Hotel/Motel Tax	22.6	23.3	3.1%	23.3	1.5%	23.7	1.5%	24.0	1.5%	24.4	1.5%	24.7	1.4%	25.1
8 Admissions Tax	3.9	3.3	-12.7%	3.4	2.8%	3.5	2.8%	3.6	2.7%	3.7	2.7%	3.8	2.7%	3.9
9 E-Cigarette Tax	1.4	1.7	22.4%	1.8	4.4%	1.8	4.2%	1.9	4.1%	2.0	3.9%	2.1	3.8%	2.1
<b>Total Local Taxes</b>	<b>3,943.1</b>	<b>3,960.1</b>	<b>2.8%</b>	<b>4,053.8</b>	<b>3.4%</b>	<b>4,189.6</b>	<b>3.3%</b>	<b>4,326.7</b>	<b>3.5%</b>	<b>4,478.4</b>	<b>3.2%</b>	<b>4,620.2</b>	<b>3.0%</b>	<b>4,768.9</b>
<b>INTERGOVERNMENTAL AID</b>														
11 Highway User	8.2	8.3	2.8%	8.4	0.0%	8.4	0.0%	8.4	0.0%	8.4	0.0%	8.4	0.0%	8.4
12 Police Protection	14.3	17.9	0.0%	14.3	0.0%	14.3	0.0%	14.3	0.0%	14.3	0.0%	14.3	0.0%	14.3
13 Libraries	6.7	7.2	-16.5%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6
14 Health Services Case Formula	4.6	4.7	6.1%	4.8	0.0%	4.8	0.0%	4.8	0.0%	4.8	0.0%	4.8	0.0%	4.8
15 Mass Transit	41.3	41.3	0.0%	41.3	0.0%	41.3	0.0%	41.3	0.0%	41.3	0.0%	41.3	0.0%	41.3
16 Public Schools	750.0	745.1	3.0%	781.5	0.0%	781.5	0.0%	781.5	0.0%	781.5	0.0%	781.5	0.0%	781.5
17 Community College	37.2	37.2	5.6%	39.3	0.0%	39.3	0.0%	39.3	0.0%	39.3	0.0%	39.3	0.0%	39.3
18 Other	61.6	64.3	-23.5%	47.9	-0.2%	47.2	0.0%	47.2	0.0%	47.2	0.0%	47.2	0.0%	47.2
<b>Total Intergovernmental Aid</b>	<b>933.2</b>	<b>926.0</b>	<b>1.0%</b>	<b>942.7</b>	<b>0.0%</b>	<b>942.6</b>	<b>0.0%</b>	<b>942.6</b>	<b>0.0%</b>	<b>942.6</b>	<b>0.0%</b>	<b>942.6</b>	<b>0.0%</b>	<b>942.6</b>
<b>FEES AND FINES</b>														
20 Licenses & Permits	13.5	13.4	2.6%	13.9	1.5%	14.1	1.5%	14.3	1.5%	14.5	1.5%	14.7	1.5%	14.9
21 Charges for Services	67.0	63.1	2.9%	69.0	1.3%	69.8	1.3%	70.7	1.3%	71.6	1.2%	72.5	1.2%	73.4
22 Fines & Forfeitures	36.0	46.1	27.0%	45.7	1.6%	46.4	1.6%	47.2	1.6%	47.9	1.6%	48.7	1.6%	49.5
23 Montgomery College Tuition	75.9	75.3	1.2%	76.7	1.3%	77.7	1.3%	78.7	1.3%	79.7	1.2%	80.7	1.2%	81.7
<b>Total Fees and Fines</b>	<b>192.4</b>	<b>197.8</b>	<b>6.7%</b>	<b>205.2</b>	<b>1.4%</b>	<b>208.1</b>	<b>1.4%</b>	<b>210.9</b>	<b>1.4%</b>	<b>213.8</b>	<b>1.3%</b>	<b>216.6</b>	<b>1.3%</b>	<b>219.5</b>
<b>MISCELLANEOUS</b>														
25 Investment Income	8.6	7.5	-33.0%	5.8	-3.1%	5.6	0.1%	5.6	0.1%	5.6	0.2%	5.6	0.0%	5.6
26 Other Miscellaneous	18.7	23.9	9.3%	20.4	1.6%	20.8	1.6%	21.1	1.6%	21.4	1.6%	21.8	1.5%	22.1
<b>Total Miscellaneous</b>	<b>27.3</b>	<b>31.4</b>	<b>-4.0%</b>	<b>26.2</b>	<b>0.6%</b>	<b>26.4</b>	<b>1.3%</b>	<b>26.7</b>	<b>1.3%</b>	<b>27.0</b>	<b>1.3%</b>	<b>27.4</b>	<b>1.2%</b>	<b>27.7</b>
<b>TOTAL REVENUES</b>	<b>5,095.9</b>	<b>5,115.4</b>	<b>2.6%</b>	<b>5,227.9</b>	<b>2.7%</b>	<b>5,366.6</b>	<b>2.6%</b>	<b>5,506.9</b>	<b>2.8%</b>	<b>5,661.8</b>	<b>2.6%</b>	<b>5,806.8</b>	<b>2.4%</b>	<b>5,948.7</b>
Calculation for Adjusted Governmental Revenues														
29 Total Tax Supported Revenues	5,095.9	5,115.4	2.6%	5,227.9	2.7%	5,366.6	2.6%	5,506.9	2.8%	5,661.8	2.6%	5,806.8	2.4%	5,948.7
30 Capital Projects Fund	145.7	145.7	-11.2%	129.4	5.9%	137.0	-2.6%	133.4	1.2%	135.0	6.5%	143.7	6.1%	152.4
31 Grants	119.2	119.2	7.4%	128.0	1.6%	130.1	1.6%	132.1	1.6%	134.2	1.6%	136.3	1.5%	138.4
<b>32 MCA Adjusted Revenues</b>	<b>5,360.9</b>	<b>5,380.4</b>	<b>2.3%</b>	<b>5,485.3</b>	<b>2.7%</b>	<b>5,633.7</b>	<b>2.5%</b>	<b>5,772.4</b>	<b>2.7%</b>	<b>5,931.0</b>	<b>2.6%</b>	<b>6,086.9</b>	<b>2.5%</b>	<b>6,239.6</b>

### County Executive's Recommended FY21-26 Public Services Program Tax Supported Fiscal Plan Summary

		(\$ in Millions)													
		App. FY20	Est. FY20	% Chg. FY20-21	Rec. FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26
Total Revenues		5-23-19	3-16-20	App/Rec	3-16-20										
1	Property Tax	1,836.8	1,793.3	3.6%	1,903.3	3.0%	1,961.1	2.3%	2,005.8	2.3%	2,051.4	2.3%	2,098.7	2.3%	2,146.9
2	Income Tax	1,640.3	1,720.5	3.4%	1,895.4	4.0%	1,763.4	4.6%	1,844.3	5.1%	1,938.8	4.2%	2,020.6	3.8%	2,096.9
3	Transfer/Recordation Tax	182.8	172.6	-0.6%	181.6	5.3%	191.2	5.8%	202.4	5.6%	213.8	5.9%	226.4	6.2%	240.4
4	Other Taxes	283.2	273.7	-3.4%	273.6	0.1%	275.9	0.1%	274.2	0.1%	274.2	0.1%	274.5	0.0%	274.6
5	Other Revenues	1,152.8	1,155.3	1.8%	1,174.1	0.2%	1,177.0	0.3%	1,180.2	0.3%	1,183.4	0.3%	1,186.6	0.3%	1,189.8
6	Total Revenues	5,085.9	5,116.4	2.6%	5,227.9	2.7%	5,366.6	2.6%	5,506.9	2.8%	5,661.8	2.6%	5,806.8	2.4%	5,948.7
7															
8	Net Transfers In (Out)	16.1	7.8	-21.7%	12.6	-28.3%	9.0	1.6%	9.2	1.6%	9.3	1.6%	9.5	1.5%	9.6
9	Total Revenues and Transfers Available	5,112.0	5,123.2	2.5%	5,240.5	2.6%	5,375.6	2.6%	5,516.1	2.8%	5,671.1	2.6%	5,816.3	2.4%	5,958.3
10															
11	Non-Operating Budget Use of Revenues														
12	Debt Service	430.0	421.8	-1.7%	422.5	4.5%	441.5	3.4%	456.5	-0.2%	455.8	2.8%	468.4	1.0%	473.1
13	PAYGO	32.0	32.0	0.0%	32.0	-3.1%	31.0	-6.5%	29.0	0.0%	29.0	-3.4%	28.0	0.0%	28.0
14	CIP Current Revenue	33.5	35.5	98.8%	66.5	17.2%	78.0	22.3%	95.3	-3.4%	92.1	-20.7%	73.1	3.8%	75.8
15	Change in Other Reserves	-19.6	-24.4	-86.4%	-2.7	120.8%	0.6	-70.6%	0.2	-0.7%	0.2	2.9%	0.2	1.4%	0.2
16	Contribution to General Fund Undesignated Reserves	8.1	51.9	-63.4%	3.0	674.1%	23.0	-67.7%	7.4	-15.9%	6.3	11.4%	7.0	-7.4%	6.5
17	Contribution to Revenue Stabilization Reserves	23.1	40.6	-62.9%	8.6	-169.9%	-6.0	183.3%	5.0	70.0%	8.5	5.9%	9.0	14.4%	10.3
18	Set Aside for other uses (supplemental appropriations)	1.9	0.0	-100.0%	0.0	n/a	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	Total Other Uses of Resources	509.0	561.5	4.1%	529.9	11.0%	588.1	4.3%	613.4	-0.3%	611.8	-1.0%	605.6	1.4%	613.9
20	Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)	4,603.0	4,561.8	2.3%	4,710.6	1.6%	4,787.6	2.4%	4,902.7	3.2%	5,059.3	3.0%	5,210.6	2.6%	5,344.6
21															
22	Agency Uses														
23															
24	Montgomery County Public Schools (MCPS)	2,514.3	2,480.8	3.6%	2,603.7										
25	Montgomery College (MC)	265.5	256.4	1.3%	268.9										
26	MNCPCC (w/o Debt Service)	132.4	132.7	1.1%	133.8										
27	MCG	1,690.8	1,691.9	0.8%	1,704.2										
28															
29	Agency Uses	4,603.0	4,561.8	2.3%	4,710.6	1.6%	4,787.6	2.4%	4,902.7	3.2%	5,059.3	3.0%	5,210.6	2.6%	5,344.6
30	Total Uses	5,112.0	5,123.2	2.5%	5,240.5	2.6%	5,375.6	2.6%	5,516.1	2.8%	5,671.1	2.6%	5,816.3	2.4%	5,958.3
31	(Gap)/Available	0.0	0.0		0.0		0.0		0.0		0.0		0.0		0.0

**Assumptions:**

1. Property taxes are at the Charter Limit with a \$800 credit. Property tax revenue includes a 3.1 cent supplemental tax exclusively for MCPS. Other taxes are at current rates.
2. Reserve contributions are consistent with legal requirements and the minimum policy target.
3. PAYGO, debt service, and current revenue reflect the County Executive's Recommended 21-26 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY21-26.

# County Executive's Recommended FY21-26 Public Services Program Tax Supported Fiscal Plan Summary

\$ in Millions															
		App. FY20	Est. FY20	% Chg. FY20-21	Rec. FY21	% Chg. FY21-22	Projected FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26
31	<b>Beginning Reserves</b>														
32	Unrestricted General Fund	164.2	103.3	-5.4%	155.3	1.9%	153.2	14.6%	181.3	4.1%	188.7	3.3%	195.0	3.6%	202.0
33	Revenue Stabilization Fund	340.8	341.5	12.1%	382.2	2.2%	390.8	-1.5%	384.8	1.3%	389.8	2.2%	407.3	2.3%	409.2
34	<b>Total Reserves</b>	<b>505.0</b>	<b>444.9</b>	<b>6.4%</b>	<b>537.4</b>	<b>2.2%</b>	<b>543.0</b>	<b>3.1%</b>	<b>566.0</b>	<b>2.2%</b>	<b>578.5</b>	<b>2.6%</b>	<b>593.2</b>	<b>2.7%</b>	<b>609.2</b>
35	<b>Additions to Reserves</b>														
36	Unrestricted General Fund	8.1	51.9	-63.4%	3.0	674.1%	23.0	-67.7%	7.4	-15.9%	6.3	11.4%	7.0	-7.4%	6.5
37	Revenue Stabilization Fund	23.1	40.6	-62.9%	8.6	-169.9%	-6.0	183.3%	5.0	70.0%	8.5	5.9%	9.0	14.4%	10.3
38	<b>Total Change in Reserves</b>	<b>31.3</b>	<b>92.6</b>	<b>-63.0%</b>	<b>11.6</b>	<b>47.4%</b>	<b>17.0</b>	<b>-26.9%</b>	<b>12.4</b>	<b>18.6%</b>	<b>14.8</b>	<b>8.2%</b>	<b>16.0</b>	<b>4.9%</b>	<b>16.8</b>
39	<b>Ending Reserves</b>														
40	Unrestricted General Fund	172.3	155.3	-8.2%	158.2	14.6%	181.3	4.1%	188.7	3.3%	195.0	3.6%	202.0	3.2%	208.4
41	Revenue Stabilization Fund	363.9	382.2	7.4%	390.8	-1.5%	384.8	1.3%	389.8	2.2%	398.3	2.3%	417.6	2.5%	419.6
42	<b>Total Reserves</b>	<b>536.2</b>	<b>537.4</b>	<b>2.4%</b>	<b>549.0</b>	<b>3.1%</b>	<b>566.0</b>	<b>2.2%</b>	<b>578.5</b>	<b>2.6%</b>	<b>593.2</b>	<b>2.7%</b>	<b>609.2</b>	<b>2.8%</b>	<b>626.0</b>
43	<b>Reserves as a % of Adjusted Governmental Revenues</b>	<b>10.0%</b>	<b>10.0%</b>		<b>10.0%</b>		<b>10.0%</b>		<b>10.0%</b>		<b>10.0%</b>		<b>10.0%</b>		<b>10.0%</b>
44	<b>Other Reserves</b>														
45	Montgomery College	4.5	24.3	342.3%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
46	M-NCPPC	5.0	2.9	-1.7%	4.9	8.5%	5.3	2.2%	5.4	2.3%	5.5	2.2%	5.7	2.3%	5.8
47	MCPS	0.0	25.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
48	MCG Special Funds	0.8	-23.8	21.7%	1.0	14.6%	1.1	4.1%	1.1	3.3%	1.2	3.6%	1.2	3.2%	1.3
49	<b>MCG + Agency Reserves as a % of Adjusted Govt Revenues</b>	<b>10.2%</b>	<b>10.5%</b>		<b>10.5%</b>		<b>10.5%</b>		<b>10.5%</b>		<b>10.5%</b>		<b>10.4%</b>		<b>10.5%</b>
50															
51															
52	<b>Retiree Health Insurance Pre-Funding</b>														
53	Montgomery County Public Schools (MCPS)	78.5	78.5		69.4		71.2		66.2		60.5		53.9		53.9
54	Montgomery College (MC)	5.4	5.4		5.5		5.6		5.4		5.3		5.2		5.2
55	MNCPPC	2.8	2.8		3.0		2.9		2.9		2.8		2.8		2.8
56	MCG	34.7	13.5		12.3		10.8		7.5		4.2		0.7		0.0
57	<b>Subtotal Retiree Health Insurance Pre-Funding</b>	<b>121.4</b>	<b>100.3</b>		<b>90.1</b>		<b>90.5</b>		<b>82.0</b>		<b>72.9</b>		<b>62.6</b>		<b>61.8</b>
58	<b>Adjusted Governmental Revenues</b>														
59	Total Tax Supported Revenues	5,095.9	5,115.4	2.6%	5,227.9	2.7%	5,366.6	2.6%	5,506.9	2.8%	5,661.8	2.6%	5,806.8	2.4%	5,948.7
60	Capital Projects Fund	145.7	145.7	-11.2%	129.4	5.9%	137.0	-2.6%	133.4	1.2%	135.0	6.5%	143.7	6.1%	152.4
61	Grants	119.2	119.2	7.4%	128.0	1.6%	130.1	1.6%	132.1	1.6%	134.2	1.6%	136.3	1.5%	138.4
62	<b>Total Adjusted Governmental Revenues</b>	<b>5,360.9</b>	<b>5,380.4</b>	<b>2.3%</b>	<b>5,485.3</b>	<b>2.7%</b>	<b>5,633.7</b>	<b>2.5%</b>	<b>5,772.4</b>	<b>2.7%</b>	<b>5,931.0</b>	<b>2.6%</b>	<b>6,086.9</b>	<b>2.5%</b>	<b>6,239.6</b>

FY21 FEE AND FINE CHANGES*			
DEPARTMENT/FEE AND FINE	FY21 REVENUE CHANGE	METHOD OF CHANGE	NOTE
<b>DEPARTMENT OF ENVIRONMENTAL PROTECTION</b>			
Solid Waste Disposal Charge	\$3,379,268	Council Resolution	Increase the single family per household from \$213.26 to \$223.26, multi-family per household from \$16.06 to \$16.45, and nonresidential properties from \$596.13 to \$611.48.
Water Quality Protection Charge	\$1,408,144	Council Resolution	Increase rate per Equivalent Residential Unit (ERU) from \$104.25 to \$108.10.
Refuse Collection Charge	\$1,148,992	Council Resolution	Increase charges from \$95.00 to \$107.00.
<b>DEPARTMENT OF TRANSPORTATION</b>			
Leaf Vacuuming Charge	\$603,124	Council Resolution	Increase leaf vacuum charge from \$108.16 to \$116.46 for a single-family household and from \$4.26 to \$4.54 for a multi-family unit.
Parking Fees- Silver Spring	\$2,300,000	Council Resolution	Increase Monthly Access Card from \$189 to \$195 per month, increase Parking Convenience Sticker from \$123 to \$132 per month, and increase maximum hourly rates in parking space with public street right-of-way from \$1.00 to \$2.25. Increase maximum hourly rates for surface parking lots from \$.80 to \$1.25, and increase maximum hourly rates in garages from \$.70 to \$1.25.
<b>GRAND TOTAL</b>	<b>8,839,528</b>		

\* All changes are assumed to be effective July 1, 2020 except as noted.  
Revenues above do not include implementation costs.



# Capital Improvements Program (CIP)

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## 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

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## Planning Policies

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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.

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### General Plan and Master Plans and Sector Plans

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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).

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### Subdivision Staging Policy

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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.

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### Functional Plans

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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.

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### Public Input

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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.

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### Maryland Economic Growth, Resource Protection and Planning Act

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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

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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

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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

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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

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

## Demographic Assumptions

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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

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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

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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.

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## 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.

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## 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.

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## 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.

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## 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
<b>County General Fund</b>						
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
<b>Mass Transit</b>						
Transit Services	0	0	0	0	0	6
<b>Fire</b>						
Fire and Rescue Service	-	146	203	203	327	500
<b>Recreation</b>						
Recreation	-	-	1,246	2,914	2,946	3,105
<b>Water Quality Protection Fund</b>						
Environmental Protection	-	-	150	150	150	150
<b>Total</b>	<b>-878</b>	<b>-1,188</b>	<b>2,189</b>	<b>3,960</b>	<b>4,439</b>	<b>4,983</b>

## 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.

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## Current Revenues

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**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.

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## Bond Issues and Other Public Agency Debt

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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.

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## Intergovernmental Revenues

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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

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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

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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

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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

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- 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.

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## A Greener County

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- 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.

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## Safe Neighborhoods

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- 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

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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

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- 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

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- 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

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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.

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## EXPLANATION OF THE CHART WHICH FOLLOWS

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### 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.

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### 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.
<b>GENERAL GOVERNMENT</b>												
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
<b>GENERAL GOVERNMENT TOTAL</b>	<b>1,065,900</b>	<b>486,509</b>	<b>280,724</b>	<b>298,667</b>	<b>65,714</b>	<b>46,233</b>	<b>50,897</b>	<b>43,208</b>	<b>41,707</b>	<b>50,908</b>	<b>-</b>	<b>43,999</b>
<b>PUBLIC SAFETY</b>												
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	6,559	15,285	9,594	1,769	2,975	1,788
<b>PUBLIC SAFETY TOTAL</b>	<b>650,433</b>	<b>416,644</b>	<b>68,236</b>	<b>162,578</b>	<b>35,323</b>	<b>26,624</b>	<b>24,095</b>	<b>39,717</b>	<b>24,888</b>	<b>11,931</b>	<b>2,975</b>	<b>15,833</b>
<b>TRANSPORTATION</b>												
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
<b>TRANSPORTATION TOTAL</b>	<b>3,448,407</b>	<b>1,672,555</b>	<b>380,318</b>	<b>943,252</b>	<b>201,660</b>	<b>176,877</b>	<b>155,732</b>	<b>138,790</b>	<b>132,771</b>	<b>137,422</b>	<b>452,282</b>	<b>165,090</b>
<b>RECYCLING AND RESOURCE MANAGEMENT</b>												
Recycling and Resource Management	61,746	1,363	707	58,928	456	18,329	11,493	12,105	10,687	5,858	748	-
<b>RECYCLING AND RESOURCE MANAGEMENT TOTAL</b>	<b>61,746</b>	<b>1,363</b>	<b>707</b>	<b>58,928</b>	<b>456</b>	<b>18,329</b>	<b>11,493</b>	<b>12,105</b>	<b>10,687</b>	<b>5,858</b>	<b>748</b>	<b>-</b>
<b>HEALTH AND HUMAN SERVICES</b>												
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
<b>HEALTH AND HUMAN SERVICES TOTAL</b>	<b>62,721</b>	<b>19,315</b>	<b>13,278</b>	<b>30,128</b>	<b>5,282</b>	<b>3,322</b>	<b>5,203</b>	<b>6,172</b>	<b>4,411</b>	<b>5,738</b>	<b>-</b>	<b>5,256</b>
<b>CULTURE AND RECREATION</b>												
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.
<b>CULTURE AND RECREATION TOTAL</b>	347,408	120,426	56,190	165,229	33,188	41,513	30,015	21,535	13,047	25,931	5,563	6,241
<b>CONSERVATION OF NATURAL RESOURCES</b>												
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
<b>CONSERVATION OF NATURAL RESOURCES TOTAL</b>	338,704	175,636	30,709	132,359	24,468	29,881	20,223	18,946	19,489	19,352	-	19,279
<b>COMMUNITY DEVELOPMENT AND HOUSING</b>												
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
<b>COMMUNITY DEVELOPMENT AND HOUSING TOTAL</b>	388,041	181,817	53,474	152,750	32,125	32,125	22,125	22,125	22,125	22,125	-	32,125
<b>HOUSING OPPORTUNITIES COMMISSION</b>												
Housing (HOC)	83,907	21,409	54,498	8,000	1,750	1,250	1,250	1,250	1,250	1,250	-	1,750
<b>HOUSING OPPORTUNITIES COMMISSION TOTAL</b>	83,907	21,409	54,498	8,000	1,750	1,250	1,250	1,250	1,250	1,250	-	1,750
<b>REVENUE AUTHORITY</b>												
Miscellaneous Projects (Revenue Authority)	17,450	-	-	17,450	5,200	7,250	2,500	2,500	-	-	-	-
<b>REVENUE AUTHORITY TOTAL</b>	17,450	-	-	17,450	5,200	7,250	2,500	2,500	-	-	-	-
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>												
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)
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL</b>	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
<b>MONTGOMERY COLLEGE</b>												
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
<b>MONTGOMERY COLLEGE TOTAL</b>	863,609	430,726	94,419	312,850	50,084	55,851	50,206	52,482	64,893	39,334	25,614	22,590
<b>M-NCPPC</b>												
Acquisition	196,972	112,014	25,972	51,615	10,550	10,550	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
<b>M-NCPPC TOTAL</b>	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.



# 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	670,626	653,013	608,807	608,936



# Debt Service

## RECOMMENDED FY21 BUDGET

\$436,653,645

## FULL TIME EQUIVALENTS

0.00

## MISSION STATEMENT

This section provides budget data for the repayment of general obligation bond issues, and other long- and short-term financing for public facilities, equipment, and infrastructure in the Debt Service Fund for all tax supported County agencies (Montgomery County Government, Maryland-National Capital Park and Planning Commission, Montgomery County Public Schools, and Montgomery College), as well as other associated costs. Non-tax supported debt repayment related to the Montgomery Housing Initiative Property Acquisition Fund and Water Quality Protection bonds are also included.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for Debt Service is \$436,910,760 a decrease of \$2,313,480 or 0.5 percent from the FY20 approved budget of \$439,224,240. This amount excludes \$52,050 in debt service which is appropriated in non-tax supported funds.

### General Obligation Bonds

General obligation (G.O.) bonds are issued by the County to finance a major portion of the construction of long-lived additions or improvements to the County's publicly-owned infrastructure. The County's budget and fiscal plan for these improvements is known as the Capital Improvements Program (CIP) and is published separately from the Operating Budget and Public Services Program. Currently, G.O. bonds are anticipated to fund approximately 38.2 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended FY21-26 CIP program. The bonds are repaid to bondholders with a series of principal and interest payments over a period of years, known as Debt Service. In this manner, the initial high cost of capital improvements is absorbed over time and assigned to citizens benefiting from facilities in the future, as well as current taxpayers. Due to various Federal, State, and local regulations, interest rates are lower than in the private sector.

"General obligation" refers to the fact that the bonds are backed by the "full faith and credit" of the County and its general revenue stream. In addition, the Montgomery County Charter provides that the Director of Finance must make debt service payments even if the Council fails to provide sufficient appropriation. County G.O. bonds are exempt from Federal taxes and also from State taxes for citizens of Maryland. Finally, the County strives to maintain its total and projected outstanding debt and debt service within certain financial parameters according to the County's fiscal policy. Thus, these financial instruments provide strong advantages in both safety of repayment and investment return for certain categories of investors.

Section 305 of the County Charter requires the County Council to set Spending Affordability Guidelines (SAG) for the CIP. The guidelines are related to how much the Council believes the County can afford, rather than how much might be needed. The guidelines apply to County G.O. bonds and must specify the total G.O. debt issued by the County that may be planned for expenditure in the first and second year and approved under the six-year CIP. On October 1, 2019 the County Council approved SAG limits at \$320.0 million for FY21, \$310.0 million for FY22 and \$1,770.0 million for the FY21-26 period. On February 4, 2020, the County Council confirmed the guidelines set on October 1, 2019.

### Debt Service Program

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The annual debt service obligation of all outstanding G.O. bond issues, long- and short-term lease payments, other long-term debt, and projections of certain related expenditures constitute the total Debt Service budget for FY21. When a bond-funded facility supports an activity funded by one of the County's Enterprise funds, the debt service is appropriated in that Enterprise fund operation.

Montgomery County G.O. bonds are budgeted in specific categories for specific purposes: General County (Police, Corrections, Human Services, Libraries, General Government, and other miscellaneous purposes); Roads and Storm Drains; Public Housing; Parks (including land and development for M-NCPPC regional and Countywide use parks); Public Schools; Montgomery College; Fire Tax District; Mass Transit Fund; Recreation Fund; Parking Districts; and Solid Waste Disposal Fund. A separate appropriation is made for the General Fund or a special fund (e.g., Fire Tax District, Mass Transit, and Recreation) as appropriate. These appropriations include debt service for G.O. bond issues outstanding and other long-term and short-term financing.

Certain other expenditures and revenues are included in Debt Service budget calculations. The total Debt Service budget consists of principal and interest on the bonds and other long-term and short-term financing obligations. Bond anticipation notes (BANs)/commercial paper are short-term capital financing instruments issued with the expectation that the principal amount will be refunded with long-term bonds. In the meantime, interest costs are incurred, usually at lower rates than with more long-term financing. Cost of issuance includes the legal, administrative, and production cost of rating, issuing, and selling bonds, BANs/commercial paper and short- and long-term lease obligations as well as financial advisory services. Funding sources which offset the General Fund requirement for Debt Service may include premium on bonds issued. The special funds will fund the debt service appropriation via a transfer from individual special funds to the Debt Service Fund.

The County issued Series 2017D Bonds to "crossover-refund" the outstanding Series 2009 Build America Bonds. Prior to the crossover date of November 1, 2019, funds will be held by a trustee to pay debt service on the refunding bonds.

#### FY20 Estimated Debt Service

FY20 estimated general obligation debt service, lease and other long-term debt expenditure requirements for tax-supported funds total \$415.2 million which is lower than the budget of \$423.2 million primarily due to deferrals in some lease financing, and actual interest rates that were lower than budget.

#### FY21 Recommended Debt Service Budget

The FY21 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues (through November 2019) plus the following:

An anticipated Spring 2020 (FY20) General Obligation Bond refunding debt issue approximating \$1.1 billion, for debt service savings

A fall 2020 (FY21) issue of \$320.0 million at an interest cost of 5.0 percent for 20 years with even principal payments (fall bond issues are expected to continue through FY26).

Interest expense based on an anticipated average BANs/commercial paper balance of \$350.0 million during FY21.

- Other short- and long-term financing obligations displayed in a chart at the end of the section.

The Debt Service assumptions discussed above result in a total FY21 Debt Service requirement for tax supported funds of \$415.2 million, which is a 1.9 percent decrease from the FY20 budget of \$423.2 million. The General Fund appropriation requirement is \$354.6 million, or 2.2 percent more than the budgeted FY20 amount of \$344.7 million. A schedule detailing debt service principal and interest by major fund is included at the end of the chapter.

#### Public Services Program

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The six-year Public Services Program for Debt Service is predicated on the bond issue requirements in the Recommended CIP, adjusted for inflation. An estimated interest cost of 5.0 percent is budgeted for the fall 2020 (FY21) issue. Projected interest rates for bond issues for FY21 through FY26 are based on market expectations for coupon rates, which drive actual debt service costs. Under these projections and assumptions, tax-supported debt service will increase from \$415.2 million in FY21 to \$465.4 million by FY26 with the General Fund revenue requirement growing from \$357.6 million in FY21 to \$398.0 million by FY26.

## Capital Improvements Program Impact On Operating Budget

### Debt Service Requirements

Debt service requirements are the single largest impact on the Operating Budget/Public Services Program by the CIP. The Charter-required CIP contains a plan or schedule of project expenditures for schools, transportation, and infrastructure modernization, with estimated project costs, sources of funding, and timing of work over a six-year period. Each bond issue used to fund the CIP translates to a draw against the Operating Budget each year for 20 years. Debt requirements for past and future bond issues are calculated each fiscal year, and provision for the payment of debt service is included as part of the annual estimation of resources available for other Operating Budget requirements. Debt service expenditures take up fiscal capacity that could be diverted to improved services as well as tax bill containment. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The County Council adopts Spending Affordability Guidelines for the Capital Budget based on criteria for debt affordability. These criteria are described in the County's Fiscal Policy and provide a foundation for judgments about the County's capacity to issue debt and its ability to retire the debt over time. Debt capacity evaluation also focuses on other factors which impact the County's ability and willingness to pay current and future bond holders. Debt obligations, which include G.O. debt service plus other short- and long-term commitments, are expected to stay manageable. Maintaining this guideline ensures that taxpayer resources are not overextended during fiscal downturns, nor are services squeezed out over time due to increased debt service burdens. The Debt Capacity chart is displayed at the end of this section. The chart displays the debt issues for the six years which are the basis of the G.O. bond-funded portion of the Recommended FY21-26 CIP. Annual bond-funding requirements (on which future debt issue projections are based) are based on summations of projected bond-funded expenditures identified by project, amount, and year. The total programmed bond-funded expenditures for each year and for the CIP period are then adjusted to assist in estimating annual bond issue requirements. Adjustment factors include inflation, commitment of County current revenues (PAYGO) as an offset against bond requirements, and a set-aside for future unprogrammed projects. The resulting bond requirements are then compared to planned bond issue levels over the six-year period. It is most critical that debt funding of the CIP be within projected bond issue requirements for the first and second years and for the six years, and the County Executive's Recommended FY21-26 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's January 15, 2020 proposals for the Recommended FY21-26 CIP is included at the end of this section.

### Debt Limit

The County's outstanding general obligation debt totals \$3,019,425,000 as of June 30, 2019. The allocation of outstanding debt to government programs and functions is displayed in a chart at the end of this section.

The Annotated Code of Maryland, Article 25A, Section 5(P), authorizes borrowing funds and issuance of bonds up to a maximum of 6 percent of the assessed valuation of all real property and 15 percent of the assessed value of all personal property within the County. The legal debt limit as of June 30, 2019, is \$12,248,788,864 based upon the assessed valuation \$193,818,900,000 for all real property and \$4,131,032,429 for personal property. The County's outstanding general obligation debt of \$3,019,425,000 plus outstanding short-term commercial paper of \$500,000,000 is 1.82 percent of assessed value, well within the legal debt limit and safely within the County's financial capabilities. A comparison of outstanding debt to legal debt limit is displayed in a chart at the end of this section.

Additional information regarding the County's outstanding general obligation debt and revenue bond debt can be found in the Debt Service

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Program Direct Debt for Fiscal Year 2019 (Debt Service Booklet). Schedules which display the allocation of outstanding debt to government programs and functions, debt service requirements for bond principal and interest, and payment schedules for paying agents can also be found in the Debt Service Booklet at the following link: <http://www.montgomerycountymd.gov/Finance/financial.html>

#### Leases and Other Debt

Long-term leases are similar to debt service in that they are long-term commitments of County funds for the construction or purchase of long-lived assets. They are displayed and appropriated within the Debt Service Fund. Short-term financing, where the payments represent a substantial County commitment for the acquisition of assets which have a shorter life but still result in a substantial asset, are also displayed and appropriated within this Fund.

Loan payments to HUD are related to a HUD Section 108 program loan that was received by the County. The County re-loaned the funds to the Housing Opportunities Commission (HOC). Repayment of the loan will be made by HOC to the County through the Montgomery Housing Initiative (MHI) Fund. Transfers from the MHI Fund support the repayment shown in the Debt Service Fund.

The FY21 appropriations for the long- and short-term financing are displayed in a chart at the end of this section.

#### Other Long-Term Debt

Other long-term debt (MHI - Property Acquisition Fund) includes the debt service costs, offset by a transfer from the MHI Fund, for the issuance of debt to create a property acquisition revolving fund which will significantly increase the County's capacity to acquire and renovate affordable housing. Long-term debt payments to acquire the Silver Spring Music Venue and Site II land are also included.

Commencing in FY12, Water Quality Protection bonds financed stormwater management requirements resulting from the new National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS-4) permit requirements. To pay for the debt service, a transfer of funds from the Water Quality Protection Fund to the Debt Service Fund is required. The County has entered into lease-purchase agreements to finance energy systems modernization at various County buildings for which the debt service is covered by energy savings. Three of the leases qualified for Qualified Energy Conversation Bonds which provided a Federal Tax Subsidy. Debt service costs include financing for the County's Rockville Innovation Center and National Cybersecurity Center of Excellence incubator projects. Debt service estimates for financing the Wheaton Redevelopment Program are partially funded by transfers from Permitting Services and Water Quality Protection funds.

Certain other types of long-term debt are issued by the County government and State-chartered agencies of the County, such as the Maryland-National Capital Park and Planning Commission, Washington Suburban Sanitary Commission, Housing Opportunities Commission, and the Revenue Authority. Examples are revenue bonds, backed by fees and charges to facility users; and agency bonds, backed by separate taxes, charges, other revenues, and/or the faith and credit available directly to these agencies. In some cases, the County government may make direct payments under contract to these or other agencies. Most of these other types of non-general obligation debt are not included in expenditure listings of this section.

#### Rating Agency Reviews

Montgomery County continues to maintain its status as a top-rated issuer of municipal securities. The County has the highest credit ratings possible for a local government, AAA from Moody's Investors Service, Inc. (since 1973), from Standard and Poor's (since 1976), and from Fitch Ratings Inc. (since 1993, the first year a rating was sought from Fitch). These high ratings are critical to ensure the lowest possible cost of debt to citizens. High ratings translate into lower interest rates and considerable savings over the 20-year interest payments on the bonds. The rating agencies also place great emphasis on certain operating budget criteria, the quality of government administration, legal or constitutional restrictions, and the overall condition of the local economy. All of these factors are considered evidence of both the ability and willingness of local governments to support public debt.

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## Special Taxing Districts

Three development districts have been created in accordance with Chapter 14 of the Montgomery County Code, the Montgomery County Development District Act, enacted in 1994. The West Germantown District was created by Council Resolution 13-1135, the Kingsview Village Center Development District was created by Resolution 13-1377, and the Clarksburg Town Center District was created by Resolution 15-87. The creation of the development districts allows the County to provide financing, refinancing, or reimbursement for the cost of infrastructure improvements necessary for the development of land in areas of the County of high priority for new development or redevelopment. Special assessments and/or special taxes may be levied to fund the issuance of bonds or other obligations created from the construction or purchase of infrastructure improvements.

The West Germantown Development District was created in an unincorporated area of Montgomery County, encompassing approximately 671 acres. Various transportation, local park, and sewer infrastructure improvements were constructed by developers and acquired by the County at completion for a total cost of \$15.9 million. Special obligation bonds were issued in March 2002. In August 2014, the County issued \$12.02 million of bonds to refund all of the outstanding bonds.

The Kingsview Village Center Development District was created in an unincorporated area of Montgomery County, encompassing approximately 29 acres. Various transportation improvements were constructed by developers and acquired by the County at completion for a total cost of \$2.4 million. Special obligation bonds were issued in December 1999. In August 2014, the County issued \$1.4 million of bonds to refund the outstanding 1999 Series bonds.

In October 2010, the County Council terminated the Clarksburg Town Center development district, therefore no bonds were issued and no special taxes or assessments were levied.

The County issues special obligation bonds to fund the acquisition of the completed infrastructure assets. The debt service on the special obligation debt is funded by an ad valorem tax and special benefit assessment levied on the properties located in the development district. The County Council, by separate resolution, sets the ad valorem tax and special benefit assessment at rates sufficient to pay the principal, interest, any redemption premium on the bonds, and administrative expenses. Revenues resulting from the ad valorem tax and special benefit assessed, and expenditures for the debt service on the special obligation bonds and administrative expenses, are accounted for in an agency fund, because the County has no obligation whatsoever for the indebtedness. The County acts only as a financing conduit and agent for the property owners and bondholders. In accordance with Section 20A-1 of the Montgomery County Code, the bonds or other obligations issued may not constitute a general obligation debt of the County or a pledge of the County's full faith and credit or taxing power.

In March 2010, the County adopted a new sector plan for the White Flint area of north Bethesda. This smart-growth master plan attempts to transform the area into a pedestrian-friendly, transit-oriented, urban setting that is expected to be a leading economic engine for the County. To successfully implement the sector plan, the County adopted legislation (Bill 50-10, December 2010) to create a new special taxing district in the White Flint area, along with an implementation strategy and a list of the infrastructure necessary to successfully implement that strategy (Resolution No. 16-1570, December 2010). Bill 50-10 creates the White Flint Special Taxing District (Chapter 68C of the County Code) in order to collect ad valorem tax revenues that will provide a stable, reliable and consistent revenue stream to fund the transportation infrastructure improvements identified in the implementation and strategy resolution, by paying for the bonds authorized by the legislation.

## PROGRAM CONTACTS

Contact Jacqueline Carter of the Department of Finance at 240.777.8979 or Anita Aryeetey of the Office of Management and Budget at 240.777.2772 for more information regarding this department's operating budget.

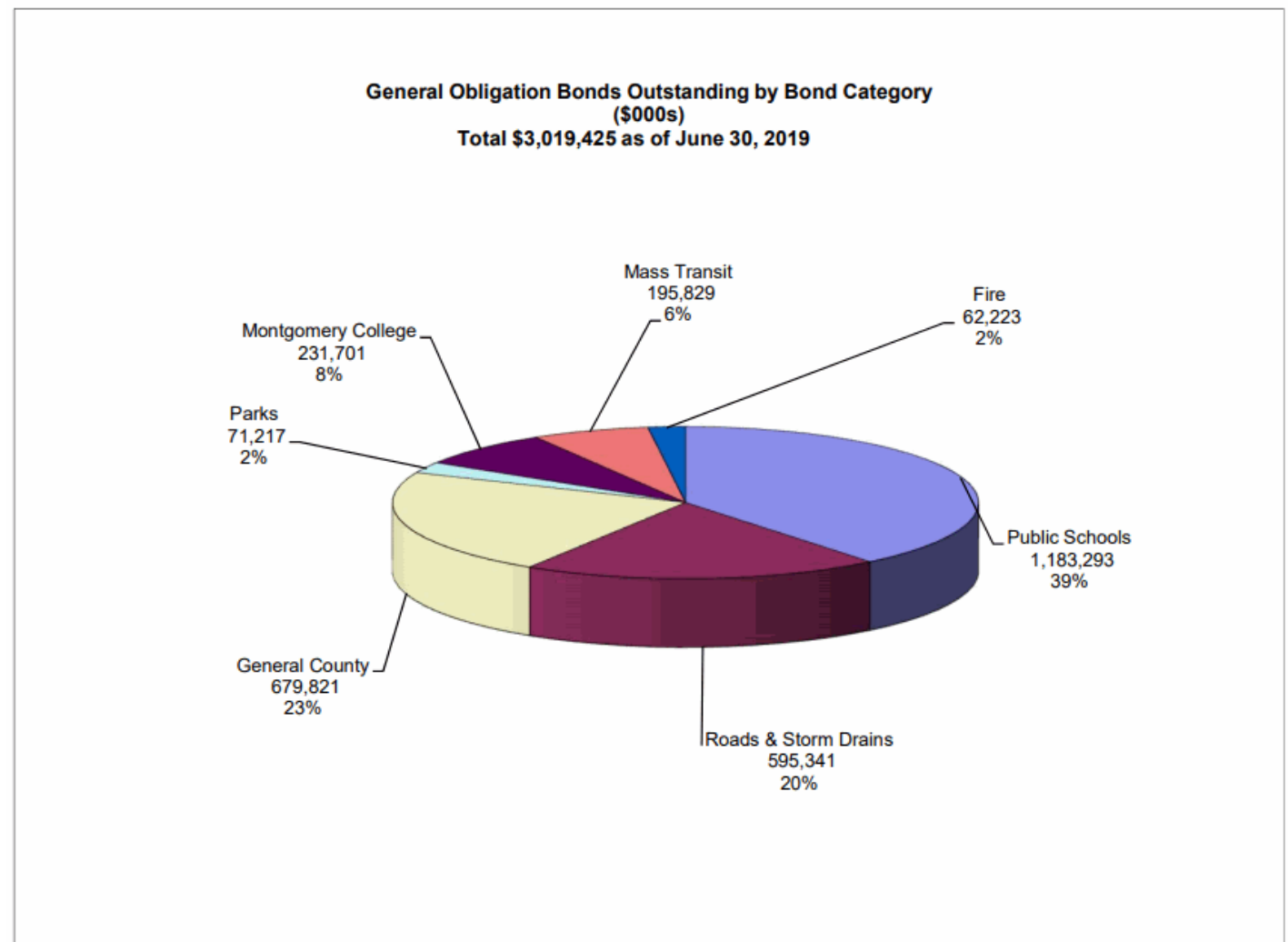
## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>DEBT SERVICE</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Debt Service Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Debt Service G.O Bonds	383,465,482	397,517,180	392,079,449	383,360,960	-3.6 %
Debt Service Other	24,311,682	25,721,460	23,167,760	31,842,250	23.8 %
<b>Debt Service Expenditures</b>	<b>407,777,164</b>	<b>423,238,640</b>	<b>415,247,209</b>	<b>415,203,210</b>	<b>-1.9 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal Grants	5,464,255	3,864,760	3,940,300	252,930	-93.5 %
Investment Income	2,715,106	0	0	0	—
Miscellaneous Revenues	5,409,797	3,446,260	3,995,716	450,000	-86.9 %
Premium on General Obligation Bonds	20,400,280	14,281,670	14,745,670	88,130	-99.4 %
<b>Debt Service Revenues</b>	<b>33,989,438</b>	<b>21,592,690</b>	<b>22,681,686</b>	<b>791,060</b>	<b>-96.3 %</b>
<b>DEBT SERVICE - NON-TAX SUPPORTED</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Debt Service - Non-Tax Supported Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Debt Service Other	14,836,923	15,985,600	15,773,100	21,450,435	34.2 %
<b>Debt Service - Non-Tax Supported Expenditures</b>	<b>14,836,923</b>	<b>15,985,600</b>	<b>15,773,100</b>	<b>21,450,435</b>	<b>34.2 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>422,614,087</b>	<b>439,224,240</b>	<b>431,020,309</b>	<b>436,653,645</b>	<b>-0.6 %</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>—</b>
<b>Total Revenues</b>	<b>33,989,438</b>	<b>21,592,690</b>	<b>22,681,686</b>	<b>791,060</b>	<b>-96.3 %</b>

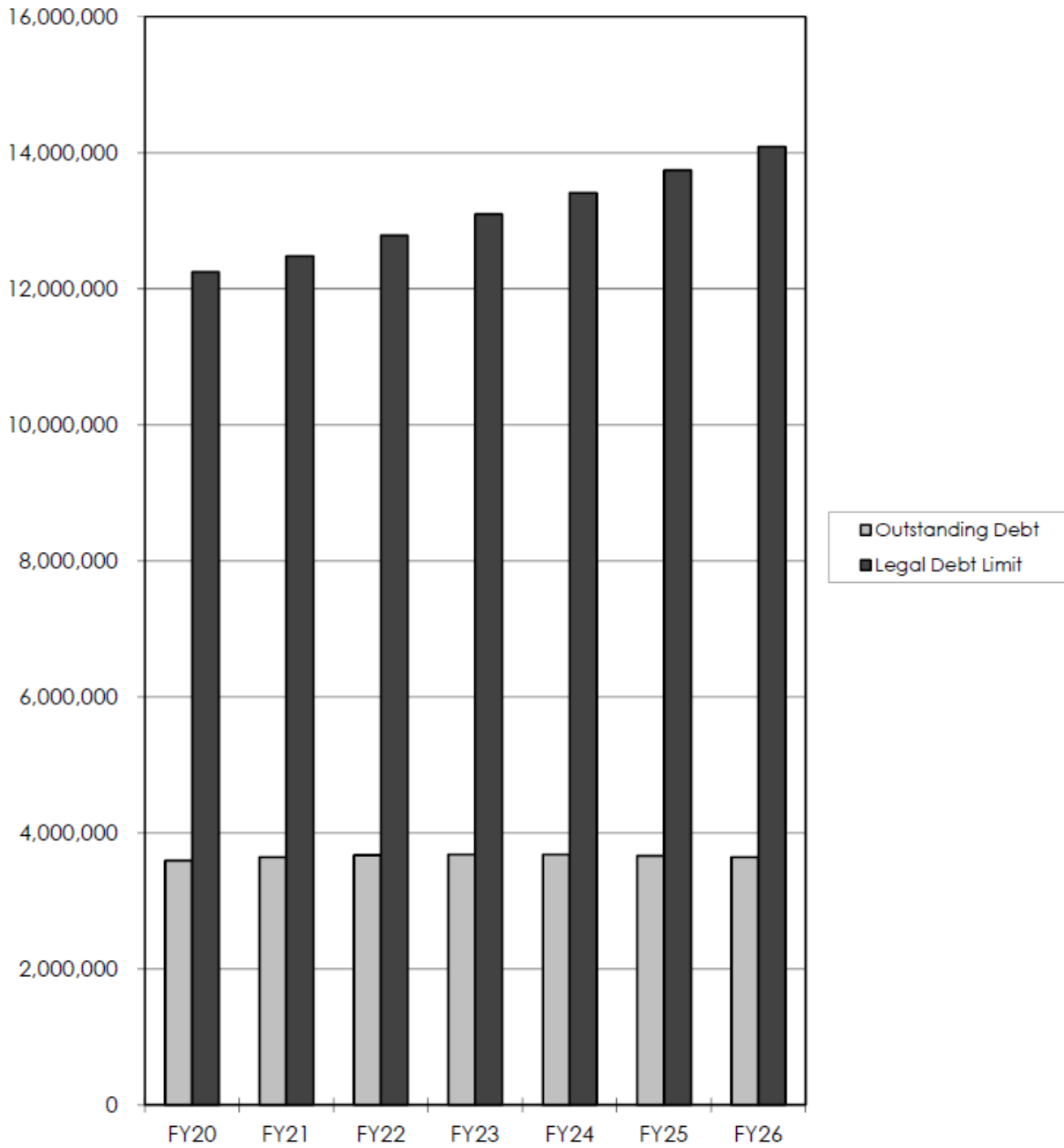
DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT							
	Actual FY18	Actual FY19	Budget FY20	Estimated FY20	Recommended FY21	% Chg App/Rec	Rec % GO Bonds
<b>GO BOND DEBT SERVICE EXPENDITURES</b>							
General County	61,573,861	68,388,151	71,907,760	71,718,482	74,960,670		19.2%
Roads & Storm Drains	74,528,705	77,455,210	79,373,220	78,772,642	80,404,050		20.6%
Public Housing	60,055	58,334	58,330	58,326	57,290		0.0%
Parks	8,884,883	9,327,807	9,754,070	9,648,988	9,661,970		2.5%
Public Schools	150,398,822	154,327,680	154,898,510	153,889,990	156,380,400		40.1%
Montgomery College	24,610,342	26,321,750	27,855,450	27,833,739	28,741,330		7.4%
Bond Anticipation Notes/Commercial Paper	3,672,862	5,249,633	8,062,500	8,000,000	5,100,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,269,555	2,418,001	2,600,000	2,500,000	2,450,000		
Cost of Issuance	940,998	776,309	1,071,200	1,000,000	1,025,000		
GO Bond Refunding (May 2020)					(15,000,000)		
<b>Total General Fund</b>	<b>327,040,083</b>	<b>344,320,875</b>	<b>355,581,040</b>	<b>351,600,147</b>	<b>343,770,710</b>	<b>-3.3%</b>	<b>89.8%</b>
Fire Tax District Fund	7,524,661	7,819,545	8,005,050	7,880,832	8,355,790		2.1%
Mass Transit Fund	20,378,554	21,468,983	22,400,120	21,748,823	20,686,890		5.3%
Recreation Fund	9,320,281	9,856,079	11,530,970	10,851,647	10,547,570		2.7%
<b>Total Tax Supported Other Funds</b>	<b>37,223,496</b>	<b>39,144,607</b>	<b>41,936,140</b>	<b>40,479,302</b>	<b>39,590,250</b>	<b>-5.6%</b>	<b>10.2%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>364,263,579</b>	<b>383,465,482</b>	<b>397,517,180</b>	<b>392,079,449</b>	<b>383,360,960</b>	<b>-3.6%</b>	<b>100.0%</b>
<b>TOTAL GO BOND DEBT SERVICE EXPENDITURES</b>	<b>364,263,579</b>	<b>383,465,482</b>	<b>397,517,180</b>	<b>392,079,449</b>	<b>383,360,960</b>	<b>-3.6%</b>	<b>100.0%</b>
<b>LONG-TERM LEASE EXPENDITURES</b>							
Revenue Authority - Conference Center	988,634	989,434	991,850	991,850	987,710		
Revenue Authority - HHS Piccard Drive	-	-	-	-	-		
Revenue Authority - Recreation Pools	1,526,249	1,525,690	-	-	-		
Revenue Authority - Crossvines Project - Tax Supported	-	-	-	-	250,000		
Fire and Rescue Equipment	3,717,900	2,090,843	2,018,250	618,250	3,118,250		
Fleet Equipment	-	-	190,000	-	370,000		
<b>TOTAL LONG-TERM LEASE EXPENDITURES</b>	<b>6,230,782</b>	<b>4,605,866</b>	<b>3,200,100</b>	<b>1,610,100</b>	<b>4,725,960</b>	<b>47.7%</b>	
<b>SHORT-TERM LEASE EXPENDITURES / FINANCING</b>							
Technology Modernization Project	5,875,821	4,661,384	3,647,100	3,647,100	3,647,100		
Libraries System Modernization	96,955	96,955	97,000	97,000	97,000		
Corrections Security System	-	80,901	162,000	162,000	162,000		
Digital Evidence Data Storage	-	-	-	-	210,100		
Ride On Buses	5,276,084	6,640,713	8,364,300	8,889,100	11,773,900		
Public Safety System Modernization	988,120	3,564,498	3,566,300	3,566,300	2,823,500		
Fire Breathing Apparatus	-	-	1,472,700	1,472,700	1,472,700		
Fuel Management System	631,522	829,410	829,600	829,600	513,800		
Fire and Rescue Equipment	-	-	-	-	-		
<b>TOTAL SHORT-TERM LEASE EXPENDITURES</b>	<b>12,668,502</b>	<b>15,873,861</b>	<b>18,139,000</b>	<b>16,663,800</b>	<b>20,700,100</b>	<b>14.1%</b>	
<b>OTHER LONG-TERM DEBT</b>							
Silver Spring Music Venue - Tax supported	290,805	291,005	291,000	291,000	294,100		
Incubators - Tax Supported	-	770,453	928,000	928,000	931,500		
Site II Acquisition - Tax supported	400,000	1,238,855	1,238,900	1,238,900	1,238,900		
Rockville Core - Tax Supported	-	-	-	-	1,669,000		
Energy Performance Leases QECBs - Tax supported	328,126	727,878	659,970	1,082,970	860,270		
Energy Performance Leases Other - Tax supported	466,583	803,764	1,264,490	1,352,990	1,622,420		
Wheaton Redevelopment - Non-Tax supported	-	-	-	-	2,613,500		
MHI-HUD Loan - Non-Tax supported	59,021	56,727	54,400	54,400	52,050		
Water Quality Protection Charge Bonds - Non-Tax supported	8,100,007	6,148,588	6,361,900	6,149,400	8,172,350		
MHI - Property Acquisition Fund - Non-Tax supported	7,206,058	8,688,335	9,623,700	9,623,700	10,921,700		
<b>TOTAL OTHER LONG-TERM DEBT</b>	<b>14,848,600</b>	<b>18,725,604</b>	<b>20,422,360</b>	<b>20,721,360</b>	<b>28,175,790</b>	<b>38.0%</b>	
<b>DEBT SERVICE EXPENDITURES</b>							
<b>Tax Supported</b>	<b>384,646,377</b>	<b>407,777,165</b>	<b>423,238,640</b>	<b>415,247,209</b>	<b>415,203,210</b>	<b>-1.9%</b>	
<b>Non-Tax Supported - Other Long-term Debt</b>	<b>13,365,086</b>	<b>14,893,649</b>	<b>16,040,000</b>	<b>15,827,500</b>	<b>21,759,600</b>		
<b>TOTAL DEBT SERVICE EXPENDITURES</b>	<b>398,011,463</b>	<b>422,670,814</b>	<b>439,278,640</b>	<b>431,074,709</b>	<b>436,962,810</b>	<b>-0.5%</b>	
<b>GO BOND DEBT SERVICE FUNDING SOURCES</b>							
General Funds	302,826,842	312,125,488	335,107,250	330,591,927	343,682,580		
BABs Crossover Funds with Escrow Agent	-	5,179,100	2,589,550	2,589,550	-		
Other Interest: Installment Notes, Interest & Penalties	1,272,378	2,715,106	-	-	-		
Federal Subsidy on General Obligation Bonds	5,372,848	5,188,898	3,602,570	3,673,000	-		
Premium on General Obligation Bonds	17,973,789	20,400,280	14,281,670	14,745,670	88,130		
<b>Total General Fund Sources</b>	<b>327,445,837</b>	<b>345,608,872</b>	<b>355,581,040</b>	<b>351,600,147</b>	<b>343,770,710</b>		
Fire Tax District Funds	7,524,661	7,598,125	8,005,050	7,880,832	8,355,790		
Mass Transit Fund	19,739,278	20,527,390	22,400,120	21,748,823	20,686,890		
Recreation Fund	9,914,525	9,310,389	11,530,970	10,851,647	10,547,570		
<b>Total Other Funding Sources</b>	<b>36,178,464</b>	<b>37,435,904</b>	<b>41,936,140</b>	<b>40,479,302</b>	<b>39,590,250</b>		
<b>TOTAL GO BOND FUNDING SOURCES</b>	<b>363,624,301</b>	<b>383,042,775</b>	<b>397,517,180</b>	<b>392,079,449</b>	<b>383,360,960</b>		
<b>NON GO BOND FUNDING SOURCES</b>							
General Funds	9,527,325	13,139,780	11,727,710	11,684,644	13,890,670		
MHI Fund - HUD Loan	59,021	56,727	54,400	54,400	52,050		
Water Quality Protection Fund	6,100,007	6,148,588	6,361,900	6,275,856	8,172,350		
MHI - Property Acquisition Fund	7,206,058	8,688,335	9,623,700	9,623,700	10,921,700		
Non-tax funds - Wheaton Redevelopment	-	-	-	-	2,613,500		
Motor Pool Fund	-	-	190,000	-	370,000		
Mass Transit Fund	5,276,084	6,640,713	8,364,300	8,889,100	11,773,900		
Recreation Fund	1,526,249	1,525,690	-	-	-		
Fire Tax District Fund	4,349,422	2,920,253	4,320,550	2,920,550	5,104,750		
Federal Subsidy - QECBs	283,802	277,357	262,190	267,300	252,930		
Capitalized Interest - Energy Performance Leases	59,194	90,107	47,300	47,300	-		
Funds Held by Trustee - Energy Performance Leases	-	-	-	423,000	-		
ESCO Pepco and Utility Rebates	-	140,590	359,410	359,410	-		
Developer Payments - Site II	-	-	450,000	450,000	450,000		
<b>TOTAL NON GO BOND FUNDING SOURCES</b>	<b>34,387,162</b>	<b>39,628,039</b>	<b>41,761,460</b>	<b>38,995,260</b>	<b>53,601,850</b>		
<b>TOTAL FUNDING SOURCES</b>	<b>398,011,463</b>	<b>422,670,814</b>	<b>439,278,640</b>	<b>431,074,709</b>	<b>436,962,810</b>		
<b>TOTAL GENERAL OBLIGATION BOND SALES</b>							
Actual and Estimated Bond Sales	340,000,000	340,000,000	320,000,000	320,000,000	320,000,000		
Council SAG Approved Bond Funded Expenditures	340,000,000	340,000,000	320,000,000	320,000,000	320,000,000		

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT						
	Recommended FY21	Projected FY22	Projected FY23	Projected FY24	Projected FY25	Projected FY26
<b>GO BOND DEBT SERVICE EXPENDITURES</b>						
General County	74,950,670	73,800,420	73,157,800	79,333,310	80,068,790	80,381,010
Roads & Storm Drains	80,404,050	85,693,480	89,088,180	90,836,540	92,097,770	96,799,590
Public Housing	57,290	58,320	56,330	51,180	18,100	54,340
Parks	9,661,970	10,243,780	10,536,980	11,572,590	11,829,620	12,388,410
Public Schools	156,380,400	159,333,840	162,186,480	157,227,410	162,062,840	162,782,420
Montgomery College	28,741,330	28,533,820	29,518,210	31,168,430	32,200,950	31,947,710
Bond Anticipation Notes/Commercial Paper	5,100,000	4,800,000	5,000,000	5,300,000	5,500,000	6,000,000
Bond Anticipation Notes/Liquidity & Remarketing	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000
Cost of Issuance	1,025,000	1,100,000	1,130,000	1,160,000	1,190,000	1,200,000
GO Bond Refunding (May 2020)	(15,000,000)	(10,000,000)	(10,000,000)	(8,500,000)	(2,500,000)	(1,500,000)
<b>Total General Fund</b>	<b>343,770,710</b>	<b>355,813,660</b>	<b>363,123,980</b>	<b>370,399,460</b>	<b>384,918,070</b>	<b>392,503,480</b>
Fire Tax District Fund	8,355,790	9,107,290	9,529,180	11,089,080	11,575,770	12,102,480
Mass Transit Fund	20,686,890	22,735,890	24,125,750	22,380,110	21,413,890	21,279,350
Recreation Fund	10,547,570	12,750,360	14,715,110	16,857,650	16,913,810	17,133,080
<b>Total Tax Supported Other Funds</b>	<b>39,590,250</b>	<b>44,593,540</b>	<b>48,370,040</b>	<b>50,106,840</b>	<b>49,903,470</b>	<b>50,514,910</b>
<b>TOTAL TAX SUPPORTED</b>	<b>383,360,960</b>	<b>400,407,200</b>	<b>411,494,020</b>	<b>420,506,300</b>	<b>434,821,540</b>	<b>443,018,390</b>
<b>TOTAL GO BOND DEBT SERVICE EXPENDITURES</b>	<b>383,360,960</b>	<b>400,407,200</b>	<b>411,494,020</b>	<b>420,506,300</b>	<b>434,821,540</b>	<b>443,018,390</b>
<b>LONG-TERM LEASE EXPENDITURES</b>						
Revenue Authority - Conference Center	987,710	991,000	991,600	-	-	-
Fire and Rescue Equipment	3,118,250	4,218,250	4,618,250	5,118,250	5,518,250	5,300,000
Fleet Equipment	370,000	370,000	370,000	370,000	370,000	370,000
Revenue Authority - Crossvines Project	250,000	798,000	797,250	800,750	798,250	800,000
<b>TOTAL LONG-TERM LEASE EXPENDITURES</b>	<b>4,725,960</b>	<b>6,377,250</b>	<b>6,777,100</b>	<b>6,289,000</b>	<b>6,686,500</b>	<b>6,470,000</b>
<b>SHORT-TERM LEASE EXPENDITURES / FINANCING</b>						
Technology Modernization Project	3,647,100	3,647,100	3,647,100	1,823,500	-	-
Libraries System Modernization	97,000	48,500	-	-	-	-
Corrections Security System	162,000	162,000	162,000	162,000	162,000	81,000
Digital Evidence Data Storage	210,100	261,900	261,900	261,900	261,900	51,800
Ride On Buses	11,773,900	8,947,700	7,921,900	7,208,600	6,495,300	5,129,000
Intelligent Transit System	-	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000
Public Safety System Modernization	2,823,500	3,017,300	3,744,100	1,166,000	1,166,000	955,000
Fire Breathing Apparatus	1,472,700	1,472,700	1,472,700	1,472,700	1,472,700	-
Fuel Management System	513,800	198,000	198,000	198,000	198,000	-
Transit System Radios	-	370,000	370,000	370,000	370,000	370,000
Police Body Armor	-	222,000	222,000	222,000	222,000	222,000
<b>TOTAL SHORT-TERM LEASE EXPENDITURES</b>	<b>20,700,100</b>	<b>20,307,200</b>	<b>19,959,700</b>	<b>14,844,700</b>	<b>12,307,900</b>	<b>8,768,800</b>
<b>OTHER LONG-TERM DEBT</b>						
Silver Spring Music Venue - Tax supported	294,100	292,000	294,100	291,000	292,000	292,500
Site II Acquisition - Tax supported	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900	1,238,900
Incubators - Tax Supported	931,500	936,720	4,244,500	-	-	-
Rockville Core - Tax Supported	1,669,000	1,667,500	1,669,500	1,664,750	1,668,500	1,665,250
Energy Performance Leases QECBs - Tax supported	660,270	660,540	660,820	701,140	695,550	654,220
Energy Performance Leases Other - Tax supported	1,622,420	1,674,150	1,716,210	1,747,470	1,782,290	1,818,100
Wheaton Redevelopment - Non-Tax Supported	2,613,500	2,614,250	2,612,500	2,613,250	2,611,250	2,611,500
MHI-HUD Loan - Non-Tax supported	52,050	49,650	47,230	54,510	-	-
Water Quality Protection Charge Bonds - Non-Tax supported	8,172,350	8,612,800	9,050,600	9,120,150	9,126,850	9,124,550
MHI - Property Acquisition Fund - Non-Tax supported	10,921,700	11,918,400	13,418,500	15,022,900	16,616,800	18,224,200
<b>TOTAL OTHER LONG-TERM DEBT</b>	<b>28,175,790</b>	<b>29,684,910</b>	<b>34,952,860</b>	<b>32,454,070</b>	<b>34,032,140</b>	<b>35,629,220</b>
<b>DEBT SERVICE EXPENDITURES</b>						
Tax Supported	415,203,210	433,561,460	448,054,850	447,283,260	459,493,180	463,926,160
Non-Tax Supported - Other Long-term Debt	21,759,600	23,195,100	25,128,830	26,810,810	28,354,900	29,960,250
<b>TOTAL DEBT SERVICE EXPENDITURES</b>	<b>436,962,810</b>	<b>456,756,560</b>	<b>473,183,680</b>	<b>474,094,070</b>	<b>487,848,080</b>	<b>493,886,410</b>
<b>GO BOND DEBT SERVICE FUNDING SOURCES</b>						
General Funds	343,682,580	355,813,660	363,123,980	370,399,460	384,918,070	392,503,480
Premium on General Obligation Bonds	88,130	-	-	-	-	-
<b>Total General Fund Sources</b>	<b>343,770,710</b>	<b>355,813,660</b>	<b>363,123,980</b>	<b>370,399,460</b>	<b>384,918,070</b>	<b>392,503,480</b>
Fire Tax District Fund	8,355,790	9,107,290	9,529,180	11,089,080	11,575,770	12,102,480
Mass Transit Fund	20,686,890	22,735,890	24,125,750	22,380,110	21,413,890	21,279,350
Recreation Fund	10,547,570	12,750,360	14,715,110	16,857,650	16,913,810	17,133,080
<b>Total Other Funding Sources</b>	<b>39,590,250</b>	<b>44,593,540</b>	<b>48,370,040</b>	<b>50,106,840</b>	<b>49,903,470</b>	<b>50,514,910</b>
<b>TOTAL GO BOND FUNDING SOURCES</b>	<b>383,360,960</b>	<b>400,407,200</b>	<b>411,494,020</b>	<b>420,506,300</b>	<b>434,821,540</b>	<b>443,018,390</b>
<b>NON GO BOND FUNDING SOURCES</b>						
General Funds	13,890,670	14,924,260	18,678,720	8,070,090	6,133,660	5,536,650
MHI Fund - HUD Loan	52,050	49,650	47,230	54,510	0	-
Water Quality Protection Fund	8,172,350	8,612,800	9,050,600	9,120,150	9,126,850	9,124,550
MHI - Property Acquisition Fund	10,921,700	11,918,400	13,418,500	15,022,900	16,616,800	18,224,200
Non-tax funds - Wheaton Redevelopment	2,613,500	2,614,250	2,612,500	2,613,250	2,611,250	2,611,500
Motor Pool Fund	370,000	370,000	370,000	370,000	370,000	370,000
Mass Transit Fund	11,773,900	11,277,700	10,251,900	9,538,600	8,825,300	7,459,000
Fire Tax District Fund	5,104,750	5,888,950	6,288,950	6,788,950	7,188,950	5,300,000
Federal Subsidy - QECBs	252,930	243,350	233,260	222,320	210,030	203,220
Revenue Authority - Crossvines Project	-	-	288,000	548,100	704,800	800,000
Developer Payments - Site II	450,000	450,000	450,000	1,238,900	1,238,900	1,238,900
<b>TOTAL NON GO BOND FUNDING SOURCES</b>	<b>53,601,850</b>	<b>56,349,360</b>	<b>61,689,660</b>	<b>53,587,770</b>	<b>53,026,540</b>	<b>50,868,020</b>
<b>TOTAL FUNDING SOURCES</b>	<b>436,962,810</b>	<b>456,756,560</b>	<b>473,183,680</b>	<b>474,094,070</b>	<b>487,848,080</b>	<b>493,886,410</b>
<b>TOTAL GENERAL OBLIGATION BOND SALES</b>						
Estimated Bond Sales	320,000,000	310,000,000	290,000,000	290,000,000	280,000,000	280,000,000
Council SAG Approved Bond Funded Expenditures	320,000,000	310,000,000	290,000,000	290,000,000	280,000,000	280,000,000
<b>ESTIMATED INTEREST RATE</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>	<b>5.00%</b>

Projected Debt Obligations Schedule of Principal & Interest FY21 Recommended Budget			
<b>FUND</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Debt Service Fund	280,099,101	156,673,025	436,772,124
Liquor Control (Section 65)	5,452,856	3,793,814	9,246,670
Montgomery Housing Initiative	43,000	9,050	52,050
Bethesda Parking Lot District (Section 46)	3,755,000	879,250	4,634,250
<b>Total</b>	<b>289,349,956</b>	<b>161,355,139</b>	<b>450,705,094</b>



**Outstanding Debt and Legal Debt Limit  
(\$000s)**



# GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY21-26 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 15, 2020

(\$ millions)	6 YEARS	FY21	FY22	FY23	FY24	FY25	FY26
BONDS PLANNED FOR ISSUE	1,770.000	320.000	310.000	290.000	290.000	280.000	280.000
Plus PAYGO Funded	177.000	32.000	31.000	29.000	29.000	28.000	28.000
Adjust for Implementation **	-	-	-	-	-	-	-
Adjust for Future Inflation **	(47.687)	-	-	(5.024)	(9.907)	(14.150)	(18.606)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	1,899.313	352.000	341.000	313.976	309.093	293.850	289.394
Less Set Aside: Future Projects	161.621	15.317	16.841	22.009	27.562	31.270	48.622
	8.51%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,737.692	336.683	324.159	291.967	281.531	262.580	240.772
MCPS	(646.806)	(148.120)	(127.481)	(101.355)	(99.310)	(101.181)	(69.359)
MONTGOMERY COLLEGE	(126.884)	(21.748)	(23.341)	(17.239)	(23.056)	(21.000)	(20.500)
M-NCPPC PARKS	(65.044)	(10.154)	(9.708)	(12.306)	(11.576)	(10.500)	(10.800)
TRANSPORTATION	(505.374)	(106.579)	(110.394)	(80.069)	(63.864)	(72.991)	(71.477)
MCG - OTHER	(448.884)	(83.084)	(75.533)	(80.998)	(83.725)	(56.908)	(68.636)
Programming Adjustment - Unspent Prior Years*	55.300	33.002	22.298				-
	-						
SUBTOTAL PROGRAMMED EXPENDITURES	(1,737.692)	(336.683)	(324.159)	(291.967)	(281.531)	(262.580)	(240.772)
AVAILABLE OR (GAP) TO BE SOLVED	-	-	-	-	-	-	-
NOTES:							
* See additional information on the GO Bond Programming Adjustment for Unspent Prior Year Detail Chart							
** Adjustments Include:							
Inflation =		1.59%	1.61%	1.60%	1.58%	1.56%	1.54%

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# Workforce/Compensation

## SUMMARY OF FY21 RECOMMENDATIONS

### A. SUMMARY OF AGENCY REQUESTS

**Montgomery County Public Schools (MCPS):** The MCPS workforce for FY21, as recommended by the Board of Education (BOE), is 23,489.840 FTEs, or 582.467 FTEs greater than the approved FY20 workforce of 22,907.373 FTEs. Labor negotiations with the public schools' bargaining units, the Service Employees International Union (SEIU), the Montgomery County Education Association (MCEA), the Montgomery County Association of Administrators and Personnel (MCAAP), and the Montgomery County Business and Operations Administrators (MCBOA) are ongoing. MCPS' budget request contains funding for the anticipated agreements. For more information on compensation and workforce changes, please see the Board of Education's FY21 requested budget document.

**Montgomery College (MC):** The College and its Board of Trustees has proposed a maintenance of effort budget that continues its current staff complement. The FY21 Current Fund increase in personnel costs of about \$2.2 million to adjust FY21 wages to a fair, reasonable, and sustainable level. Negotiations with the bargaining units are ongoing, however, and merit and general wage adjustment increases are not known at the time of this publication. For more information on compensation and workforce changes, please consult the Adopted FY21 Montgomery College Operating Budget Request, available on the College's website.

**Maryland-National Capital Park & Planning Commission (M-NCPPC):** The net impact on the M-NCPPC workforce for FY21, as recommended by the Planning Board, is an increase of 26.43 FTEs. The Commission's requested budget includes an increase in personnel costs of \$6.0 million. The increase also includes retirement and group insurance adjustments, a compensation placeholder (to address collectively bargained compensation increases and pass-through costs) and a reclassification placeholder. For more information on compensation and workforce changes, please see the M-NCPPC FY21 requested budget document.

**Montgomery County Government (MCG):** The net impact on the County government workforce for FY21, as recommended by the Executive, is an increase of 189 positions.

The recommended budget contains an increase in total personnel costs of \$21.1 million, or 1.7 percent. The primary factors in these changes are:

Factor	Millions
General Wage Adjustment	\$9.7
Decrease in required retirement contribution	-\$12.6
Decrease in group insurance	-\$3.1
Service increments and longevity	\$8.1
Other changes in personnel costs, including annualization of positions, turnover, and lapse	\$18.9

The recommendations in the remainder of this section are for the County Government and are based upon the bargained agreements with the United Food and Commercial Workers, Local 1994 (Municipal and County Government Employees Organization - MCGEO); the International Association of Fire Fighters (IAFF); Local 1664, the Fraternal Order of Police

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(FOP), Lodge 35; and the Montgomery County Volunteer Fire and Rescue Association (MCVFRA). Certain provisions of the agreements have been extended to unrepresented employees, as noted below.

## B. COUNTY GOVERNMENT SALARY AND WAGES

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**General Wage Adjustment:** The Executive recommends the following general wage adjustments (GWA) in FY21: 1.0 percent effective the first full pay period after July 1, 2020 for all employees in the Police bargaining unit; 2.25 percent effective the first full pay period after August 1, 2020 for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; 1.25 percent effective the first full pay period after October 1, 2020 for all employees in the Office, Professional, and Technical (OPT), and Service, Labor, and Trades (SLT) units, as well all employees on the Deputy Sheriffs and Correctional Officers Uniform Salary Schedules, and all non-represented employees, including Management Leadership Service (MLS) and Police Leadership Service (PLS) employees.

FY21 salary schedules can be found on the County's website at:

<http://www.montgomerycountymd.gov/HR/compensation/Compensation.html>.

**Lump-Sum Payments:** The Executive recommends a lump-sum bonus payment of \$1,000 for employees in the OPT and SLT units, as well as on the Deputy Sheriffs and Correctional Officers schedules, who are not eligible for a service increment in FY21.

**Service Increments:** The Executive recommends service increments of 3.5 percent for all eligible employees.

**Longevity Increments:** The Executive recommends longevity increments in FY21 for all eligible employees.

**Performance-Based Pay:** The Executive recommends \$1,984,118 in the Compensation Adjustment and Employee Benefits NDA to fund performance-based pay increases for MLS and PLS employees, as well as General Salary Schedule employees.

## C. COUNTY GOVERNMENT: EMPLOYEE BENEFITS

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The following employee benefits are funded in the Executive's recommended budget through a combination of lump sum or payroll-based contributions.

- **FICA (Social Security & Medicare)**
- **Workers' Compensation**
- **Group Insurance**
- **Employees' Retirement System**
- **Retirement Savings Plan**

**Social Security and Medicare:** Contributions are collected from County departments and agencies each payday based on actual payroll. Since contribution rates and salary maximums change at the start of the calendar year, figures used in the recommended fiscal year budget represent an average of the rates set for 2020 and projected changes for 2021. The employer rates of 6.2 percent for social security and 1.45 percent for Medicare are not expected to change.

**Workers' Compensation:** This is handled through the County's Risk Management program under the Department of Finance. Departments with significant non-tax revenues make annual contributions to the Liability and Property Coverage Self-Insurance Fund. A lump sum contribution to the Fund for insurance for the remaining County departments is made annually through the Risk Management (General Fund portion) Non-Departmental Account. Participating County agencies also make annual lump sum contributions. Contributions for all members are set each year based on an actuarial valuation of

exposures, past and projected claims experience along with administrative expenses.

**Group Insurance Benefits :** The contributions for health insurance are based on an actuarially determined Countywide average fixed rate of \$13,006 per position, and the contribution for life insurance is based on fixed rates per coverage amounts based on an employee's salary.

It is projected for the long-term that the annual cost of group insurance for the County, including active employees and retirees, could increase an average of approximately seven percent annually between FY21 and FY26. Contribution rates during this period will be set based on various factors, including the fund balance in the Health Insurance Fund and claims cost experience.

**Consolidated Retiree Health Benefits Trust:** Beginning in FY08, the County implemented a plan to set aside funds for retiree health benefits, similar to the County's 50 year-old practice of pre-funding for retiree pension benefits. Due to exponential growth in expected retiree health costs, the County had determined the cost of funding these benefits, which were being paid out as the bills came due, would become unaffordable. Setting aside money now and investing it in a Trust Fund, which is invested in a similar manner as the pension fund, not only is a prudent and responsible approach but will result in significant savings over the long-term.

County agencies develop current estimates of the costs of health benefits for current and future retirees. These estimates, made by actuarial consultants, concluded that the County's total future cost of retiree health benefits if paid out today, and in today's dollars, is \$1.9 billion - approximately 29.2 percent of the total FY21 budget for all agencies.

<b>Proposed FY21 Consolidated Retiree Health Benefits Trust Contributions</b>	
<b>Montgomery County Government (MCG)</b>	<b><u>FY21</u></b>
<u>General Fund:</u>	
Retiree Health Benefits Trust NDA	\$12,255,660
<u>Proprietary Funds:</u>	
Bethesda Parking District	\$40,190
Wheaton Parking District	4,160
Silver Spring Parking District	29,100
Solid Waste Collection	5,540
Solid Waste Disposal	108,090
Alcohol Beverage Services	609,730
Permitting Services	333,970
Community Use of Public Facilities	42,960
Motor Pool	288,240
Risk Management	15,240
Central Duplicating	47,120
<u>Participating Agency Contributions</u>	\$391,000
<b>Total MCG Trust Contributions</b>	<b>\$14,171,000</b>
<b>Consolidated Trust: Montgomery County Public Schools</b>	<b>\$69,358,879</b>
<b>Consolidated Trust: Montgomery College</b>	<b>\$5,523,000</b>
<b>Park and Planning Commission Trust Fund*</b>	<b>\$3,134,362</b>
<b>Total Contributions/Assets Held in Trust</b>	<b>\$92,187,241</b>
* MNCPPC's contribution from tax supported funds is \$2,992,393.	

The County's approach to address retiree health benefits funding is to determine an amount which, if set aside on an annual basis and actively invested through a trust vehicle, will build up over time and provide sufficient funds to pay future retiree health benefits and any accrued interest on unfunded liability. This amount, known as an Actuarially Determined Contribution or "ADC", is estimated at \$76.0 million. This amount normally consists of two pieces - the annual amount the County would usually pay out for health benefits for current retirees (the pay as you go amount), plus the additional amount estimated to fund retirees' future health benefits (the pre-funding portion). The pay as you go amount can be reasonably projected based on known facts about current retirees, and the pre-funding portion is estimated on an actuarial basis.

The County's policy is to pay the full amount of ADC each year. In FY11, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The Bill amended existing law and provided a funding mechanism to pay for other post employment benefits (OPEB) for employees of MCPS and MC. In FY15, the County and all other

agencies implemented the Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015. This has reduced retiree drug insurance costs and the County's OPEB liability. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY20, these contributions were budgeted at \$34.7 million (County General Fund), \$78.5 million (MCPS Consolidated Trust), and \$5.4 million (MC

A detailed breakdown of FY21 recommended contributions to the Consolidated Retiree Health Benefit Trust for County government tax supported agencies, participating agencies, MCPS, and MC is displayed in the table above. The Executive is recommending that the Retiree Health Benefits Trust provide \$27.2 million to MCPS for the payment of retiree health insurance claims in FY21.

**Retirement Benefits:** Montgomery County Government maintains a system of retirement pay and benefits for its employees which are intended to provide income during their retirement years. The Employees' Retirement System, which currently provides benefits to approximately 6,731 retirees and survivors, is administered by Montgomery County Employee Retirement Plans (MCERP). MCERP oversees all facets of the retirement plans including investments, administration, and accounting. Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated with MCERP in consultation with the Office of Human Resources, the County's actuaries, the Finance Department, and the Office of Management and Budget.

**Retirement Plans:** Montgomery County Government maintains three retirement plans for its employees: a defined benefit pension plan, a defined contribution plan, and a deferred compensation plan for its employees and participating agencies.

1. The Employees' Retirement System (ERS), a defined benefit pension plan, was established through legislation in 1965 and is described in the Montgomery County Code, Section 33. As of June 30, 2019, there were 6,731 retirees and survivors and 6,003 active members, including 2,254 in the Guaranteed Retirement Income Plan (GRIP). Retirement plan design changes occurring through the collective bargaining process and by other means are coordinated by the MCERP staff, in consultation with the County's actuaries, the Office of Human Resources, the Finance Department, and the Office of Management and Budget.

The ERS consists of four plans including a Mandatory Integrated Retirement Plan, an Optional Non-Integrated Retirement Plan, an Optional Integrated Plan, and a Guaranteed Retirement Income Plan. The GRIP is a Cash Balance Plan that began in FY10 as a result of negotiations between Montgomery County and UFCW Local 1994 MCGEO. Eligibility to participate has been passed through to non-represented employees and participants of participating agencies. All full- and part-time non-public safety employees hired before January 1, 2009 enrolled in the RSP were eligible to make a one-time irrevocable election to transfer to the GRIP by June 1, 2009. Eligible employees hired after January 1, 2009, have the option to participate in either the RSP or the GRIP. As with the RSP, the County and employee each make contributions at a set percentage of pay. The salient feature of the GRIP is that the plan provides guaranteed annual earnings of 7.25%, credited monthly.

2. The Retirement Savings Plan (RSP), a defined contribution plan, was established for all new OPT/SLT (non-public safety) and non-represented employees hired on or after October 1, 1994. Eligible employees hired after January 1, 2009, have the option to participate in either the RSP or the GRIP. Eligible employees in the ERS are allowed to transfer to the Retirement Savings Plan. Both regular full-time and part-time employees can participate. Under this plan, the County and employee each make contributions at a set percentage of pay. These monies are deposited into employee accounts and invested based on each employee's selection of an investment vehicle(s) established by the Board of Investment Trustees.
3. The Montgomery County Deferred Compensation Plan (DCP) was established by the County to make a deferred compensation plan available pursuant to Section 457 of the Internal Revenue Code. Employee contributions are made on a voluntary basis with the monies deposited into employee accounts and invested based on each employee's selection of an investment vehicle(s) established by the Board of Investment Trustees. In FY 2005, the County established the Montgomery County Union Employees Deferred Compensation Plan for employees covered by a collective bargaining agreement. This Plan is administered by the three unions representing Montgomery County employees.

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The Board of Investment Trustees manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy. The Board also administers the investment program for the Retirement Savings Plan and the Montgomery County Deferred Compensation Plan. The Montgomery County Union Employees Deferred Compensation Plan is administered by the three unions representing Montgomery County employees. The Board currently consists of 13 trustees including: the Directors of Human Resources, Finance, and Management and Budget; the County Council Executive Director; one member recommended by each employee organization; one active employee not represented by an employee organization; one retired employee; two members of the public recommended by the County Council; and two members of the general public.

**Change in Retirement System Membership:** The number of active non-public safety in the ERS increased by 12 and the number of public safety employees decreased by 141, for a combined total active enrollment of 3,749 in FY20. The decrease for active public safety numbers is the result of identifying Group J participants in non-public safety as of the July 1, 2019 valuation; this group had inadvertently been listed in the public safety count. GRIP membership increased by 128 employees, to 2,254 in FY20. The RSP had 136 fewer active employees enrolled in FY20 than in FY19, for a total FY20 enrollment of 3,380.

Funds for the County's contribution to the ERS for each member employee are included in the appropriate County government departmental budget or agency budget. The County uses multiple contribution rates designating the percentage of payroll for the various employee groups to determine the retirement contribution.

County contributions are determined using actuarially sound assumptions to assure the financial health of the Fund. Factors that affect the County's contributions include the impact of compensation adjustments, changes in the size of the workforce, investment returns, and collectively bargained benefit changes. The ERS contribution rates reflect projections of revenues and expenses to the fund. Revenues include County and member contributions which are set at fixed percentages of salaries and investment income which is driven by both earnings in the various financial markets and the size of the Fund balance invested.

Expenses of the Fund include pension payments which are affected by mandated cost-of-living increases and changes in the number of retirees and survivors; administrative and operational expenses of the Fund managers and financial consultants; and charges for services provided by the MCERP staff, as well as staff from Finance and Human Resources.

## COLLECTIVE BARGAINING

**Fire and Rescue Bargaining Unit:** The current agreement expires on June 30, 2020. The negotiated agreement becomes effective July 1, 2020, and expires on June 30, 2022. The agreement's salient economic terms include:

- **Assignment Pay Differentials.** An assignment pay differential was added for two new groups within the Fire and Rescue bargaining unit.
- **Special Duty Differentials.** An increase was added to special duty differentials for unit members assigned to the Emergency Communications Center.
- **General Wage Adjustment.** A 2.25 percent GWA will be paid the first full pay period following August 1, 2020.
- **Service Increments.** A service increment of 3.5 percent will be paid in FY21 up to the maximum base salary for the grade for eligible unit members.
- **Longevity step increases.** Longevity step increases will be paid to eligible employees.
- **Tuition Assistance.** A dedicated amount of funding for use by bargaining unit members was added for tuition assistance.

**MC GEO Bargaining Unit:** The current agreement expires on June 30, 2020. The negotiated agreement becomes effective July 1, 2020, and expires on June 30, 2023. The agreement's salient economic terms include:

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- **General Wage Adjustment.** A 1.25 percent GWA will be paid the first full pay period following October 1, 2020.
  - **Service Increments.** A service increment of 3.5 percent will be paid in FY21 up to the maximum base salary for the grade for eligible unit members.
  - **Deferred Service Increment.** A service increment of 3.5 percent for any eligible bargaining unit member who was scheduled to receive a service increment in FY11, but which was not funded by the County Council, was split into three phases; the second phase of 1.25 percent will be paid in FY21 to eligible unit members the first full pay period following July 1, 2020.
  - **Longevity step increases.** Longevity step increases will be paid to eligible employees.
  - **Lump sum payment.** A \$1,000 lump sum payment for eligible unit members who are not eligible for a service increment in FY21 will be paid the first full pay period following July 1, 2020. Unit members eligible for less than a full 3.5 percent service increment, with a value less than \$1,000, will receive a lump sum payment, the combined amount of which will be \$1,000, paid the pay period following their increment date.
  - **Retirement contribution ratio shift.** The employer contribution rate will increase by 1 percent, and the employee contribution rate will decrease by 1 percent, for all eligible unit members the first full pay period following July 1, 2020.
  - **Military Service Credit.** A credit for up to two years of service for eligible unit members in Group E retirement plans for military service will be applied to eligible retirement accounts.
  - **Additional Retirement Group.** A new retirement group will be created in the ERS for eligible unit members in the Emergency Communications Center.
  - **Sick leave payout program.** A sick leave payout program will be created in FY21 for eligible unit members leaving County service with at least 10 years of service.
  - **Resident Supervisors.** Eligible unit members in the Resident Supervisors job classification in the Department of Correction and Rehabilitation will be moved from Group J retirement to Group E retirement.
  - **Holiday Pay.** An adjustment of the requirements to receive holiday pay from "normal" day to "work" day.
  - **Shift Differential.** An adjustment to the shift start time and amount of the shift differential from \$1.40 per hour for shift starts between 2:00PM and 10:59PM, and \$1.56 per hour for shift starts between 11:00PM and 5:00AM to \$1.42 per hour for shift starts between 12:00PM and 7:59PM, and \$1.87 per hour for shift starts between 8:00PM and 5:59AM.
  - **Field Training Pay Differential.** An addition in the job classifications eligible for field training pay differential.
  - **Transit Subsidy.** An increase in the Get-In Program transit subsidy from \$75 per month to up to \$265 per month.
  - **Seasonal Wage Adjustment.** A \$0.50 an hour adjustment will be provided effective the first full pay period after July 1, 2020 for seasonal employees not affected by the County minimum wage increase.
  - **Crisis Center Stipend.** A stipend of \$1,500 will be paid in FY21 to eligible unit members in the Health and Human Services Crisis Center.
  - **Labor Management Relations Committee (LMRC) Funding.** Increase in LMRC funding by \$50,000 in FY21.

**Police Bargaining Unit:** The current agreement expires on June 30, 2020. The negotiated agreement becomes effective July 1, 2020, and expires on June 30, 2023. The agreement's salient economic terms include:

- **General Wage Adjustment.** A 1 percent GWA will be paid the first full pay period following July 1, 2020.
- **Service Increments.** A service increment of 3.5 percent will be paid in FY21 up to the maximum base salary for the grade for eligible unit members.
- **Salary Schedule Adjustment.** A salary schedule adjustment of 3.5 percent for all eligible unit members receiving less than the maximum base salary will be paid the first full pay period following July 1, 2020
- **Longevity step increases.** A longevity step increase will be paid to eligible employees.

**Volunteer Fire and Rescue Bargaining Unit:** The current agreement expires on June 30, 2020. The negotiated agreement becomes effective on July 1, 2020, and expires on June 30, 2023. The agreement's salient economic terms include:

- Nominal fee. A nominal fee increase will be paid in FY21. The nominal fee for eligible volunteers increases in July 2019 by \$45 to \$500 and by \$100 to \$800, depending on level of service.
- Association funding. Funding for the Association will increase to \$312,789 on July 1, 2020. This includes funding in FY21 for the purchase of a new vehicle.
- Uniforms and equipment. Funding in the amount of \$135,000 will be provided in FY20 to purchase 50 gear sets.
- Training. Funding in the amount of \$21,000 will be provided for Volunteer Basic Orientation Course training, and \$15,000 will be provided for training and Pro-Board certification.
- Length of Service Award Program (LOSAP). An increase in LOSAP of 3 percent will be provided to all members, and an additional 2.5 percent increase will be made for certain active members, on July 1, 2020.

## WORKFORCE ANALYSIS

**Basis:** Workforce analysis has been performed on changes to tax supported and non-tax supported full-time equivalent (FTE) positions in the Executive's Recommended FY21 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY20, which began on July 1, 2019. Changes shown reflect such factors as the addition of grant-funded positions; abolishments and creations to implement approved job sharing agreements; and other miscellaneous changes. Changes recommended by the Executive for FY21 are in three categories: current year position changes due to supplemental appropriations or other actions; new fiscal year position changes scheduled to take effect July 1, 2020; and technical changes.

**Summary:** The recommended budget includes funding for 9,829 full-time positions, a net increase of 162 from the approved FY20 Personnel Complement of 9,667 full-time positions. Funding for 1,002 part-time positions is also included, a net increase of 27 positions from the approved FY20 Personnel Complement of 975 positions. FTEs increased by 184.0 to 10,617.2.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY COUNTY EXECUTIVE RECOMMENDED: FY21					
	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY20 APPROVED COMPLEMENT	9,667	975	8,579.7	1,853.6	10,433.2
FY21 RECOMMENDED COMPLEMENT	9,829	1,002	8,727.2	1,890.0	10,617.2
CHANGE IN WORKFORCE (GROSS)	162	27	147.5	36.4	184.0
Percentage Change	1.7%	2.8%	1.7%	2.0%	1.8%

Detailed below are the significant net changes in the number of positions in the FY21 Recommended Budget.

Workforce Changes

Position  
Change

Health and Human Services - Change is related to school health room staffing for County schools, the conversion of contractual brokers to merit staff, staff to support both Adult and Early Childhood care programs, and staff to open a new Wellness Center at Seneca Valley High School.	67
Fire and Rescue Service - Change is due to positions added to eliminate the need for overtime while firefighter/rescuers are engaged in full-time paramedic training, and other operational improvements.	24
Alcohol Beverage Services - Change is due to the opening of two retail stores in FY21 and recommended changes to the personnel complement to achieve operational improvements.	16
Police - Change is due to the implementation of Police Activities League and crossing guards for new schools.	12
Public Libraries - Change is due to the addition of public service hours to Long Branch, White Oak, and Twinbrook libraries, as well as additions for early literacy outreach.	10

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES														
HEALTH PLAN	2019					2020					CHANGE			
	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL
Carefirst POS	1,242	968	1,864	4,074	48.1%	1,211	1,067	1,863	4,141	46.1%	(31)	99	(1)	67
Carefirst POS Std	322	163	306	791	9.3%	421	210	361	992	11.0%	99	47	55	201
Kaiser	781	382	571	1,734	20.5%	836	418	607	1,861	20.7%	55	36	36	127
United Healthcare	639	403	831	1,873	22.1%	693	434	865	1,992	22.2%	54	31	34	119
Grand Total				8,472					8,986					514

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES						
Employee Retirement System Plans	Number	Fiscal 2020	Number	Fiscal 2021	Number	Contribution
	Employees	Rate	Employees	Rate	Employees	Rate
	(7/1/18)	%	(7/1/19)	%	(7/18 v. 7/19)	(7/18 v. 7/19)
Public Safety	2,981	19.88%	2,840	18.17%	(141)	-1.71%
Non-Public Safety	897	43.38%	909	21.28%	12	-22.10%
Guaranteed Retirement Income Plan	2,126	5.93%	2,254	6.10%	128	0.17%
Total ERS System Plans	6,004		6,003		(1)	
Retirement Savings Plan	3,516	8.00%	3,380	8.00%	(136)	0.00%

Source: Montgomery County Employees' Retirement System, 2018 and 2019 Actuarial Valuation Reports for Plan Years Beginning July 1, 2018, and July 1, 2019, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.

Note: Group J participants (129 as of 7/1/19) identified in "Non-Public Safety" ERS totals beginning in FY21 data; these totals were previously in the "Public Safety" count.

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY19 APPR	FY19 ACT	FY20 APPR	FY20 EST	FY21 REC	\$ Change	% Change
<b>EXPENSES</b>							
Salaries and Benefits	197,000	173,310	173,000	157,000	191,000	18,000	10.4%
Professional Services	6,200	19,488	6,200	6,200	63,700	57,500	927.4%
Due Diligence/Education	3,600	2,025	3,600	3,600	3,600	0	0.0%
Office Management	10,560	8,436	10,000	9,700	9,600	(400)	(4.0%)
Investment Management fees	5,500	4,690	5,000	5,300	5,800	800	16.0%
<b>TOTAL EXPENSES</b>	<b>\$222,860</b>	<b>\$207,949</b>	<b>\$197,800</b>	<b>\$181,800</b>	<b>\$273,700</b>	<b>\$75,900</b>	<b>38.4%</b>

Amounts shown above are not charged to the Deferred Compensation Plan Trust but are instead appropriated and charged to the General Fund Compensation and Employee Benefits Adjustments Non-Departmental Account.

PROPOSED OPERATING BUDGET RETIREE HEALTH BENEFIT TRUST							
ITEM	FY19 APPR	FY19 ACT	FY20 APPR	FY20 EST	FY21 REC	\$ Change	% Change
<b>EXPENSES</b>							
Salaries and Benefits	355,500	371,905	410,000	459,000	539,000	129,000	31.5%
Professional Services	146,000	237,796	136,000	210,000	209,200	73,200	53.8%
Due Diligence/Education	50,000	26,926	40,000	30,000	40,000	0	0.0%
Office Management	21,000	19,616	17,000	18,300	17,300	300	1.8%
Investment Management fees	4,233,000	5,401,649	5,864,000	5,236,000	5,627,000	(237,000)	(4.0%)
<b>TOTAL EXPENSES</b>	<b>\$4,805,500</b>	<b>\$6,057,892</b>	<b>\$6,467,000</b>	<b>\$5,953,300</b>	<b>\$6,432,500</b>	<b>(\$34,500)</b>	<b>(0.5%)</b>

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
ITEM	FY19 APPR	FY19 ACT	FY20 APPR	FY20 EST	FY21 REC	FY21 Req vs FY20 Appr \$	%
<b>REVENUE</b>							
Contributions	108,000,000	116,213,301	108,200,000	108,200,000	91,900,000	(16,300,000)	(15.1%)
Investment Income	330,000,000	338,831,643	331,000,000	326,500,000	337,600,000	6,600,000	2.0%
Miscellaneous Income	1,600,000	1,316,323	1,470,000	1,170,000	1,058,000	(412,000)	(28.0%)
<b>TOTAL REVENUE</b>	<b>\$ 439,600,000</b>	<b>\$ 456,361,267</b>	<b>\$ 440,670,000</b>	<b>\$ 435,870,000</b>	<b>\$ 430,558,000</b>	<b>(10,112,000)</b>	<b>(2.3%)</b>
<b>EXPENSES</b>							
<b>OPERATING EXPENSES</b>							
Retirement Benefits	246,800,000	263,710,559	260,200,000	271,060,000	280,170,000	19,970,000	7.7%
Investment Management fees	21,600,000	22,257,612	25,200,000	20,300,000	22,200,000	(3,000,000)	(11.9%)
<b>SUBTOTAL</b>	<b>268,400,000</b>	<b>285,968,171</b>	<b>285,400,000</b>	<b>291,360,000</b>	<b>302,370,000</b>	<b>16,970,000</b>	<b>5.9%</b>
<b>ADMINISTRATIVE EXPENSES</b>							
Salaries and Benefits	2,070,000	1,792,764	2,424,000	2,220,000	2,584,000	160,000	6.6%
Professional Services	1,205,000	1,011,035	1,108,500	1,185,000	1,173,000	64,500	5.8%
Benefit Processing	125,000	124,111	125,000	128,000	128,000	3,000	2.4%
Due Diligence/Education	65,500	27,709	55,500	42,000	55,500	0	0.0%
Office Management	109,000	108,631	105,500	106,000	105,500	0	0.0%
<b>SUBTOTAL</b>	<b>3,574,500</b>	<b>3,064,250</b>	<b>3,818,500</b>	<b>3,681,000</b>	<b>4,046,000</b>	<b>227,500</b>	<b>6.0%</b>
<b>TOTAL EXPENSES</b>	<b>\$271,974,500</b>	<b>\$289,032,421</b>	<b>\$289,218,500</b>	<b>\$295,041,000</b>	<b>\$306,416,000</b>	<b>17,197,500</b>	<b>5.9%</b>
<b>NET REVENUE</b>	<b>\$167,625,500</b>	<b>\$167,328,846</b>	<b>\$151,451,500</b>	<b>\$140,829,000</b>	<b>\$124,142,000</b>	<b>(27,309,500)</b>	<b>(18.0%)</b>

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
ITEM	FY19 APPR	FY19 ACT	FY20 APPR	FY20 EST	FY21 REC	Change: FY21 Req vs FY20 Appr \$	%
<b>REVENUE</b>							
Investment Income	4,000	15,899	11,200	3,500	3,100	(8,100)	(72.3%)
Miscellaneous Income	490,000	169,697	200,000	160,000	132,000	(68,000)	(34.0%)
<b>TOTAL REVENUE</b>	<b>494,000</b>	<b>185,596</b>	<b>211,200</b>	<b>163,500</b>	<b>135,100</b>	<b>(76,100)</b>	<b>(36.0%)</b>
<b>EXPENSES</b>							
<b>OPERATING EXPENSES</b>							
Investment Management fees	5,500	4,690	5,000	5,300	5,800	800	16.0%
<b>SUBTOTAL</b>	<b>5,500</b>	<b>4,690</b>	<b>5,000</b>	<b>5,300</b>	<b>5,800</b>	<b>800</b>	<b>16.0%</b>
<b>ADMINISTRATIVE EXPENSES</b>							
Salaries and Benefits	226,000	214,416	198,000	182,000	217,000	19,000	9.6%
Professional Services	95,700	97,088	89,700	70,200	85,700	(4,000)	(4.5%)
Due Diligence/Education	3,600	2,874	3,600	3,600	3,600	0	0.0%
Office Management	10,560	10,478	10,000	9,700	9,600	(400)	(4.0%)
<b>SUBTOTAL</b>	<b>335,860</b>	<b>324,856</b>	<b>301,300</b>	<b>265,500</b>	<b>315,900</b>	<b>14,600</b>	<b>4.8%</b>
<b>TOTAL EXPENSES</b>	<b>\$341,360</b>	<b>\$329,546</b>	<b>\$306,300</b>	<b>\$270,800</b>	<b>\$321,700</b>	<b>15,400</b>	<b>5.0%</b>

**Fraternal Order of Police County Lodge 35, Inc.  
Fiscal Impact Summary\***

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY21</u>	<u>Annual Cost Beyond FY21</u>	<u>Estimated # affected***</u>
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$1,139,939	\$1,637,536	569
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	\$98,414	\$144,760	70
36	Wages	Salary Schedule Adjustment of 3.5 Percent for Eligible Employees	\$1,959,436	\$1,959,436	569
36	Wages	1 Percent General Wage Adjustment in July 2020	\$1,166,707	\$1,166,707	1,164
<b>Total</b>			<b>\$4,364,496</b>	<b>\$4,908,439</b>	<b>1,164</b>

**Police Uniformed Management Pass-Through Estimates\*\***

<u>Item</u>	<u>Description</u>	<u>FY21</u>	<u>Annual Cost Beyond FY21</u>	<u>Estimated # affected***</u>
Wages	1.25 Percent General Wage Adjustment in October 2020	\$79,735	\$109,526	57
<b>Total</b>		<b>\$79,735</b>	<b>\$109,526</b>	

\* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

\*\* Police Management converted to a new Police Leadership Service (PLS) Schedule in FY19.

\*\*\*The estimated number of employees affected by the economic item is identified where known.

**Montgomery County Career Fire Fighters Association, Inc**  
**International Association of Fire Fighters, Local 1664**  
**Fiscal Impact Summary\***

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>Annual Cost</u>		<u>Estimated # affected**</u>
			<u>FY21</u>	<u>Beyond FY21</u>	
17.1	Assignment Pay Differential	Addition of two Assignments to Assignment Pay Differential	\$31,561	\$31,561	11
19.1	Wages	2.25 Percent General Wage Adjustment in August 2020	\$2,106,304	\$2,289,461	1,114
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	\$117,417	\$199,613	49
54	Tuition Assistance	Dedicated Funding for Tuition Assistance	\$65,000	\$65,000	
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$810,408	\$1,546,588	696
57.2	Special Duty Differential	Increase in the Special Duty Differential for Members Assigned to ECC	\$9,870	\$9,870	3
<b>Total</b>			<b>\$3,140,560</b>	<b>\$4,142,093</b>	<b>1,114</b>

**Fire and Rescue Uniformed Management Pass-Through Estimates**

<u>Item</u>	<u>Description</u>	<u>Annual Cost</u>		<u>Estimated # affected**</u>
		<u>FY21</u>	<u>Beyond FY21</u>	
Wages	2.25 Percent General Wage Adjustment in August 2020	\$121,011	\$131,534	41
Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	\$3,676	\$10,001	2
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$1,868	\$2,619	3
<b>Total</b>		<b>\$126,555</b>	<b>\$144,154</b>	<b>41</b>

\* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

\*\* The estimated number of employees affected by the economic item is identified where known.

**Municipal and County Government Employees Organization  
United Food and Commercial Workers, Local 1994  
Fiscal Impact Summary\***

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY21</u>	<u>Annual Cost Beyond FY21</u>	<u>Estimated # affected**</u>
5	Wages	1.25 Percent General Wage Adjustment in October 2020	\$3,935,929	\$5,406,496	4,835
5	Wages	\$1,000 Lump Sum to Eligible Employees not Eligible to Receive a Full Service Increment in FY21	\$1,923,238	\$0	1,800
5.1	Longevity	Longevity Step Increase of 2.5, 3, or 3.5 Percent for Eligible Employees	\$258,430	\$546,327	180
5.3	Shift Differential	Increase Shift Differential from \$1.40 and \$1.56 per hour Based on Shift Start Time to \$1.42 and \$1.87 per hour	\$576,434	\$576,434	
5.22	FTO Pay	Increase Classifications Eligible for Field Training Officer Pay	\$19,522	\$19,522	31
5.24	Meal Allowance	Increase in the Meal Allowance to \$15	\$5,000	\$5,000	
5.31	Transit Subsidy	Increase the Get-In Program Transit Subsidy to up to \$265 per month	\$150,000	\$150,000	
6	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$4,163,636	\$7,869,507	3,317
6	Deferred Increment	Deferred Service Increment from FY11 for Eligible Employees, Second Phase of 1.25% Effective July 2020	\$904,049	\$904,049	979
20.7	Holiday Leave	Adjustment to Requirements to Receive Holiday Pay	\$104,574	\$104,574	
29.4	LMRC	Additional Funding for LMRC	\$50,000	\$25,000	
41.7	Retirement	Military Credit of up to 2 Years for Eligible Group E Members	\$121,961	\$121,961	
41	Retirement	Additional Cost for Retirement for Emergency Communications Center Eligible Employees	\$200,000	\$200,000	
43	Retirement Plan Contributions	Increase by 1 Percent in the Employer Contribution, with a 1 Percent Decrease in Employee Contribution	\$1,389,781	\$3,364,607	4,835
44.11	Retirement	Sick Leave Payout Program for Eligible Employees for \$5,000 or \$10,000 Based on Sick Leave Balance	\$225,000	\$225,000	
Appendix IV	DOCR Appendix	Uniform Allowance and Issue Resident Supervisor Uniforms, and Facilities Improvements	\$49,363	\$37,679	
Appendix IV	DOCR Appendix	Resident Supervisors Moved to Group E Additional Half-Hour per Shift	\$171,634	\$171,634	29
Appendix II	HHS Appendix	Crisis Center Stipend of \$1,500	\$50,057	\$50,057	31
Appendix VI	DOT Appendix	Increase Boot Reimbursement from \$145 to \$200 for Highways Services Employees	\$13,750	\$13,750	
53	Seasonal Employees	Additional \$0.50 for Eligible Seasonal Employees	\$89,288	\$89,288	
<b>Total</b>			<b>\$14,401,646</b>	<b>\$19,880,885</b>	<b>4,835</b>

\* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

\*\* The estimated number of employees affected by the economic item is identified where known.

## Non-Represented Pass-Through Estimates\*

<u>Item</u>	<u>Description</u>	<u>FY21</u>	<u>Annual Cost Beyond FY21</u>	<u>Estimated # affected**</u>
Wages	1.25 Percent General Wage Adjustment in October 2020	\$2,339,519	\$3,213,625	2,268
Retirement Plan Contributions	Increase by 1 Percent in the Employer Contribution, with a 1 Percent Decrease in Employee Contribution	\$1,129,504	\$2,053,339	2,268
Longevity	Longevity Step Increase of 2 Percent for Eligible Employees	\$66,851	\$144,402	
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	\$1,407,032	\$2,662,151	1,462
Shift Differential	Increase Shift Differential from \$1.40 and \$1.56 per hour Based on Shift Start Time to \$1.42 and \$1.87 per hour	\$52,569	\$52,569	
Retirement	Sick Leave Payout Program for Eligible Employees for \$5,000 or \$10,000 Based on Sick Leave Balance	\$110,000	\$110,000	
<b>Total</b>		<b>\$5,105,475</b>	<b>\$8,236,086</b>	<b>2,268</b>

\* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

\*\* The estimated number of employees affected by the economic item is identified where known.

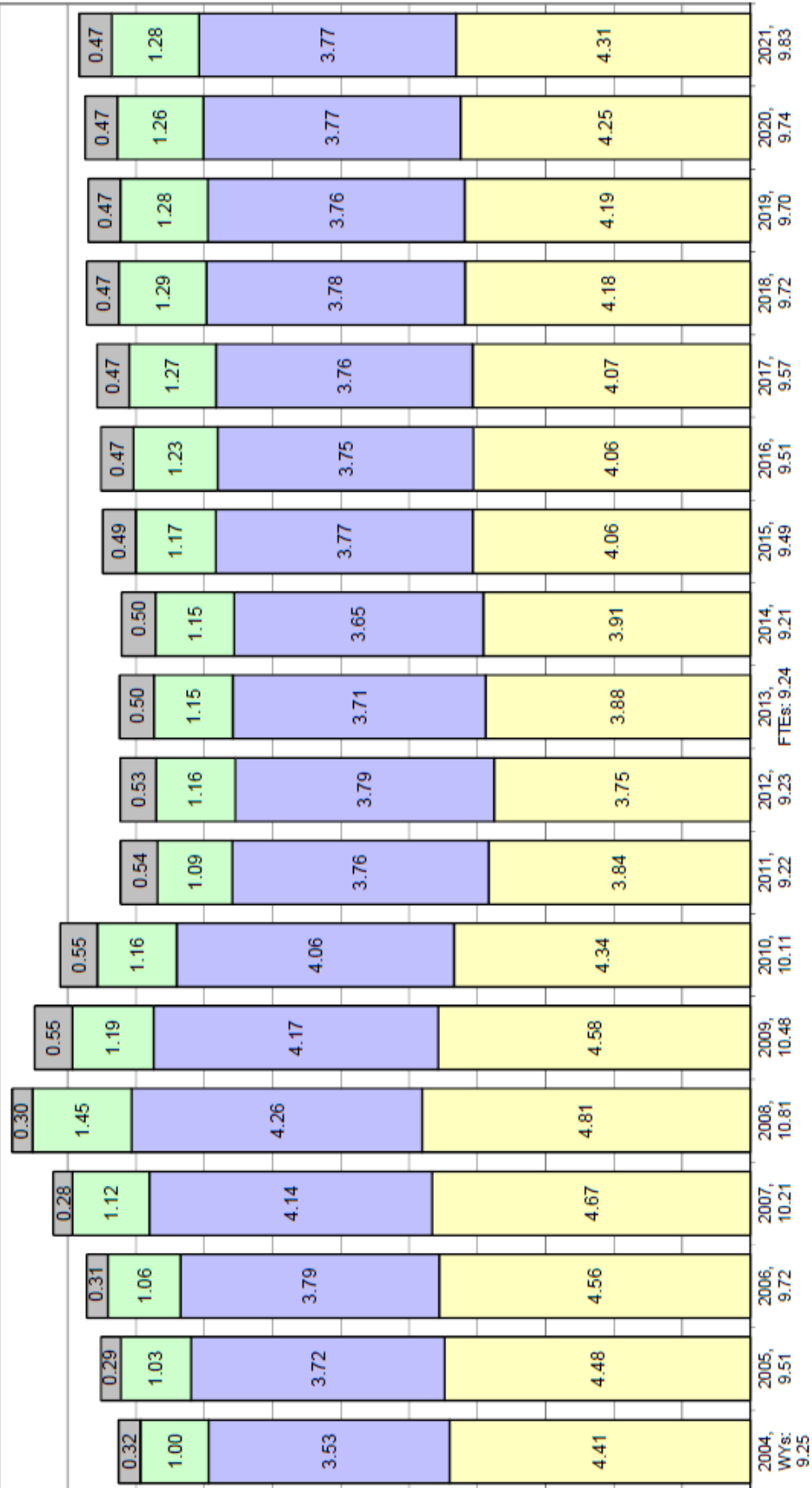
## Montgomery County Volunteer Fire and Rescue Association Fiscal Impact Summary\*

<u>Article</u>	<u>Item</u>	<u>Description</u>	<u>FY21</u>	<u>Annual Cost Beyond FY21</u>
12	Nominal Fee	Nominal fee of \$500/\$800 in FY21**	\$45,685	\$119,935
16	Training	Provide \$10,000 funding for training and \$5,000 for Pro-Board certification	\$15,000	\$15,000
22	Volunteer Basic Orientation	Training fee not to exceed \$21,000 each year of the agreement	\$21,000	\$21,000
25	Length of Service Award Program	Provide 3 percent increase for all members, and an additional 2.5 percent increase for certain active members, on July 1, 2020	\$55,822	\$60,047
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement, including a new vehicle in FY21	\$57,752	\$26,141
<b>Total</b>			<b>\$195,259</b>	<b>\$242,123</b>

\* Estimates reflect the impact to all funds.

\*\* Nominal fee paid to eligible volunteers on July 1 of the fiscal year.

# HISTORY OF APPROVED COUNTY GOVERNMENT POSITIONS PER 1,000 POPULATION BY FUNDING CATEGORY FY04-FY20 Approved Workyears and FTEs, FY21 Recommended FTEs<sup>1</sup>



■ Total Tax Supported Non-Public Safety    
 ■ Total Tax Supported Public Safety    
 ■ Total Non-Tax Supported    
 ■ Total Grant Funded

<sup>1</sup> From FY04 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.

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# MONTGOMERY COUNTY PRODUCTION REPORT

## FY21 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
<b>County General Fund</b>				
<b>General Government</b>				
Board of Appeals	32,699	45,521	26,490	104,710
Board of Elections	271,404	399,773	203,517	874,694
Circuit Court	600,490	1,277,184	689,842	2,567,516
Community Engagement Cluster	204,512	419,353	239,431	863,296
County Attorney	324,227	513,352	403,030	1,240,609
County Council	669,558	1,184,799	783,513	2,637,870
County Executive	277,858	455,731	323,385	1,056,974
Ethics Commission	18,635	26,012	14,706	59,353
Finance	747,116	1,229,902	691,137	2,668,155
General Services	826,548	1,706,961	1,047,868	3,581,377
Human Resources	320,615	509,883	339,974	1,170,472
Human Rights	73,113	113,803	85,083	271,999
Inspector General	105,492	156,072	71,148	332,712
Intergovernmental Relations	50,940	68,932	56,017	175,889
Labor Relations	73,132	109,072	63,887	246,091
Legislative Oversight	112,975	164,786	146,677	424,438
Management and Budget	341,077	505,177	326,558	1,172,812
Merit System Protection Board	15,067	26,012	11,399	52,478
Procurement	258,813	484,478	253,457	996,748
Public Information	307,274	674,812	318,653	1,300,739
Racial Equity and Social Justice	18,441	26,012	11,595	56,048
State's Attorney	1,067,001	2,001,489	1,321,219	4,389,709
Technology Services	1,420,652	2,028,938	1,632,846	5,082,436
Zoning and Administrative Hearings	34,576	52,024	34,218	120,818
<b>Total General Government</b>	<b>8,172,215</b>	<b>14,180,078</b>	<b>9,095,650</b>	<b>31,447,943</b>
<b>Public Safety</b>				
Animal Services	361,692	917,294	273,363	1,552,349
Consumer Protection	122,690	198,306	188,886	509,882
Correction and Rehabilitation	3,700,575	6,933,935	4,061,552	14,696,062
Emergency Management and Homeland Security	78,166	124,026	89,407	291,599

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# MONTGOMERY COUNTY PRODUCTION REPORT

## FY21 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Police	13,702,804	25,942,453	16,791,313	56,436,570
Sheriff	1,224,703	2,403,312	1,352,895	4,980,910
<b>Total Public Safety</b>	<b>19,190,630</b>	<b>36,519,326</b>	<b>22,757,416</b>	<b>78,467,372</b>
<b>Transportation</b>				
Transportation	1,321,662	3,125,820	1,563,213	6,010,695
<b>Health and Human Services</b>				
Health and Human Services	7,987,025	17,161,839	9,131,110	34,279,974
<b>Culture and Recreation</b>				
Public Libraries	1,902,224	5,353,190	2,127,514	9,382,928
<b>Housing and Community Development</b>				
Agriculture	38,174	57,226	61,323	156,723
Housing and Community Affairs	424,625	832,354	531,390	1,788,369
<b>Total Housing and Community Developme</b>	<b>462,799</b>	<b>889,580</b>	<b>592,713</b>	<b>1,945,092</b>
<b>Environment</b>				
Environmental Protection	121,496	203,875	142,101	467,472
<b>Other County Functions</b>				
NDA - Compensation and Employee Benefit Adjustments	71,813	15,608	10,165	97,586
NDA - Conference Center	7,186	13,006	8,454	28,646
NDA - Early Care and Education	8,376	17,267	8,450	34,093
NDA - Incubator Programs - Economic Development Partnership	16,292	26,012	10,523	52,827
NDA - Independent Audit	3,516	4,292	2,669	10,477
NDA - Legislative Branch Communications Outreach	40,130	81,288	32,182	153,600
NDA - State Positions Supplement	4,318	0	0	4,318
NDA - Vision Zero	6,384	13,006	3,338	22,728
<b>Total Other County Functions</b>	<b>158,015</b>	<b>170,479</b>	<b>75,781</b>	<b>404,275</b>
<b>Total County General Fund</b>	<b>39,316,066</b>	<b>77,604,187</b>	<b>45,485,498</b>	<b>162,405,751</b>
<b>Special Funds - Tax Supported</b>				
Bethesda Urban District	6,393	13,006	7,522	26,921
Economic Development Fund	9,859	13,006	11,598	34,463
Fire	10,693,847	16,751,561	23,889,845	51,335,253
Mass Transit	4,819,238	11,507,909	4,665,032	20,992,179
Recreation	1,724,084	1,999,636	1,145,876	4,869,596
Silver Spring Urban District	145,966	475,828	164,579	786,373

# MONTGOMERY COUNTY PRODUCTION REPORT

## FY21 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Wheaton Urban District	85,864	277,829	92,525	456,218
<b>Total Special Funds - Tax Supported</b>	<b>17,485,251</b>	<b>31,038,775</b>	<b>29,976,977</b>	<b>78,501,003</b>
<b>Total Tax Supported Funds</b>	<b>56,801,317</b>	<b>108,642,962</b>	<b>75,462,475</b>	<b>240,906,754</b>
<b>Special Funds - NonTax Supported</b>				
Cable TV	253,703	401,236	328,128	983,067
Grant Fund	3,272,488	7,572,584	3,746,184	14,591,256
Montgomery Housing Initiative	137,858	248,762	176,971	563,591
Water Quality Protection	564,653	1,033,823	717,943	2,316,419
<b>Total Special Funds - NonTax Supported</b>	<b>4,228,702</b>	<b>9,256,405</b>	<b>4,969,226</b>	<b>18,454,333</b>
<b>Enterprise Funds</b>				
Bethesda Parking	133,170	263,826	167,780	564,776
Community Use of Public Facilities	205,159	409,554	223,950	838,663
Leaf Vacuuming	190,836	391,814	174,481	757,131
Liquor	2,080,075	5,823,670	1,979,234	9,882,979
Permitting Services	1,799,003	3,056,783	2,253,806	7,109,592
Silver Spring Parking	148,773	300,333	188,285	637,391
Solid Waste Collection	95,345	168,044	126,812	390,201
Solid Waste Disposal	664,207	1,263,325	804,269	2,731,801
Wheaton Parking	21,926	44,459	26,096	92,481
<b>Total Enterprise Funds</b>	<b>5,338,494</b>	<b>11,721,808</b>	<b>5,944,713</b>	<b>23,005,015</b>
<b>Total Non Tax Supported Funds</b>	<b>9,567,196</b>	<b>20,978,213</b>	<b>10,913,939</b>	<b>41,459,348</b>
<b>Internal Service Funds</b>				
Central Duplicating (Printing & Mail)	166,867	444,905	168,549	780,321
Employee Health Self Insurance	181,784	316,629	180,740	679,153
Motor Pool	1,460,273	2,709,417	1,530,985	5,700,675
Risk Management (Self Insurance - ISF)	270,812	421,792	311,061	1,003,665
<b>Total Internal Service Funds</b>	<b>2,079,736</b>	<b>3,892,743</b>	<b>2,191,335</b>	<b>8,163,814</b>
<b>Total Benefits</b>	<b>68,448,249</b>	<b>133,513,918</b>	<b>88,567,749</b>	<b>290,529,916</b>

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# Montgomery County Government

## MISSION STATEMENT

The mission of the Montgomery County Government is to provide for the peace, good governance, health, safety, and welfare of the County in accordance with, and under authority of, the Constitution and laws of Maryland, and the Montgomery County Charter. To accomplish this mission, the Montgomery County Government provides: Public laws and oversight through the County Council and the offices and boards of the Legislative Branch; the administration of judicial offices; and public programs, services, and infrastructure through the County Executive and departments, offices, boards, and commissions within the Executive Branch.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the County Government is \$2,214,201,591, an increase of \$45,060,922 or 2.1 percent from the FY20 approved budget of \$2,169,140,669 (excludes debt service). The total recommended FY21 tax supported operating budget for the County Government is \$1,704,246,858, an increase of \$13,428,027 or .79 percent from the FY20 approved tax supported budget of \$1,690,818,831.

The County Government is the agency responsible for providing general services to residents. To do this, the agency is organized functionally into departments, offices, boards, and commissions which undertake all activities and operations of the government. County Government accounting information is organized by fund; this includes both tax supported and non-tax supported special funds, which either encompass an entire department or portions thereof. Detailed budget presentations on each of these organizational units and funds are displayed, organized by function, in the following sections of this document.

### Spending Affordability Guidelines

In February 2020, the Council approved FY21 Spending Affordability Guidelines (SAG) of \$1,686.2 million for Montgomery County Government tax supported funds, which is equivalent to the original \$1,690.8 million for the FY20 budget. For FY21, the Executive recommends \$1,704.2 million in tax supported funds.

### Government Functions

The County Government functions organize departments, offices, boards, and commissions by related activity. The functions of the Montgomery County Government are:

- General Government
- Public Safety
- Transportation

- 
- Health and Human Services
  - Libraries, Culture, and Recreation
  - Community Development and Housing
  - Environment
  - Other County Functions

## **Government Funds**

County government funds are typically categorized by tax supported and non-tax supported funds. Tax supported funds are financed through Countywide taxes or special tax rates assessed on a geographic area encompassing the users of the respective services. In addition to taxes, these funds are also supported by inter-governmental aid, user fees, and other resources. Non-tax supported funds include enterprise funds and grants. Enterprise funds are operations that are financed and operated in a manner similar to private enterprise. The cost of providing these functions is primarily recovered through user charges.

## **PROGRAM CONTACTS**

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Contact Richard Madaleno of the Office of Management and Budget at 240.777.2800 for more information regarding the County's operating budget.



# Montgomery County Public Schools

## RECOMMENDED FY21 BUDGET

\$2,795,508,595

## FULL TIME EQUIVALENTS

23,476.79

## MISSION STATEMENT

The Montgomery County Public Schools (MCPS) operates a Countywide system of public schools for students from pre-kindergarten through high school. For the 2019-2020 school year (FY20), 165,267 students in prekindergarten classes through Grade 12 attend 208 separate public educational facilities. For the 2020-21 school year (FY21), enrollment is estimated to be 167,041 students.

## BUDGET OVERVIEW

The County Executive's role in the MCPS budget process is to present to the County Council a recommended total budget. The total recommended FY21 budget is \$2,795.5 million, an increase of \$114.9 million, or 4.3 percent over the original FY20 approved budget of \$2,680.6 million, and this recommended budget exceeds the amount required by the State's Maintenance of Effort law by \$39.1 million. MOE for FY21 is \$26.6 million.

This budget assumes State Aid as recommended in the Governor's Budget; it does not include any additional State Aid from legislation before the General Assembly based on the Kirwan Commission recommendations (the increases called for in the Kirwan legislation begin in FY22). The final outcome in the State budget may have an impact on the level of County funding needed in MCPS's budget, however.

This budget also assumes a new \$0.0318 supplementary school funding property tax, authorized under State Law (§5-104 of the Education Article). State Law permits counties to increase a property tax rate above a limit imposed by a charter if the charter's maximum allowed rate is insufficient to fund the jurisdiction's schools. All revenue generated under a supplementary school funding property tax must be earmarked for schools and may not supplant local appropriations, two restrictions with which the County Executive's budget complies.

The County Executive's recommendation funds 99.7 percent of the Board of Education's (BOE) request. The County Executive and the Superintendent have and will continue to work collaboratively to discuss how reductions could be made to minimize the impact on students.

In addition to funding in the MCPS budget, \$27.2 million will be provided by the County from the Consolidated Retiree Health Benefits Trust for the purpose of paying retiree health claims in FY21.

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The County also supports operations of the school system through expenditures in other budgets. For example:

- school health services, childhood wellness, and Linkages to Learning programs are provided by the Department of Health and Human Services;
- research and internet resources are made available in the Montgomery County Public Libraries budget;
- crossing guards are provided by the Department of Police;
- sports academies for youth are sponsored by the Department of Recreation;
- reimbursements for classrooms and school sports fields rented by residents are made available by Community Use of Public Facilities; and
- the Maryland-National Capital Park and Planning Commission provides maintenance of MCPS ballfields.

In addition, to the total recommended in the Operating Budget for the public schools, MCPS's Capital Improvement Program (CIP) requires County funding. Approximately \$23.1 million in FY21 Current Revenue: General and \$68.4 million in Recordation Tax are recommended in the FY21-26 CIP. The debt service requirement for the MCPS capital program is estimated at \$156.7 million in FY21.

The table below summarizes the contributions to MCPS programs that are appropriated in other departments or agencies:

<b>Additional County Support for MCPS in FY21</b>	
<b>MCPS Budget (in millions)</b>	<b>\$2,795.5</b>
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	\$156.7
• Pre-funding retiree health benefits	\$69.4
• Support services	\$86.1
• Technology modernization	\$13.2
<b>Total additional County funding</b>	<b>\$325.3</b>
<b>Total expenditures for MCPS</b>	<b>\$3,120.8</b>
Sources: Approved FY21 Operating and Capital Budgets	

The recommended budget includes the County's contribution of \$1,792.6 million plus \$25.0 million in carryover funds (65.0 percent of all recommended funding); State Aid and grants of \$798.3 million (28.6 percent); Federal grants and aid of \$82.5 million (3.0 percent); and tuition, fees, and private grants of \$14.4 million (0.5 percent). The recommended appropriation for the fee supported enterprise funds is \$80.9 million (2.9 percent) and for the special revenue fund is \$1.8 million (0.1 percent).

### **Tax Supported Funding for the Public Schools**

For FY21, the total tax-supported portion of the County Executive's recommendation (excluding grants, enterprise funds, and special revenue funds) is \$2,603.7 million, an increase of \$89.4 million or 3.6 percent over the FY20 Approved Operating Budget. The tax-supported portion of the recommendation includes a FY21 local contribution of \$1,792.6 million, plus carryover of \$25.0 million for a total local contribution of \$1,817.6 million. Maintenance of Effort (MOE) is a State requirement that each jurisdiction must spend at least as much per-student on its local school district as it did in the prior fiscal year in order to receive additional State Aid. The County Executive's recommendation for local funding meets the MOE requirement and represents a total increase of \$65.8 million from the FY20 local contribution. For FY21, the minimum MOE is an increase of \$26.6 million.

## Fiscal Summary

The County Executive's total budget recommendation from all funding sources is \$2,795.5 million and funds 99.7 percent of the Board of Education's (BOE) request. The County Executive relies on the BOE to determine the most appropriate manner to deliver educational services within its recommended budget allocation.

## Spending Affordability

In February 2020, the Montgomery County Council approved FY21 Spending Affordability Guidelines (SAG) of \$2,515.6 million for the tax-supported funds of MCPS. The BOE requested \$2,607.1 million in tax supported funds, \$91.5 million above the SAG guideline. The County Executive's recommendation is \$88.1 million above the SAG guideline.

## Additional Budget Details

The County Executive affirms the authority of the BOE to establish educational policy and determine the allocation of appropriated funds in support of the mission of the public school system. Complete information regarding the MCPS budget request is available in the FY21 operating budget adopted by the BOE on February 10, 2020. Copies of that budget are available at Montgomery County libraries, on the MCPS website, and upon request from the school system.

## COUNTY PRIORITY OUTCOMES

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



## PROGRAM CONTACTS

Contact Daniel K. Marella of the Montgomery County Public Schools at 240.740.3030 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>CURRENT FUND MCPS</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Current Fund MCPS Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	2,445,797,079	2,514,314,537	2,480,816,000	2,603,672,930	3.6 %
<b>Current Fund MCPS Expenditures</b>	<b>2,445,797,079</b>	<b>2,514,314,537</b>	<b>2,480,816,000</b>	<b>2,603,672,930</b>	<b>3.6 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
FTEs	21,254.35	21,649.85	21,649.85	22,257.28	2.8 %
REVENUES					
Basic State Aid	351,744,825	368,197,235	368,197,235	388,035,631	5.4 %
Federal Revenues	185,340	100,000	100,000	150,000	50.0 %
Foster Care/Miscellaneous	195,830	200,000	200,000	200,000	—
GCEI - Geographic Cost of Education Index	37,711,769	38,902,207	38,902,207	39,976,914	2.8 %
Kirwan Commission	0	24,424,464	10,482,238	11,472,106	-53.0 %
Students With Disabilities	58,575,874	60,956,743	60,956,743	63,704,962	4.5 %
Thornton Legislation	215,185,348	219,907,148	219,907,148	230,529,919	4.8 %
Transportation	43,241,528	46,449,499	46,449,499	47,626,347	2.5 %
Tuition-Other Sources	5,357,488	3,370,000	3,370,000	4,400,000	30.6 %
<b>Current Fund MCPS Revenues</b>	<b>712,198,002</b>	<b>762,507,296</b>	<b>748,565,070</b>	<b>786,095,879</b>	<b>3.1 %</b>

### GRANT FUND MCPS

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCPS Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	85,160,492	89,498,471	103,440,697	109,137,741	21.9 %
<b>Grant Fund MCPS Expenditures</b>	<b>85,160,492</b>	<b>89,498,471</b>	<b>103,440,697</b>	<b>109,137,741</b>	<b>21.9 %</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	557.59	570.94	570.94	570.94	—

#### REVENUES

Federal Grants	80,069,774	79,558,409	79,558,409	82,372,794	3.5 %
Private Grants	576,965	6,731,204	6,731,204	10,031,204	49.0 %
State Grants	4,513,753	3,208,858	17,151,084	16,733,743	421.5 %
<b>Grant Fund MCPS Revenues</b>	<b>85,160,492</b>	<b>89,498,471</b>	<b>103,440,697</b>	<b>109,137,741</b>	<b>21.9 %</b>

### FOOD SERVICE FUND

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Food Service Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	60,564,324	58,107,965	58,107,965	60,399,980	3.9 %
<b>Food Service Fund Expenditures</b>	<b>60,564,324</b>	<b>58,107,965</b>	<b>58,107,965</b>	<b>60,399,980</b>	<b>3.9 %</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
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## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	598.32	604.32	604.32	607.57	0.5 %
REVENUES					
Federal Food	41,622,040	38,276,538	38,276,538	40,852,540	6.7 %
Miscellaneous: Investment Income	20,773	0	0	0	—
Sale of Meals	17,896,527	17,588,383	17,588,383	17,586,048	—
State Food	1,998,337	2,243,044	2,243,044	1,961,392	-12.6 %
<b>Food Service Fund Revenues</b>	<b>61,537,677</b>	<b>58,107,965</b>	<b>58,107,965</b>	<b>60,399,980</b>	<b>3.9 %</b>

## REAL ESTATE FUND

### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Real Estate Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	3,651,111	3,966,407	3,966,407	4,967,149	25.2 %
<b>Real Estate Fund Expenditures</b>	<b>3,651,111</b>	<b>3,966,407</b>	<b>3,966,407</b>	<b>4,967,149</b>	<b>25.2 %</b>

### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	12.00	12.00	11.00	-8.3 %

### REVENUES

Real Estate Fund	3,327,588	3,966,407	3,966,407	4,967,149	25.2 %
<b>Real Estate Fund Revenues</b>	<b>3,327,588</b>	<b>3,966,407</b>	<b>3,966,407</b>	<b>4,967,149</b>	<b>25.2 %</b>

## FIELD TRIP FUND

### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Field Trip Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	2,308,586	2,736,949	2,736,949	2,914,182	6.5 %
<b>Field Trip Fund Expenditures</b>	<b>2,308,586</b>	<b>2,736,949</b>	<b>2,736,949</b>	<b>2,914,182</b>	<b>6.5 %</b>

### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	4.50	4.50	4.50	4.50	—

### REVENUES

Field Trip Fees	2,175,575	2,736,949	2,736,949	2,914,182	6.5 %
<b>Field Trip Fund Revenues</b>	<b>2,175,575</b>	<b>2,736,949</b>	<b>2,736,949</b>	<b>2,914,182</b>	<b>6.5 %</b>

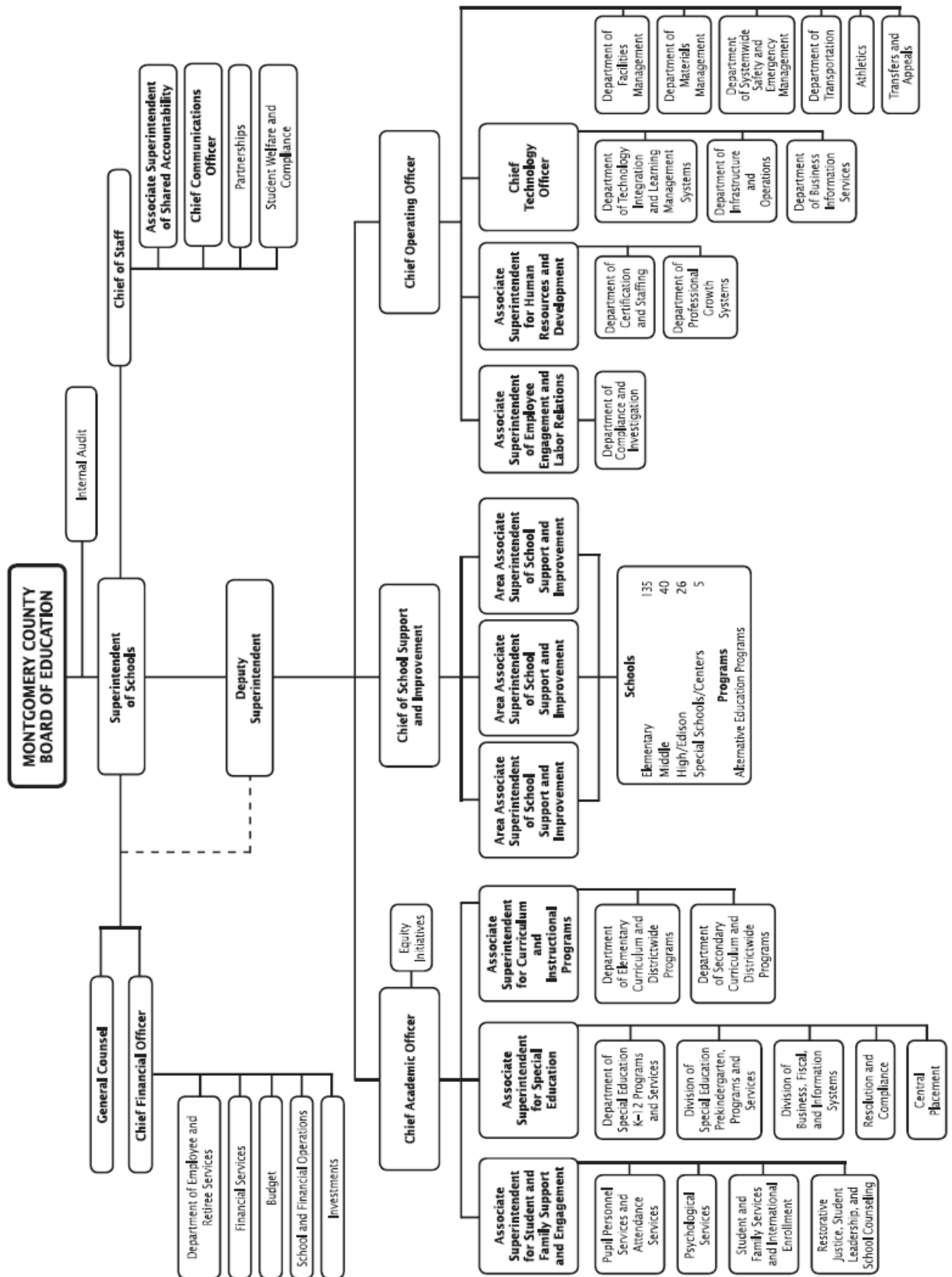
## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>ENTREPRENEURIAL ACTIVITIES FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Entrepreneurial Activities Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	13,264,774	10,150,669	12,350,669	12,646,838	24.6 %
<b>Entrepreneurial Activities Fund Expenditures</b>	<b>13,264,774</b>	<b>10,150,669</b>	<b>12,350,669</b>	<b>12,646,838</b>	<b>24.6 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	12.00	12.00	12.00	—
<b>REVENUES</b>					
Entrepreneurial Activities Fee	735,515	2,150,669	2,150,669	2,446,838	13.8 %
<b>Entrepreneurial Activities Fund Revenues</b>	<b>735,515</b>	<b>2,150,669</b>	<b>2,150,669</b>	<b>2,446,838</b>	<b>13.8 %</b>
<b>INSTRUCTIONAL TELEVISION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Instructional Television Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,740,127	1,799,775	1,799,775	1,769,775	-1.7 %
<b>Instructional Television Fund Expenditures</b>	<b>1,740,127</b>	<b>1,799,775</b>	<b>1,799,775</b>	<b>1,769,775</b>	<b>-1.7 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.50	13.50	13.50	13.50	—
<b>REVENUES</b>					
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>2,612,486,493</b>	<b>2,680,574,773</b>	<b>2,663,218,462</b>	<b>2,795,508,595</b>	<b>4.3 %</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>22,452.26</b>	<b>22,867.11</b>	<b>22,867.11</b>	<b>23,476.79</b>	<b>2.7 %</b>
<b>Total Revenues</b>	<b>865,134,849</b>	<b>918,967,757</b>	<b>918,967,757</b>	<b>965,961,769</b>	<b>5.1 %</b>

MCPS BUDGETS FY95-FY21					
County Fiscal Year	Total Budget	Budgeted Enrollment	Per Pupil	County Funding	As Percent of Total
95	\$830,010,147	117,082	\$7,089	\$695,512,609	83.8%
96	\$878,160,420	120,291	\$7,300	\$718,938,647	81.9%
97	\$915,141,097	122,505	\$7,470	\$740,984,871	81.0%
98	\$958,416,196	125,035	\$7,665	\$765,835,476	79.9%
99	\$1,034,768,530	127,852	\$8,093	\$820,833,423	79.3%
00	\$1,105,644,145	130,689	\$8,460	\$870,940,869	78.8%
01	\$1,216,096,599	134,180	\$9,063	\$959,754,838	78.9%
02	\$1,323,625,477	136,832	\$9,673	\$1,029,703,651	77.8%
03	\$1,412,161,822	138,891	\$10,167	\$1,079,188,698	76.4%
04	\$1,501,381,116	139,203	\$10,786	\$1,136,392,169	75.7%
05	\$1,609,382,533	139,337	\$11,550	\$1,217,214,553	75.6%
06	\$1,713,736,154	139,387	\$12,295	\$1,296,325,112	75.6%
07	\$1,851,496,287	137,798	\$13,436	\$1,384,725,787	74.8%
08	\$1,985,017,619	137,745	\$14,411	\$1,456,912,582	73.4%
09	\$2,066,683,294	137,763	\$15,002	\$1,531,482,602	74.1%
10	\$2,200,577,000	140,500	\$15,662	\$1,573,754,447	71.5%
11	\$2,104,188,040	143,309	\$14,683	\$1,425,385,344	67.7%
12	\$2,086,786,613	146,497	\$14,245	\$1,387,101,480	66.5%
13	\$2,160,029,595	149,018	\$14,495	\$1,436,513,701	66.5%
14	\$2,225,421,052	151,289	\$14,710	\$1,475,223,045	66.3%
15	\$2,276,763,984	153,852	\$14,798	\$1,515,027,760	66.5%
16	\$2,318,388,936	156,447	\$14,819	\$1,540,794,230	66.5%
17	\$2,457,473,761	159,016	\$15,454	\$1,650,794,230	67.2%
18	\$2,528,825,122	161,470	\$15,661	\$1,683,943,316	66.6%
19	\$2,612,644,776	163,294	\$16,000	\$1,712,627,645	65.6%
20	\$2,680,574,773	164,477	\$16,298	\$1,726,807,241	64.4%
21 CE Rec	\$2,789,081,933	166,317	\$16,770	\$1,786,150,389	64.0%

Sources: Approved Operating Budgets and CE Recommended Budget

# MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION—FY 2021





# Montgomery College

## RECOMMENDED FY21 BUDGET

\$318,347,932

## FULL TIME EQUIVALENTS

1,910.85

## MISSION STATEMENT

Montgomery College provides postsecondary educational programs from campuses located in Takoma Park/Silver Spring, Rockville, and Germantown. It serves four broad groups of students:

- those who want the first two years of a university education, either for an associate's degree or preparatory to another program;
- those who want to prepare for a career that does not require a bachelor's degree;
- highly capable high school juniors and seniors who participate in special programs; and
- adults who want to continue their education, either to improve job skills or for personal enrichment.

## BUDGET OVERVIEW

The total recommended FY21 operating budget for Montgomery College is \$318.4 million, an increase of \$3.7 million, or 1.2 percent from the FY20 Approved budget of \$314.7 million. The budget recommends a \$268.2 million Current Fund for FY21, a \$3.4 million or 1.3 percent increase over FY20, for both revenue and expenditures. The County Executive recommendation provides a County contribution of \$145.3 million: 100 percent of the College's requested support plus an additional \$165,000 for the Montgomery Can Code program.

Montgomery College's requested budget seeks no additional support from the taxpayers or their students. Instead, this budget maximizes existing resource to protect affordable tuition, offer additional scholarships, and provide fair and reasonable compensation increases for their employees. Other Current Fund revenues total \$122.9 million, an increase of \$3.2 million from FY20, or 2.6 percent. This increase will be funded with additional State Aid, increased use of Fund Balance, and other College revenue. Student activity fees and student sport fees are also shifted into the Current Fund as budget neutral additions to revenue and expenditures to comply with new accounting standards.

Last year, the greater Washington region had 500,000 IT job postings. Montgomery Can Code is a joint venture to fill this gap between Montgomery College, Montgomery County Public Schools (MCPS), Montgomery County and Montgomery County Economic Development Corporation in partnership with Apple. The sessions will be taught through the College's Information Technology Institute known for its tech training excellence. The program is free and offered to MCPS middle school students with a focus on MCPS's equity schools (schools with high FARM rates) to ensure equity in access to this program and tech career pathways. The additional funding will allow the program to expand from 300 students on two of the College's campuses in FY20 to 1,000 across all three of the College's campuses in FY21.

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In addition to the total recommended operating budget for the College, the agency's Capital Improvement Program (CIP) requires Current Revenue funding. Approximately \$12.3 million in FY21 Current Revenue is assumed in the County Executive's FY21-26 CIP. This total includes an additional \$500 thousand of Current Revenue in the Facility Planning PDF to conduct a East County Expansion feasibility study for the College.

Montgomery College's budget request is not detailed in this document. The College's budget request may be obtained by contacting the College's Budget Office, 9221 Corporate Boulevard, Rockville, MD 20850, phone 240-567-7292, or may be found on the College's website at [www.montgomerycollege.edu/Departments/budget](http://www.montgomerycollege.edu/Departments/budget).

State law requires the Board of Trustees and the President to prepare and submit operating and capital budgets to the County Council. The operating budget request is normally submitted to the Council and County Executive in January each year. The College's approved budget is included in the County Approved FY21 Operating and Capital Budgets prepared by the Office of Management and Budget in July.

The County Executive relies on the Board of Trustees to determine the most appropriate manner and use to deliver education services within the recommended budget appropriation.

### **Spending Affordability Guidelines**

In February 2020, the Council approved FY21 spending affordability guidelines (SAG) of \$186.5 million for the tax-supported funds of the Montgomery College. The Board of Trustees requested \$186.5 million (net of tuition and fees and excluding mandatory transfers) but with the addition of the Montgomery Can Code program the recommended budget is over the SAG by \$133,461.

### **Enrollment**

Current Fund enrollment is projected by the College to decrease 110 Full Time Equivalent Students (FTES) in FY21. The College estimates an FY20 enrollment of 13,588 FTES, a decline of 0.8 percent compared to the FY20 figure of 13,698 FTES. An FTES enrollment for one year is calculated as the total number of credit hours divided by 30. The College projects enrollment to gradually increase in FY22 and FY23, with larger increases expected starting in FY24. For FY21, the County's Current Fund contribution to the College represents a \$98, or 0.9 percent increase, per FTE due to the projected enrollment decline.

### **Tuition and Fees**

For FY21, the College request proposes and assumes no increase in tuition or fees. The Board of Trustees will make final tuition and fee decisions in April 2020.

Tuition and other student fees represent approximately 28.6 percent of the revenue proposed by the County Executive to fund the FY21 Current Fund budget, compared to the 28.7 percent of revenues assumed in the FY20 budget.

### **State Funding**

The total amount of State funding assumed in the County Executive's Recommended FY21 budget is estimated to be \$48.4 million; the amount enumerated in current budget legislation, Senate Bill 192, the BRFA of 2020. It is comprised of \$39.3 million in the Current Fund and \$9.1 million in the Workforce Development and Continuing Education enterprise fund. These represent a \$2.1 million, or 5.3

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percent, increase to the Current Fund and a \$1 million, or 11.5 percent, increase to the Workforce Development and Continuing Education enterprise fund over FY20 levels. The College allocates State-provided formula funds based on the proportionate share of FTES enrolled in each category.

Final action by the Maryland General Assembly on the governor's budget which includes the amount necessary to conform to the mandated John R. Cade funding formula for community colleges, and the BRFA will occur later this spring and determine the final State aid provided to the College.

### **Tax Supported Funds**

The County Executive recommends an appropriation of \$268.9 million in the three tax-supported funds (Current, Emergency Plant Maintenance and Repair, and Grants). The amount is a \$3.4 million increase from the FY20 Approved level of \$265.5 million, or 1.3 percent. The County's contribution to these funds has not increased from the FY20 Approved level.

#### **Current Fund**

For the Current Fund, the County Executive is recommending an appropriation of \$268.2 million, an increase of \$3.4 million, or 1.3 percent, from the \$264.8 million approved in FY20. The recommendation assumes tuition and fee revenues under the proposed rates frozen to FY20 levels and enrollment projections discussed above.

#### **Emergency Plant Maintenance and Repair Fund**

The Emergency Plant Maintenance and Repair Fund supports unanticipated expenditures to make emergency repairs not funded elsewhere in the budget. The County Executive recommends the Board's request of \$350,000, which is an increase of \$50,000 from FY20.

#### **Tax-Supported Grant Fund**

The Tax-Supported Grant Fund provides for community needs not met elsewhere in the budget. The County Executive recommends the Board's request of \$400,000 to support the College's adult literacy programs.

### **Other Funds**

#### **Cable Television**

The County Executive recommends an appropriation of \$1.8 million from the Cable Television Fund, which provides for production and operation of the College's higher education channel on the County's cable system. The requested amount is a \$32,000 or 1.8 percent increase over FY20 and would provide instructional programs and public service offerings by the College to the community. Additional detail on the College's cable budget can be found in the Cable Communications Plan section.

### **Special Funds**

The College's Workforce Development and Continuing Education (WDCE) Fund is supported by a combination of student tuition and fees and State reimbursements that are based on the most recent actual FTES enrollment. For FY21, the State's funding formula uses FY19 actuals. The County Executive recognizes the importance of higher education to the economic development of Montgomery County and recommends the Board's request of \$20.7 million for this fund, which is a \$2.3 million, or 12.7 percent increase compared to FY20.

The Auxiliary Enterprises Fund includes the Robert E. Parilla Performing Arts Center, Takoma Park/Silver Spring Cultural Arts Center, MBI (Macklin Business Institute) Café, sports camps, and facility rentals. For FY21, the College requests and the County Executive recommends an appropriation of \$1.9 million.

The Grants and Contracts fund includes those revenues received by the College from all sources. The College requests and the County Executive recommends an appropriation of \$19.2 million.

## 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**

 **A Growing Economy**

## PROGRAM CONTACTS

Contact Linda Hickey of the Montgomery College at 240.567.7292 or Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>CURRENT FUND MC</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Current Fund MC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	251,453,170	264,768,350	255,729,009	268,165,660	1.3 %
<b>Current Fund MC Expenditures</b>	<b>251,453,170</b>	<b>264,768,350</b>	<b>255,729,009</b>	<b>268,165,660</b>	<b>1.3 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,810.10	1,803.35	1,803.35	1,803.35	—
<b>REVENUES</b>					
Current Fund: Interest	568,468	155,000	475,000	350,000	125.8 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Current Fund: Other Revenue	677,772	1,459,000	710,541	1,235,000	-15.4 %
Current Fund: Performing Arts Center	94,074	135,000	110,000	115,000	-14.8 %
Fed. State & Priv. Gifts & Grants	302,187	325,000	200,000	300,000	-7.7 %
Other Student Fees: Current Fund	1,508,066	1,269,277	950,000	1,494,472	17.7 %
State Aid	36,589,976	37,213,559	37,213,559	39,303,765	5.6 %
Tuition and Fees: Current Fund	74,984,053	74,591,370	74,331,344	75,252,727	0.9 %
<b>Current Fund MC Revenues</b>	<b>114,724,596</b>	<b>115,148,206</b>	<b>113,990,444</b>	<b>118,050,964</b>	<b>2.5 %</b>

### EMERGENCY REPAIR FUND

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Emergency Repair Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	216,659	300,000	300,000	350,000	16.7 %
<b>Emergency Repair Fund Expenditures</b>	<b>216,659</b>	<b>300,000</b>	<b>300,000</b>	<b>350,000</b>	<b>16.7 %</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

#### REVENUES

EPMRF: Investment Income Non-Pooled	14,498	15,000	10,000	15,000	—
<b>Emergency Repair Fund Revenues</b>	<b>14,498</b>	<b>15,000</b>	<b>10,000</b>	<b>15,000</b>	<b>—</b>

### GRANT FUND MC

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	14,711,509	21,147,000	13,645,794	18,782,000	-11.2 %
<b>Grant Fund MC Expenditures</b>	<b>14,711,509</b>	<b>21,147,000</b>	<b>13,645,794</b>	<b>18,782,000</b>	<b>-11.2 %</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

#### REVENUES

Federal/State/Private Grants	14,711,509	21,147,000	13,645,794	18,782,000	-11.2 %
<b>Grant Fund MC Revenues</b>	<b>14,711,509</b>	<b>21,147,000</b>	<b>13,645,794</b>	<b>18,782,000</b>	<b>-11.2 %</b>

### AUXILIARY FUND

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Auxiliary Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,054,805	1,729,300	934,625	1,941,300	12.3 %
<b>Auxiliary Fund Expenditures</b>	<b>1,054,805</b>	<b>1,729,300</b>	<b>934,625</b>	<b>1,941,300</b>	<b>12.3 %</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	10.00	2.00	2.00	2.00	—
REVENUES					
Auxiliary Fund: Interest Income	28,254	20,000	17,000	51,000	155.0 %
Other Revenues: Miscellaneous	898,510	900,220	868,200	684,050	-24.0 %
Sales	1,216,071	1,018,000	950,000	924,220	-9.2 %
<b>Auxiliary Fund Revenues</b>	<b>2,142,835</b>	<b>1,938,220</b>	<b>1,835,200</b>	<b>1,659,270</b>	<b>-14.4 %</b>

## WORKFORCE DEVELOPMENT & CONTINUING ED

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Workforce Development &amp; Continuing Ed Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	15,815,705	18,372,215	16,355,300	20,712,172	12.7 %
<b>Workforce Development &amp; Continuing Ed Expenditures</b>	<b>15,815,705</b>	<b>18,372,215</b>	<b>16,355,300</b>	<b>20,712,172</b>	<b>12.7 %</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	93.50	93.50	93.50	93.50	—
REVENUES					
Other Revenues: Interest	67,193	50,000	50,000	80,000	60.0 %
Other Revenues; Miscellaneous	180,204	0	0	0	—
State Aid	7,336,869	8,041,559	8,041,559	9,084,684	13.0 %
Tuition and Fees: Continuing Education	9,615,932	10,900,000	9,213,168	10,372,460	-4.8 %
<b>Workforce Development &amp; Continuing Ed Revenues</b>	<b>17,200,198</b>	<b>18,991,559</b>	<b>17,304,727</b>	<b>19,537,144</b>	<b>2.9 %</b>

## CABLE TELEVISION FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Cable Television Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Operating Expenses	1,726,785	1,764,321	1,760,000	1,796,800	1.8 %
<b>Cable Television Fund Expenditures</b>	<b>1,726,785</b>	<b>1,764,321</b>	<b>1,760,000</b>	<b>1,796,800</b>	<b>1.8 %</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	11.00	11.00	11.00	11.00	—
REVENUES					
Cable: Other Revenue	5,997	0	0	0	—
<b>Cable Television Fund Revenues</b>	<b>5,997</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
ENDOWMENT FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Endowment Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Endowment Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	14,145	11,500	11,500	11,500	—
<b>Endowment Fund Revenues</b>	<b>14,145</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>—</b>
MAJOR FACILITIES RESERVE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Major Facilities Reserve Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,708,006	2,000,000	1,705,806	2,000,000	—
<b>Major Facilities Reserve Fund Expenditures</b>	<b>1,708,006</b>	<b>2,000,000</b>	<b>1,705,806</b>	<b>2,000,000</b>	<b>—</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest Income	246,081	200,000	200,000	175,000	-12.5 %
Student Fees	3,136,908	3,125,000	3,242,416	3,287,000	5.2 %
<b>Major Facilities Reserve Fund Revenues</b>	<b>3,382,989</b>	<b>3,325,000</b>	<b>3,442,416</b>	<b>3,462,000</b>	<b>4.1 %</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>MC GRANTS TAX SUPPORTED FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>MC Grants Tax Supported Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	400,000	400,000	400,000	400,000	—
<b>MC Grants Tax Supported Fund Expenditures</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
<b>TRANSPORTATION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Transportation Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	4,110,935	4,200,000	4,110,351	4,200,000	—
<b>Transportation Fund Expenditures</b>	<b>4,110,935</b>	<b>4,200,000</b>	<b>4,110,351</b>	<b>4,200,000</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Interest	0	0	0	125,000	—
Miscellaneous Other	360,122	338,000	598,000	170,000	-49.7 %
Student Fees	3,460,519	3,365,000	3,242,416	3,585,000	6.5 %
<b>Transportation Fund Revenues</b>	<b>3,820,641</b>	<b>3,703,000</b>	<b>3,840,416</b>	<b>3,880,000</b>	<b>4.8 %</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>291,197,574</b>	<b>314,681,186</b>	<b>294,940,885</b>	<b>318,347,932</b>	<b>1.2 %</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>1,925.60</b>	<b>1,910.85</b>	<b>1,910.85</b>	<b>1,910.85</b>	<b>—</b>
<b>Total Revenues</b>	<b>156,017,408</b>	<b>164,279,485</b>	<b>154,080,497</b>	<b>165,397,878</b>	<b>0.7 %</b>

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

### Office of Institutional Research and Effectiveness

Montgomery College collects and reports a range of data to comply with State and Federal requirements, to assess and improve the effectiveness of the College's programs, and to inform the community and local policymakers of progress in meeting performance goals. The following selection of data and performance indicators are provided to assist the County Executive and County Council with their annual review of the College's operating budget.

INPUT INDICATORS	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FISCAL YEAR STUDENTS	FY15	FY16	FY17	FY18	FY19	YR 5 VS YR 1	YR 5 VS YR 4
Fiscal Year Unduplicated Credit Students	35,527	34,410	32,752	31,342	29,961	-15.7%	-4.4%
Fiscal Year Unduplicated Students in WD&CE	22,244	23,164	24,064	24,609	24,890	11.9%	1.1%
FY Unduplicated Credit + WD&CE Students at MC	56,228	56,001	55,243	54,335	52,732	-6.2%	-3.0%
Fiscal Year FTEs for Credit Students	16,803	16,323	15,515	14,686	14,040	-16.4%	-4.4%
Fiscal Year FTEs for WD&CE Students	3,647	4,125	4,228	4,365	4,307	18.1%	-1.3%
FALL SEMESTER CREDIT STUDENTS	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	YR 5 VS YR 1	YR 5 VS YR 4
Total fall semester enrollment	25,320	23,916	22,875	21,720	21,260	-16.0%	-2.1%
New to College	4,796	4,383	4,228	4,034	3,931	-18.0%	-2.6%
Recent MCPS Graduates	2,587	2,494	2,507	2,446	2,484	-4.0%	1.6%
REASON FOR ATTENDING	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	YR 5 VS YR 1	YR 5 VS YR 4
Degree Seeking	1,621	1,554	1,710	1,724	1,813	11.8%	5.2%
Transfer	534	495	271	239	199	-62.7%	-16.7%
Early Placement	246	249	329	296	279	13.4%	-5.7%
Certificate Seeking	82	83	92	64	40	-51.2%	-37.5%
Continuing Education	1	2	4	21	62	6100.0%	195.2%
Personal Interest	5	8	5	1	2	-60.0%	100.0%
MD Dream Act	98	99	92	96	87	-11.2%	-9.4%
Other	5	4	4	5	2	-60.0%	-60.0%
Continuing/Returning	18,496	17,721	16,790	15,798	15,187	-17.9%	-3.9%
Transfer-In or "Visiting"	944	1,294	1,214	1,178	1,171	24.0%	-0.6%
Dual Enrollment - MC and High School	485	518	643	710	971	100.2%	36.8%
Attending Full-Time	8,890	8,493	8,060	7,571	7,305	-17.8%	-3.5%
Average Hours Enrolled	9.04	9.08	9.00	9.06	9.01	-0.3%	-0.6%
Receiving Pell Grants	7,952	7,459	7,248	6,595*	5,730**	-27.9%	-13.1%
Receiving any Financial Aid	11,915	11,468	10,971	10,265*	8,671**	-27.2%	-15.5%
New-Needing "Preparatory" Coursework	3,743	3,150	2,680	1,897	2,023	-46.0%	6.6%
"Foreign" by NCES definitions	2,295	2,253	2,269	2,121	2,190	-4.6%	3.3%
Asian	3,547	3,395	3,344	3,105	3,086	-13.0%	-0.6%
Black	8,014	7,541	7,084	6,693	6,405	-20.1%	-4.3%
Hispanic	6,610	6,550	6,552	6,389	6,350	-3.9%	-0.6%
White	6,616	5,975	5,429	5,077	4,863	-26.5%	-4.2%
Multi-Race, Other, Unknown	533	455	466	456	556	4.3%	21.9%

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Office of Institutional Research and Effectiveness

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
CREDIT COURSES AND ENROLLMENTS	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	YR 5 VS YR 1	YR 5 VS YR 4
Fall Semester Course Enrollments	70,356	66,605	62,817	60,249	58,228	-17.2%	-3.4%
Fall - Number of Separate Courses	717	699	672	671	656	-8.5%	-2.2%
Fall - Number of Course Sections	3,751	3,549	3,232	3,173	3,164	-15.6%	-0.3%
EMPLOYEES	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	YR 5 VS YR 1	YR 5 VS YR 4
Administrators	85	83	86	83	89	4.7%	7.2%
Instructional Faculty	1,452	1,404	1,331	1,324	1,321	-9.0%	-0.2%
Non-Instructional Faculty	86	92	90	84	86	0.0%	2.4%
Professional, Technical, and Support Staff	1,326	1,278	1,309	1,339	1,303	-1.7%	-2.7%
<b>TOTAL</b>	<b>2,949</b>	<b>2,857</b>	<b>2,816</b>	<b>2,830</b>	<b>2,799</b>	<b>-5.1%</b>	<b>-1.1%</b>

	YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	FY15	FY16	FY17	FY18	FY19	YR 5 VS YR 1	YR 5 VS YR 4
<b>FY Unduplicated Students</b>							
Workforce Development courses	9,079	10,060	10,206	10,946	11,455	26.2%	4.7%
Contract Training courses	3,114	4,004	3,902	5,045	5,099	63.7%	1.1%
Industry-Based Certification courses	4,972	5,432	5,517	5,270	5,531	11.2%	5.0%
Adult Basic Educ., ESOL, Literacy courses	6,545	6,619	7,009	5,942	5,798	-11.4%	-2.4%
All Specifically Grant-Funded programs/courses	na	na	na	6,467		na	na
Apprenticeship Programs	919	906	908	991	1,027	11.8%	3.6%
Allied Health/Health Careers courses	982	961	1,170	1,099	1,072	9.2%	-2.5%

OUTPUT INDICATORS (CREDIT PROGRAMS)	YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FALL-TO-FALL NEW STUDENT RETENTION RATES	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	YR 5 VS YR 1	YR 5 VS YR 4
All New Students	67.4%	64.7%	65.4%	64.7%	65.6%	-1.8%	0.9%
Developmental Students	68.8%	66.2%	64.6%	63.7%	62.2%	-6.6%	-1.5%
College-Ready Students	65.4%	62.4%	67.1%	66.4%	70.4%	5.0%	4.1%
Pell Grant Recipients	71.5%	67.8%	68.6%	66.7%	67.7%	-3.8%	1.0%
Began as Full-Time	77.3%	75.6%	74.7%	74.8%	74.2%	-3.1%	-0.6%
Began as Part-Time	55.6%	52.8%	54.1%	51.4%	54.8%	-0.8%	3.4%
Asian	77.1%	77.6%	76.4%	74.9%	78.1%	1.0%	3.1%
Black	60.6%	60.8%	62.5%	62.8%	62.7%	2.1%	-0.1%
Hispanic	71.3%	66.8%	67.1%	63.8%	65.4%	-5.9%	1.6%
White	64.6%	59.5%	60.3%	62.1%	62.1%	-2.5%	0.0%
Multi-Race, Other, Unknown	68.0%	56.3%	64.2%	53.6%	60.0%	-8.0%	6.4%

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Office of Institutional Research and Effectiveness

	YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FOUR-YEAR GRADUATION-TRANSFER RATES	ENTER FALL 2010	ENTER FALL 2011	ENTER FALL 2012	ENTER FALL 2013	ENTER FALL 2014	YR 5 VS YR 1	YR 5 VS YR 4
All New Students	49.8%	47.5%	45.6%	48.2%	50.2%	0.4%	2.0%
College-Ready	68.5%	68.5%	68.5%	67.7%	69.8%	1.3%	2.1%
Developmental Completers	47.9%	46.7%	44.0%	54.6%	51.8%	3.9%	-2.8%
Developmental Non-Completers	28.0%	29.0%	18.5%	23.3%	21.4%	-6.6%	-1.9%
Pell Grant Recipients	47.6%	44.5%	42.9%	42.1%	44.7%	-2.9%	2.6%
Asian	62.0%	59.9%	55.7%	59.9%	63.3%	1.3%	3.4%
Black	42.4%	49.1%	39.7%	45.3%	46.2%	3.8%	0.9%
Hispanic	44.7%	34.6%	34.2%	38.0%	41.7%	-3.0%	3.7%
White	55.3%	52.8%	56.9%	58.4%	59.3%	4.0%	0.9%

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
GRADUATION / AWARDS / TRANSFERS	FY15	FY16	FY17	FY18	FY19	YR 5 VS YR 1	YR 5 VS YR 4
<i>Fiscal Year Graduates</i>	2,933	2,770	2,733	2,723	2,922	-0.4%	7.3%
<i>Fiscal Year Awards</i>	2,973	2,843	2,833	2,885	3,082	3.7%	6.8%
Associate Degrees	2,658	2,556	2,612	2,576	2,763	4.0%	7.3%
Certificates	284	287	213	303	312	9.9%	3.0%
TRANSFER TO FOUR-YEAR INSTITUTIONS							
MC Graduate	2,005	1,905	2,072	2,015	2,086	4.0%	3.5%
12+ Credits, but not Graduate	2,643	2,590	2,517	2,299	2,112	-20.1%	-8.1%

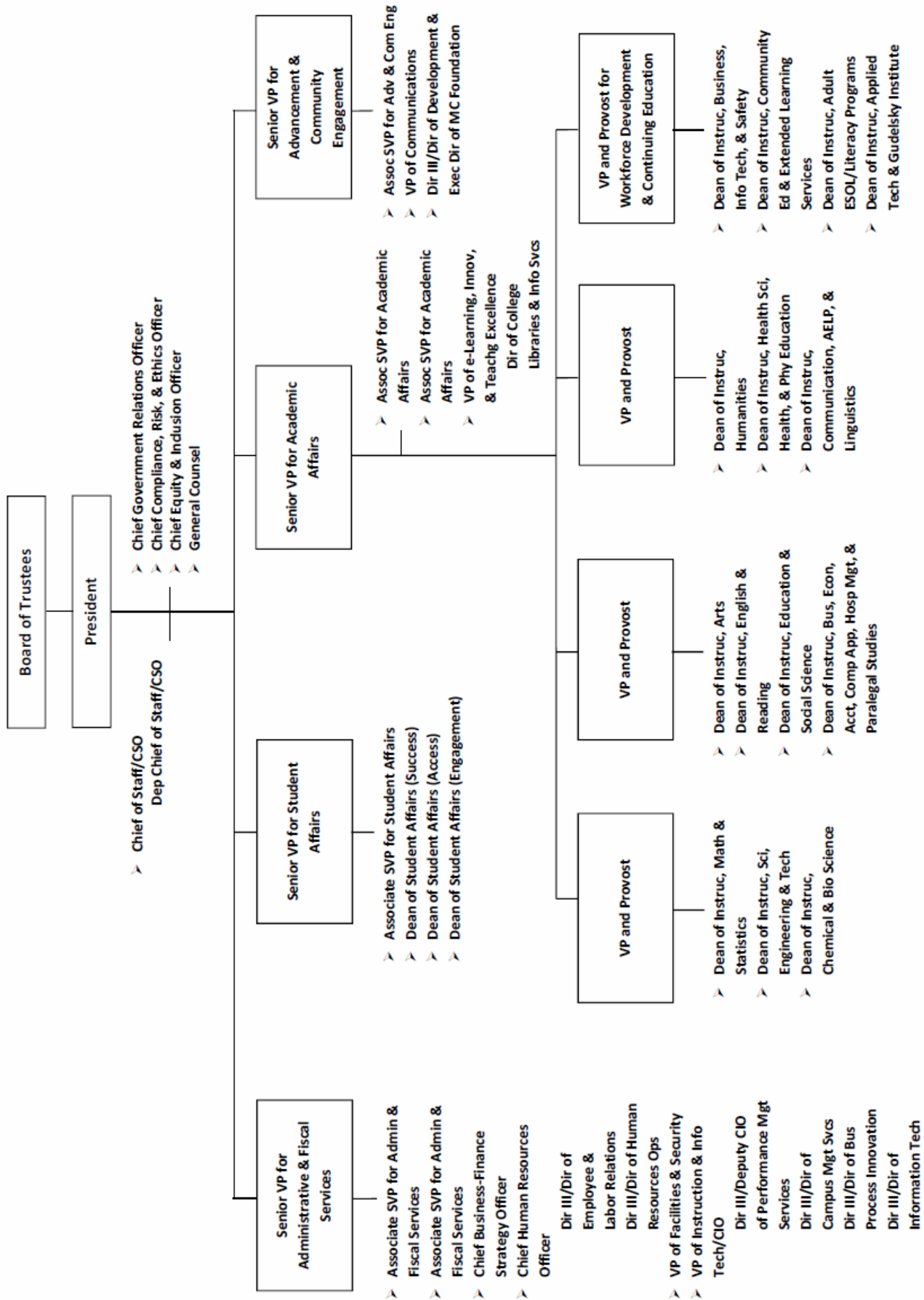
	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
DEVELOPMENTAL METRICS	FALL 2010	FALL 2011	FALL 2012	FALL 2013	FALL 2014	YR 5 VS YR 1	YR 5 VS YR 4
New Students Needing Developmental	3,096	3,032	2,922	3,036	2,746	-11.3%	-9.6%
Asian	287	260	235	226	233	-18.8%	3.1%
Black	1,022	1,073	1,007	1,024	842	-17.6%	-17.8%
Hispanic	862	873	896	1,011	996	15.5%	-1.5%
White	866	768	728	677	602	-30.5%	-11.1%
Completed Developmental in Four Years	2,046	1,992	1,867	1,548	1,677	-18.04%	8.3%
New Students Needing Developmental Math	These data were not generated and will take additional time to obtain			2,964***	2,665	na	-10.1%
New Students Completing Developmental Math in Year 1				1,064***	1,179	na	10.8%

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

Office of Institutional Research and Effectiveness

OUTPUT INDICATORS - WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
COURSE / STUDENT SUCCESS RATES	FY15	FY16	FY17	FY18	FY19	YR 5 VS YR 3	YR 5 VS YR 4
Workforce Development Certificate Completers Students	na	3,910	4,045	3,378	2,623	na	-22.4%
Courses	na	6,263	6,019	4,908	3,924	na	-20.0%
Selected Health Career Program Students Obtaining Certification-Percent Successful	79.2%	87.3%	85.7%	92.0%	93.5%	18.1%	1.5%
Percent Selected [ Other Programs ] Students Obtaining Certification	Data not available						
Number of WD&CE Students Subsequently Enrolled in Credit Courses		4,029	3,919	3,210	3,159	na	-1.6%
Percent Grant-funded Programs/Courses Students that Complete	Data not available						
Percent Apprenticeship Program Completers within 4 Years	Data not available						
Number of Apprenticeship Program Graduates	135	119	136	159	163	20.7%	2.5%

# Montgomery College Organizational Chart



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# Maryland-National Capital Park and Planning Commission

## RECOMMENDED FY21 BUDGET

\$161,197,550

## FULL TIME EQUIVALENTS

1,127.34

## MISSION STATEMENT

The Maryland-National Capital Park and Planning Commission (M-NCPPC) in Montgomery County manages physical growth and plans communities; protects and stewards natural, cultural, and historical resources; and provides leisure and recreational experiences.

## BUDGET OVERVIEW

The M-NCPPC was established by the General Assembly of Maryland in 1927. As a bi-county agency, the Commission is a corporate body of the State of Maryland. The Commission operates in each county through a Planning Board and, in Montgomery County, a Park Commission. Five board members, appointed by the County Council, serve as the Montgomery County members of the Commission. The Planning Board exercises policy oversight to the Commissioners' Office, the Department of Parks, the Planning Department, and Central Administrative Services.

On January 15 each year, M-NCPPC submits to the County Council and the County Executive the M-NCPPC proposed budget for the upcoming fiscal year. That document is a statement of mission and goals, justification of resources requested, description of work items accomplished in the prior fiscal year, and a source of important statistical and historical data. The M-NCPPC proposed budget can be obtained by contacting the M-NCPPC Budget Office at 301.454.1731 or visiting the Commission's website at [www.mncppc.org](http://www.mncppc.org). Summary data only are included in this presentation.

### Tax Supported Funds

The M-NCPPC tax-supported Operating Budget consists of the Administration Fund, the Park Fund, and the Advance Land Acquisition (ALA) Debt Service Fund. The Administration Fund supports the Commissioners' Office, the Montgomery County funded portion of the Central Administrative Services (CAS) offices, and the Planning Department. The Administration Fund is supported by the Regional District Tax, which includes Montgomery County, less the municipalities of Barnesville, Brookeville, Gaithersburg, Laytonsville, Poolesville, Rockville, and Washington Grove.

The Park Fund supports the activities of the Department of Parks and Park Debt Service. The Park Fund is supported by the Metropolitan District Tax, whose taxing area is identical to that of the Regional District.

The Advance Land Acquisition (ALA) Debt Service Fund supports the payment of debt service on bonds issued to purchase land for

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a variety of public purposes. The Advance Land Acquisition Debt Service Fund has a countywide taxing area.

### **Non-Tax Supported Funds**

There are three non-tax supported funds within the M-NCPPC that are financed and operated in a manner similar to private enterprise. These self-supporting operations are the Enterprise Fund, the Property Management Fund, and the Special Revenue Fund.

Grants are extracted from the tax-supported portion of the fund displays and displayed in the Grant Fund. The Grant Fund, as displayed, consists of grants from the Park and Administration Funds.

Special Revenue Funds are used to account for the proceeds from specific revenue sources that are legally restricted to expenditures for specific purposes. The budgets are associated with Planning and Parks operations throughout the Commission.

### **Commissioners' Office**

The Commissioners' Office supports the five Planning Board members and enhances communication among the Planning Board, County Council, County residents, other governmental agencies, and other Commission departments.

### **Planning Department**

The Planning Department provides information, analysis, recommendations, and other staffing services to the Montgomery County Planning Board, the County Council, the County Executive, other governmental agencies, and the general public. The Department prepares master and sector plans for Planning Board review and approval by the County Council. The Department reviews development applications for conformance with existing laws, regulations, master plans and policies, and presents its recommendations to the Planning Board for action. The Department gathers, analyzes, and reports various data (such as housing, employment, population growth, and other topics of interest) to the County Council, County government, other agencies, the business community, and the public.

### **Central Administrative Services**

The mission of Central Administrative Services (CAS) is to provide quality corporate services in the areas of corporate governance, human resources, finance and budget, legal counsel, information technology, and internal audit. CAS strives to deliver these services with integrity, innovation, responsiveness, and excellent customer service to the Commission, its employees, elected and appointed officials, and the communities served in the bi-county region. The level of services, and therefore funding allocation, by county, is tailored to the agency and the individual department needs. Certain functions are allocated based on labor distribution or a cost driver such as the number of employees paid. Some functions, such as the Merit System Board, are funded evenly by both counties.

### **Department of Parks**

The Department of Parks provides recommendations, information, analysis, and services to the Montgomery County Planning Board (which also serves as the Park Commission), the County Council, the County Executive, other government agencies, and the general public. The Department also oversees the acquisition, development, and management of a nationally recognized, award-winning park system providing County residents with open space for recreational opportunities and natural resources stewardship. The Department oversees a comprehensive park system of over 36,000 acres in 421 parks of different sizes, types, and functions that feature Stream Valley and Conservation Parks, Regional and Special Parks, Recreational Parks, and Local and Community Parks. The Department serves County residents as the primary provider of open space for recreational opportunities and security and maintenance of the park system.

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### **Debt Service - Park Fund**

Park Debt Service pays principal and interest on the Commission's acquisition and development bonds. The proceeds of these bonds are used to fund the Local Parks portion of the M-NCPPC Capital Improvements Program.

### **Debt Service - Advance Land Acquisition Debt Service Fund and Revolving Fund**

The Advance Land Acquisition Debt Service Fund pays principal and interest on the Commission's Advance Land Acquisition bonds. The proceeds of the Advance Land Acquisition bonds support the Advanced Land Acquisition Revolving Fund (ALARF). ALARF activities include the acquisition of land needed for State highways, streets, roads, school sites, and other public uses. The Commission may only purchase land through the ALARF at the request of another government agency, with the approval of the Montgomery County Council.

### **Enterprise Fund**

The Enterprise Fund accounts for various park facilities and services which are entirely supported by user fees. Recreational activities include: ice rinks, indoor tennis, event centers, boating, camping, trains, carousel, mini-golf, driving range, and sports pavilion. Operating profits are reinvested in new or existing public revenue-producing facilities through the operating budget and Capital Improvements Program.

### **Property Management Fund**

The Property Management Fund manages leased facilities located on parkland throughout the County, including single-family houses, apartment units, businesses, farmland, and facilities that house County programs.

### **Spending Affordability Guidelines**

In February 2020, the Council approved the FY21 Spending Affordability Guidelines (SAG) of \$128,600,000 for the tax-supported Administration and Park funds of the M-NCPPC, which is a \$3,400,000 or 2.72 percent increase from the FY20 SAG of \$125,200,000. SAG excludes debt service and retiree health insurance prefunding. The Commission proposed an FY21 tax-supported budget, excluding debt service or retiree health insurance, \$2,401,862 million below the FY21 SAG.

### **County Executive Recommendations**

The County Executive recommends an FY21 tax-supported appropriation, excluding debt service, of \$133,766,023 for M-NCPPC. This represents an increase of \$1.4 million, or 1.1 percent, over FY20 Approved.

### **Park Fund**

The County Executive recommends funding of \$100,992,054, excluding debt service. This represents an increase of \$970,503 or 1.0 percent, over FY20 Approved. The Executive recommends \$7,165,410 for the Park Fund Debt Service budget, an increase of \$541,000 or 8.2 percent from the FY20 Approved Budget.

### **Administration Fund**

The County Executive recommends funding of \$32,773,969. This represents an increase of \$429,090, or 1.3 percent, over FY20 Approved.

### **ALA Debt Service Fund**

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The County Executive concurs with the M-NCPPC request for funding of \$142,600. This represents a \$2,600 or 1.8 percent decrease from the FY20 Approved Budget.

### **Enterprise Fund**

The County Executive recommends funding of \$10,634,588. This represents a \$936,654 or 9.7 percent increase from the FY20 Approved Budget.

### **Property Management Fund**

The County Executive concurs with the M-NCPPC request for funding of \$1,586,500. This represents a \$23,180 or 1.5 percent increase from the FY20 Approved Budget.

### **Special Revenue Fund**

The County Executive concurs with the M-NCPPC request for funding of \$7,352,429. This represents a \$267,689 or 3.8 percent increase from the FY20 Approved Budget.

The County Executive concurs with the M-NCPPC request to transfer \$1,015,120 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents a decrease of \$376,580 or 27 percent from the FY20 Approved Budget to reflect the price of a new contract and additional ballfields being maintained.

The County Executive recommends M-NCPPC's requested use of \$600,000 in Community Use of Public Facilities (CUPF) funds to support the FY21 and FY22 Capital Improvements Program (CIP) Ballfields Initiative (P008720).

### **Grant Fund**

The County Executive concurs with the M-NCPPC request for funding of \$550,000. This maintains the level of support in the FY20 Approved Budget.

In addition, this agency'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:

- ◆ **An Affordable, Welcoming County for a Lifetime**
- ◆ **Thriving Youth and Families**
- ◆ **Easier Commutes**
- ◆ **A Greener County**
- ◆ **Effective, Sustainable Government**
- ◆ **Safe Neighborhoods**
- ◆ **A Growing Economy**

## **PROGRAM CONTACTS**

Contact John Kroll of the Maryland-National Capital Park and Planning Commission at 301.454.1731 or Brett Magellan of the Office

of Management and Budget at 240.777.2767 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>ADMINISTRATION FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Administration Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	30,343,807	32,344,879	32,644,879	32,773,969	1.3 %
<b>Administration Fund Expenditures</b>	<b>30,343,807</b>	<b>32,344,879</b>	<b>32,644,879</b>	<b>32,773,969</b>	<b>1.3 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	186.11	185.76	185.76	187.89	1.2 %
<b>REVENUES</b>					
Intergovernmental	415,700	403,500	403,500	403,500	—
Investment Income	405,855	100,000	100,000	100,000	—
Miscellaneous	4,084	0	0	0	—
Property Tax	26,630,664	30,516,309	29,870,552	31,870,604	4.4 %
User Fees	254,537	198,400	198,400	204,700	3.2 %
<b>Administration Fund Revenues</b>	<b>27,710,840</b>	<b>31,218,209</b>	<b>30,572,452</b>	<b>32,578,804</b>	<b>4.4 %</b>
<b>PARK FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Park Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	95,565,280	100,021,551	100,021,551	100,992,054	1.0 %
Debt Service Other	5,983,991	6,624,410	6,399,410	7,165,410	8.2 %
<b>Park Fund Expenditures</b>	<b>101,549,271</b>	<b>106,645,961</b>	<b>106,420,961</b>	<b>108,157,464</b>	<b>1.4 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	737.00	756.00	756.00	773.60	2.3 %
<b>REVENUES</b>					
Facility User Fees	2,802,813	3,216,214	3,216,214	3,233,793	0.5 %
Intergovernmental	3,344,909	3,422,473	3,422,473	3,422,473	—
Investment Income	348,171	60,000	60,000	100,000	66.7 %
Investment Income: CIP	224,636	40,000	40,000	25,000	-37.5 %
Miscellaneous	422,133	115,800	115,800	102,100	-11.8 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Property Tax	90,674,169	100,524,312	98,397,114	103,848,034	3.3 %
<b>Park Fund Revenues</b>	<b>97,816,831</b>	<b>107,378,799</b>	<b>105,251,601</b>	<b>110,731,400</b>	<b>3.1 %</b>

### ALA DEBT SERVICE FUND

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>ALA Debt Service Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Debt Service Other	151,350	145,200	145,200	142,600	-1.8 %
<b>ALA Debt Service Fund Expenditures</b>	<b>151,350</b>	<b>145,200</b>	<b>145,200</b>	<b>142,600</b>	<b>-1.8 %</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

#### REVENUES

Property Tax	1,976,076	2,075,264	2,029,578	2,068,181	-0.3 %
<b>ALA Debt Service Fund Revenues</b>	<b>1,976,076</b>	<b>2,075,264</b>	<b>2,029,578</b>	<b>2,068,181</b>	<b>-0.3 %</b>

### GRANT FUND MNCPPC

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MNCPPC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	0	550,000	550,000	550,000	—
<b>Grant Fund MNCPPC Expenditures</b>	<b>0</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>—</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

#### REVENUES

Administration Fund Grants	0	150,000	150,000	150,000	—
Park Fund Grants	0	400,000	400,000	400,000	—
<b>Grant Fund MNCPPC Revenues</b>	<b>0</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>—</b>

### ENTERPRISE FUND

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Enterprise Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Operating Expenses	9,489,241	9,697,934	10,145,445	10,634,588	9.7 %
<b>Enterprise Fund Expenditures</b>	<b>9,489,241</b>	<b>9,697,934</b>	<b>10,145,445</b>	<b>10,634,588</b>	<b>9.7 %</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	125.40	120.70	120.70	121.80	0.9 %
REVENUES					
Fees and Charges	6,913,671	6,470,275	6,842,500	7,015,600	8.4 %
Merchandise Sales	834,786	854,350	854,900	886,500	3.8 %
Miscellaneous	823,830	777,622	756,652	777,241	—
Non-Operating Revenues/Interest	587,575	200,000	296,500	393,000	96.5 %
Rentals	3,389,722	3,294,795	3,315,022	3,535,795	7.3 %
<b>Enterprise Fund Revenues</b>	<b>12,549,584</b>	<b>11,597,042</b>	<b>12,065,574</b>	<b>12,608,136</b>	<b>8.7 %</b>

### PROP MGMT MNCPPC

#### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Prop Mgmt MNCPPC Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	1,529,451	1,563,320	1,563,320	1,586,500	1.5 %
<b>Prop Mgmt MNCPPC Expenditures</b>	<b>1,529,451</b>	<b>1,563,320</b>	<b>1,563,320</b>	<b>1,586,500</b>	<b>1.5 %</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	7.00	5.80	5.80	5.80	—

#### REVENUES

Investment Income	34,516	10,000	10,000	25,000	150.0 %
Miscellaneous	6,750	0	0	0	—
Rental Income	1,352,558	1,456,600	1,456,600	1,561,500	7.2 %
<b>Prop Mgmt MNCPPC Revenues</b>	<b>1,393,824</b>	<b>1,466,600</b>	<b>1,466,600</b>	<b>1,586,500</b>	<b>8.2 %</b>

### SPECIAL REVENUE FUNDS

#### EXPENDITURES

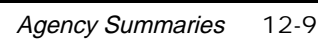
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Special Revenue Funds Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	5,234,046	7,084,740	6,889,953	7,352,429	3.8 %
<b>Special Revenue Funds Expenditures</b>	<b>5,234,046</b>	<b>7,084,740</b>	<b>6,889,953</b>	<b>7,352,429</b>	<b>3.8 %</b>

#### PERSONNEL

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	34.15	34.15	34.15	38.25	12.0 %
REVENUES					
Intergovernmental	322,860	296,730	345,560	510,750	72.1 %
Investment Income	166,385	55,000	64,350	110,000	100.0 %
Miscellaneous	270,893	239,400	363,303	283,000	18.2 %
Service Charges	4,598,030	3,198,043	3,146,925	3,285,260	2.7 %
<b>Special Revenue Funds Revenues</b>	<b>5,358,168</b>	<b>3,789,173</b>	<b>3,920,138</b>	<b>4,189,010</b>	<b>10.6 %</b>
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>148,297,166</b>	<b>158,032,034</b>	<b>158,359,758</b>	<b>161,197,550</b>	<b>2.0 %</b>
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>1,089.66</b>	<b>1,102.41</b>	<b>1,102.41</b>	<b>1,127.34</b>	<b>2.3 %</b>
<b>Total Revenues</b>	<b>146,805,323</b>	<b>158,075,087</b>	<b>155,855,943</b>	<b>164,312,031</b>	<b>3.9 %</b>

## Maryland-National Capital Park and Planning



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# Housing Opportunities Commission

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## MISSION STATEMENT

The mission of the Housing Opportunities Commission (HOC) is to provide affordable and supportive housing services that enhance the lives of low- and moderate-income families and individuals throughout Montgomery County, Maryland, so that:

- no one in the County lives in substandard housing;
- families and communities are strengthened;
- an efficient and productive environment that fosters trust, open communication, and mutual respect is established; and
- advocates, providers, and community members can collaborate to maintain support for all the work of the Commission.

## BUDGET OVERVIEW

Complete information regarding the budget of the HOC is available by contacting the Legislative and Public Affairs Division of the Commission at 240.627.9400. Copies of the budget are available online at [www.hocmc.org](http://www.hocmc.org).

The FY21 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is \$6,962,075. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of \$174,026 from the FY20 approved budget of \$6,788,049.

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

## PROGRAM CONTACTS

Contact Terri Fowler of the Housing Opportunities Commission at 240.627.9507 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this agency's operating budget.

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# Revenue Authority

## MISSION STATEMENT

The purpose of the Montgomery County Revenue Authority is to own and operate self-sustaining projects to support the County's education, economic development, human services, recreation, and transportation needs through enterprises conducted within its authority as a public corporation. To accomplish its goals, the Authority engages in activities to:

- Construct, improve, equip, furnish, and maintain projects devoted wholly or partially for the public good, use, or general welfare;
- Initiate public projects designed to stimulate employment or economic growth;
- Develop and operate recreational facilities in the County; and
- Assist in financing County government projects through the issuance of Revenue Authority bonds or other debt.

## Agency Description

The Revenue Authority is an instrumentality of Montgomery County and a public corporation created in accordance with State law in 1957 to construct and operate a variety of self-supporting projects. In 1992, State legislation authorized Montgomery County to establish the Revenue Authority in local law. In December 1992, the County Council enacted legislation that recreated the Revenue Authority in local law (Montgomery County Code Chapter 42), and the operations of the existing Authority were assumed. The Revenue Authority Board of Directors consists of six members, five of whom serve five-year staggered terms, and are appointed by the County Executive, subject to confirmation by the County Council. In 1998, the County Council amended County Code Chapter 42 to add the Chief Administrative Officer (CAO) to the Board as a non-voting member. The Revenue Authority is authorized to issue its own revenue bonds which are repaid solely from funds of, and revenues received by, the Authority. General tax receipts are not used for either the retirement of debt for projects developed and operated by the Authority or for the Authority's operating costs. Authority projects and debt are tax-exempt under State law unless declared taxable by the Authority. The Revenue Authority publishes an annual report, and is required to publish its annual budget by May 1 of each year.

## Budgetary Requirements

The six-year Capital Improvements Program (CIP) of the Revenue Authority is subject to Executive review and Council approval, with further Executive approval required prior to the start of any specific project. Operating costs of maintaining, preparing, and operating Authority projects, including payment of principal and interest on bonds issued, are funded from rates, tolls, rents, and charges to users of its projects, such as golf course fees. The Revenue Authority Board of Directors reviews Operating Budget recommendations of its staff during April, publishes its budget by May 1, and adopts an Operating Budget for the forthcoming fiscal year by July 1.

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## PROGRAM CONTACTS

Contact Keith Miller, Chief Executive Officer of the Revenue Authority at 301.762.9080 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this agency's operating budget.



# WSSC Water

## MISSION STATEMENT

The Washington Suburban Sanitary Commission (WSSC Water) is a bi-county governmental agency established in 1918 by an Act of the Maryland General Assembly. It is charged with the responsibility of providing water and sanitary sewer service within the Washington Suburban Sanitary District, which includes most of Montgomery and Prince George's Counties. In Montgomery County, only the Town of Poolesville and portions of the City of Rockville are outside of the District.

## WSSC WATER'S PROPOSED BUDGET

WSSC Water's proposed budget is not detailed in this document. The Commission's full budget can be obtained from WSSC Water's Budget Group at the WSSC Water Headquarters Building, 14501 Sweitzer Lane, Laurel, Maryland 20707 (telephone: 301.206.8000) or from their website at <https://www.wsscwater.com/budget>.

Prior to January 15 of each year, the Commission prepares preliminary proposed capital and operating budgets for the next fiscal year. On or before February 15, the Commission conducts public hearings in both counties. WSSC Water then prepares and submits the proposed capital and operating budgets to the County Executives of Montgomery and Prince George's Counties by March 1.

By March 15 of each year, the County Executives of Montgomery and Prince George's Counties are required by law to transmit the proposed budgets, recommendations on the proposed budgets, and the record of the public hearings held by WSSC Water to their respective County Councils.

Each County Council may hold public hearings on WSSC Water's proposed operating and capital budgets, but no earlier than 21 days after receipt from the County Executive. Each County Council may add to, delete from, increase, or decrease any item in either budget. Additionally, each Council is required by law to transmit by May 15 any proposed changes to the other County Council for review and concurrence. The failure of both Councils to concur on changes constitutes approval of the item as originally proposed by WSSC Water. Should the Councils fail to approve the budgets on or before June 1 of any given year, WSSC Water's proposed budgets are adopted.

## Accomplishments and Initiatives

- Operating and maintaining a system of three reservoirs impounding 14 billion gallons of water, two water filtration plants, six water resource recovery facilities, 5,900 miles of water mains, and 5,700 miles of sewer mains, 24 hours a day, 7 days a week.
- Treating or delivering 164 Million Gallons per Day (MGD) of water to over 475,000 customer accounts in a manner that meets or exceeds the Safe Drinking Water Act standards.
- Replacing 25 miles of water main and 26 miles of sewer main and lateral lines.
- Restore normal service within 24 hours from when the agency is notified of an emergency, and to limit time a customer is without water service to less than 6 hours.

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## Spending Control Limits

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The spending control limits process requires that the two counties set annual ceilings on WSSC Water's water and sewer rate increase and on debt (bonded indebtedness as well as debt service) and then adopt corresponding limits on the size of the capital and operating budgets. The two councils must not approve capital and operating budgets in excess of the approved spending control limits unless a majority of each council votes to approve them. If the two councils cannot agree on expenditures above the spending control limits, they must approve budgets within these limits. The following table shows the FY21 spending control limits adopted by the Montgomery and Prince George's County Councils, compared to the spending control results projected under WSSC Water's Proposed FY21 Budget and under the County Executive's Recommended Budget for WSSC Water. The Commission's Proposed Budget complies with all of the spending control limits approved by the two County Councils except for the Total Water and Sewer Operating Expenses which are slightly higher than the approved ceiling. These additional operating costs will be recouped with non-rate revenue from an accounting adjustment into the operating fund, debt service off-sets, and increases in fixed fees.

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## County Executive Recommendations

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### **Operating Budget**

The County Executive recommends that WSSC Water's proposed FY21 budget be approved with a water and sewer rate increase of 7.0 percent in FY21 consistent with the Commission's resource needs outlined in their proposed budget. Capital Budget.

### **Capital Budget**

The County Executive recommended the WSSC Water FY21-26 Capital Improvements Program (CIP) budget be approved as submitted by the Commission.

FY21 fiscal projections for all funds and budgets are shown below.

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## PROGRAM CONTACTS

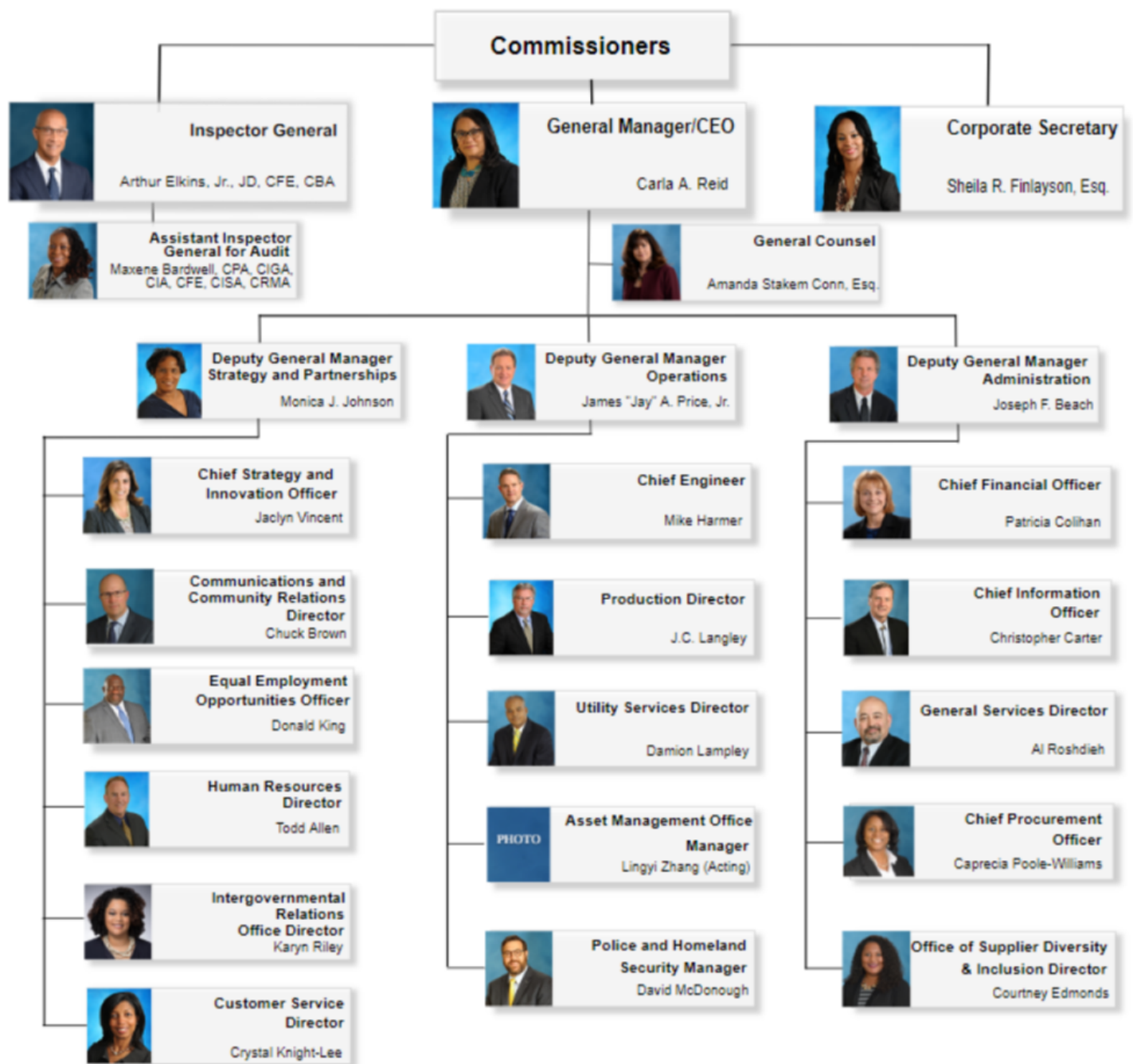
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Contact Letitia Carolina-Powell of the WSSC Water at 301.206.8379 or Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this agency's operating budget.

# WSSC Water PROPOSED BUDGET: SIX-YEAR FORECAST FOR WATER AND SEWER OPERATING FUNDS

FISCAL PROJECTIONS	FY20 ESTIMATED	FY21 PROPOSED	FY21 CE REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
<b>SPENDING AFFORDABILITY RESULTS</b>								
New Water and Sewer Debt (\$millions)	\$384.9	\$409.9	\$409.9	\$503.1	\$495.7	\$403.8	\$355.0	\$379.5
Total Water and Sewer Operating Expenses (\$millions)	\$802.6	\$842.5	\$842.5	\$878.5	\$922.1	\$976.7	\$1,040.1	\$1,101.0
Debt Service (\$millions)	\$306.3	\$313.9	\$313.9	\$336.1	\$365.6	\$389.7	\$415.2	\$437.9
Average Water and Sewer Rate Increase	5.0%	7.0%	7.0%	8.0%	7.0%	7.0%	6.5%	6.5%
<b>BEGINNING FUND BALANCE (\$000)</b>	<b>140,729</b>	<b>129,388</b>	<b>129,388</b>	<b>121,388</b>	<b>130,774</b>	<b>150,044</b>	<b>167,467</b>	<b>180,141</b>
<b>REVENUES (\$000)</b>								
Water and Sewer Rate Revenue	658,899	695,711	695,711	752,668	806,749	864,729	922,553	984,252
Interest Income	5,500	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Account Maintenance Fee	32,296	32,360	32,360	32,426	32,491	32,556	32,621	32,686
Infrastructure Investment Fee	39,331	39,410	39,410	39,488	39,567	39,647	39,726	39,805
Miscellaneous	35,700	38,270	38,270	38,912	39,569	40,242	40,931	41,635
<b>Total Revenues</b>	<b>771,726</b>	<b>815,751</b>	<b>815,751</b>	<b>873,494</b>	<b>928,376</b>	<b>987,174</b>	<b>1,045,831</b>	<b>1,108,378</b>
SDC Debt Service Offset	4,658	5,772	5,772	4,984	4,983	4,982	4,984	4,984
Reconstruction Debt Service Offset (REDO)	11,600	9,500	9,500	7,400	6,000			
Use of Fund Balance	11,341	8,000	8,000	7,000	6,000	5,000		
Premium Transfer	2,900	1,500	1,500					
Underwriters Discount Transfer		2,000	2,000	2,000	2,000	2,000	2,000	2,000
Miscellaneous Offset	395							
<b>TOTAL FUNDS AVAILABLE</b>	<b>802,620</b>	<b>842,523</b>	<b>842,523</b>	<b>894,878</b>	<b>947,359</b>	<b>999,156</b>	<b>1,052,815</b>	<b>1,115,362</b>
<b>EXPENDITURES (\$000)</b>								
Salaries and Wages	129,675	133,197	133,197	139,191	145,454	152,000	158,840	165,988
Heat, Light, and Power	19,436	20,423	20,423	21,240	22,089	22,973	23,892	24,847
Regional Sewage Disposal	59,000	58,000	58,000	59,160	60,343	61,550	62,781	64,037
Debt Service	306,307	313,865	313,865	336,142	365,610	389,665	415,176	437,884
PAYGO	31,016	31,016	31,016	31,016	31,016	56,000	88,000	95,000
All Other	257,185	286,022	286,022	291,742	297,577	294,545	291,452	297,281
Reserve Contribution								
Unspecified Expenditure Reductions								15,926
<b>TOTAL USE OF RESOURCES</b>	<b>802,620</b>	<b>842,523</b>	<b>842,523</b>	<b>878,491</b>	<b>922,089</b>	<b>976,733</b>	<b>1,040,141</b>	<b>1,100,963</b>
<b>REVENUE/EXPENDITURE SURPLUS/(GAP)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,387</b>	<b>25,270</b>	<b>22,423</b>	<b>12,674</b>	<b>14,399</b>
<b>YEAR END FUND BALANCE w/o additional reserve contribution</b>	<b>129,388</b>	<b>121,388</b>	<b>121,388</b>	<b>130,775</b>	<b>150,044</b>	<b>167,467</b>	<b>180,141</b>	<b>194,540</b>
<b>Additional Reserve Contribution</b>								
<b>TOTAL YEAR END FUND BALANCE</b>	<b>129,388</b>	<b>121,388</b>	<b>121,388</b>	<b>130,775</b>	<b>150,044</b>	<b>167,467</b>	<b>180,141</b>	<b>194,540</b>
Debt Service as a Percentage of Water and Sewer Operating Budget	38.2%	37.3%	37.3%	38.3%	39.7%	39.9%	39.9%	39.8%
Total End of Fiscal Year Operating Reserve	73,525	73,525	73,525	73,525	73,525	73,525	73,525	73,525
Total Operating Reserve as a Percentage of Water and Sewer Rate Revenue	11.2%	10.6%	10.6%	9.8%	9.1%	8.5%	8.0%	7.5%
Total Workyears (all funds)	1,776	1,776	1,776	1,776	1,776	1,776	1,776	1,776
<b>Assumptions:</b> <ol style="list-style-type: none"> <li>The County Executive's operating budget recommendation is for FY21 only and incorporates the Executive's revenue and expenditure assumptions for that budget.</li> <li>The FY22-26 projections reflect WSSC Water's multi-year forecast and assumptions, which are not adjusted to conform to the County Executive's Recommended budget for WSSC Water. The projected expenditures, revenues, and fund balances for these years may be based on changes to rates, fees, usage, inflation, future labor agreements, and other factors not assumed in the County Executive's Recommended FY21 water and sewer operating budget for WSSC Water.</li> <li>The FY21 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY20 budget jointly approved by Montgomery and Prince George's counties. The FY21 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC Water's proposed FY21 budget. The FY21 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC Water budget for FY21. The FY22-26 spending affordability figures correspond to the values of the various spending affordability parameters based on the revenue and expenditure forecasts shown for the given year and are provided by WSSC.</li> <li>The total FY20 estimated workyears shown correspond to the actual workyears as of December, 2019.</li> <li>Estimates of revenue in FY22-26 assume the rate increases projected by WSSC Water in the Average Water and Sewer Rate Increase line.</li> <li>In the projection for FY22-26 additional unspecified expenditure reductions are included to close WSSC Water's projected revenue shortfall in these years.</li> <li>Totals in this chart and WSSC Water's FY21 Proposed Long-Range Fiscal Plan for Water and Sewer Operating Funds may not match due to rounding.</li> </ol>								

Source: WSSC Water FY21 Proposed Budget Long-Range Financial Plan for Water and Sewer Operating Funds





# County Council

## RECOMMENDED FY21 BUDGET

\$13,648,272

## FULL TIME EQUIVALENTS

88.43

 MARLENE MICHAELSON, EXECUTIVE DIRECTOR

## MISSION STATEMENT

The mission of the County Council is to legislate for the peace, good government, health, safety, and welfare of Montgomery County and establish policies under which a system of public administration and finance provides services effectively, efficiently, and equitably.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the County Council is \$13,648,272, an increase of \$1,234,857 or 9.95 percent from the FY20 Approved Budget of \$12,413,415. Personnel Costs comprise 87.12 percent of the budget for 97 full-time position(s) and seven part-time position(s), and a total of 88.43 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 12.88 percent of the FY21 budget.

## PROGRAM CONTACTS

Contact Sandra Marin of the County Council at 240.777.7930 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Council Staff Operations

Council Staff Operations is responsible for four activities in support of the Council: Legislative Program, Planning, and Budget; Legislative Information Services and Council Communications Office; Office of the Clerk of the Council; and Administration.

Legislative Program, Planning, and Budget staff perform research and analysis on issues before the Council and prepare written reports and recommendations for all agenda items at Council sessions and Committee meetings. Staff also respond to requests from individual Councilmembers for research, legal advice, and data relevant to their work program. Staff draft legislation and resolutions for Council action; analyze reports, bills, plans, and budgets forwarded to the Council by the County Executive and County agencies; and advise Councilmembers on issues related to the Council work program. Personnel in this unit provide

staffing for the Charter Review Commission and other groups created by the Council and represent the Council at meetings held on issues before the Council.

Legislative Information Services and Council Communications Office staff perform the public relations function of the Council. In order to facilitate two-way communication between the Council and County residents, staff prepare informational materials, serve as first-line telephone contact with the public, provide information about the legislative process, update the Council's website, and produce programs for the County's cable channel. Staff inform Councilmembers of the views of citizens through a correspondence control system, telephone tabulation system, and documentation of petitions. Legislative Information Services arranges for and provides notice of public hearings, and assembles packets of background material for Councilmembers, the press, and the public.

The Office of the Clerk of the Council prepares and maintains all official records of the Council; attends meetings of the Council; writes minutes; processes resolutions and legislation; prepares Council and Committee agendas; arranges for both regular and special meetings; and tracks sunset, expiration, and deadline dates of legislation and regulations.

Administration performs the Council's personnel, procurement, payroll, and budgetary functions; provides supervision; manages the automation system for the legislative branch; monitors inventory and office space; coordinates program issues; and serves as the liaison between Councilmembers and program staff. The staff in this unit contribute to the Legislative Program, Planning, and Budget work program. The administrative staff also provide staff orientation, training for the automation and telephone systems, backup support for all programs, volunteer coordination, and receptionist coverage for Councilmember offices.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,104,900</b>	<b>35.58</b>
Enhance: Professional Contract Services	845,000	0.00
Enhance: Create Four New Positions	335,460	4.00
Enhance: Activate Unfunded Positions	289,985	3.60
Enhance: Operating Expenses	115,000	0.00
Increase Cost: Operating Expenses	19,441	0.00
Technical Adj: Headcount and Workforce Adjustment	0	(0.35)
Decrease Cost: Charge Personnel Costs to Legislative Branch Communications NDA	(230,853)	(3.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,028,020)	(1.20)
<b>FY21 Recommended</b>	<b>6,450,913</b>	<b>38.63</b>

## Councilmember Offices

The nine elected County Councilmembers enact all local laws, oversee zoning and planning, appropriate funding for the budgets of public agencies, establish spending affordability guidelines, set property tax rates, and meet as the County Board of Health. The Council holds regular weekly sessions, conducts public hearings, and worksessions throughout the year. Each Councilmember serves on two of the following six Council Committees: Education and Culture; Health and Human Services; Government Operations and Fiscal Policy; Planning, Housing, and Economic Development; Public Safety; and Transportation and Environment. Five Councilmembers are elected by district, and four are elected Countywide. Councilmembers have staffs which are responsible for carrying out their work programs. The County Charter provides for a Confidential Aide for each Councilmember. Staff may consist of interns, analysts, legislative services coordinators, legislative senior aides, and other

administrative personnel.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,308,515</b>	<b>49.60</b>
Increase Cost: Personnel Costs	91,710	0.00
Decrease Cost: Charge Personnel Costs to Legislative Branch Communications NDA	(94,591)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	891,725	1.20
<b>FY21 Recommended</b>	<b>7,197,359</b>	<b>49.80</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	8,530,987	8,877,838	8,913,914	9,251,843	4.2 %
Employee Benefits	2,595,433	2,759,825	2,759,825	2,637,870	-4.4 %
<b>County General Fund Personnel Costs</b>	<b>11,126,420</b>	<b>11,637,663</b>	<b>11,673,739</b>	<b>11,889,713</b>	<b>2.2 %</b>
Operating Expenses	750,524	775,752	775,752	1,758,559	126.7 %
<b>County General Fund Expenditures</b>	<b>11,876,944</b>	<b>12,413,415</b>	<b>12,449,491</b>	<b>13,648,272</b>	<b>9.9 %</b>
<b>PERSONNEL</b>					
Full-Time	88	92	92	97	5.4 %
Part-Time	5	4	4	7	75.0 %
FTEs	83.28	85.18	85.18	88.43	3.8 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>12,413,415</b>	<b>85.18</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Professional Contract Services [Council Staff Operations]	845,000	0.00
Enhance: Create Four New Positions [Council Staff Operations]	335,460	4.00
Enhance: Activate Unfunded Positions [Council Staff Operations]	289,985	3.60
Enhance: Operating Expenses [Council Staff Operations]	115,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	126,131	0.00
Increase Cost: Annualization of FY20 Compensation Increases	109,653	0.00
Increase Cost: Personnel Costs [Councilmember Offices]	91,710	0.00
Increase Cost: Operating Expenses [Council Staff Operations]	19,441	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,900	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Print and Mail Adjustment	3,366	0.00
Technical Adj: Headcount and Workforce Adjustment [Council Staff Operations]	0	(0.35)
Decrease Cost: Retirement Adjustment	(91,857)	0.00
Decrease Cost: Charge Personnel Costs to Legislative Branch Communications NDA [Councilmember Offices]	(94,591)	(1.00)
Decrease Cost: Charge Personnel Costs to Legislative Branch Communications NDA [Council Staff Operations]	(230,853)	(3.00)
Decrease Cost: Annualization of FY20 Personnel Costs	(288,488)	0.00
<b>FY21 RECOMMENDED</b>	<b>13,648,272</b>	<b>88.43</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Council Staff Operations	6,104,900	35.58	6,450,913	38.63
Councilmember Offices	6,308,515	49.60	7,197,359	49.80
<b>Total</b>	<b>12,413,415</b>	<b>85.18</b>	<b>13,648,272</b>	<b>88.43</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
NDA - Legislative Branch Communications Outreach	General Fund	328,421	3.00	678,173	7.00
Cable Television Communications Plan	Cable TV	636,775	5.00	663,125	5.00
<b>Total</b>		<b>965,196</b>	<b>8.00</b>	<b>1,341,298</b>	<b>12.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>13,648</b>	<b>13,648</b>	<b>13,648</b>	<b>13,648</b>	<b>13,648</b>	<b>13,648</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>13,648</b>	<b>13,713</b>	<b>13,713</b>	<b>13,713</b>	<b>13,713</b>	<b>13,713</b>



# Board of Appeals

## RECOMMENDED FY21 BUDGET

\$577,431

## FULL TIME EQUIVALENTS

3.50

 BARBARA JAY, EXECUTIVE DIRECTOR

## MISSION STATEMENT

The mission of the Board of Appeals is to implement the flexibility provided in the Zoning Ordinance as approved by the County Council, and to assist County residents in understanding and participating in the variance, administrative appeal, special exception modification, and conditional use appeal processes.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Board of Appeals is \$577,431, an increase of \$17,018 or 3.04 percent from the FY20 Approved Budget of \$560,413. Personnel Costs comprise 92.05 percent of the budget for three full-time position(s) and no part-time position(s), and a total of 3.50 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 7.95 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## PROGRAM CONTACTS

Contact Barbara Jay of the Board of Appeals at 240.777.6604 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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

## Zoning Related Hearings and Administrative Appeals

The Board of Appeals hears requests for variances as provided in the Zoning Ordinance. Development standards for each zone are set by the Zoning Ordinance. Variances from these standards require approval by the Board. In addition, the Board hears appeals of conditional uses decided by the Hearing Examiner, as provided in the Zoning Ordinance. The Board of Appeals also holds hearings and rules on appeals from administrative actions of certain governmental departments and agencies, as provided in the County Code. Finally, the Board considers modifications to those special exceptions that were filed or approved before the October 30, 2014 changes to the Zoning Ordinance.

### BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	412,838	422,344	426,640	426,842	1.1 %
Employee Benefits	96,308	101,830	102,346	104,710	2.8 %
<b>County General Fund Personnel Costs</b>	<b>509,146</b>	<b>524,174</b>	<b>528,986</b>	<b>531,552</b>	<b>1.4 %</b>
Operating Expenses	48,993	36,239	29,307	45,879	26.6 %
<b>County General Fund Expenditures</b>	<b>558,139</b>	<b>560,413</b>	<b>558,293</b>	<b>577,431</b>	<b>3.0 %</b>
<b>PERSONNEL</b>					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
<b>REVENUES</b>					
Board of Appeals Fees	230,283	164,413	164,413	164,413	—
Other Charges/Fees	9,254	0	2,090	0	—
<b>County General Fund Revenues</b>	<b>239,537</b>	<b>164,413</b>	<b>166,503</b>	<b>164,413</b>	<b>—</b>

### FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>560,413 3.50</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Operating Expenses [Zoning Related Hearings and Administrative Appeals]	9,616	0.00
Increase Cost: FY21 Compensation Adjustment	8,411	0.00
Increase Cost: Annualization of FY20 Compensation Increases	7,368	0.00
Increase Cost: Retirement Adjustment	1,215	0.00
Increase Cost: Stipend Increase for Board Members [Zoning Related Hearings and Administrative Appeals]	1,125	0.00
Increase Cost: Print and Mail Adjustment	24	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(10,741)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY21 RECOMMENDED</b>	<b>577,431</b>	<b>3.50</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>577</b>	<b>577</b>	<b>577</b>	<b>577</b>	<b>577</b>	<b>577</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>577</b>	<b>581</b>	<b>581</b>	<b>581</b>	<b>581</b>	<b>581</b>

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# Inspector General

## RECOMMENDED FY21 BUDGET

\$2,011,845

## FULL TIME EQUIVALENTS

14.00

 MEGAN LIMARZI, INSPECTOR GENERAL

## MISSION STATEMENT




The mission of the Office of the Inspector General (OIG) is to promote the effectiveness and efficiency of programs and operations of County government and independent County agencies, prevent and detect fraud, waste, and abuse in government activities, and propose ways to increase the legal, fiscal, and ethical accountability of County government and County-funded agencies.

## BUDGET OVERVIEW


The total recommended FY21 Operating Budget for the Office of Inspector General is \$2,011,845, an increase of \$780,048 or 63.33 percent from the FY20 Approved Budget of \$1,231,797. Personnel Costs comprise 93.26 percent of the budget for 13 full-time position(s) and no part-time position(s), and a total of 14.00 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 6.74 percent of the FY21 budget.

## 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**
-  **Effective, Sustainable Government**
-  **A Growing Economy**

## INITIATIVES

-  Add two new positions mid-year in FY21 and if needed, add three additional positions in late FY21 for Phase II of its expansion to implement Council Bill 11-19. The auditor positions allow the OIG to conduct a systematic risk-based rotating group by group review of the internal accounting and contracting processes and controls used by each department and principal office in the Executive Branch, as well as audit high-risk County contracts and agreements. Auditing the County's accounting and contracting processes on a recurring basis ensures that accounting/contracting programs are running effectively and efficiently.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ☀ Develop and implement audit programs needed to conduct systematic risk-based rotating group by group review of the internal accounting and contracting processes and controls for Montgomery County Government departments.
- ☀ Identify, acquire, and implement case management systems; automate complaints processing, audit program management, and investigatory engagements.
- ☀ Develop a mechanism to track savings and improvements identified through OIG audits, investigations, and referrals, and a follow-up system for management to report on actual savings and improvements.
- ☀ Implement outreach programs to help educate County employees on how they can help the Office of the Inspector General to fight fraud, waste and abuse, and improve the effectiveness and efficiency of the programs and operations of the County government and independent County agencies.

## PROGRAM CONTACTS

Contact Michael Morgan of the Office of Inspector General at 240-777-8242 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
<b>Program Measures</b>					
Percent of complaints reviewed and action initiated within 5 business days	94%	98%	95%	95%	95%
Percent of initial inquiries (with no reports or memo) completed within 20 days <sup>1</sup>	N/A	82%	80%	80%	80%
Percent of audit/inspection/investigation reports completed within 8 months	N/A	50%	60%	60%	60%

<sup>1</sup> The Office of Inspector General (OIG) either completed preliminary inquiry work without further comment, or reclassified the item for continuation as an audit, inspection, investigation, evaluation, or review.

## PROGRAM DESCRIPTIONS

### ☀ Inspector General

The Inspector General conducts independent audits, reviews, and investigations; receives and investigates credible complaints; reports possible violations of the law to law enforcement or another appropriate organization; notifies the County Council and County Executive of serious problems in programs; reviews legislation and regulations to strengthen controls and increase accountability; and submits reports with recommendations to appropriate officials. The Inspector General periodically conducts projects jointly with other government agencies and contractors.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
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## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	664,737	964,098	1,138,208	1,543,504	60.1 %
Employee Benefits	138,264	191,025	191,025	332,712	74.2 %
<b>County General Fund Personnel Costs</b>	<b>803,001</b>	<b>1,155,123</b>	<b>1,329,233</b>	<b>1,876,216</b>	<b>62.4 %</b>
Operating Expenses	28,513	76,674	175,445	135,629	76.9 %
<b>County General Fund Expenditures</b>	<b>831,514</b>	<b>1,231,797</b>	<b>1,504,678</b>	<b>2,011,845</b>	<b>63.3 %</b>
<b>PERSONNEL</b>					
Full-Time	6	6	6	13	116.7 %
Part-Time	0	0	0	0	—
FTEs	7.00	7.00	7.00	14.00	100.0 %

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>1,231,797</b>	<b>7.00</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Five Positions in Mid-Year FY20 - Council Resolution 19-294 and Bill 11-19 [Inspector General]	781,238	5.00
Enhance: Add Two Positions in Mid-Year FY21 and Operating Expenses for Phase II - Council Resolution 19-294 [Inspector General]	150,585	2.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	22,370	0.00
Increase Cost: Annualization of FY20 Compensation Increases	18,124	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	17,513	0.00
Increase Cost: Retirement Adjustment	2,094	0.00
Increase Cost: Print and Mail Adjustment	48	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(57,357)	0.00
Decrease Cost: Personnel Cost Adjustments (Mid-Point Salary for New Positions) [Inspector General]	(154,567)	0.00
<b>FY21 RECOMMENDED</b>	<b>2,011,845</b>	<b>14.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>2,012</b>	<b>2,012</b>	<b>2,012</b>	<b>2,012</b>	<b>2,012</b>	<b>2,012</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>2,012</b>	<b>2,133</b>	<b>2,133</b>	<b>2,133</b>	<b>2,133</b>	<b>2,133</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Two Positions In FY21 (3rd Quarter)	108,484	2.00	216,968	2.00
<b>Total</b>	<b>108,484</b>	<b>2.00</b>	<b>216,968</b>	<b>2.00</b>



# Legislative Oversight

## RECOMMENDED FY21 BUDGET

\$2,060,016

## FULL TIME EQUIVALENTS

12.67

 CHRIS CIHLAR, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Legislative Oversight (OLO) is to determine the effectiveness of legislation enacted by the County Council and to make findings and recommendations concerning the performance, management, and operation of programs and functions for which funds are appropriated or approved by the Council.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Legislative Oversight is \$2,060,016, an increase of \$182,505 or 9.72 percent from the FY20 Approved Budget of \$1,877,511. Personnel Costs comprise 97.80 percent of the budget for 13 full-time position(s) and no part-time position(s), and a total of 12.67 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 2.20 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## PROGRAM CONTACTS

Contact Blaise DeFazio of the Office of Legislative Oversight at 240.777.7983 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Legislative Oversight

The Office of Legislative Oversight (OLO) conducts program evaluations, base budget reviews, and other special studies in accordance with a Council-approved work program. OLO studies the effectiveness of legislation enacted by the Council and

makes findings and recommendations concerning the performance, management, and operation of programs and functions for which funds are approved or appropriated by the Council. In addition, OLO is the designated administrator for the Council's audit contracts, as required under Section 315 of the County Charter, and OLO is responsible for preparing economic and racial equity/social justice impact statements for all proposed County legislation.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,390,513	1,409,350	1,493,676	1,590,190	12.8 %
Employee Benefits	406,540	423,527	429,725	424,438	0.2 %
<b>County General Fund Personnel Costs</b>	<b>1,797,053</b>	<b>1,832,877</b>	<b>1,923,401</b>	<b>2,014,628</b>	<b>9.9 %</b>
Operating Expenses	140,383	44,634	44,634	45,388	1.7 %
<b>County General Fund Expenditures</b>	<b>1,937,436</b>	<b>1,877,511</b>	<b>1,968,035</b>	<b>2,060,016</b>	<b>9.7 %</b>
<b>PERSONNEL</b>					
Full-Time	12	12	12	13	8.3 %
Part-Time	0	0	0	0	—
FTEs	11.67	11.67	11.67	12.67	8.6 %

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>1,877,511</b>	<b>11.67</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Create Racial Equity Legislative Analyst Position [Legislative Oversight]	119,170	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Funding for Performance Management and Data Analyst Position and Reduction In Force as Requested by the Office of Legislative Oversight [Legislative Oversight]	31,987	0.00
Increase Cost: FY21 Compensation Adjustment	26,298	0.00
Increase Cost: Annualization of FY20 Compensation Increases	22,800	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	20,766	0.00
Increase Cost: Print and Mail Adjustment	754	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(11,844)	0.00
Decrease Cost: Retirement Adjustment	(27,426)	0.00
<b>FY21 RECOMMENDED</b>	<b>2,060,016</b>	<b>12.67</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
NDA - Independent Audit	General Fund	57,136	0.33	58,680	0.33

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>	<b>2,060</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>2,060</b>	<b>2,075</b>	<b>2,075</b>	<b>2,075</b>	<b>2,075</b>	<b>2,075</b>

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# Merit System Protection Board

## RECOMMENDED FY21 BUDGET

\$263,941

## FULL TIME EQUIVALENTS

1.50

 BRUCE MARTIN, EXECUTIVE DIRECTOR

## MISSION STATEMENT

The mission of the Merit System Protection Board is to oversee the merit system and protect employee and job applicant rights guaranteed under the merit system law.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Merit System Protection Board is \$263,941, an increase of \$5,803 or 2.25 percent from the FY20 Approved Budget of \$258,138. Personnel Costs comprise 94.50 percent of the budget for no full-time position(s) and two part-time position(s), and a total of 1.50 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 5.50 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## PROGRAM CONTACTS

Contact Bruce Martin of the Merit System Protection Board at 240.777.6622 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Merit System Oversight

The Merit System Protection Board oversees the merit system and protects employee and job applicant rights guaranteed under the merit system; conducts or authorizes periodic audits of the classification system; comments on any proposed changes in the merit system law or regulations; reviews the need to amend laws or regulations, and adjudicates appeals from grievances, removals, demotions, and suspensions upon request of the employee. Personnel Management Oversight includes investigations, audits, or

special studies of all aspects of the merit system. The Board also publishes an annual report.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	192,584	192,384	197,893	196,959	2.4 %
Employee Benefits	48,908	51,250	51,538	52,478	2.4 %
<b>County General Fund Personnel Costs</b>	<b>241,492</b>	<b>243,634</b>	<b>249,431</b>	<b>249,437</b>	<b>2.4 %</b>
Operating Expenses	9,686	14,504	14,504	14,504	—
<b>County General Fund Expenditures</b>	<b>251,178</b>	<b>258,138</b>	<b>263,935</b>	<b>263,941</b>	<b>2.2 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>258,138</b>	<b>1.50</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY21 Compensation Adjustment	4,073	0.00
Increase Cost: Annualization of FY20 Compensation Increases	3,020	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(1,290)	0.00
<b>FY21 RECOMMENDED</b>	<b>263,941</b>	<b>1.50</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>264</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>264</b>	<b>266</b>	<b>266</b>	<b>266</b>	<b>266</b>	<b>266</b>

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# Zoning and Administrative Hearings

## RECOMMENDED FY21 BUDGET

\$695,637

## FULL TIME EQUIVALENTS

4.00

 LYNN R. HANNAN, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Zoning and Administrative Hearings (OZAH) is to conduct due process hearings in land use and other administrative matters in a manner that protects the rights of the participants, provides a complete record in each case, results in a thorough and balanced report or decision, and serves the public interest.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Zoning and Administrative Hearings is \$695,637, an increase of \$12,054 or 1.76 percent from the FY20 Approved Budget of \$683,583. Personnel Costs comprise 91.27 percent of the budget for four full-time position(s) and no part-time position(s), and a total of 4.00 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 8.73 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## PROGRAM CONTACTS

Contact Lynn R. Hannan of the Office of Zoning and Administrative Hearings at 240.777.6664 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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

## Zoning and Administrative Hearings

The Hearing Examiner receives applications for certain zoning matters decided by the County Council; schedules and conducts public hearings; prepares and issues reports and recommendations for County Council action; receives applications, hears and decides special exception and conditional use cases; schedules and conducts referral hearings from other departments, such as the Commission on Human Rights and the Commission on Common Ownership Communities; adjudicates objections from findings of the Department of Housing and Community Affairs regarding accessory apartment applications; maintains administrative records for public inspection; collects zoning application fees; responds to public inquiries on zoning, special exception, and conditional use cases; and works with other County agencies in the preparation, revision, and review of procedural rules, fee schedules, and zoning text amendments.

### BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	509,385	505,227	490,938	514,062	1.8 %
Employee Benefits	113,968	118,381	126,392	120,818	2.1 %
<b>County General Fund Personnel Costs</b>	<b>623,353</b>	<b>623,608</b>	<b>617,330</b>	<b>634,880</b>	<b>1.8 %</b>
Operating Expenses	55,826	59,975	59,975	60,757	1.3 %
<b>County General Fund Expenditures</b>	<b>679,179</b>	<b>683,583</b>	<b>677,305</b>	<b>695,637</b>	<b>1.8 %</b>
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	4.00	4.00	4.00	4.00	—
<b>REVENUES</b>					
Other Charges/Fees	5,493	0	0	0	—
Zoning Fees	83,418	65,000	80,000	65,000	—
<b>County General Fund Revenues</b>	<b>88,911</b>	<b>65,000</b>	<b>80,000</b>	<b>65,000</b>	<b>—</b>

### FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>683,583</b>	<b>4.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	7,036	0.00
Increase Cost: Annualization of FY20 Compensation Increases	5,281	0.00
Increase Cost: Retirement Adjustment	3,073	0.00
Increase Cost: Training Expenses [Zoning and Administrative Hearings]	750	0.00
Increase Cost: Print and Mail Adjustment	32	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY20 Personnel Costs	(4,118)	0.00
<b>FY21 RECOMMENDED</b>	<b>695,637</b>	<b>4.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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### COUNTY GENERAL FUND

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>696</b>	<b>696</b>
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No inflation or compensation change is included in outyear projections.

<b>Labor Contracts</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>696</b>	<b>699</b>	<b>699</b>	<b>699</b>	<b>699</b>	<b>699</b>
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# Circuit Court

## RECOMMENDED FY21 BUDGET

\$15,546,668

## FULL TIME EQUIVALENTS

121.50

 ROBERT A. GREENBERG, ADMINISTRATIVE JUDGE

## MISSION STATEMENT



The mission of the Circuit Court is to serve Sixth Judicial Circuit residents in the determination of litigation in serious criminal matters, substantive civil cases, domestic cases, and child support cases in accordance with the United States and Maryland Constitutions while administering justice in an honest, fair, and efficient manner.

## BUDGET OVERVIEW




The total recommended FY21 Operating Budget for the Circuit Court is \$15,546,668, an increase of \$286,255 or 1.88 percent from the FY20 Approved Budget of \$15,260,413. Personnel Costs comprise 83.05 percent of the budget for 119 full-time position(s) and five part-time position(s), and a total of 121.50 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 16.95 percent of the FY21 budget.

## 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**
-  **Effective, Sustainable Government**
-  **Safe Neighborhoods**

## INITIATIVES

-  Improve housing options for Mental Health Court participants as well as increase the number of life skills classes offered to Drug Court participants.
-  Establish a clear and easy-to-use process for disabled persons to request appointment of an attorney to obtain representation when pursuing termination of guardianship or removal of guardians.
-  Monitor case processing performance for family, civil, criminal, and juvenile cases as well as specialty cases such as Business and Technology, ASTAR, One Family One Judge, and Special Immigrant Juvenile Status to ensure fair and timely resolution of cases.

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## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ✦ Family Division Services provided 519 cases with facilitation, set 244 cases for custody/access mediation, processed 340 orders for custody/visitation evaluations, processed 106 cases for adoption investigation and/or reviews, and provided co-parenting classes for 1,571 persons ordered to attend.
- ✦ Problem Solving Court implemented a Drug Court Intervention Track for lower level offenders diagnosed with a substance use disorder who would not normally qualify for Drug Court due to minimal backup time. Members of the Intervention Track fully participate in the Drug Court program and services with the goal of program graduation.
- ✦ Technical Services improved the functionality of case management databases for the Maryland Automated Guidelines System (MAGS), Special Immigrant Juvenile Status cases, and One Family One Judge cases to assist the court's specialized management of these cases.

## PROGRAM CONTACTS

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Contact Judy Rupp of the Circuit Court at 240.777.9103 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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### ✦ Adjudication

Adjudication encompasses support staff for the Judiciary, Differentiated Case Management (DCM), and Quality Control. Conceptually, this division monitors case assignments (criminal, civil, and family cases), provides expedited case disposition for incarcerated offenders, and provides supervision consistent with the complexity of each case filed. Adjudication and DCM improves the efficiency of case processing and reduces the demand for judicial intervention at various stages of litigation. To minimize case delay, each case is assigned to an appropriate track that allows for the performance of pre-trial tasks and allocates the appropriate level of judicial intervention. Tracks are monitored for performance and are evaluated based on established performance measures. Quality Control maintains the integrity of the information the Court generates and improves the quality of the data the Court collects.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,591,691</b>	<b>33.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	40,288	0.00
<b>FY21 Recommended</b>	<b>3,631,979</b>	<b>33.50</b>

## Administration

The Administrative Office of the Circuit Court serves as a conduit for many operations of the Court. The Court Administrator's role is to facilitate the administrative functions of the Court and to develop policies to enhance systems performance, while maintaining the independence of the Judiciary. Basic functions performed by the Court Administrator and staff include the following: fiscal administration of the budget, human resources, case flow management and statistics, technology management, information management, jury management, space management, intergovernmental liaison, and public information.

The Trial Court Researchers, funded in part by the Trial Court Research Partnership Grant, provide research and statistical support for judiciary-wide research projects; prepare reports based on statistics and other data collected from the Montgomery County Circuit Court; establish links to national research/statistical sources relative to courts; and analyze court-wide programs, functions, and organizations to determine whether current management systems accomplish objectives efficiently.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Case Filings (includes re-opened cases)					
Criminal (including District Court appeals)	6,414	6,294	6,739	6,780	6,821
Civil (including Registrar of Wills, District Court appeals)	11,168	11,641	12,237	12,215	12,194
Domestic Relations	14,211	13,795	15,154	15,259	15,363
Juvenile (including Delinquency, CINA, and TPR)	3,434	3,232	2,321	2,144	1,966
<b>TOTAL Case Filings</b>	<b>35,227</b>	<b>34,962</b>	<b>36,451</b>	<b>36,398</b>	<b>36,344</b>
Case Terminations (includes re-opened cases)					
Criminal	6,427	6,220	6,697	6,733	6,770
Civil	11,785	11,513	12,624	12,627	12,631
Domestic Relations	14,448	13,753	15,219	15,336	15,453
Juvenile	3,475	3,229	2,390	2,225	2,060
<b>TOTAL Case Terminations</b>	<b>36,135</b>	<b>34,715</b>	<b>36,930</b>	<b>36,921</b>	<b>36,914</b>
Case Clearance Rate (includes re-opened cases)					
Criminal	100%	99%	99%	99%	99%
Civil	106%	99%	103%	103%	104%
Domestic Relations	102%	100%	100%	101%	101%
Juvenile	101%	100%	103%	104%	105%
<b>OVERALL Case Clearance Rate</b>	<b>103%</b>	<b>99%</b>	<b>101%</b>	<b>101%</b>	<b>102%</b>
<b>Total Trials</b>	<b>1,853</b>	<b>1,742</b>	<b>1,702</b>	<b>1,740</b>	<b>1,776</b>

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,077,991</b>	<b>10.60</b>
Increase Cost: Kids Spot Staff, File Trail, and OnBase Document Management System Contracts	18,020	0.00
Decrease Cost: Mid-Year Conversion of Contractual Problem Solving Court Case Manager Position	(157)	0.40
Decrease Cost: Trial Court Research Grant	(13,377)	(0.12)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	10,319	(0.18)
<b>FY21 Recommended</b>	<b>3,092,796</b>	<b>10.70</b>

## Case Assignment

The Assignment Office schedules and maintains all hearings, trials, and motion dates as well as special event dates for Judges and Family Magistrates of the Court, and ensures that these events are scheduled in accordance with the Court's DCM plans. The

Assignment Office maintains all scheduling information related to criminal indictments and information; criminal jury demands and appeals; civil, juvenile, and family trial assignments; civil, family, and juvenile motions; and bench warrants. The Assignment Office also manages all courtroom information sheets, locates all files for assigned calendars, reviews each file, and delivers files.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,366,555</b>	<b>14.00</b>
Increase Cost: Maryland Electronic Courts Technical Specialist - Calendaring	68,632	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(63,219)	0.00
<b>FY21 Recommended</b>	<b>1,371,968</b>	<b>15.00</b>

## Family Division Services

This program provides a variety of services for children and families, most of them funded by the Family Law Grant. Services include case managers that provide day-to-day management of cases between Family Magistrates, Judges, counsel, and litigants; custody mediation involving litigants in an effort to obtain a settlement of custody issues prior to litigation; the Family Law Self Help Center staffed by attorneys to help individuals representing themselves in uncomplicated family law cases involving divorce, custody and child support; psychological evaluations when psychological testing is necessary as an adjunct to arriving at a decision in the best interest of the children; best interest attorney appointments to specifically represent the interests of children; and operating expenses associated with managing the division.

Family Division Services also handles adoption investigations, as well as child custody and visitation evaluations. After the establishment of a Court Order, independent evaluations for child custody and visitation and adoption investigations are conducted by Court staff possessing substantial experience in social science or suitable credentials in the field of social work. The evaluator meets with the litigants and children and interviews professionals and collateral references to ascertain the appropriate custodial situation for the children.

The Juvenile Division is also a part of Family Division Services and is responsible for oversight of delinquency petitions, Child in Need of Assistance (CINA) petitions, Termination of Parental Rights (TPR) petitions, Voluntary Placement petitions, and Petitions for Peace Orders. These matters, which are governed by strict statutory timeframes, require a high degree of judicial oversight by the Court on a long term basis.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,059,745</b>	<b>9.83</b>
Technical Adj: Family Law Grant	0	0.67
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	194,343	1.18
<b>FY21 Recommended</b>	<b>1,254,088</b>	<b>11.68</b>

## Family Magistrates

Family Magistrates are qualified individuals appointed by the Judges of the Circuit Court to hear family matters and make reports and recommendations based on testimony and analysis of the testimony received at hearings. Family Division Judges continue to review the recommendations, make rulings, and issue orders based on the recommendations of the Family Magistrates and any exceptions filed. The Special Juvenile Magistrate is an officer of the Court assigned to conduct proceedings on matters within the

Juvenile Court of the Circuit Court for Montgomery County, pursuant to the Annotated Code of Maryland and the Maryland Rules, and in accordance with the Juvenile Differentiated Case Management plan, procedures and policies. Juvenile Judges continue to review the recommendations and hear immediate reviews and exceptions in addition to other juvenile and CINA matters.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>654,961</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.	(53,523)	(1.00)
<b>FY21 Recommended</b>	<b>601,438</b>	<b>6.00</b>

## Grants

The Family Law Grant is funded by the State and provides services to families to reduce conflict and introduce the parties involved in litigation to problem-solving techniques to help reduce future litigation. See the Family Division Services Program for a description of the services supported by this grant.

The Trial Court Research Partnership Grant supports one Trial Court Researcher assigned to the Administration Program. This individual provides research, analysis, statistical support, and related reports on County and judiciary-wide research projects. The Montgomery County Adult Drug Court is funded by the State through a grant from the Office of Problem Solving Courts. The mission of the Adult Drug Court is to eliminate drug abuse, crime, and their consequences by forging continuing partnerships with the Court, health treatment providers, concerned community organizations, and law enforcement. By leveraging its partnerships and its authority, the Court directs substance-abusing offenders into evaluation and treatment to achieve personal responsibility and productive citizenship.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,722,378</b>	<b>22.07</b>
Technical Adj: Realign Grant Budget with Grant Award	51,232	0.05
Decrease Cost: Reduction in OE Funding for Drug Court Grant	(21,020)	0.00
<b>FY21 Recommended</b>	<b>2,752,590</b>	<b>22.12</b>

## Jury

The Jury Office manages prospective and active jurors for civil and criminal proceedings. In accordance with Maryland Courts and Judicial Proceedings, Title 8, every citizen may serve as a juror and must serve when summoned. The Jury Commissioner and staff dispatch questionnaires to prospective jurors using information gathered from voter registration and Motor Vehicle Administration listings. The Jury Commissioner maintains a qualified jury pool from the individuals who are determined to be qualified as jurors under Maryland Courts and Judicial Proceedings § 8-207.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>680,401</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,999	0.00
<b>FY21 Recommended</b>	<b>695,400</b>	<b>4.00</b>

## Law Library

The Law Library supports the research activities of the Court, the Bar, and the public and is the only law library open to the public in Montgomery County. The Library has a comprehensive collection of law, including U.S. statutes and the codes of Maryland, Washington D.C., Virginia, and local ordinances. It has a complete collection of judicial opinions and a variety of subject treatises and reference materials. The Law Library also offers free access to the major on-line legal databases. Library staff are available to answer questions regarding the library and its collection but cannot give legal opinions or advice. The staff will provide limited assistance over the telephone and by e-mail.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>469,971</b>	<b>3.00</b>
Increase Cost: Lexis/Nexis and Westlaw Contracts	2,133	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.	(22,438)	0.00
<b>FY21 Recommended</b>	<b>449,666</b>	<b>3.00</b>

## Technical Services

Technical Services is responsible for every aspect of the Court's information systems. The duties of, and services performed, range from installing and maintaining server/PC hardware and software applications to designing and troubleshooting complex computer networks and information databases. The department manages the electronic recording of all courtroom and hearing room proceedings. All video conferencing between the Circuit Court, District Court, Montgomery County Detention Center, and Montgomery County Correctional Facility is handled through this division. This equipment is used on a daily basis in order to conduct bond hearings via a video connection. Copies of court transcripts are purchased through this division. The Court's website and internal servers for the Court and Clerk's Office are administered by Technical Services.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,404,980</b>	<b>13.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	40,779	0.00
<b>FY21 Recommended</b>	<b>1,445,759</b>	<b>13.00</b>

## Trust and Guardianships

The Trust Office administers the case files for fiduciary entities (primarily guardianships) who are required to comply with the reporting requirements set forth in the Maryland Court Rules, Title 10, Guardians and Other Fiduciaries. The reports required to be filed include the Inventory and Information Report and Annual Fiduciary Report for guardianships of the property of a minor or disabled person and the Annual Report of the guardianship of the person. The Trust Clerk examines the Annual Fiduciary Reports filed and prepares the Report of Trust Clerk for the Court.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>231,740</b>	<b>2.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,244	0.00
<b>FY21 Recommended</b>	<b>250,984</b>	<b>2.50</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	7,096,629	7,584,937	7,547,452	7,888,231	4.0 %
Employee Benefits	2,534,921	2,605,082	2,614,389	2,567,516	-1.4 %
<b>County General Fund Personnel Costs</b>	<b>9,631,550</b>	<b>10,190,019</b>	<b>10,161,841</b>	<b>10,455,747</b>	<b>2.6 %</b>
Operating Expenses	2,810,961	2,348,016	2,374,873	2,338,331	-0.4 %
<b>County General Fund Expenditures</b>	<b>12,442,511</b>	<b>12,538,035</b>	<b>12,536,714</b>	<b>12,794,078</b>	<b>2.0 %</b>
<b>PERSONNEL</b>					
Full-Time	92	94	94	95	1.1 %
Part-Time	3	4	4	4	—
FTEs	93.70	97.43	97.43	99.38	2.0 %
<b>REVENUES</b>					
Miscellaneous Revenues	55,235	55,230	55,230	55,230	—
State Jury Fee Reimbursement	496,020	482,785	482,785	482,785	—
<b>County General Fund Revenues</b>	<b>551,255</b>	<b>538,015</b>	<b>538,015</b>	<b>538,015</b>	<b>—</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,815,919	1,830,992	1,830,992	1,870,795	2.2 %
Employee Benefits	603,017	573,307	573,307	584,736	2.0 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>2,418,936</b>	<b>2,404,299</b>	<b>2,404,299</b>	<b>2,455,531</b>	<b>2.1 %</b>
Operating Expenses	280,761	318,079	318,079	297,059	-6.6 %
<b>Grant Fund - MCG Expenditures</b>	<b>2,699,697</b>	<b>2,722,378</b>	<b>2,722,378</b>	<b>2,752,590</b>	<b>1.1 %</b>
<b>PERSONNEL</b>					
Full-Time	23	23	23	24	4.4 %
Part-Time	1	1	1	1	—
FTEs	23.30	22.07	22.07	22.12	0.2 %
<b>REVENUES</b>					
State Grants	2,697,215	2,722,378	2,722,378	2,752,590	1.1 %
<b>Grant Fund - MCG Revenues</b>	<b>2,697,215</b>	<b>2,722,378</b>	<b>2,722,378</b>	<b>2,752,590</b>	<b>1.1 %</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>15,142,208</b>	<b>15,260,413</b>	<b>15,259,092</b>	<b>15,546,668</b>	<b>1.9 %</b>
<b>Total Full-Time Positions</b>	<b>115</b>	<b>117</b>	<b>117</b>	<b>119</b>	<b>1.7 %</b>
<b>Total Part-Time Positions</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>—</b>
<b>Total FTEs</b>	<b>117.00</b>	<b>119.50</b>	<b>119.50</b>	<b>121.50</b>	<b>1.7 %</b>
<b>Total Revenues</b>	<b>3,248,470</b>	<b>3,260,393</b>	<b>3,260,393</b>	<b>3,290,605</b>	<b>0.9 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>12,538,035</b>	<b>97.43</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	222,448	0.00
Increase Cost: Annualization of FY20 Compensation Increases	180,349	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	88,826	0.00
Increase Cost: Maryland Electronic Courts Technical Specialist - Calendaring [Case Assignment]	68,632	1.00
Increase Cost: Kids Spot Staff, File Trail, and OnBase Document Management System Contracts [Administration]	18,020	0.00
Increase Cost: Print and Mail Adjustment	2,905	0.00
Increase Cost: Lexis/Nexis and Westlaw Contracts [Law Library]	2,133	0.00
Technical Adj: Family Law Grant [Family Division Services]	0	0.67
Decrease Cost: Mid-Year Conversion of Contractual Problem Solving Court Case Manager Position [Administration]	(157)	0.40
Decrease Cost: Motor Pool Adjustment	(2,791)	0.00
Decrease Cost: Trial Court Research Grant [Administration]	(13,377)	(0.12)
Decrease Cost: Retirement Adjustment	(55,944)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(255,001)	0.00
<b>FY21 RECOMMENDED</b>	<b>12,794,078</b>	<b>99.38</b>

### GRANT FUND - MCG

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>2,722,378</b>	<b>22.07</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Technical Adj: Realign Grant Budget with Grant Award [Grants]	51,232	0.05
Decrease Cost: Reduction in OE Funding for Drug Court Grant [Grants]	(21,020)	0.00
<b>FY21 RECOMMENDED</b>	<b>2,752,590</b>	<b>22.12</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Adjudication	3,591,691	33.50	3,631,979	33.50
Administration	3,077,991	10.60	3,092,796	10.70
Case Assignment	1,366,555	14.00	1,371,968	15.00
Family Division Services	1,059,745	9.83	1,254,088	11.68
Family Magistrates	654,961	7.00	601,438	6.00
Grants	2,722,378	22.07	2,752,590	22.12
Jury	680,401	4.00	695,400	4.00
Law Library	469,971	3.00	449,666	3.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Technical Services	1,404,980	13.00	1,445,759	13.00
Trust and Guardianships	231,740	2.50	250,984	2.50
<b>Total</b>	<b>15,260,413</b>	<b>119.50</b>	<b>15,546,668</b>	<b>121.50</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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### COUNTY GENERAL FUND

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>12,794</b>	<b>12,794</b>	<b>12,794</b>	<b>12,794</b>	<b>12,794</b>	<b>12,794</b>
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No inflation or compensation change is included in outyear projections.

<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
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New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.

<b>Labor Contracts</b>	<b>0</b>	<b>133</b>	<b>133</b>	<b>133</b>	<b>133</b>	<b>133</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>12,794</b>	<b>12,949</b>	<b>12,949</b>	<b>12,949</b>	<b>12,949</b>	<b>12,949</b>
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## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Maryland Electronic Courts Technical Specialist - Calendaring	68,632	1.00	90,214	1.00
<b>Total</b>	<b>68,632</b>	<b>1.00</b>	<b>90,214</b>	<b>1.00</b>

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# State's Attorney

## RECOMMENDED FY21 BUDGET

\$19,530,025

## FULL TIME EQUIVALENTS

159.25

 JOHN MCCARTHY, STATE'S ATTORNEY

## MISSION STATEMENT

The State's Attorney's Office is a constitutionally created independent agency. The mission of the State's Attorney's Office is to serve the public interest through the fair and honest administration of justice by exercising its responsibilities to: prosecute criminal violations in Montgomery County, educate the public with regard to criminal justice issues, provide training to lawyers for future service, address inequality and promote fairness in the criminal justice system, ensure access to the criminal justice system, promote professional relations with judges and attorneys, and further the efficient use of criminal justice resources.

## BUDGET OVERVIEW




The total recommended FY21 Operating Budget for the State's Attorney's Office is \$19,530,025, an increase of \$688,357 or 3.65 percent from the FY20 Approved Budget of \$18,841,668. Personnel Costs comprise 96.65 percent of the budget for 154 full-time position(s) and eight part-time position(s), and a total of 159.25 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 3.35 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

### Safe Neighborhoods

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

-  The Information Technology Division implemented a District Court Division SharePoint team site application to assist in organizing the District Court Appeals calendar and balance attorneys' caseloads for Track One criminal appeals cases. This ensures accurate and complete information sharing and supports future enhancements to other case dockets. The application decreases inefficiencies in attorney case scheduling, thus reducing conflicts and overbooking issues with other previously scheduled District Court cases.
-  The State's Attorney's Office continues to have a robust internship program. In 2019, the internship program added over 19,000 hours of service to the office which equates to over 9.0 FTE. The internship program has students from high school, undergraduate school, law school, and recent law school graduates as participants.
-  The Information Technology Division implemented a new cloud-based Truancy Prevention Program SharePoint Application to improve interaction and communications between the State's Attorney's Office Truancy Prevention Program Unit and

Montgomery County Public Schools. The Truancy Prevention Program SharePoint Application provides a "one-stop-shop" for storing, accessing, updating, and monitoring student attendance and grades.

## PROGRAM CONTACTS

Contact Lisa Russo of the State's Attorney's Office at 240.777.7407 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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

### Administration

Staff provides central services in areas of budget, personnel, automated systems management, general office management, and public information. In addition, staff coordinates efforts and initiatives with other criminal justice agencies.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,824,289</b>	<b>12.85</b>
Enhance: Add Two Full-Time IT Positions and Convert one Part-Time Position to Full-Time	160,086	2.40
Increase Cost: Online Research Tool	6,008	0.00
Increase Cost: Salary Plan for Assistant State's Attorneys	2,539	0.00
Technical Adj: Realign Grant Budget	1,338	0.01
Technical Adj: Realign Grant Budget	0	(0.09)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(223,996)	(0.01)
<b>FY21 Recommended</b>	<b>1,770,264</b>	<b>15.16</b>

### Circuit Court Prosecution

The Circuit Court Prosecution program reviews cases for possible filing in the Circuit Court by presenting these cases to the Grand Jury for indictment or filing a Circuit Court information (charging document). After charges are filed, the State's Attorney's Office litigates these cases to disposition. Senior Assistant State's Attorneys provide support and guidance to ongoing police investigations and conduct Grand Jury investigations of major felony, drug distribution, gang crimes, Internet crimes, and environmental cases. The Family Violence Unit prosecutes crimes of domestic violence, child abuse, and elder abuse. Appeals and demands for jury trials in District Court cases are litigated in the Circuit Court.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,641,713</b>	<b>65.00</b>
Increase Cost: Salary Plan for Assistant State's Attorneys	58,282	0.00

FY21 Recommended Changes	Expenditures	FTEs
Technical Adj: Realign Grant Budget	8,506	0.02
Technical Adj: Realign Grant Budget	0	(0.02)
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions	0	(0.25)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	287,223	0.00
<b>FY21 Recommended</b>	<b>8,995,724</b>	<b>64.75</b>

## District Court Prosecution

The District Court Prosecution program prosecutes criminal cases including misdemeanor arrests, citizen complaints, and serious or incarcerable traffic offenses. The State's Attorney's Office has also implemented a Domestic Violence docket in District Court to ensure that assault cases of a domestic nature and violations of protective orders are given special attention.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,592,888</b>	<b>25.62</b>
Increase Cost: Convert Contract Assistant State's Attorneys to Assistant State's Attorney III Positions	134,195	3.00
Technical Adj: Realign Grant Budget	10,352	0.05
Technical Adj: Realign Grant Budget	0	(0.05)
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions	0	(0.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	84,268	0.01
<b>FY21 Recommended</b>	<b>2,821,703</b>	<b>28.13</b>

## District Court Screening and Mediation

The District Court Screening program resolves cases before the trial date by contacting victims and witnesses to determine what outcome they would like to obtain from the criminal justice system. This program relies on volunteers and is supervised by permanent staff. It provides victim/witness assistance by delivering information about the criminal justice system to victims and witnesses whose cases are expected to go to trial. The Pre-Trial Mediation program is designed to resolve non-violent disputes between individuals. Trained volunteers and a mediation specialist work to resolve issues and reduce to writing an agreement by which all sides will abide.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,391,622</b>	<b>13.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	109,266	0.00
<b>FY21 Recommended</b>	<b>1,500,888</b>	<b>13.50</b>

## Juvenile Court Prosecution

The Juvenile Court Prosecution program prosecutes criminal violations committed by juvenile offenders in Montgomery County and performs a preliminary review of all cases in which a juvenile is charged with a violent crime. This includes cases which have been reviewed by the Juvenile Services Administration and then referred to the State's Attorney's Office. In such cases, formal charges are filed where appropriate, and litigated to disposition in the Juvenile Court, attempting to obtain restitution for victims

when possible. This program also provides administrative support to Teen Court, a Countywide peer adjudication initiative for non-violent juvenile offenses.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,108,565</b>	<b>17.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	36,694	0.00
<b>FY21 Recommended</b>	<b>2,145,259</b>	<b>17.50</b>

## Major Fraud and Special Investigations

The Major Fraud and Special Investigations Division investigates allegations of complex financial crimes such as real estate and other business investment fraud schemes for which the Police Department is unable to provide investigative resources. The division also investigates allegations of thefts involving attorneys stealing from clients, financial exploitation of elderly victims, and misconduct by public officials. When these investigations support criminal charges, the cases are charged, generally in the Circuit Court, and litigated to disposition by Senior Assistant State's Attorneys. A significant part of this program is attempting to obtain restitution for victims and businesses that have lost money in these complex cases. Program staff also provides guidance to police officers and investigators from other agencies in situations where financial crimes may be suspected.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>527,560</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.	7,852	0.00
<b>FY21 Recommended</b>	<b>535,412</b>	<b>5.00</b>

## Prosecution Management

Prosecution Management staff coordinate case loads; schedule docket assignments; receive visitors; direct phone calls; and enter and audit data in the Criminal Justice Information System (CJIS) for the Circuit, District, and Juvenile Courts.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,238,482</b>	<b>9.25</b>
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions	0	0.75
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(23,431)	0.00
<b>FY21 Recommended</b>	<b>1,215,051</b>	<b>10.00</b>

## Victim/Witness Court Assistance

This program assists victims in criminal cases that have been designated as "victim-intensive" by virtue of the vulnerability of the victim or the type of crime. Victims receive direct court assistance from a Victim/Witness Coordinator. The coordinator guides the victim through the judicial process, provides assistance where necessary, and makes referrals to other County agencies as needed. In all other cases, Assistant State's Attorneys provide information and assistance to victims and witnesses. This program is staffed with permanent and volunteer personnel.

FY21 Recommended Changes	Expenditures	FTEs
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FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>516,549</b>	<b>5.13</b>
Technical Adj: Realign Grant Budget	9,950	0.12
Technical Adj: Realign Grant Budget	0	(0.04)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,225	0.00
<b>FY21 Recommended</b>	<b>545,724</b>	<b>5.21</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	12,955,004	13,370,509	13,640,345	14,215,252	6.3 %
Employee Benefits	3,983,014	4,426,108	4,346,882	4,389,709	-0.8 %
<b>County General Fund Personnel Costs</b>	<b>16,938,018</b>	<b>17,796,617</b>	<b>17,987,227</b>	<b>18,604,961</b>	<b>4.5 %</b>
Operating Expenses	927,942	773,325	933,954	653,338	-15.5 %
Capital Outlay	14,989	0	0	0	—
<b>County General Fund Expenditures</b>	<b>17,880,949</b>	<b>18,569,942</b>	<b>18,921,181</b>	<b>19,258,299</b>	<b>3.7 %</b>
<b>PERSONNEL</b>					
Full-Time	142	143	143	150	4.9 %
Part-Time	10	10	10	7	-30.0 %
FTEs	150.25	150.98	150.98	156.58	3.7 %
<b>REVENUES</b>					
Miscellaneous Revenues	9,417	0	0	0	—
Other Charges/Fees	5,285	3,800	3,800	3,500	-7.9 %
<b>County General Fund Revenues</b>	<b>14,702</b>	<b>3,800</b>	<b>3,800</b>	<b>3,500</b>	<b>-7.9 %</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	213,986	198,509	198,509	201,293	1.4 %
Employee Benefits	53,723	73,217	73,217	70,433	-3.8 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>267,709</b>	<b>271,726</b>	<b>271,726</b>	<b>271,726</b>	<b>—</b>
Operating Expenses	88,919	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>356,628</b>	<b>271,726</b>	<b>271,726</b>	<b>271,726</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	3.10	2.87	2.87	2.67	-7.0 %
<b>REVENUES</b>					
Federal Grants	280,822	0	0	0	—
State Grants	75,806	271,726	271,726	271,726	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>Grant Fund - MCG Revenues</b>	<b>356,628</b>	<b>271,726</b>	<b>271,726</b>	<b>271,726</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>18,237,577</b>	<b>18,841,668</b>	<b>19,192,907</b>	<b>19,530,025</b>	<b>3.7 %</b>
<b>Total Full-Time Positions</b>	<b>146</b>	<b>147</b>	<b>147</b>	<b>154</b>	<b>4.8 %</b>
<b>Total Part-Time Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>8</b>	<b>-27.3 %</b>
<b>Total FTEs</b>	<b>153.35</b>	<b>153.85</b>	<b>153.85</b>	<b>159.25</b>	<b>3.5 %</b>
<b>Total Revenues</b>	<b>371,330</b>	<b>275,526</b>	<b>275,526</b>	<b>275,226</b>	<b>-0.1 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>18,569,942</b>	<b>150.98</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Add Two Full-Time IT Positions and Convert one Part-Time Position to Full-Time [Administration]	160,086	2.40
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	412,902	0.00
Increase Cost: Annualization of FY20 Compensation Increases	316,653	0.00
Increase Cost: Convert Contract Assistant State's Attorneys to Assistant State's Attorney III Positions [District Court Prosecution]	134,195	3.00
Increase Cost: Salary Plan for Assistant State's Attorneys [Circuit Court Prosecution]	58,282	0.00
Technical Adj: Realign Grant Budget [District Court Prosecution]	10,352	0.05
Technical Adj: Realign Grant Budget [Victim/Witness Court Assistance]	9,950	0.12
Technical Adj: Realign Grant Budget [Circuit Court Prosecution]	8,506	0.02
Increase Cost: Online Research Tool [Administration]	6,008	0.00
Increase Cost: Print and Mail Adjustment	5,780	0.00
Increase Cost: Salary Plan for Assistant State's Attorneys [Administration]	2,539	0.00
Technical Adj: Realign Grant Budget [Administration]	1,338	0.01
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions [District Court Prosecution]	0	(0.50)
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions [Prosecution Management]	0	0.75
Technical Adj: Mid-Year Conversion of Part-Time and Full-Time Positions [Circuit Court Prosecution]	0	(0.25)
Decrease Cost: Motor Pool Adjustment	(6,975)	0.00
Decrease Cost: Retirement Adjustment	(136,078)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(295,181)	0.00
<b>FY21 RECOMMENDED</b>	<b>19,258,299</b>	<b>156.58</b>

### GRANT FUND - MCG

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>271,726</b>	<b>2.87</b>
<b>Other Adjustments (with no service impacts)</b>		
Technical Adj: Realign Grant Budget [Administration]	0	(0.09)
Technical Adj: Realign Grant Budget [Circuit Court Prosecution]	0	(0.02)
Technical Adj: Realign Grant Budget [Victim/Witness Court Assistance]	0	(0.04)
Technical Adj: Realign Grant Budget [District Court Prosecution]	0	(0.05)
<b>FY21 RECOMMENDED</b>	<b>271,726</b>	<b>2.67</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	1,824,289	12.85	1,770,264	15.16
Circuit Court Prosecution	8,641,713	65.00	8,995,724	64.75
District Court Prosecution	2,592,888	25.62	2,821,703	28.13
District Court Screening and Mediation	1,391,622	13.50	1,500,888	13.50
Juvenile Court Prosecution	2,108,565	17.50	2,145,259	17.50
Major Fraud and Special Investigations	527,560	5.00	535,412	5.00
Prosecution Management	1,238,482	9.25	1,215,051	10.00
Victim/Witness Court Assistance	516,549	5.13	545,724	5.21
<b>Total</b>	<b>18,841,668</b>	<b>153.85</b>	<b>19,530,025</b>	<b>159.25</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Police	General Fund	141,516	1.00	156,166	1.00

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>19,258</b>	<b>19,258</b>	<b>19,258</b>	<b>19,258</b>	<b>19,258</b>	<b>19,258</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>19,299</b>	<b>19,534</b>	<b>19,534</b>	<b>19,534</b>	<b>19,534</b>	<b>19,534</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Two Full-Time IT Positions and Convert one Part-Time Position to Full-Time	160,086	2.40	201,311	2.40
<b>Total</b>	<b>160,086</b>	<b>2.40</b>	<b>201,311</b>	<b>2.40</b>




# County Executive

## RECOMMENDED FY21 BUDGET

\$5,907,876

## FULL TIME EQUIVALENTS

33.70

 MARC ELRICH, COUNTY EXECUTIVE

## MISSION STATEMENT

The Office of the County Executive provides political leadership to the community and administrative direction to the County's departments and offices. The Office is committed to providing accurate, timely, and effective support to the County Executive and the Chief Administrative Officer (CAO) as they carry out their responsibilities to residents and employees of Montgomery County in an atmosphere that is characterized by excellence, efficiency, openness, equity, and integrity.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of the County Executive is \$5,907,876, a decrease of \$3,668 or 0.06 percent from the FY20 Approved Budget of \$5,911,544. Personnel Costs comprise 86.13 percent of the budget for 36 full-time position(s) and six part-time position(s), and a total of 33.70 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 13.87 percent of the FY21 budget.

## County Priority Outcomes

The Office of the County Executive supports and also enforces all seven of the County Executive's Priority Outcomes.

## Performance Measures

The primary focus of the Office of the County Executive is to provide policy direction, reinforce accountability, and ensure the achievement of results for our residents. In support of these objectives, this office primarily uses the following tools to measure the effectiveness of the policy directions provided to County departments:

1. Departmental performance plans, headline performance measures, and program performance measures that are reviewed and monitored on a routine basis;
2. A "Dashboard" reporting system on departments' headline performance measures and program performance measures that monitors and reports to the public, in real time, the County's successes and challenges; and
3. Seven priority outcomes and 21 key indicators of County performance and quality of life.

## INITIATIVES

- ★ Continue to expand the Innovation Accelerator program, increasing participation among County employees and partners to empower a workforce that makes the County a more effective, efficient, and equitable place to work for both internal and external stakeholders and delivers the best results for County taxpayers.
- ★ Create the Business Advancement Team and realign key staff in order to provide oversight and leadership on business programs including incubator management, economic development incentives and financing programs, business development projects, and other business-related special initiatives.
- ★ Continue to focus on results-based accountability across County departments through several strategic efforts such as Outcome Budgeting, a 10-Year Financial Plan, and the Turn the Curve approach.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Through expansion of the Innovation Program, oversee myriad cross-departmental projects to improve processes, reduce costs and errors, and improve customer service for County residents, partners, and employees.
- ★ Internal Audit completed and published ten audit reports (FY19 and FY20, to date), including reviews of the following: procure-to-pay operations; Access ID Card program; cashiering operations in the Department of Finance; use of field orders and change orders by the Department of General Services; grant operations in the Department of Health and Human Services; warehouse inventory management in Alcohol Beverage Services; and a risk assessment of the County's information technology environment.
- ★ Working with Departments, Internal Audit has seen continued progress in closure of open recommendations from Intergovernmental Relations, Office of Legislative Affairs, and Internal Audit reviews; with a closure rate of 90 percent.
- ★ Completed multiple Innovation Accelerator courses wherein participants focused on topics within their sphere of influence to reduce waste and improve outcomes for both internal and external stakeholders. Within Innovation Accelerator courses, facilitated discussions and encouraged peer support that resulted in employees completing projects such as shifting to an on-demand model in lieu of printing solicitations thereby saving the Office of Procurement countless man hours and thousands of sheets of paper; and successfully reducing processing time at the Department of Permitting Services for customers to receive a fuel storage tank permit while concurrently cutting the error rate related to these permits in half.

## PROGRAM CONTACTS

Contact Nicole Gyapong of the Office of the County Executive at 240.777.2516 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ★ Administration

The Administration program provides budget development and analysis, fiscal and inventory control, personnel and payroll management, training and supervision, procurement, and contract administration.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>318,429</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,624)	0.00
<b>FY21 Recommended</b>	<b>312,805</b>	<b>2.00</b>

## Business Advancement Team

The Business Advancement Team will serve as a visible point of entry for the business community by coordinating the delivery of County services and projects related to business development. The office will guide business clients in identifying where to go for assistance, and ensure results-driven relationships and projects with related business development organizations outside the realm of County government.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Five Positions from Finance to Support Operations of the Business Advancement Team	697,980	5.00
Shift: Three Positions from Community Engagement Cluster to Business Advancement Team	467,878	3.00
Shift: Charge to Conference Center NDA	(123,974)	(1.00)
Shift: Charge to Incubator NDA	(275,117)	(2.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,166	0.00
<b>FY21 Recommended</b>	<b>773,933</b>	<b>5.00</b>

## CAO - Supervision & Management of Executive Branch Departments

The Chief Administrative Officer (CAO) oversees the operations and services of all departments and offices of the Executive Branch. The CAO also advises the County Executive on all administrative and government operations/service-related matters and coordinates final review and decision-making on policies, programs, service delivery, budgets, legislation, regulations, and related matters. The CAO uses the following to carry out his responsibilities; 1) The Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents' concerns that require special attention/response; 2) The Innovation Program creates space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve customer service. This program also ensures effective utilization of the Innovation Loan Fund; 3) The Business Advancement Team administers programs to support the growth and expansion of businesses in the County and serves as the business community's point of entry into the County government, providing direct services such as training and technical assistance through Business Connect, assistance with County processes and procedures, and economic development project incentives. The Business Advancement Team also manages the County's incubator network system and coordinates the implementation of the White Oak and White Flint Master Plans; and 4) The Criminal Justice Coordinating Commission (CJCC) seeks to enhance cooperation among the agencies involved in the criminal justice system in Montgomery County and to ensure that they address the issues facing the system.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,719,932</b>	<b>24.50</b>
Increase Cost: Reduction in Budgeted Lapse	168,917	0.00
Increase Cost: Migration of Personnel Costs from White Oak CIP to Operating Budget	90,243	0.50
Increase Cost: Chief Digital Officer Position	71,887	0.40
Increase Cost: Workforce Adjustment	0	0.60
Technical Adj: Additional Charges to Department of Permitting Service	(69,884)	(0.30)
Shift: Program Manager II Charged to Vision Zero NDA	(106,186)	(1.00)
Shift: Chief Labor Relations Officer Position to New Office of Labor Relations	(161,949)	(1.00)
Shift: Chief Equity Officer Position to Office of Racial Equity and Social Justice	(179,346)	(1.00)

FY21 Recommended Changes	Expenditures	FTEs
Shift: Transfer Two Positions to the Innovation Accelerator Program	(318,420)	(2.00)
Shift: Reorganization-Merger CountyStat and Office of Management and Budget	(622,181)	(4.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	194,229	1.00
<b>FY21 Recommended</b>	<b>2,787,242</b>	<b>17.70</b>

## County Executive - Policy Planning and Development

The County Executive oversees the enforcement of the laws of Montgomery County and provides executive direction to all departments and offices of the County government. The County Executive develops policies; proposes services, programs, budgets, and legislation to the County Council; adopts Executive Orders and Regulations; and appoints citizens to boards, committees, and commissions.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,332,343</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.	(223,795)	(1.00)
<b>FY21 Recommended</b>	<b>1,108,548</b>	<b>6.00</b>

## Innovation Accelerator

The Innovation Program creates space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve customer service.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Transfer Two Positions from Chief Administrative Officer	318,420	2.00
Enhance: Lead for America Fellow	50,000	0.00
Enhance: Operating Expenses for Innovation Accelerator	10,000	0.00
<b>FY21 Recommended</b>	<b>378,420</b>	<b>2.00</b>

## Internal Audit

The Internal Audit program provides independent strategic risk-based auditing services. The core function of this program is to improve internal controls and provide reasonable assurance of reliable financial reporting; effective and efficient operations; legal and regulatory compliance; fraud investigations and deterrence; and the safeguarding of County assets.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>540,840</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,088	0.00
<b>FY21 Recommended</b>	<b>546,928</b>	<b>1.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,140,618	3,996,046	3,871,556	4,031,213	0.9 %
Employee Benefits	1,112,585	1,163,795	1,247,542	1,056,974	-9.2 %
<b>County General Fund Personnel Costs</b>	<b>5,253,203</b>	<b>5,159,841</b>	<b>5,119,098</b>	<b>5,088,187</b>	<b>-1.4 %</b>
Operating Expenses	755,642	751,703	662,742	819,689	9.0 %
<b>County General Fund Expenditures</b>	<b>6,008,845</b>	<b>5,911,544</b>	<b>5,781,840</b>	<b>5,907,876</b>	<b>-0.1 %</b>
PERSONNEL					
Full-Time	36	34	34	36	5.9 %
Part-Time	5	6	6	6	—
FTEs	35.50	34.50	34.50	33.70	-2.3 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</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	616	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>616</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>6,009,461</b>	<b>5,911,544</b>	<b>5,781,840</b>	<b>5,907,876</b>	<b>-0.1 %</b>
<b>Total Full-Time Positions</b>	<b>36</b>	<b>34</b>	<b>34</b>	<b>36</b>	<b>5.9 %</b>
<b>Total Part-Time Positions</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>—</b>
<b>Total FTEs</b>	<b>35.50</b>	<b>34.50</b>	<b>34.50</b>	<b>33.70</b>	<b>-2.3 %</b>
<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>5,911,544 34.50</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Lead for America Fellow [Innovation Accelerator]	50,000	0.00
Enhance: Operating Expenses for Innovation Accelerator [Innovation Accelerator]	10,000	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>Other Adjustments (with no service impacts)</b>		
Shift: Five Positions from Finance to Support Operations of the Business Advancement Team [Business Advancement Team]	697,980	5.00
Shift: Three Positions from Community Engagement Cluster to Business Advancement Team [Business Advancement Team]	467,878	3.00
Shift: Transfer Two Positions from Chief Administrative Officer [Innovation Accelerator]	318,420	2.00
Increase Cost: Reduction in Budgeted Lapse [CAO - Supervision & Management of Executive Branch Departments]	168,917	0.00
Increase Cost: Migration of Personnel Costs from White Oak CIP to Operating Budget [CAO - Supervision & Management of Executive Branch Departments]	90,243	0.50
Increase Cost: Chief Digital Officer Position [CAO - Supervision & Management of Executive Branch Departments]	71,887	0.40
Increase Cost: FY21 Compensation Adjustment	39,956	0.00
Increase Cost: Annualization of FY20 Compensation Increases	35,731	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,475	0.00
Increase Cost: Workforce Adjustment [CAO - Supervision & Management of Executive Branch Departments]	0	0.60
Decrease Cost: Print and Mail Adjustment	(1,707)	0.00
Decrease Cost: Motor Pool Adjustment	(7,667)	0.00
Decrease Cost: Retirement Adjustment	(19,974)	0.00
Technical Adj: Additional Charges to Department of Permitting Service [CAO - Supervision & Management of Executive Branch Departments]	(69,884)	(0.30)
Decrease Cost: Annualization of FY20 Personnel Costs	(72,750)	0.00
Shift: Program Manager II Charged to Vision Zero NDA [CAO - Supervision & Management of Executive Branch Departments]	(106,186)	(1.00)
Shift: Charge to Conference Center NDA [Business Advancement Team]	(123,974)	(1.00)
Shift: Chief Labor Relations Officer Position to New Office of Labor Relations [CAO - Supervision & Management of Executive Branch Departments]	(161,949)	(1.00)
Shift: Chief Equity Officer Position to Office of Racial Equity and Social Justice [CAO - Supervision & Management of Executive Branch Departments]	(179,346)	(1.00)
Shift: Charge to Incubator NDA [Business Advancement Team]	(275,117)	(2.00)
Shift: Transfer Two Positions to the Innovation Accelerator Program [CAO - Supervision & Management of Executive Branch Departments]	(318,420)	(2.00)
Shift: Reorganization-Merger CountyStat and Office of Management and Budget [CAO - Supervision & Management of Executive Branch Departments]	(622,181)	(4.00)
<b>FY21 RECOMMENDED</b>		<b>5,907,876 33.70</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	318,429	2.00	312,805	2.00
Business Advancement Team	0	0.00	773,933	5.00
CAO - Supervision & Management of Executive Branch Departments	3,719,932	24.50	2,787,242	17.70

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
County Executive - Policy Planning and Development	1,332,343	7.00	1,108,548	6.00
Innovation Accelerator	0	0.00	378,420	2.00
Internal Audit	540,840	1.00	546,928	1.00
<b>Total</b>	<b>5,911,544</b>	<b>34.50</b>	<b>5,907,876</b>	<b>33.70</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Permitting Services	Permitting Services	199,985	1.00	209,651	0.90
CIP	Capital Fund	263,092	1.60	90,244	0.50
NDA - Conference Center	General Fund	0	0.00	122,579	1.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	0	0.00	265,800	2.00
NDA - Vision Zero	General Fund	0	0.00	126,163	1.00
<b>Total</b>		<b>463,077</b>	<b>2.60</b>	<b>814,437</b>	<b>5.40</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>5,908</b>	<b>5,908</b>	<b>5,908</b>	<b>5,908</b>	<b>5,908</b>	<b>5,908</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>5,908</b>	<b>5,919</b>	<b>5,919</b>	<b>5,919</b>	<b>5,919</b>	<b>5,919</b>

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# Board of Elections

## RECOMMENDED FY21 BUDGET

\$8,375,091

## FULL TIME EQUIVALENTS

56.35

 MARGARET JURGENSEN, ELECTIONS DIRECTOR

## MISSION STATEMENT

The mission of the Board of Elections is to register voters, conduct elections, assist persons seeking elective office with candidate filings and campaign fund reports, assist citizens seeking to place questions on the ballot, and preserve election data.

## BUDGET OVERVIEW




The total recommended FY21 Operating Budget for the Montgomery County Board of Elections is \$8,375,091, an increase of \$140,825 or 1.71 percent from the FY20 Approved Budget of \$8,234,266. Personnel Costs comprise 53.54 percent of the budget for 29 full-time position(s) and two part-time position(s), and a total of 56.35 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 46.46 percent of the FY21 budget.

## 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**
-  **Effective, Sustainable Government**

## INITIATIVES

-  Voter satisfaction with the polling place experience during Early Voting and Election Day.
-  Monitor and mitigate voter wait time on Election Day.
-  Expand the use of social media to enhance voter education and community outreach.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

-  Board of Election - MoCo Votes Smartphone and SMS Apps provide direct links to commonly requested information in a user-friendly application, reducing telephone call volume to office staff.
-  Creation of a database to track logic and accuracy testing of election equipment and automatically update paperwork when there is a change in data.

- ☀ Increase part-time seasonal temporary employees to reduce overtime hours.
- ☀ Create a Voter-Cancellation form to allow former residents of Montgomery County to cancel their voter registration which will improve the accuracy of the registered voters list.

## PROGRAM CONTACTS

Contact Margaret A. Jurgensen of the Montgomery County Board of Elections at 240.777.8523 or Taman Morris of the Office of Management and Budget at 240.777.2771 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

### ☀ Administration

The Administration program of the Board of Elections is responsible for delivering a fundamental and legally mandated public good by ensuring that all eligible citizens have the right to vote, and that elections are accurate, fair, and equitable. This requires effective management of resources from the State Board of Elections and County Government, as well as adherence to all Federal, State, and local laws and regulations. This is accomplished through the following activities: public records management including the certification of election results with the Board of Canvassers; support to the County Board of Elections and its attorney; compliance with Montgomery County Government policies and regulations related to human resources, procurement, budget, etc.; liaising with the Maryland State Board of Elections; compliance with Federal and State statutory and regulatory requirements; and the effective coordination of public information. These combined activities are essential to ensure the accuracy and integrity of the election process, and to instill public confidence in election results.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of public comments recorded at official board meetings	N/A	4	12	13	14
Percent of precincts reporting election results by 11:00 p.m.	N/A	98.9%	100.00%	100.00%	100.00%
Average voter wait time on election day (minutes)	N/A	7	30	30	30

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,496,421</b>	<b>18.45</b>
Realignment of Programs	(424,933)	(12.20)
Shift: Administration and Contracts from Election Operations	164,066	0.00
Increase Cost: Board Attorney and Stipends	35,500	0.00
Shift: Transfer of Seasonal FTE to Election Operations	0	(1.00)
Decrease Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay	(29,098)	0.00
Decrease Cost: Maryland State Board of Election Fees	(71,649)	0.00
Shift: Transfer Position to Voter Services	(79,784)	(1.00)

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(211,552)	(0.25)
<b>FY21 Recommended</b>	<b>2,878,971</b>	<b>4.00</b>

## Election Operations

The Election Operations program contains three independent sections that ensure Early and Election Day voting is successful. These sections are Polling Place and Early Voting Management, Election Judge Recruitment and Training, and Outreach.

According to the Maryland Law Code, the Polling Place and Early Voting Management (PPM) section is responsible for leasing polling sites, assigning all Montgomery County voters to sites that are in the same or an adjacent precinct to the voter's home address, ensuring each polling place complies with the Americans with Disabilities Act, ensuring all polling places have adequate ballots and supplies, and providing the Board of Elections with information about the cost of facilities, the accessibility of voting sites, and other criteria.

The program's duties also include coordinating with the Information Technology program and the Montgomery County Department of General Services to transport voting equipment, assisting candidates and groups requesting to add questions to the ballot, assisting candidate filings, proofing ballot styles, and redistricting and updating voter precincts.

The timeline of Montgomery County's election process is dictated by the Maryland State Election Calendar, and begins with the creation of Early Voting Centers and Election Day polling places. As Polling Place Management is preparing the supplies and equipment necessary to facilitate an election, other sections within Election Operations are preparing Election Judges, and providing voter outreach to the public.

Election Judge Recruitment and Training is responsible for the recruitment of registered Maryland voters to serve as Election Judges during Early Voting and Election Day. The section also provides training, assigns Election Judges to sites, and provides payment to each volunteer. Recruitment of volunteers is done year-round utilizing a variety of methods, with increased effort and focus in the six months preceding an election. A database of interested volunteers is maintained by the section to maintain the efficiency of the selection process.

Training for all election workers is required by State law and is necessary for successful operations on Election Day. The training program includes both on-line and in-person class instruction throughout the County, over a period of 9 to 12 weeks. Each precinct team includes volunteers that are registered in different political parties, have various levels of experience, and that may have bilingual language capabilities. Following each election, the Election Judge Recruitment and Training staff complete payroll processing and a thorough precinct performance review and audit.

The Voting Rights Act mandates that information provided in English also be provided in Spanish, and the Outreach section is responsible for accommodating the cultural and linguistic needs of Montgomery County. This section is responsible for contacting voting eligible citizens that are unregistered, for whom English is a second language, who have special needs or disabilities, who are homeless, or who live in areas with low participation rates. With over 170 recognized languages, Montgomery County is a

nationally recognized leader in providing effective voter outreach through voter-focused planning and community engagement. A key asset for the Outreach section is its national award-winning Future Vote Initiative that has recruited 43,619 students and parents to participate in elections, since 2004. The Initiative has also recruited over 10,000 students, that are at least 16 years-old, to serve as election judges.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of voters rating Election Day polling place as "well run"	N/A	91%	95%	95%	95%
Percent of no-show Election Judges on Election Day	N/A	4%	4%	4%	4%
Number of election judges recruited, trained, and placed per election	2,979	3,393	3,000	3,300	3,200
Percent of polling places opening on time	100%	100%	100%	100%	100%
Tax dollars saved by leveraging Future Vote students earning Student Learning (SSL) hours	\$223,986	\$299,049	\$187,829	\$230,804	\$187,829

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,169,602</b>	<b>20.53</b>
Realignment of Programs	(275,772)	(0.25)
Increase Cost: Election Judge Stipends	130,420	0.00
Increase Cost: Polling Place Leases	6,645	0.00
Shift: Transfer of Seasonal FTE from Administration	0	1.00
Technical Adj: Salary transfer to Voter Services	(5,105)	0.00
Shift: Overtime Pay to Seasonal Temps and Multilingual Pay	(39,018)	0.00
Technical Adj: Maryland State Board of Elections Fees Consolidation	(50,000)	0.00
Shift: Supplies to Information Technology and Administration	(55,058)	0.00
Shift: Administration and Contracts	(158,070)	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.	315,170	0.25
<b>FY21 Recommended</b>	<b>3,038,814</b>	<b>21.53</b>

## Information Technology

The Information and Technology (IT) program supports the year-round security of all data and the efficient performance of voting equipment for thousands of voters during an election cycle. The IT program is responsible for network infrastructure, the production of data reports, the maintenance of systems related to election operations, the maintenance, storage and security of equipment, and the maintenance of website and database applications mandated for use by the State Board of Elections. The program coordinates with the Maryland State Board of Elections to organize and integrate voter registration information, to modify polling place precincts and district boundaries, and to transport voting equipment.

The IT program collaborates with Montgomery County's Department of Technology Services (DTS) to implement enhancements to the Election Management System. The Election Management System is used to manage election workers, Future Vote students and polling places. The program also coordinates with DTS to implement technology that provides valuable information and resources to voters such as the display of wait times on the department website, and allowing voters to request and receive voting information by text message.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
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Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Annual hours worked by temporary employees to perform Maryland State Board of Elections mandated tasks exceeding merit workforce availability	N/A	10,892	13,052	14,000	11,000
Number of electronic poll books prepared and used on election days	1,059	1,059	1,162	1,162	1,048
Percent of required voting units per precinct that were operable on election day	100%	100%	100%	100%	100%
Average response time to resolve equipment and/or maintenance concerns during voting hours (hours)	2.5	2.5	1.5	1.5	1.5
Incidents of emergency bin use during voting hours	N/A	8	6	6	8

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	807,575	12.45
Increase Cost: IT Administration and Supplies	45,989	0.00
Technical Adj: Department of Technology Services Contract	37,000	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.	(125,910)	0.00
<b>FY21 Recommended</b>	<b>764,654</b>	<b>12.45</b>

## Voter Services

Accurate voter registration records are the foundation for fair and equitable elections, and accurate voter registration records are the basis of effective election planning. The Voter Services Program administers voter registration and absentee voting under procedures established by the State Administrator of Elections. Voter Services is responsible for answering voters' questions, and ensures compliance with Federal and State confidentiality requirements. In addition, the Voter Services Program coordinates the counting of absentee and provisional ballots, and ensures that each ballot for an election corresponds to a single eligible voter who has not cast more than one ballot.

Voter Services is a deadline-driven program that diligently processes a constant stream of incoming data. The program processes all changes to name, address, and party affiliation, and maintains a database of citizens that will not vote for reasons of death, felony conviction, ineligibility for jury duty, residency outside of the jurisdiction, or other valid legal reason.

The program provides legally-required training for volunteer registrars; responds to various voter and candidate requests for voter registration applications, listings, and data regarding registered voters; verifies nominating and referenda petitions; and issues and canvasses absentee and provisional ballots. The program also tracks returned mail and sends multiple mailings to voters for whom new eligibility information is obtained in order to comply with State and Federal requirements.

The program also provides voter registration data to municipalities within Montgomery County, and is responsible for researching provisional ballots, verifying same-day registration, performing monthly peer audits of other jurisdictions within the state, assisting military and overseas voters, administering voting for residents of nursing homes and assisted living facilities, receiving and staging ballots, conducting the post-election canvassing, counting and auditing of ballots cast, and reconciling and auditing absentee and provisional voter credit.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of registered voters served per program FTE	N/A	35,989	39,306	40,462	41,619
Number of absentee ballots requested (000s)	15	48	42	70	25

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of active registered voters (000s)	644	665	680	700	720
Average time before application is processed (hours)	N/A	48	52	72	56
Cost per absentee ballot canvassed	N/A	\$1.18	\$1.28	\$1.02	\$1.31

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,568,243</b>	<b>17.37</b>
Realignment of Programs	(106,870)	0.00
Technical Adj: Position and salary funding transferred from Election Operations and Administration	84,889	1.00
Increase Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay	57,438	0.00
Reduce: Administration and Contracts	(74,343)	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.	163,295	0.00
<b>FY21 Recommended</b>	<b>1,692,652</b>	<b>18.37</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,947,596	3,460,569	4,030,246	3,609,064	4.3 %
Employee Benefits	885,827	876,467	924,008	874,694	-0.2 %
<b>County General Fund Personnel Costs</b>	<b>4,833,423</b>	<b>4,337,036</b>	<b>4,954,254</b>	<b>4,483,758</b>	<b>3.4 %</b>
Operating Expenses	3,755,854	3,897,230	4,562,583	3,891,333	-0.2 %
<b>County General Fund Expenditures</b>	<b>8,589,277</b>	<b>8,234,266</b>	<b>9,516,837</b>	<b>8,375,091</b>	<b>1.7 %</b>
<b>PERSONNEL</b>					
Full-Time	28	29	29	29	—
Part-Time	3	2	2	2	—
FTEs	56.18	56.35	56.35	56.35	—
<b>REVENUES</b>					
Miscellaneous Revenues	23,466	0	0	0	—
Other Charges/Fees	2,177	10,000	10,000	10,000	—
<b>County General Fund Revenues</b>	<b>25,643</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>8,234,266</b>	<b>56.35</b>
<b><u>Changes (with service impacts)</u></b>		
Reduce: Administration and Contracts [Voter Services]	(74,343)	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Administration and Contracts from Election Operations [Administration]	164,066	0.00
Increase Cost: Election Judge Stipends [Election Operations]	130,420	0.00
Technical Adj: Position and salary funding transferred from Election Operations and Administration [Voter Services]	84,889	1.00
Increase Cost: FY21 Compensation Adjustment	83,918	0.00
Increase Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay [Voter Services]	57,438	0.00
Increase Cost: Annualization of FY20 Compensation Increases	55,020	0.00
Increase Cost: IT Administration and Supplies [Information Technology ]	45,989	0.00
Technical Adj: Department of Technology Services Contract [Information Technology ]	37,000	0.00
Increase Cost: Board Attorney and Stipends [Administration]	35,500	0.00
Increase Cost: Polling Place Leases [Election Operations]	6,645	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Retirement Adjustment	3,703	0.00
Increase Cost: Print and Mail Adjustment	889	0.00
Increase Cost: Annualization of FY20 Personnel Costs	178	0.00
Shift: Transfer of Seasonal FTE from Administration [Election Operations]	0	1.00
Shift: Transfer of Seasonal FTE to Election Operations [Administration]	0	(1.00)
Technical Adj: Salary transfer to Voter Services [Election Operations]	(5,105)	0.00
Decrease Cost: Motor Pool Adjustment	(6,786)	0.00
Decrease Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay [Administration]	(29,098)	0.00
Shift: Overtime Pay to Seasonal Temps and Multilingual Pay [Election Operations]	(39,018)	0.00
Technical Adj: Maryland State Board of Elections Fees Consolidation [Election Operations]	(50,000)	0.00
Shift: Supplies to Information Technology and Administration [Election Operations]	(55,058)	0.00
Decrease Cost: Maryland State Board of Election Fees [Administration]	(71,649)	0.00
Shift: Transfer Position to Voter Services [Administration]	(79,784)	(1.00)
Shift: Administration and Contracts [Election Operations]	(158,070)	0.00
<b>FY21 RECOMMENDED</b>	<b>8,375,091</b>	<b>56.35</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	3,496,421	18.45	2,878,971	4.00
Election Operations	3,169,602	20.53	3,038,814	21.53
Information Technology	0	0.00	764,654	12.45
Voter Services	1,568,243	17.37	1,692,652	18.37
<b>Total</b>	<b>8,234,266</b>	<b>56.35</b>	<b>8,375,091</b>	<b>56.35</b>

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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>8,375</b>	<b>8,407</b>	<b>8,407</b>	<b>8,407</b>	<b>8,407</b>	<b>8,407</b>



# Community Engagement Cluster

## RECOMMENDED FY21 BUDGET

\$4,337,282

## FULL TIME EQUIVALENTS

30.00



FARIBA KASSIRI, DEPUTY CHIEF ADMINISTRATIVE OFFICER

## MISSION STATEMENT

The Community Engagement Cluster (CEC) works to build stronger, more informed, and inclusive communities. The Cluster is responsible for strengthening Montgomery County's commitment to civic engagement and community service by engaging residents, organizations, businesses, and other community groups. The Cluster maximizes communities' assets - time, talents, and other resources - working collaboratively to address and resolve community issues.




The cluster is a combination of the five Regional Services Centers, the Commission for Women, and the Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center, that has been operating as one unit since July 1, 2011. As a cluster, these offices/functions have combined facilities, resources, and support staff while retaining staff expertise and experience, as well as most of the objectives of the separate entities involved.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Community Engagement Cluster is \$4,337,282, a decrease of \$469,986 or 9.78 percent from the FY20 Approved Budget of \$4,807,268. Personnel Costs comprise 88.14 percent of the budget for 24 full-time position(s) and 12 part-time position(s), and a total of 30.00 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 11.86 percent of the FY21 budget.

## 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**
-  **A Greener County**
-  **Effective, Sustainable Government**

## INITIATIVES

- ★ Expanding community liaison capacity to enhance support to the Middle Eastern and LGBTQ communities.
- ★ Enhance outreach activities to increase awareness of citizenship programs offered in the County.

## PROGRAM CONTACTS

Contact Fariba Kassiri of the Community Engagement Cluster at 240.777.2512 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 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

### ☼ Administration

Administrative Management for the Community Engagement Cluster (CEC) handles all aspects of budget, procurement, financial, contracts/grants, personnel, and administrative matters of the CEC units (Regional Services Centers, Commission for Women, Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center). In addition, the responsibilities of this unit include implementing the CEC's shared-resource model related to various duties pertaining to the Advisory Boards, Committees and Commissions, community outreach, community events, database and webpage development and maintenance, newsletters, and many other vital community related functions.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>762,940</b>	<b>4.00</b>
Enhance: Unlapse Program Manager II	73,044	0.00
Re-align: Conversion of Contract Services to Permanent Staff	(81,000)	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.	27,896	0.00
<b>FY21 Recommended</b>	<b>782,880</b>	<b>4.00</b>

### ☼ Commission for Women

The Commission for Women's mission is to identify gender-based inequities in laws, policies, practices and procedures, and to advocate remedies by advising the public and local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>189,727</b>	<b>1.00</b>
Re-align: Conversion of Contract Services to Permanent Staff	80,927	1.00

FY21 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,937	0.00
<b>FY21 Recommended</b>	<b>276,591</b>	<b>2.00</b>

## Community Partnership

The Office of Community Partnerships (OCP) is a bridge to our diverse community residents and organizations and the County government. The staff provides outreach and liaison services to ethnic, multilingual, and multicultural communities; works closely with the County's nonprofit and faith community organizations; and coordinates a number of community-building events throughout the year. The Volunteer Center connects residents and businesses to volunteer assignments with hundreds of nonprofits across Montgomery County.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,352,688</b>	<b>8.50</b>
Add: Middle Eastern Community Liaison	48,980	0.50
Add: LGBTQ Community Liaison	48,980	0.50
Increase Cost: Grant Award Adjustment	7,000	0.00
Shift: Community Outreach Manager Position to Office of Racial Equity and Social Justice	(123,968)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(134,404)	0.00
<b>FY21 Recommended</b>	<b>1,199,276</b>	<b>8.50</b>

## Gilchrist Center

The Charles W. Gilchrist Center for Cultural Diversity is the County's Welcome Center for newcomers and builds the network of immigrant service providers in the County. The Center offers various immigrant integration services at various locations throughout the County that prepare residents to contribute to our economy and our community.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>546,672</b>	<b>6.50</b>
Enhance: Citizenship Promotion	24,440	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.	51,875	0.00
<b>FY21 Recommended</b>	<b>622,987</b>	<b>6.50</b>

## Regional Services Centers

The County has five Regional Services Centers: Bethesda-Chevy Chase, Eastern Montgomery, Mid-County, Silver Spring, and Upcounty. The Regional Directors in each of the County's five regions work with their respective regional citizens advisory boards, residents, community groups, businesses, and other public agencies to proactively seek and gather information and assess community needs, problems, and issues in order to provide effective and timely input representing their regions in policy discussions and liaising between Montgomery County and its residents. The Regional Directors of the Silver Spring, Wheaton, and Bethesda/Chevy Chase regions provide oversight of the operations of their respective Urban Districts.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,955,241</b>	<b>12.00</b>
Shift: Business Solutions Group from Community Engagement Cluster to Fund Position in NDA - Conference Center	(76,908)	0.00
Shift: Business Solutions Group from Community Engagement Cluster to Business Advancement Team	(467,878)	(3.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	45,093	0.00
<b>FY21 Recommended</b>	<b>1,455,548</b>	<b>9.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
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### COUNTY GENERAL FUND

#### EXPENDITURES

Salaries and Wages	2,356,803	3,067,171	2,850,453	2,888,000	-5.8 %
Employee Benefits	596,391	910,508	735,291	863,296	-5.2 %
<b>County General Fund Personnel Costs</b>	<b>2,953,194</b>	<b>3,977,679</b>	<b>3,585,744</b>	<b>3,751,296</b>	<b>-5.7 %</b>
Operating Expenses	797,530	765,124	1,043,691	514,521	-32.8 %
Capital Outlay	10	0	0	0	—
<b>County General Fund Expenditures</b>	<b>3,750,734</b>	<b>4,742,803</b>	<b>4,629,435</b>	<b>4,265,817</b>	<b>-10.1 %</b>

#### PERSONNEL

Full-Time	18	26	26	23	-11.5 %
Part-Time	9	10	10	12	20.0 %
FTEs	22.85	31.35	31.35	29.35	-6.4 %

#### REVENUES

Commission for Women Fees	2,500	0	0	0	—
Facility Rental Fees	13,199	10,500	10,500	10,500	—
Miscellaneous Revenues	1,630	0	0	0	—
Parking Fees	(3,300)	0	0	0	—
Recreation Fees	5,515	0	0	0	—
<b>County General Fund Revenues</b>	<b>19,544</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>	<b>—</b>

### GRANT FUND - MCG

#### EXPENDITURES

Salaries and Wages	49,929	47,676	47,676	54,413	14.1 %
Employee Benefits	13,615	16,789	16,789	17,052	1.6 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>63,544</b>	<b>64,465</b>	<b>64,465</b>	<b>71,465</b>	<b>10.9 %</b>
Operating Expenses	4,963	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>68,507</b>	<b>64,465</b>	<b>64,465</b>	<b>71,465</b>	<b>10.9 %</b>

#### PERSONNEL

Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
FTEs	0.65	0.65	0.65	0.65	—
REVENUES					
Federal Grants	68,507	64,465	64,465	71,465	10.9 %
<b>Grant Fund - MCG Revenues</b>	<b>68,507</b>	<b>64,465</b>	<b>64,465</b>	<b>71,465</b>	<b>10.9 %</b>
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>3,819,241</b>	<b>4,807,268</b>	<b>4,693,900</b>	<b>4,337,282</b>	<b>-9.8 %</b>
<b>Total Full-Time Positions</b>	<b>19</b>	<b>27</b>	<b>27</b>	<b>24</b>	<b>-11.1 %</b>
<b>Total Part-Time Positions</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>12</b>	<b>20.0 %</b>
<b>Total FTEs</b>	<b>23.50</b>	<b>32.00</b>	<b>32.00</b>	<b>30.00</b>	<b>-6.3 %</b>
<b>Total Revenues</b>	<b>88,051</b>	<b>74,965</b>	<b>74,965</b>	<b>81,965</b>	<b>9.3 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>4,742,803 31.35</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Unlapse Program Manager II [Administration]	73,044	0.00
Add: Middle Eastern Community Liaison [Community Partnership]	48,980	0.50
Add: LGBTQ Community Liaison [Community Partnership]	48,980	0.50
Enhance: Citizenship Promotion [Gilchrist Center]	24,440	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Personnel Costs	138,837	0.00
Re-align: Conversion of Contract Services to Permanent Staff [Commission for Women]	80,927	1.00
Increase Cost: FY21 Compensation Adjustment	22,035	0.00
Increase Cost: Print and Mail Adjustment	6,813	0.00
Decrease Cost: Retirement Adjustment	(40,432)	0.00
Shift: Business Solutions Group from Community Engagement Cluster to Fund Position in NDA - Conference Center [Regional Services Centers]	(76,908)	0.00
Re-align: Conversion of Contract Services to Permanent Staff [Administration]	(81,000)	0.00
Shift: Community Outreach Manager Position to Office of Racial Equity and Social Justice [Community Partnership]	(123,968)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY20	(130,856)	0.00
Shift: Business Solutions Group from Community Engagement Cluster to Business Advancement Team [Regional Services Centers]	(467,878)	(3.00)
	<b>FY21 RECOMMENDED</b>	<b>4,265,817 29.35</b>

### GRANT FUND - MCG

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>64,465</b>	<b>0.65</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Grant Award Adjustment [Community Partnership]	7,000	0.00
<b>FY21 RECOMMENDED</b>	<b>71,465</b>	<b>0.65</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	762,940	4.00	782,880	4.00
Commission for Women	189,727	1.00	276,591	2.00
Community Partnership	1,352,688	8.50	1,199,276	8.50
Gilchrist Center	546,672	6.50	622,987	6.50
Regional Services Centers	1,955,241	12.00	1,455,548	9.00
<b>Total</b>	<b>4,807,268</b>	<b>32.00</b>	<b>4,337,282</b>	<b>30.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>4,266</b>	<b>4,266</b>	<b>4,266</b>	<b>4,266</b>	<b>4,266</b>	<b>4,266</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>4,266</b>	<b>4,283</b>	<b>4,283</b>	<b>4,283</b>	<b>4,283</b>	<b>4,283</b>




# County Attorney

## RECOMMENDED FY21 BUDGET

\$6,587,300

## FULL TIME EQUIVALENTS

41.70

 MARC HANSEN, COUNTY ATTORNEY

## MISSION STATEMENT

The goals of the County Government relating to utility consumption are to:

- achieve energy savings by the elimination of wasteful or inefficient operation of building systems;
- continue improvements in energy efficiency in all County operations; and
- obtain required energy fuels at the most favorable cost to the County.

The Department of General Services manages the payment for over 1,500 separately metered utility accounts for these County facilities, streetlights, and traffic control signalized intersections.

## ACCOMPLISHMENTS

- The County has installed 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 to lower greenhouse gas emissions as much as planting 192,000 trees.
- 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 to enable them to operate independent of the energy grid during normal operations and prolonged power outages.

## BUDGET OVERVIEW

The total FY21 Recommended Operating Budget for the Office of the County Attorney is \$6,587,300, an increase of \$245,331 or 3.87 percent from the FY20 Approved Budget of \$6,341,969. Personnel Costs comprise 87.15 percent of the budget for 77 full-time position(s) and one part-time position(s), and a total of 41.70 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 12.85 percent of the FY21 budget.

In February 2020, the County Executive announced ongoing efforts to identify no cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Office of County Attorney proposes to consolidate its programs/divisions into three areas: Administration, General Counsel, and Litigation.

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## COUNTY PRIORITY OUTCOMES

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

### **Effective, Sustainable Government**

## INITIATIVES

- ★ Successfully defended a legal challenge to County's pesticide law (established under Bill 52-14) in *Complete Lawn Care v. Montgomery County*. The law restricts the application of certain pesticides for cosmetic purposes on County and private property and is codified in Chapter 33B of the County Code.
- ★ Successfully defended a legal challenge to the Amendment to the Westbard Master Plan in *Bennett v. Montgomery County*, where several residents of the Westbard area filed a lawsuit challenging an amendment to the Westbard Sector Plan. The amendment modernized the Master Plan and allowed for the redevelopment of the aging Westwood Shopping Center. The redevelopment includes affordable housing and is projected to yield economic development benefits, including additional tax revenues, for the County as a whole.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Prosecuted over 6,200 code citations in FY19, an increase of 76 percent over the number of citations prosecuted in FY17, using existing staff resources.
- ★ In coordination with the Department of Housing and Community Affairs (DHCA), County Attorney implemented an online electronic citations application (eCitation) for code enforcement. This application standardizes and improves the process of issuance of citations. The eCitation program allows inspectors of user departments to easily look up violation codes, search specific citation ticket, and run ad hoc report and export data from the portal. OCA has completed training for the Health and Human Services and Police Animal Services Division inspectors. Additional training will be expanded to other departments and agencies.

## PROGRAM CONTACTS

Contact Carolyn Kilgariff of the Office of the County Attorney at 240.777.6766 or Naeem Mia of the Office of Management and Budget at 240.777.2786 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

### **Administration**

Under this program, administrative support, financial and operational management, and oversight is provided in support of the

Litigation Program and the General Counsel Program. Also provides administrative, research, and technical guidance and support to divisions within the Department. Allows for an equitable distribution of work assignments, to cross-train staff, and to evaluate fairly the performance of the staff. Provides administrative support to the Risk Management Fund, Revenue Authority, and Solid Waste Fund.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Overall average rating from Internal Customer Satisfaction Survey	3.39	3.38	3.39	3.50	3.50

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Re-align: Administration and Support Services Programs into New Administration Program	2,397,630	12.95
Enhance: Training and Education for Newly-Hired Attorneys	10,000	0.00
Add: Social Media Discovery Software Tool	3,500	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.	(17,540)	0.00
<b>FY21 Recommended</b>	<b>2,393,590</b>	<b>12.95</b>

## General Counsel

This program provides general counsel services to the agencies and instrumentalities of the County government. These general counsel services include providing legal advice to the Executive and Legislative Branches of County government; review of legislation and transaction for legal sufficiency; collection of debts owed to the County; representation of the County in child welfare cases; representation of the County in appellate cases; and representation of the County before administrative agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Appeals lost	2	1	1	1	1
Appeals won	13	24	17	17	17
Forfeitures collected (\$000)	\$286.00	\$384.68	\$296.14	\$296.14	\$296.14
Number of adoptions granted	19	34	22	22	22
Number of children in need of assistance (CINA) or guardianship hearings	2,618	2,465	2,613	2,613	2,613
Number of new CINA petitions filed	193	183	182	182	182
Number of new termination of parental rights (TPR) petitions filed <sup>1</sup>	22	25	31	31	31
Number of termination of parents rights (TPR's) granted <sup>2</sup>	32	19	30	30	30
Debt collection - cost/revenue ratio <sup>3</sup>	2.7%	4.1%	3.3%	3.3%	3.3%
Percent of appeals in the Appellate Court won	87.00%	96.00%	93.00%	100.00%	100.00%
Child welfare litigation - ratio of termination of parental rights (TPR) and child in need of assistance (CINA) adjudicated granted or denied	99.5%	99.5%	99.5%	100%	100%
Debt collection - collected/total referred ratio	191.0%	139.5%	173%	150%	150%

<sup>1</sup> The number of Termination of Parental Rights petitions filed is determined by the number of times the court challenges a child's plan for reunification to adoption. The increased number of adoption cases in FY17 could reflect more serious cases coming into Juvenile Court where reunification with a parent cannot be achieved and/or more cases with sibling groups. The increase in the number of petitions filed reflect the judges' commitment to permanency in Juvenile Court.

<sup>2</sup> The number of Termination of Parental Rights petitions filed is determined by the number of times the court challenges a child's plan for reunification to adoption. The increased number of adoption cases could reflect more serious cases coming into Juvenile Court where reunification with a parent cannot be achieved and/or more cases with sibling groups. The increase in the number of petitions filed reflect the judges' commitment to permanency in Juvenile Court.

<sup>3</sup> This measure indicates the labor cost spent on collection. This is an indicator designed to show that the County is able to keep the collection cost low compared to outside private industry.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Re-align: Merge Finance and Procurement, Government Operations and Appeals, Health and Human Services, Human Resources, and Zoning, Land Use, and Economic Development Programs into New General Counsel Program	3,811,168	29.00
Shift: Deputy Privacy Officer from Health and Human Services (HHS)	133,484	1.00
Increase Cost: Outside Counsel Expenses	110,000	0.00
Decrease Cost: Annualization of Mid-Year FY20 Position Actions	(7,116)	(1.50)
Re-align: Personnel Charges to Other Funds/Departments	(78,108)	0.25
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	224,282	0.00
<b>FY21 Recommended</b>	<b>4,193,710</b>	<b>28.75</b>

## Litigation

Through this program, OCA represents the County (and other members of the Self-Insurance Fund) before all courts and administrative agencies in which claims for relief are sought in connection with alleged wrong-doing by members of the Self-Insurance Fund and their employees. Under this program, OCA also provides the County with legal representation in state and federal courts in connection with legal actions brought by the County to enforce County law. For FY21, all attorneys and staff in this program are fully charged to the Self-Insurance Fund (SIF).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of settlements	19	26	24	24	24
Number of workers' compensation hearings <sup>1</sup>	2,055	1880	1945	1945	1945
Code Citations processed	4,933	6,253	4,912	4,912	4,912
Ratio amount paid by County vs. amount demanded by the plaintiff	0.014	0.000	0.071	0.000	0.000
Total paid to plaintiff by the County (\$000)	\$91.8	\$0	\$61.9	\$0	\$0
Self-insurance fund litigation: Win/loss ratio	86%	100%	94%	94%	94%
Code enforcement collected (\$000)	\$578	\$656	\$595	\$650	\$650
Number of judgments in County's favor	44	30	39	30	30
Number of judgments paid	7	0	3	0	0
Last settlement amount demanded by plaintiff (\$000)	\$658,906	83,184	262,985	262,985	262,985
Worker's compensation cases: Total net gain to the County (\$000)	2,584	2,960	2575	3,130	3,187
Code enforcement - Win/loss ratio	99.2%	99.38%	99.08%	100%	100%

<sup>1</sup> The increase in workers compensation hearings in FY18 correlates to the increase in work-related injuries, which can be attributed to more safety concerns and less resources dedicated to injury prevention.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Re-align: Merge Insurance Defense Litigation Program into New Litigation Program	133,171	1.25
Shift: Chargeback from General Fund to Self-Insurance Fund	(133,171)	(1.25)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</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>1,628,792</b>	<b>7.50</b>
Re-align: Existing Administration Program into New Administration Program	(1,628,792)	(7.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Finance and Procurement

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,177,493</b>	<b>11.50</b>
Re-align: Finance and Procurement Program Into New General Counsel Program	(1,177,493)	(11.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Government Operations and Appeals

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Debt collection (\$000)	\$17,889	\$11,693	\$14,799	\$14,799	\$14,799

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>468,402</b>	<b>2.75</b>
Re-align: Government Operations and Appeals Program into New General Counsel Program	(468,402)	(2.75)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Health and Human Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,199,584</b>	<b>7.10</b>
Re-align: Health and Human Services Program into New General Counsel Program	(1,199,584)	(7.10)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Human Resources

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,139,986</b>	<b>7.50</b>
Re-align: Human Resources Program into New General Counsel Program	(1,139,986)	(7.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Insurance Defense Litigation

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>133,171</b>	<b>1.25</b>
Re-align: Insurance Defense Litigation Program into New Litigation Program	(133,171)	(1.25)

FY21 Recommended Changes	Expenditures	FTEs
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Public Interest Representation

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	609,590	6.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(609,590)	(6.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Support Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>414,243</b>	<b>4.70</b>
Re-align: Merge Support Services Program into New Administration Program	(414,243)	(4.70)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## ☀ Zoning, Land Use and Economic Development

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>180,298</b>	<b>0.90</b>
Re-align: Zoning, Land Use and Economic Development Program into New General Counsel Program	(180,298)	(0.90)
<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>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,942,515	4,281,032	4,149,314	4,500,306	5.1 %
Employee Benefits	1,544,093	1,348,655	1,313,219	1,240,609	-8.0 %
<b>County General Fund Personnel Costs</b>	<b>6,486,608</b>	<b>5,629,687</b>	<b>5,462,533</b>	<b>5,740,915</b>	<b>2.0 %</b>
Operating Expenses	504,498	712,282	728,695	846,385	18.8 %
Capital Outlay	100	0	0	0	—
<b>County General Fund Expenditures</b>	<b>6,991,206</b>	<b>6,341,969</b>	<b>6,191,228</b>	<b>6,587,300</b>	<b>3.9 %</b>
<b>PERSONNEL</b>					
Full-Time	76	76	76	77	1.3 %
Part-Time	2	2	2	1	-50.0 %
FTEs	43.50	43.20	43.20	41.70	-3.5 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>REVENUES</b>					
Federal Financial Participation Reimbursements	284,621	250,000	250,000	250,000	—
Miscellaneous Revenues	74	0	0	0	—
Other Charges/Fees	(337)	0	0	0	—
Other Intergovernmental	93,853	45,630	45,630	45,630	—
<b>County General Fund Revenues</b>	<b>378,211</b>	<b>295,630</b>	<b>295,630</b>	<b>295,630</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>6,341,969</b>	<b>43.20</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Training and Education for Newly-Hired Attorneys [Administration]	10,000	0.00
Add: Social Media Discovery Software Tool [Administration]	3,500	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Re-align: Merge Finance and Procurement, Government Operations and Appeals, Health and Human Services, Human Resources, and Zoning, Land Use, and Economic Development Programs into New General Counsel Program [General Counsel]	3,811,168	29.00
Re-align: Administration and Support Services Programs into New Administration Program [Administration]	2,397,630	12.95
Shift: Deputy Privacy Officer from Health and Human Services (HHS) [General Counsel]	133,484	1.00
Re-align: Merge Insurance Defense Litigation Program into New Litigation Program [Litigation]	133,171	1.25
Increase Cost: FY21 Compensation Adjustment	118,215	0.00
Increase Cost: Outside Counsel Expenses [General Counsel]	110,000	0.00
Increase Cost: Annualization of FY20 Compensation Increases	88,849	0.00
Increase Cost: Annualization of FY20 Personnel Costs	55,611	0.00
Increase Cost: Print and Mail Adjustment	603	0.00
Decrease Cost: Annualization of Mid-Year FY20 Position Actions [General Counsel]	(7,116)	(1.50)
Decrease Cost: Retirement Adjustment	(56,536)	0.00
Re-align: Personnel Charges to Other Funds/Departments [General Counsel]	(78,108)	0.25
Re-align: Insurance Defense Litigation Program into New Litigation Program [Insurance Defense Litigation]	(133,171)	(1.25)
Shift: Chargeback from General Fund to Self-Insurance Fund [Litigation]	(133,171)	(1.25)
Re-align: Zoning, Land Use and Economic Development Program into New General Counsel Program [Zoning, Land Use and Economic Development]	(180,298)	(0.90)
Re-align: Merge Support Services Program into New Administration Program [Support Services]	(414,243)	(4.70)
Re-align: Government Operations and Appeals Program into New General Counsel Program [Government Operations and Appeals]	(468,402)	(2.75)
Re-align: Human Resources Program into New General Counsel Program [Human Resources]	(1,139,986)	(7.50)
Re-align: Finance and Procurement Program Into New General Counsel Program [Finance and Procurement]	(1,177,493)	(11.50)

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: Health and Human Services Program into New General Counsel Program [Health and Human Services]	(1,199,584)	(7.10)
Re-align: Existing Administration Program into New Administration Program [Administration]	(1,628,792)	(7.50)
<b>FY21 RECOMMENDED</b>	<b>6,587,300</b>	<b>41.70</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	0	0.00	2,393,590	12.95
Administration	1,628,792	7.50	0	0.00
Finance and Procurement	1,177,493	11.50	0	0.00
General Counsel	0	0.00	4,193,710	28.75
Government Operations and Appeals	468,402	2.75	0	0.00
Health and Human Services	1,199,584	7.10	0	0.00
Human Resources	1,139,986	7.50	0	0.00
Insurance Defense Litigation	133,171	1.25	0	0.00
Litigation	0	0.00	0	0.00
Support Services	414,243	4.70	0	0.00
Zoning, Land Use and Economic Development	180,298	0.90	0	0.00
<b>Total</b>	<b>6,341,969</b>	<b>43.20</b>	<b>6,587,300</b>	<b>41.70</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Board of Appeals	General Fund	72,871	0.50	76,335	0.50
Intergovernmental Relations	General Fund	28,637	0.30	29,015	0.30
Finance	General Fund	172,276	1.05	180,262	1.05
Finance	Risk Management (Self Insurance - ISF)	3,111,743	20.50	3,102,886	21.00
Human Resources	Employee Health Self Insurance	18,475	0.10	18,931	0.10
Correction and Rehabilitation	General Fund	133,894	1.00	159,607	1.00
Police	General Fund	71,933	0.50	178,216	1.00
Parking District Services	Bethesda Parking	24,084	0.10	22,832	0.10
Parking District Services	Silver Spring Parking	28,812	0.20	30,410	0.20
Health and Human Services	General Fund	0	0.00	52,757	0.50
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	222,744	1.00	211,260	1.00
Housing and Community Affairs	General Fund	92,093	0.50	93,653	0.50

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
Housing and Community Affairs	Montgomery Housing Initiative	181,040	1.00	186,430	1.00
Recycling and Resource Management	Solid Waste Disposal	138,565	0.75	141,985	0.75
Recycling and Resource Management	Solid Waste Collection	46,188	0.25	47,328	0.25
CIP	Capital Fund	463,658	2.80	483,202	2.80
NDA - Montgomery County Employee Retirement Plans	General Fund	18,475	0.10	18,931	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	18,475	0.10	18,931	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	77,597	0.42	79,512	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	31,408	0.17	32,183	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	11,085	0.06	11,359	0.06
Cable Television Communications Plan	Cable TV	120,420	0.50	114,160	0.50
<b>Total</b>		<b>5,278,767</b>	<b>34.30</b>	<b>5,484,479</b>	<b>35.80</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>6,587</b>	<b>6,587</b>	<b>6,587</b>	<b>6,587</b>	<b>6,587</b>	<b>6,587</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(10)</b>	<b>(10)</b>	<b>(10)</b>	<b>(10)</b>	<b>(10)</b>
Items recommended for one-time funding in FY21, including operating expenses for the Deputy Privacy Officer position added in FY21, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>6,587</b>	<b>6,640</b>	<b>6,640</b>	<b>6,640</b>	<b>6,640</b>	<b>6,640</b>

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# Ethics Commission

## RECOMMENDED FY21 BUDGET

\$367,885

## FULL TIME EQUIVALENTS

2.00

 ROBERT W. COBB, DIRECTOR

## MISSION STATEMENT

The Ethics Commission exercises authorities granted to it under the Public Ethics Law to promote the public's trust of County government and to ensure the impartiality of County employees, including elected officials, in the execution of their responsibilities.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Ethics Commission is \$367,885, a decrease of \$99,441 or 21.28 percent from the FY20 Approved Budget of \$467,326. Personnel Costs comprise 89.42 percent of the budget for two full-time position(s) and no part-time position(s), and a total of 2.00 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 10.58 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## PROGRAM CONTACTS

Contact Robert Cobb, Director of the Ethics Commission at 240.777.6674 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
<b>Program Measures</b>					
Number of financial disclosure statements required (calendar year)	1,786	1,814	1,814	1,814	1,814
Number of formal opinions, waivers and guidance (calendar year)	15	19	19	19	19
Number of lobbyist activity reports (calendar year)	259	219	219	219	219

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of lobbyists registered (calendar year)	172	135	135	135	135
Number of outside employment requests processed (calendar year)	882	2,241	2,241	2,241	2,241
Percentage of Executive Branch public financial disclosure filers in compliance with ethics training requirement	99%	99%	99%	99%	99%

## PROGRAM DESCRIPTIONS

### Ethics Program Compliance

**Financial Disclosure:** The Public Ethics Law requires filing of financial disclosure reports by certain County employees. The Ethics Commission administers the electronic filing system for reporting and coordinates with the Office of Human Resources and all County agencies regarding the status of filers. It resolves all anomalous circumstances and questions from filers that routinely arise associated with the filing of financial disclosure reports and the system designed for that purpose.

**Outside Employment:** The Public Ethics Law requires that County employees obtain approval from the Ethics Commission prior to engaging in any employment other than County employment. The Ethics Commission administers an online process pursuant to which requests are made and reviewed by the employee's agency. The Ethics Commission staff prepares all requests for consideration by the Ethics Commission, including obtaining additional information from requestors and County agencies and conducting preliminary legal analysis of requests. The Ethics Commission approves requests, as appropriate, setting conditions on approval as necessary to ensure compliance with ethics requirements, and staff notifies requestors by letter of the disposition of requests. The Ethics Commission publishes and updates approved outside employment information required to be made public by the Public Ethics Law.

**Lobbying:** The Public Ethics Law requires certain persons who spend or receive over \$500 to communicate with County officials and employees to register as lobbyists and to file semi-annual activity reports with the Ethics Commission. Annual registration fees are required and are paid to the Ethics Commission and processed and deposited in the General Fund. The Ethics Commission publishes and updates information required to be made public by the Public Ethics Law.

**Complaints, Investigations, and Hearings:** Pursuant to the Public Ethics Laws, the Ethics Commission receives complaints and, as appropriate, conducts investigations, and/or hearings; makes findings; and imposes sanctions and penalties if warranted.

**Advisory Opinions, Waivers, and Advice:** In accordance with the Public Ethics Law, the Ethics Commission answers inquiries on the application of the Public Ethics Law, publishes opinions, and grants waivers of Ethics Law requirements, as appropriate.

**Education:** The Ethics Commission conducts public education and other information programs regarding the Public Ethics Law.

**Legislative and Regulatory:** The Ethics Commission recommends and prepares new ethics legislation and regulations.

**Coordination and Outreach:** The Staff of the Ethics Commission coordinates with the Office of the County Attorney and the Office of the Inspector General as necessary on legal and investigative matters. The staff also serves as the principal public resource on the County's Ethics Laws, including managing a website that reflects Ethics Commission programs, activities, and

publications such as annual reports, approvals of outside employment requests, lobbying data, and waivers and opinions.

Administration: The staff of the Ethics Commission is responsible for ensuring that Ethics Commission meetings are conducted in accordance with the Open Meetings Act and other applicable law, and the Ethics Commission members are informed and advised as to all material matters under their jurisdiction, Ethics Commission staff is also responsible for budget, procurement, human resources, and resource management for the operation of the office in accordance with Montgomery County policies.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	310,402	342,874	252,871	269,625	-21.4 %
Employee Benefits	75,013	85,569	58,916	59,353	-30.6 %
<b>County General Fund Personnel Costs</b>	<b>385,415</b>	<b>428,443</b>	<b>311,787</b>	<b>328,978</b>	<b>-23.2 %</b>
Operating Expenses	21,165	38,883	38,883	38,907	0.1 %
<b>County General Fund Expenditures</b>	<b>406,580</b>	<b>467,326</b>	<b>350,670</b>	<b>367,885</b>	<b>-21.3 %</b>
<b>PERSONNEL</b>					
Full-Time	3	3	3	2	-33.3 %
Part-Time	0	0	0	0	—
FTEs	3.00	3.00	3.00	2.00	-33.3 %
<b>REVENUES</b>					
Miscellaneous Revenues	22,253	30,000	30,000	20,000	-33.3 %
<b>County General Fund Revenues</b>	<b>22,253</b>	<b>30,000</b>	<b>30,000</b>	<b>20,000</b>	<b>-33.3 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>467,326</b>	<b>3.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Annualization of FY20 Compensation Increases	3,784	0.00
Increase Cost: Retirement Adjustment	2,284	0.00
Increase Cost: FY21 Compensation Adjustment	2,187	0.00
Increase Cost: Print and Mail Adjustment	24	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(22,144)	0.00
Shift: Vacant Program Specialist II Position to Shared Administrative Resources Model [Ethics Program Compliance]	(89,657)	(1.00)
<b>FY21 RECOMMENDED</b>	<b>367,885</b>	<b>2.00</b>

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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>	<b>368</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>368</b>	<b>369</b>	<b>369</b>	<b>369</b>	<b>369</b>	<b>369</b>



# Finance

## RECOMMENDED FY21 BUDGET

\$93,963,467

## FULL TIME EQUIVALENTS

130.04

 MICHAEL COVEYOU, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Finance is to prudently manage financial operations, recommend and implement sound fiscal policies, safeguard public assets, and encourage a safe environment on public property.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Finance is \$93,963,467, an increase of \$4,418,186 or 4.93 percent from the FY20 Approved Budget of \$89,545,281. Personnel Costs comprise 18.88 percent of the budget for 130 full-time position(s) and no part-time position(s), and a total of 130.04 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 81.12 percent of the FY21 budget.

The Finance Operating Budget is comprised of a General Fund component (the Director's Office and the Divisions of Fiscal Management, Treasury, Information Technology, and Controller) and the Division of Risk Management, which is funded by the Liability and Property Coverage Self-Insurance Fund. The total FY21 Operating Budget for the General Fund component is \$15,541,685 an increase of \$15,733 or 0.1 percent over the FY20 approved budget of \$15,525,952. Personnel Costs comprise approximately 83.06 percent of the General Fund budget for 119 full-time positions. A total of 97.67 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 16.94 percent of the budget.

The total FY21 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is \$78,421,782 an increase of \$4,402,453 or 5.95 percent over the FY20 approved budget of \$74,019,329. Personnel Costs comprise approximately 6.16 percent of the Self-Insurance Fund budget for 11 full-time positions. A total of 32.37 FTEs includes these positions as well as any seasonal, temporary, and positions charged to or from other departments or funds. Operating Expenses account for the remaining 93.84 percent of the budget. Included in the total FTEs are 21 FTEs charged to the Self-Insurance Fund by the Office of the County Attorney and 0.37 FTE charged by the General Fund component of Finance (Controller Division) for services provided in support of Risk Management.

## COUNTY PRIORITY OUTCOMES

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

## INITIATIVES

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- ★ Develop a Ten-Year Financial Plan for Montgomery County
- ★ Partnering Community Banks with the Small Business Plus! Program to boost lending to local small businesses and spur job creation in Montgomery County. The Small Business Plus! Program began with an initial total deposit of \$10 million with several local community banks in 2012 and has since expanded into deposits of approximately \$50 million as of December 31, 2018 with the program generating over \$1.8 million in interest income and creating an estimated 2,132 jobs.
- ★ Establishing Bank On Program in Montgomery County. Bank On is a national program and movement developed to assist people in establishing a low-cost/free bank account with functionality primarily for safely depositing checks, money orders services, cash withdrawals, and electronic bill payment.
- ★ The Department of Finance has been working with multiple financial advisors including Municap and PFM Financial Advisors LLC on a comprehensive portfolio of options to ensure the financial sustainability of the White Flint Special Taxing Districts over the next 12 years.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Established a new Financial Analysis, Audit, and Compliance (FAAC) section in the Division of the Controller which is responsible for performing extensive financial analysis to improve financial reporting, advancing functions in Oracle eBusiness financial modules, posting audits of financial transactions, and ensures compliance with Department and Countywide policies.
- ★ The County will migrate its online tax billing system, MUNIS on- premise to the vendor's Cloud Software-as-a-Service solution.
- ★ Developed a disaster recovery and continuity of operations solution for the County's Enterprise Resource Planning (ERP) System in collaboration with the Office of Emergency Management and Homeland Security and the Department of Technology Services.
- ★ Implemented an online credit card and e-check payment option for the Department of Health and Human Services and Alcohol Beverage Services (formerly, Department of Liquor Control).

## PROGRAM CONTACTS

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Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Estela Boronat de Gomes of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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.

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## PROGRAM DESCRIPTIONS

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### Controller

This program provides effective management and support to the operations of accounts payable and receivable; general and grants accounting; financial analysis, audit and compliance; and payroll. This program through its operations is responsible for overseeing expenditures and cash flow management, preparing timely and accurate annual financial statements and other standardized reports; complying with Federal, State, and County mandates; and developing standardized County policies and procedures.

The Accounts Payable operations is responsible for timely and accurate payments to vendors for goods and services provided to the County; complying with County policies and procedures; and carrying out State and Federal reporting requirements.

The Accounts Receivable operations is responsible for the timely receipt and accounting for monies due to the County from residents, businesses, and government agencies. In conjunction with the implementation of the Enterprise Resource Planning (ERP) system and associated best practices, it also provides services including invoicing/billing, collection, accounting, reconciliation, and reporting reconciliation of monies due.

General and Grant Accounting operations is responsible for the analysis, interpretation, and presentation of the County's financial position and results of operations through timely, accurate, and professional financial reports. These reports provide public assurance as to the accountability and integrity of the use of Federal, State, County, and other outside resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates. The program prepares the Comprehensive Annual Financial Report, Debt Service Booklet, the Single Audit Report on expenditures of Federal awards, and the State Uniform Financial Report, as well as numerous other standardized and specialized reports. This program also provides high quality, timely service to County departments through analysis and technical assistance and through preparation, review, and approval of financial transactions including grants.

The Financial Analysis, Audit, and Compliance (FAAC) section is responsible for performing extensive financial analysis to improve financial reporting, advancing functions in Oracle EBS financial modules, posting audits of financial transactions, and ensuring compliance with Department and Countywide policies.

Payroll operations is responsible for managing and maintaining the County's payroll system and functions as prescribed by Federal, State, and County laws, and local regulations. It provides timely and accurate payroll disbursements to County employees, accounts for payroll deductions, issues W-2 statements to account for pre-tax and post-tax benefits, maintains official payroll and leave records, and responds to internal and external inquiries. Payroll proactively operates in conjunction with other County departments to maintain and develop efficient and effective improvements to the personnel/payroll.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Procurement Card rebate revenue generated	\$724,221	\$770,260	\$775,000	\$800,000	\$825,000
Procurement Card transactions processed	41,902	43,321	43,500	43,500	43,750
Vendor payments issued <sup>1</sup>	128,866	118,086	120,000	120,000	120,000
Journal entries prepared by Finance	1,548	1,550	2,000	2,000	2,000
Journal entries reviewed and posted	3,046	3,600	3,650	3,650	3,650
Grant reports produced	575	552	552	552	552

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Paychecks and payroll advices issued for employees <sup>2</sup>	297,715	298,471	300,000	300,000	300,000
Pension and long-term disability (LTD2) payroll payments processed	63,064	75,254	80,000	80,000	80,000
Percent of non-compliant payments â€" Direct purchase orders created the same day as invoice date and duplicate dollars per total invoices	0.292%	0.293%	0.289%	0.269%	0.267%
Percent of payroll errors per sum of dollars under and overpaid	0.301%	0.299%	0.297%	0.233%	0.230%

<sup>1</sup> Vendor payments (checks, ACH's, wires, SUA) represent checks disbursed; each check may represent multiple invoice vouchers.

<sup>2</sup> Number of employees varies by month due to seasonal and temporary staff. Count reflects number of employees, not number of transactions (a person can have multiple transactions with one check).

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>973,619</b>	<b>8.88</b>
Realignment of Programs	4,358,326	36.99
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	890,853	4.00
<b>FY21 Recommended</b>	<b>6,222,798</b>	<b>49.87</b>

## Fiscal Management

This program provides effective management of County capital and operating funds and the fiscal analysis and issue management associated with master plan development, economic development, and legislative issues. It is also responsible for accurate revenue and economic forecasting and publishing reports on economic and revenue analysis on a monthly and quarterly basis for dissemination to the County Council and public. One of the program's primary goals is to maintain the County's AAA General Obligation Bond debt rating and to actively invest the County's working capital to minimize risk while generating maximum investment income.

Program objectives related to debt and cash management include managing the timely and economic issuance of short- and long-term financial obligations; developing and maintaining strong rating agency and investors relations; preparing accurate and timely financing documents, including the County's Annual Information Statement; ensuring strict compliance with disclosure requirements; coordinating bond counsel review; providing high-quality consulting services for County agencies, managers, staff, elected officials, and residents on issues related to debt and cash management; and managing the County's relationship with the banking and investment community.

Program objectives related to policy and fiscal projects include the proactive development of intergovernmental policy alternatives and recommendations, including necessary local and State legislation and regulations; fiscal and economic impact analysis for local and State legislation; fiscal impact analysis and effective management associated with the financing and implementation aspects of Master and Sector Plans; implementing and managing new County initiatives such as the Public Election Fund and Commercial Property Assessed Clean Energy (C-PACE) programs; managing a variety of economic development initiatives that support growth and/or expansion of economic opportunities in the County; and high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased	126,408	122,316	130,000	140,000	150,000

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Interest Rate - True Interest Cost for Montgomery County General Obligation Bonds (the most common debt instrument used by the County) <sup>1</sup>	1.7%	3.3%	3.3%	3.8%	3.8%
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread) <sup>2</sup>	3.0	7.0	0.0	0.0	0.0
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	18	22	12	12	12
Revenue forecasting - Percent variance between actual revenue and projected revenue	-3.31%	-1.80%	0.00%	0.00%	0.00%
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting <sup>3</sup>	Received	Expected	Expected	Expected	Expected
Investment Return - Rate of return on Montgomery County's investments	1.34%	2.33%	1.65%	1.15%	1.15%
Bond Rating - Rating given to Montgomery County by Fitch, Moody's, and Standard and Poor's (Bond ratings are a measure of the quality and safety of a bond and are based on the issuer's financial condition)	AAA	AAA	AAA	AAA	AAA

<sup>1</sup> Did not have a 20 year metric for FY18 as there was not a County issuance with this time horizon, 1.726% reflects true interest cost available for 10-year debt issuance. FY19 actual resorts back to 30 years estimate for final TIC.

<sup>2</sup> FY17 value abnormally larger due to the volatile rate environment after the presidential election in when rates went up 75 bps between the election (November 6) and Christmas. This disproportionately affected the longer maturities. The County was above MMD by 5 basis points (bps) for 2017 and 2018 maturities, but greater than 25 bps above in later years. FY18 was a return to a more stable interest rate environment with FY19 experiencing greater volatility.

<sup>3</sup> The County has been awarded this certificate more times than any other county in the nation (FY18 = 49 times)

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,182,499</b>	<b>12.00</b>
Increase Cost: Reduce Chargeback to Capital Project-White Flint	116,557	0.75
Shift: Finance Staff Reassigned to the Office of Business Advancement Team in the Office of County Executive	(296,289)	(2.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	39,799	0.00
<b>FY21 Recommended</b>	<b>2,042,566</b>	<b>10.75</b>

## Information Technology

This program provides planning, direction, and support for finance and core business systems, technology, and business processes to support effective and efficient achievement of the Department's mission. Activities are proactively coordinated with the Department of Technology Services, other County departments, vendors, and Department staff to ensure consistency of Department systems and financial controls with countywide policies and standards and with appropriate financial control standards. Major programs that are supported include Property Tax Billing and Collection, Time and Attendance, Electronic Payment implementation and Compliance, joint ownership of the County's Enterprise Resource Planning system, software development of customized applications, robotic process automation, business process re-engineering, Disaster Recovery and Continuity of Operations planning and special projects.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank	N/A	4,331,646	4,500,000	4,700,000	4,900,000
Average number of days to close payroll service requests	4.9	3.1	2.8	2.5	2.3
Workflows, tasks, and processes streamlined utilizing existing or new technologies	N/A	23	25	27	30

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,647,183</b>	<b>3.00</b>
Increase Cost: Annual Payment Card Industry (PCI) and Automated Clearing House (ACH) Compliance	6,060	0.00
Shift: Chargeback for Billing, Collection and Processing Services	5,028	0.00
Decrease Cost: IT Financial Systems Applications - Ongoing Maintenance	(133,130)	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.	73,923	1.00
<b>FY21 Recommended</b>	<b>1,599,064</b>	<b>4.00</b>

## ☀ Operations and Administration

This program includes operational support for the Department as well as the administrative portions of the Director's Office, the Division of the Controller, the Treasury Division, and the Division of Risk Management. The program provides support for efficient, effective, and timely accomplishment of the Department's mission, including budget development and oversight, personnel administration, strategic planning, and contract administration. The program provides high quality consulting services for County agencies, managers, staff, elected officials, and residents.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,144,071</b>	<b>19.37</b>
Shift: Chargeback for Billing, Collection and Processing Services	32,237	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.	(1,112,917)	(5.00)
<b>FY21 Recommended</b>	<b>4,063,391</b>	<b>14.37</b>

## ☀ Risk Management

The Montgomery County Self-Insurance Program, established under County Code 20-37, provides comprehensive property and casualty insurance for the County and participating agencies. The program pays all claims for Self Insured Workers' Compensation, General and Auto Liability, Auto Physical Damage and Property matters. The program is funded through contributions from the agencies, which are based upon an annual actuarial analysis of their exposures and outstanding and projected future claims. The program provides accurate and timely insurance and risk management advice to County Departments and participating agencies and reduces County and participating agency exposure to risk by: comparing the cost of commercially available coverage to evaluate the best method of funding exposure to loss; transferring contractual risk under indemnification/hold harmless agreements; recommending and reviewing contractual insurance requirements for County agreements. The Program also purchases commercial insurance policies. The Program maintains a contract agreement with a Third Party Claims administrator to handle all claims submitted to the County and agencies - including Workers' Compensation, General Liability, Automobile Liability, Auto Physical Damage and Property damage.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Training classes conducted by Safety and Health Specialists <sup>1</sup>	1,469	462	2,000	2,000	2,000
Workers Compensation - Cost per \$100 of payroll	\$2.88	\$2.84	\$2.84	\$2.84	\$2.84
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	554	528	517	508	498

<sup>1</sup> Late in FY17, online training was initiated to complement in-person classes. The decrease in FY18 is related to the roll-out of the new online

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	72,769,403	27.50
Increase Cost: Claims Expense	2,650,125	0.00
Increase Cost: Commercial Insurance Premiums	1,695,878	0.00
Increase Cost: Building Space Lease	3,621	0.00
Increase Cost: Insurance Broker Services	2,333	0.00
Shift: Chargeback from County Attorney to Self-Insurance Fund (SIF)	(8,857)	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	438,751	0.00
<b>FY21 Recommended</b>	<b>77,551,254</b>	<b>28.00</b>

## Treasury

This program is responsible for providing coordination and oversight of treasury operations and customer services through the cashiering function. All money received by the County, directly through the Treasury cashiering operation, from other County agencies, or through the internet and bank lockbox operation, is processed, administered, and recorded in a timely fashion in the County's accounting system. This program handles property, transfer and recordation, and excise taxes; fines and fees; and offers specific employee services, such as the fare media pass. Functioning as a banking operation, the tellers are a primary provider of person-to-person customer service to County residents.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Tax related number of service request tickets transferred from MC311 Call Center to Treasury	4,267	3,220	3,500	3,750	3,750
Property tax accounts billed	376,553	376,259	376,300	377,000	379,000
Transfer tax transactions processed <sup>1</sup>	20,857	21,048	23,000	23,000	23,000
Cashier transactions processed	116,916	91,977	93,000	93,000	93,000

<sup>1</sup> Transfer Tax transactions includes taxable and non-taxable transactions

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>476,765</b>	<b>4.90</b>
Realignment of Programs	1,993,415	18.15
Shift: Chargeback for Billing, Collection and Processing Services	(10,745)	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.	24,959	0.00
<b>FY21 Recommended</b>	<b>2,484,394</b>	<b>23.05</b>

## REALIGNED PROGRAMS

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

## Accounts Receivable

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>524,463</b>	<b>6.00</b>

FY21 Recommended Changes	Expenditures	FTEs
Realignment of Programs	(524,463)	(6.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## General Accounting

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,979,885</b>	<b>15.99</b>
Realignment of Programs	(1,979,885)	(15.99)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Grants Accounting

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>557,992</b>	<b>5.00</b>
Realignment of Programs	(557,992)	(5.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Insurance

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>68,893,645</b>	<b>4.00</b>
Realignment of Programs	(68,893,645)	(4.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Legal Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,111,744</b>	<b>20.50</b>
Realignment of Programs	(3,111,744)	(20.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Occupational Safety and Health

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>764,014</b>	<b>3.00</b>
Realignment of Programs	(764,014)	(3.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Payroll

FY21 Recommended Changes	Expenditures	FTEs
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FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,295,986</b>	<b>10.00</b>
Realignment of Programs	(1,295,986)	(10.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Tax Operations

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,993,415</b>	<b>18.15</b>
Realignment of Programs	(1,993,415)	(18.15)
<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>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	7,739,974	9,948,205	8,425,747	10,240,860	2.9 %
Employee Benefits	2,793,109	2,842,233	3,053,376	2,668,155	-6.1 %
<b>County General Fund Personnel Costs</b>	<b>10,533,083</b>	<b>12,790,438</b>	<b>11,479,123</b>	<b>12,909,015</b>	<b>0.9 %</b>
Operating Expenses	3,541,509	2,735,514	4,014,557	2,632,670	-3.8 %
<b>County General Fund Expenditures</b>	<b>14,074,592</b>	<b>15,525,952</b>	<b>15,493,680</b>	<b>15,541,685</b>	<b>0.1 %</b>
<b>PERSONNEL</b>					
Full-Time	121	124	124	119	-4.0 %
Part-Time	0	0	0	0	—
FTEs	94.90	98.92	98.92	97.67	-1.3 %
<b>REVENUES</b>					
Miscellaneous Revenues	559,993	700,000	700,000	700,000	—
Other Charges/Fees	513,978	514,500	498,500	505,200	-1.8 %
Other Fines/Forfeitures	17,243	15,000	15,000	15,000	—
Other Intergovernmental	433,953	473,970	510,920	514,230	8.5 %
<b>County General Fund Revenues</b>	<b>1,525,167</b>	<b>1,703,470</b>	<b>1,724,420</b>	<b>1,734,430</b>	<b>1.8 %</b>

## SELF INSURANCE INTERNAL SERVICE FUND

<b>EXPENDITURES</b>					
Salaries and Wages	2,597,186	3,671,599	3,244,950	3,826,719	4.2 %
Employee Benefits	822,177	1,074,954	979,647	1,003,665	-6.6 %
<b>Self Insurance Internal Service Fund Personnel Costs</b>	<b>3,419,363</b>	<b>4,746,553</b>	<b>4,224,597</b>	<b>4,830,384</b>	<b>1.8 %</b>
Operating Expenses	63,938,020	69,272,776	69,783,921	73,591,398	6.2 %
<b>Self Insurance Internal Service Fund Expenditures</b>	<b>67,357,383</b>	<b>74,019,329</b>	<b>74,008,518</b>	<b>78,421,782</b>	<b>5.9 %</b>
<b>PERSONNEL</b>					
Full-Time	11	11	11	11	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	31.87	31.87	31.87	32.37	1.6 %
REVENUES					
Investment Income	4,556,909	1,000,000	1,000,000	1,628,727	62.9 %
Miscellaneous Revenues	578,956	1,000,000	1,000,000	1,000,000	—
Self Insurance Revenues	68,944,588	73,404,480	73,404,480	77,514,144	5.6 %
<b>Self Insurance Internal Service Fund Revenues</b>	<b>74,080,453</b>	<b>75,404,480</b>	<b>75,404,480</b>	<b>80,142,871</b>	<b>6.3 %</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>81,431,975</b>	<b>89,545,281</b>	<b>89,502,198</b>	<b>93,963,467</b>	<b>4.9 %</b>
<b>Total Full-Time Positions</b>	<b>132</b>	<b>135</b>	<b>135</b>	<b>130</b>	<b>-3.7 %</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>126.77</b>	<b>130.79</b>	<b>130.79</b>	<b>130.04</b>	<b>-0.6 %</b>
<b>Total Revenues</b>	<b>75,605,620</b>	<b>77,107,950</b>	<b>77,128,900</b>	<b>81,877,301</b>	<b>6.2 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>15,525,952 98.92</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	214,503	0.00
Increase Cost: Annualization of FY20 Compensation Increases	137,761	0.00
Increase Cost: Reduce Chargeback to Capital Project-White Flint [Fiscal Management]	116,557	0.75
Shift: Chargeback for Billing, Collection and Processing Services [Operations and Administration]	32,237	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	13,288	0.00
Increase Cost: Annual Payment Card Industry (PCI) and Automated Clearing House (ACH) Compliance [Information Technology]	6,060	0.00
Shift: Chargeback for Billing, Collection and Processing Services [Information Technology]	5,028	0.00
Increase Cost: Print and Mail Adjustment	2,961	0.00
Decrease Cost: Annualization of FY20 Operating Expenses	(3,618)	0.00
Shift: Chargeback for Billing, Collection and Processing Services [Treasury]	(10,745)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(22,557)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(22,564)	0.00
Decrease Cost: Retirement Adjustment	(23,759)	0.00
Decrease Cost: IT Financial Systems Applications - Ongoing Maintenance [Information Technology]	(133,130)	0.00
Shift: Finance Staff Reassigned to the Office of Business Advancement Team in the Office of County Executive [Fiscal Management]	(296,289)	(2.00)
	<b>FY21 RECOMMENDED</b>	<b>15,541,685 97.67</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>74,019,329 31.87</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Claims Expense [Risk Management ]	2,650,125	0.00
Increase Cost: Commercial Insurance Premiums [Risk Management ]	1,695,878	0.00
Increase Cost: FY21 Compensation Adjustment	73,032	0.00
Increase Cost: Annualization of FY20 Compensation Increases	51,946	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	10,475	0.00
Increase Cost: Building Space Lease [Risk Management ]	3,621	0.00
Increase Cost: Insurance Broker Services [Risk Management ]	2,333	0.00
Increase Cost: Print and Mail Adjustment	87	0.00
Decrease Cost: Motor Pool Adjustment	(5,022)	0.00
Shift: Chargeback from County Attorney to Self-Insurance Fund (SIF) [Risk Management ]	(8,857)	0.50
Decrease Cost: OPEB Adjustment	(28,400)	0.00
Decrease Cost: Retirement Adjustment	(42,765)	0.00
	<b>FY21 RECOMMENDED</b>	<b>78,421,782 32.37</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Accounts Receivable	524,463	6.00	0	0.00
Controller	973,619	8.88	6,222,798	49.87
Fiscal Management	2,182,499	12.00	2,042,566	10.75
General Accounting	1,979,885	15.99	0	0.00
Grants Accounting	557,992	5.00	0	0.00
Information Technology	1,647,183	3.00	1,599,064	4.00
Insurance	68,893,645	4.00	0	0.00
Legal Services	3,111,744	20.50	0	0.00
Occupational Safety and Health	764,014	3.00	0	0.00
Operations and Administration	5,144,071	19.37	4,063,391	14.37
Payroll	1,295,986	10.00	0	0.00
Risk Management	0	0.00	77,551,254	28.00
Tax Operations	1,993,415	18.15	0	0.00
Treasury	476,765	4.90	2,484,394	23.05
<b>Total</b>	<b>89,545,281</b>	<b>130.79</b>	<b>93,963,467</b>	<b>130.04</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Human Resources	Employee Health Self Insurance	126,880	0.75	104,170	0.75
Human Resources	Retiree Health Benefits Trust Fund	37,110	0.25	38,650	0.25
General Services	Central Duplicating (Printing & Mail)	6,760	0.05	6,980	0.05
Transportation	Leaf Vacuuming	245,720	0.43	241,830	0.43
Parking District Services	Bethesda Parking	32,500	0.24	33,560	0.24
Parking District Services	Silver Spring Parking	36,800	0.27	38,000	0.27
Parking District Services	Wheaton Parking	12,370	0.09	12,790	0.09
Community Use of Public Facilities	Community Use of Public Facilities	49,950	0.37	51,480	0.37
Recreation	Recreation	44,010	0.33	45,300	0.33
Permitting Services	Permitting Services	13,200	0.10	13,590	0.10
Environmental Protection	Water Quality Protection	961,595	6.00	939,867	6.00
Recycling and Resource Management	Solid Waste Disposal	587,636	4.38	581,270	4.38
Recycling and Resource Management	Solid Waste Collection	271,466	0.64	266,990	0.64
Alcohol Beverage Services	Liquor	815,361	6.50	821,265	6.50
CIP	Capital Fund	151,872	1.00	39,397	0.25
Non-Departmental Accounts	Retirement Fund (ERS)	40,152	0.30	41,366	0.30
Non-Departmental Accounts	Retiree Health Benefits Trust Fund	4,708	0.05	4,884	0.05
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	1,480	0.01	1,550	0.01
NDA - Conference Center	General Fund	156,599	1.00	0	0.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	111,288	1.00	0	0.00
Economic Development Fund	Economic Development Fund	157,046	1.00	163,335	1.00
<b>Total</b>		<b>3,864,503</b>	<b>24.76</b>	<b>3,446,274</b>	<b>22.01</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>15,542</b>	<b>15,542</b>	<b>15,542</b>	<b>15,542</b>	<b>15,542</b>	<b>15,542</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>15,542</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>	<b>15,600</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>78,422</b>	<b>78,422</b>	<b>78,422</b>	<b>78,422</b>	<b>78,422</b>	<b>78,422</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(2)</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>(1)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>78,422</b>	<b>78,451</b>	<b>78,449</b>	<b>78,449</b>	<b>78,449</b>	<b>78,452</b>

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# General Services

## RECOMMENDED FY21 BUDGET

\$40,438,194

## FULL TIME EQUIVALENTS

169.30

 DAVID DISE, DIRECTOR

## MISSION STATEMENT

The Department of General Services (DGS) 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 FY21 Operating Budget for the Department of General Services is \$40,438,194, an increase of \$144,060 or 0.36 percent from the FY20 Approved Budget of \$40,294,134. Personnel Costs comprise 44.38 percent of the budget for 232 full-time position(s) and one part-time position(s), and a total of 169.30 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 55.62 percent of the FY21 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**

## INITIATIVES

-  The Printing and Mail program has saved 121 trees, 1.38 million gallons of water, and reduced 113,460 pounds of carbon dioxide by implementing eco-friendly practices.
-  The Division of Facilities and Maintenance (DFM) program manages the County's Building Automation Systems (BAS), remotely responds and controls energy and environmental conditions at approximately 100 County facilities.
-  DFM performs preventive maintenance, repair, and groundskeeping for 435 County-owned and County-leased facilities.
-  DFM inspects and maintains 121 emergency generators located throughout the County, ensuring that systems are operational for emergency situations.

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## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ☀ Secured funds for green initiatives. In FY19, Department of General Services received over \$400,000 for energy-saving and advanced energy projects and over \$900,000 for streetlight upgrades. Received a total of \$4 million in grants and incentives since FY13 with an additional \$3.5 million expected in FY20.
- ☀ Installed the new IM 5000 Mail Meters with Enhanced Shipping and Mailing (ESM). The County saves five cents from every First-Class mail and nine cents for every pre-sorted First-Class mail with the postage meters. Department of General Services is in the process of establishing Intelligent Mail Bar Codes (IMB) and Intelligent Mail Package Bar Codes capability, with the Postal Service providing further discounts on Flat Mail and Priority Mail.
- ☀ Installed the new DS 600i Folder Inserter with IM 5000 Mail Meter inline. The new DS 600i Folder Inserter cuts production time by half as it eliminates pre-folding inserts and the Inline IM 5000 mail meter enhances efficiencies.
- ☀ Working with the United States Postal Service to integrate AS 980S Address Printer with BCC Bulk Mailer Software, to provide address validation and barcoding. Validation of addresses will reduce returned mail and barcoding will provide further discounts on postage from the Postal Service.

## PROGRAM CONTACTS

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Contact Angela Dizelos of the Department of General Services at 240.777.6028 or Naeem Mia of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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### ☀ 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 supports the County Executive's redevelopment 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), and 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.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,320,378</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.	(85,500)	0.00
<b>FY21 Recommended</b>	<b>3,234,878</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.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Central Duplicating, Imaging, Archiving, & Mail Services

This is an Internal Service fund program that provides timely and efficient document management to County Government through high-speed digital printing services, graphic design, electronic publishing, high-speed color digital printing, full-service bindery, large format and banner printing, digital imaging, electronic and physical archiving of County records. The program administers and manages the countywide paper and multi-functional printer contracts, as well as a full-service mail operation that processes and scans all classes of incoming/ interoffice mail. Mail operations also processes outgoing mail to the U.S. Postal Service and deliver's mail/partial packages to all County departments and agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of printing orders completed	7,853	8,004	8,050	8,075	8,100
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.36	3.40	3.41	3.42	3.43
Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4)	3.08	3.41	3.42	3.42	3.42

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,222,221</b>	<b>34.57</b>
Increase Cost: Lease and Maintenance Costs	21,382	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.	(4,854)	0.00

FY21 Recommended Changes	Expenditures	FTEs
<b>FY21 Recommended</b>	<b>8,238,749</b>	<b>34.57</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. Specifically, ES supports, 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	222,234	1,306,250	3,583,517	1,077,057	500,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	961,674	1,303,806	1,992,656	1,992,119	1,989,119
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	2,020	5,952	11,431	11,412	11,393
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	126,957	132,059	131,210	125,000	120,000

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>811,074</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.	38,681	0.00
<b>FY21 Recommended</b>	<b>849,755</b>	<b>5.00</b>

## Facilities Management

The Division of Facilities Management's mission is to provide 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;
- custodial and housekeeping, grounds maintenance, recycling, and trash removal services;
- building structure and building envelope maintenance;
- engineering support services and various project management services;
- electrical/mechanical systems operations and maintenance;
- small to mid-sized building remodeling projects;
- snow removal and storm damage repair from snow, wind, rain, and storm events; and
- internal customer services.

Through Building Automation Systems (BAS), 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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) <sup>1</sup>	\$6,150	\$6,725	\$7,438	\$7,438	\$7,438
Average percent of work orders completed in quarter	80.1%	78.6%	80.0%	80.0%	80.0%
Number of hours offline for heating/cooling systems	11	0	0	0	0
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	2.90	2.72	2.73	2.75	2.76

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

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>26,922,582</b>	<b>107.70</b>
Add: Fire Watch Services	3,120	0.00
Add: Fall Protection Equipment Annual Inspections	2,500	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.	190,158	0.00
<b>FY21 Recommended</b>	<b>27,118,360</b>	<b>107.70</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 FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of square feet of leased space managed	1,010,130	951,399	1,098,630	1,098,630	1,098,630
Average amount Montgomery County pays in rent (in dollars per square foot)	\$19.34	\$25.85	\$26.75	N/A	N/A
Average rent paid by Montgomery County as a percent of average market rent for leased space <sup>1</sup>	71.9%	90.9%	N/A	N/A	N/A
Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4)	3.34	2.94	2.95	2.97	2.98
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.08	2.97	2.98	3.00	3.01

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

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,017,879</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.	(21,427)	0.00
<b>FY21 Recommended</b>	<b>996,452</b>	<b>7.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	11,231,693	10,784,069	11,423,192	11,312,187	4.9 %
Employee Benefits	3,912,300	3,844,650	3,946,945	3,581,377	-6.9 %
<b>County General Fund Personnel Costs</b>	<b>15,143,993</b>	<b>14,628,719</b>	<b>15,370,137</b>	<b>14,893,564</b>	<b>1.8 %</b>
Operating Expenses	20,544,120	17,443,194	17,594,955	17,305,881	-0.8 %
Capital Outlay	2,176	0	0	0	—
<b>County General Fund Expenditures</b>	<b>35,690,289</b>	<b>32,071,913</b>	<b>32,965,092</b>	<b>32,199,445</b>	<b>0.4 %</b>
<b>PERSONNEL</b>					
Full-Time	198	198	198	198	—
Part-Time	1	1	1	1	—
FTEs	135.73	134.73	134.73	134.73	—
<b>REVENUES</b>					
Miscellaneous Revenues	87,150	120,000	120,000	120,000	—
<b>County General Fund Revenues</b>	<b>87,150</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>—</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,900,765	2,121,425	2,101,712	2,273,390	7.2 %
Employee Benefits	737,448	832,381	789,846	780,321	-6.3 %
<b>Printing &amp; Mail Internal Service Fund Personnel Costs</b>	<b>2,638,213</b>	<b>2,953,806</b>	<b>2,891,558</b>	<b>3,053,711</b>	<b>3.4 %</b>
Operating Expenses	5,252,458	4,909,005	5,268,415	4,825,628	-1.7 %
Capital Outlay	0	359,410	359,410	359,410	—
<b>Printing &amp; Mail Internal Service Fund Expenditures</b>	<b>7,890,671</b>	<b>8,222,221</b>	<b>8,519,383</b>	<b>8,238,749</b>	<b>0.2 %</b>
<b>PERSONNEL</b>					
Full-Time	33	34	34	34	—
Part-Time	1	0	0	0	—
FTEs	34.07	34.57	34.57	34.57	—
<b>REVENUES</b>					
Imaging/Archiving Revenues	1,475,812	1,508,760	1,508,760	1,513,588	0.3 %
Investment Income	44,785	7,804	7,804	28,330	263.0 %
Mail Revenues	1,993,563	2,246,857	2,246,857	2,332,546	3.8 %
Other Charges/Fees	1,969,605	1,843,208	1,843,208	1,828,260	-0.8 %
Print Revenues	2,086,474	2,488,079	2,488,079	2,604,674	4.7 %
<b>Printing &amp; Mail Internal Service Fund Revenues</b>	<b>7,570,239</b>	<b>8,094,708</b>	<b>8,094,708</b>	<b>8,307,398</b>	<b>2.6 %</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>43,580,960</b>	<b>40,294,134</b>	<b>41,484,475</b>	<b>40,438,194</b>	<b>0.4 %</b>
<b>Total Full-Time Positions</b>	<b>231</b>	<b>232</b>	<b>232</b>	<b>232</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>Total Part-Time Positions</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>169.80</b>	<b>169.30</b>	<b>169.30</b>	<b>169.30</b>	<b>—</b>
<b>Total Revenues</b>	<b>7,657,389</b>	<b>8,214,708</b>	<b>8,214,708</b>	<b>8,427,398</b>	<b>2.6 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>32,071,913</b>	<b>134.73</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Fire Watch Services [Facilities Management]	3,120	0.00
Add: Fall Protection Equipment Annual Inspections [Facilities Management]	2,500	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	304,625	0.00
Increase Cost: Annualization of FY20 Compensation Increases	118,414	0.00
Increase Cost: Annualization of FY20 Personnel Costs	109,624	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,312	0.00
Increase Cost: Print and Mail Adjustment	1,571	0.00
Decrease Cost: Motor Pool Adjustment	(144,504)	0.00
Decrease Cost: Retirement Adjustment	(271,130)	0.00
<b>FY21 RECOMMENDED</b>	<b>32,199,445</b>	<b>134.73</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>8,222,221</b>	<b>34.57</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	72,272	0.00
Increase Cost: Annualization of FY20 Compensation Increases	31,938	0.00
Increase Cost: Annualization of FY20 Personnel Costs	24,390	0.00
Increase Cost: Lease and Maintenance Costs [Central Duplicating, Imaging, Archiving, & Mail Services]	21,382	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Print and Mail Adjustment	929	0.00
Decrease Cost: Motor Pool Adjustment	(17,908)	0.00
Decrease Cost: Retirement Adjustment	(32,776)	0.00
Decrease Cost: OPEB Adjustment	(87,780)	0.00
<b>FY21 RECOMMENDED</b>	<b>8,238,749</b>	<b>34.57</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	3,320,378	15.03	3,234,878	15.03
Building Design and Construction	0	0.00	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	8,222,221	34.57	8,238,749	34.57
Energy and Sustainability	811,074	5.00	849,755	5.00
Facilities Management	26,922,582	107.70	27,118,360	107.70
Real Estate Program	1,017,879	7.00	996,452	7.00
<b>Total</b>	<b>40,294,134</b>	<b>169.30</b>	<b>40,438,194</b>	<b>169.30</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
General Services	Central Duplicating (Printing & Mail)	56,241	0.52	0	0.00
Fleet Management Services	Motor Pool	636,303	2.80	0	0.00
Recycling and Resource Management	Solid Waste Disposal	68,652	0.10	72,033	0.10
Alcohol Beverage Services	Liquor	564,025	1.20	602,077	1.20
CIP	Capital Fund	8,190,054	55.65	8,178,578	55.65
Not Defined	Not Defined	749,029	3.50	749,029	3.50
<b>Total</b>		<b>10,264,304</b>	<b>63.77</b>	<b>9,601,717</b>	<b>60.45</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>32,199</b>	<b>32,199</b>	<b>32,199</b>	<b>32,199</b>	<b>32,199</b>	<b>32,199</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>32,199</b>	<b>32,219</b>	<b>32,219</b>	<b>32,219</b>	<b>32,219</b>	<b>32,219</b>
<b>PRINTING &amp; MAIL INTERNAL SERVICE FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>8,239</b>	<b>8,239</b>	<b>8,239</b>	<b>8,239</b>	<b>8,239</b>	<b>8,239</b>
No inflation or compensation change is included in outyear projections.						

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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(5)</b>	<b>(13)</b>	<b>(13)</b>	<b>(13)</b>	<b>(3)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>8,239</b>	<b>8,251</b>	<b>8,243</b>	<b>8,243</b>	<b>8,243</b>	<b>8,253</b>

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# Fleet Management Services

## RECOMMENDED FY21 BUDGET

\$89,737,826

## FULL TIME EQUIVALENTS

213.10

 DAVID DISE, DIRECTOR

## MISSION STATEMENT




The mission of the Department of General Services Division of Fleet Management Services (DFMS) is to plan for, acquire, maintain, fuel, and dispose of the County's fleet of motor vehicles, buses, heavy equipment, and other vehicular equipment in support of the transportation and service delivery needs of all County departments. The Division maintains its four shop locations and thirteen fuel sites, and operates out of six depots Countywide.

## BUDGET OVERVIEW



The total recommended FY21 Operating Budget for the Division of Fleet Management Services is \$89,737,826, an increase of \$4,978,649 or 5.87 percent from the FY20 Approved Budget of \$84,759,177. Personnel Costs comprise 27.90 percent of the budget for 210 full-time position(s) and no part-time position(s), and a total of 213.10 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 72.10 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

-  **Easier Commutes**
-  **A Greener County**
-  **Effective, Sustainable Government**

## INITIATIVES

-  Develop and implement an apprentice training program partnering with Montgomery County Public Schools (MCPS) to provide an advanced automotive trade career track for the youth of Montgomery County. This program would provide a stream of viable candidates for County mechanic positions where there is a deficit of skilled trade applicants. This program would enable a career path for those individuals in the community who currently have limited opportunities.
-  The Division of Fleet Management Services (DFMS) has received the first four electric buses in the County's electric bus program which will go into service in March 2020. DFMS has developed a technical specification. A request for proposals

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(RFP) is currently in process to procure ten electric buses as part of a Federal Transit Administration (FTA) Bus and Facilities Grant. Buses will operate out of the Brookville Depot in Silver Spring which will eventually include solar canopy grid infrastructure that will make the County's electric bus service truly green. Additional electric buses are scheduled to be purchased and delivered in the late FY21/ early FY22 timeframe.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ The Brookville Depot Private Public Partnership (P3) Electrification Grid is a large solar array system to be built over the existing parking lot. The array will collect sunlight during the day and transfer the energy collected into batteries for future use. The electric buses will be charged using the collected energy stored in the batteries. Additional energy, not needed for the buses, potentially will be sold back to the power company at a predetermined price. If needed, additional power can be purchased from the power company during peak times. This smart grid technology will be part of the County's sustainability plan.
- ★ The Division of Fleet Management Services developed and proposed a plan to remove the underground fuel storage tanks at the County Council Office Building (COB) and demolish the current fuel station building. This location will then become an electric vehicle charging station lot with multiple chargers.
- ★ The ViriCiti network is an innovative service provided to monitor electric buses and their corresponding charging network. The system is installed on buses and monitors all the sub-systems on buses. This system accesses all information and uses it for mission-critical performance reporting and warranty information. It monitors the electric bus charging stations and will alert Fleet to any issues or irregularities with the charging stations. This service provides the Division of Fleet Management Services with all the corresponding historical data ensuring all warranties on the bus, especially the batteries, will be adhered to for the benefit of the County. This system can be expanded as new buses are added to the fleet.
- ★ Work with Montgomery County Police Department (MCPD) to procure an all-electric car to evaluate its suitability for use in a law enforcement capacity. The pilot program will evaluate the ability to be outfitted with the typical equipment necessary for a Police vehicle, suitable space necessary to accommodate a police officer with weapon and other safety equipment, ability to operate in intense emergency response, serviceability, and usability in the field. The program will also allow MCPD to target specific applications in the field for which electric vehicles are most appropriate.
- ★ Develop a Green Fleet Plan that includes fleet optimization efforts such as developing centralized motor pools with a high concentration of electric vehicles and developing a Mobility Services interface for County employees who travel on official business. Mobility Services Software will advise employees on the best mode of transportation, with options including nearby motor pools, public transportation, or ride sharing services like Uber or Lyft. The Mobility Services Software will allow the Division of Fleet Management Services to target and remove under-utilized County vehicles, the cost savings from which will help fund the "greening" of the fleet by offsetting the acquisition costs of electric vehicles.
- ★ The Division of Fleet Management Services is currently working on a pilot with a company to develop software to streamline the accident claim process. Currently, most government accident claim processes are extremely slow due to disconnects between vehicle operators, Fleet Maintenance sections, and Risk Management sections. These delays cause end-users to be without the vehicles necessary to provide services or incur additional costs due to extended vehicle rentals. This software streamlines the claim process by creating a database of drivers and the vehicles that they operate. When a vehicle comes into the shop with accident damage, Risk Management is automatically notified, and they can schedule claims adjusters to begin the process. All information regarding the incident can be logged into the portal which controls a workflow by notifying each stakeholder when they are required to take action. It also tracks the amount of time in each process so any organizational issues that may improve turnaround time can be addressed.

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## PROGRAM CONTACTS

Contact Peggy Lynch of the Division of Fleet Management Services at 240.777.5759 or Gary Nalven of the Office of Management and Budget at 240.777.2779 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

### Administrative Automotive Services

Administrative Automotive Services maintains and repairs the automotive light fleet for all administrative vehicles including automobiles, vans and light trucks. Maintenance and repair service for the automotive and light truck fleet is provided through contractual services at the Seven Locks maintenance facility. The Division serves the transportation needs of 30 individual County departments and provides maintenance and repair services to several other agencies and governments in the area including fire departments and local municipalities. This program ensures the availability of properly maintained vehicles, without which County residents would be severely impacted.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of administrative vehicle work orders completed	6,714	6,002	6,448	6,388	6,279
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	11,847	13,064	13,000	15,000	17,000
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	0.82	0.50	0.70	0.60	0.50

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	2,244,411	1.00
Enhance: Subsidize Incremental Acquisition Costs of Electric Vehicles	300,000	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.	863,293	1.00
<b>FY21 Recommended</b>	<b>3,407,704</b>	<b>2.00</b>

### Business Support Services

Business Support Services prepares and monitors the budget, oversees financial management of the Motor Pool (MP) Internal Service Fund, payment processing, solicitations, requisitions and purchase orders. This program includes the preparation of MP Fund financial statements for the Comprehensive Annual Financial Report (CAFR) including Balance Sheet, Statement of Revenues, Expenses, Changes in Fund Equity, and Statement of Cash Flow. The Division's Parts Team provides tools, equipment

and parts for the repair and maintenance of the Fleet via an end-to-end process flow including trained supervisors and technicians, stockroom policies and procedures, safety regulations, contracts, and a computerized inventory system that drives receiving, stocking, issuing, forecasting, reporting and accountability. This program achieved significant improvements in inventory parts handling, implemented material handling upgrades for more efficient parts storage and processing, and implemented automated tool boxes and computerized locker systems to maximize tool availability for repairs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Amount spent on parts (in dollars)	\$9,619,108	\$10,514,997	\$11,124,990	\$10,732,289	\$11,114,481
Fiscal inventory parts turn rate	2.07	2.00	2.00	2.10	2.20
Percent of workorders completed without delay for parts	88.0%	83.0%	85.0%	87.0%	87.0%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>14,888,283</b>	<b>36.00</b>
Enhance: Fund Additional Vehicle Replacements	713,312	0.00
Enhance: Additional Tools and Safety Equipment to Support Transit and Heavy Fleet Maintenance	450,000	0.00
Increase Cost: Align Holiday Pay to Actuals	81,516	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.	(146,447)	(1.00)
<b>FY21 Recommended</b>	<b>15,986,664</b>	<b>35.00</b>

## Heavy Equipment Services

Heavy Equipment Services (HES) maintains and repairs heavy equipment, including heavy dump trucks, straight trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. HES provides maintenance support for police, fire, and sheriff vehicles, as well as other County vehicles that provide support services to constituents, without which County services to residents would be severely impacted. HES is a 24/7 operation that includes maintenance on the County's plow trucks before, during and after snow storms to maximize fleet availability and ensure safe travel routes for emergency vehicles and County residents. This program provides direct vehicle maintenance support at the Gaithersburg, Poolesville, Damascus, Bethesda, Colesville and Silver Spring depots.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of heavy equipment work orders completed	4,942	5,011	4,944	4,966	4,974
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	13,778	13,175	13,477	15,500	17,500
Heavy equipment fleet availability	89%	92%	91%	92%	93%
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	1.7	1.7	2.2	1.7	1.5

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>14,139,642</b>	<b>39.00</b>
Realignment of Programs	(8,977,643)	(4.00)
Increase Cost: Replace Aging Vehicle Lifts in all Shops	826,576	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.	92,947	0.50
<b>FY21 Recommended</b>	<b>6,081,522</b>	<b>35.50</b>

## Operational Management

Operational Management provides policy development and planning services and operational, personnel, and management oversight and support for Division activities. The focus is to become the benchmarked leader of innovative fleet operations, maintenance excellence, and exceptional teamwork by leveraging technology to maximize operational efficiencies, fleet accountability and customer service. Performance Metrics illustrate trends, the results of work efforts, and the effects of policies. The Division's Green Fleet strategy combines sound management, fleet rightsizing, alternative fuels, and innovative technologies to reduce fuel consumption and facilitate the acquisition of environmentally compliant vehicles, including flex-fuel, hybrid, electric, CNG and clean diesel.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fleet work orders completed	45,902	44,998	45,415	45,438	45,284
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.0	3.0	3.0	3.1	3.2
Clean Air Commitment - Gallons of alternative fuels used <sup>1</sup>	1,479,278	1,538,449	1,505,672	1,507,800	1,479,000
Clean Air Commitment - Gallons of diesel/unleaded used	4,942,973	5,184,375	5,034,453	5,053,934	4,943,000

<sup>1</sup> The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>35,206,820</b>	<b>18.10</b>
Increase Cost: Additional Funding for Contracted Support Services	379,247	0.00
Add: Apprentice Training Program	202,344	2.00
Enhance: Electric Vehicle Charging Station Equipment and Service	65,520	0.00
Increase Cost: Print and Mail Charges	37,475	0.00
Re-align: EZ Pass/Toll Payments for County Vehicles	8,900	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding	(3,290)	0.00
Decrease Cost: One-time Increase for Specialized Training in FY20	(536,814)	0.00
Decrease Cost: Fuel Expenditures	(1,760,119)	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.	2,366,498	0.00
<b>FY21 Recommended</b>	<b>35,966,581</b>	<b>20.10</b>

## Public Safety Automotive Services

Public Safety Automotive Services maintains and repairs the automotive light fleet for police, fire, sheriff and corrections vehicles including automobiles, vans and light trucks. Maintenance and repair service for this component of the fleet is provided through contractual services at the Seven Locks maintenance facility. This program ensures the availability of properly maintained Public Safety vehicles, without which protective services to residents, neighborhoods and the community would be severely impacted.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of public safety vehicle work orders completed	18,923	18,467	18,531	18,640	18,546
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	24,893	26,600	26,327	26,464	26,600
Percent of customers satisfied with police vehicle maintenance	96.0%	97.5%	98.0%	98.0%	98.0%
Police vehicle fleet availability	96%	98%	97%	97%	98%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	2.3	0.9	1.8	1.5	1.3
<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	6,733,232			3.00	
Increase Cost: Light Fleet Maintenance Contract - Align Budget to Actuals	568,645			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.	(763,384)			(0.50)	
<b>FY21 Recommended</b>	<b>6,538,493</b>			<b>2.50</b>	

## Transit Equipment Services

Transit Equipment Services (TES) provides scheduled and non-scheduled maintenance and repair of the Ride-On Bus fleet at three locations: Brookville Maintenance Facility (BMF), Equipment Maintenance and Transit Operation Center (EMTOC) and Small Transit Shop (STS). This program supports FLASH, the new bus-based rapid transit system with features that improve reliability and capacity; FLEX, the new on-demand transit service that helps residents get around in defined Rockville and Glenmont/Wheaton zones; and the acquisition and maintenance of electric buses. TES implemented a preventive maintenance contractor-based business model which supplemented operations and increased capacity to meet federally mandated requirements. The Transit technician on-boarding and training program contributed to improved equipment availability and injury reduction.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of transit work orders completed	15,323	15,518	15,492	15,444	15,485
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	88%	97%	93%	94%	95%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) <sup>1</sup>	14,762	13,007	13,000	14,000	15,000
Average days out of service per bus for parts	2.09	3.32	3.00	2.00	2.00
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.6	1.5	1.6	1.5	1.2

<sup>1</sup> The Federal Transit Administration requirement is 12,000 miles.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>		<b>FTEs</b>	
<b>FY20 Approved</b>	<b>20,524,432</b>		<b>118.00</b>	
Enhance: Replace Hybrid Batteries, Engines, and/or Transmissions to Ensure Reliable Transit Service	3,500,000		0.00	
Enhance: Add Parts Inventory for New Buses	330,000		0.00	
Increase Cost: Tools and Equipment to Support Bus Maintenance at Brookville Maintenance Facility	252,000		0.00	
Enhance: Contract Increase for Bus Service Lane to Accommodate New FLASH and FLEX Buses	146,052		0.00	
Enhance: Battery Monitoring Equipment for New Electric Buses	100,000		0.00	
Decrease Cost: One-time Increase in FY20 to Support Maintenance of FLASH Buses	(973,264)		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.	(2,122,358)		0.00	
<b>FY21 Recommended</b>	<b>21,756,862</b>		<b>118.00</b>	

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>MOTOR POOL INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	16,735,416	18,405,281	18,200,879	19,336,243	5.1 %
Employee Benefits	5,187,971	5,675,053	5,644,799	5,700,675	0.5 %
<b>Motor Pool Internal Service Fund Personnel Costs</b>	<b>21,923,387</b>	<b>24,080,334</b>	<b>23,845,678</b>	<b>25,036,918</b>	<b>4.0 %</b>
Operating Expenses	47,247,301	50,588,492	60,909,727	53,043,933	4.9 %
Capital Outlay	6,295,610	10,027,891	10,027,891	11,594,515	15.6 %
Debt Service Other	0	62,460	62,460	62,460	—
<b>Motor Pool Internal Service Fund Expenditures</b>	<b>75,466,298</b>	<b>84,759,177</b>	<b>94,845,756</b>	<b>89,737,826</b>	<b>5.9 %</b>
<b>PERSONNEL</b>					
Full-Time	202	208	208	210	1.0 %
Part-Time	0	0	0	0	—
FTEs	206.10	211.10	211.10	213.10	1.0 %
<b>REVENUES</b>					
Insurance Recoveries	2,030,930	1,787,425	1,746,640	1,786,236	-0.1 %
Investment Income	332,645	157,780	278,040	210,410	33.4 %
Miscellaneous Revenues	1,191,629	203,000	349,090	203,000	—
Motor Pool Charges/Fees	75,609,113	77,032,289	80,442,770	84,298,240	9.4 %
Other Intergovernmental	0	0	45,000	0	—
<b>Motor Pool Internal Service Fund Revenues</b>	<b>79,164,317</b>	<b>79,180,494</b>	<b>82,861,540</b>	<b>86,497,886</b>	<b>9.2 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>MOTOR POOL INTERNAL SERVICE FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>84,759,177</b>	<b>211.10</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Replace Hybrid Batteries, Engines, and/or Transmissions to Ensure Reliable Transit Service [Transit Equipment Services]	3,500,000	0.00
Enhance: Fund Additional Vehicle Replacements [Business Support Services]	713,312	0.00
Enhance: Additional Tools and Safety Equipment to Support Transit and Heavy Fleet Maintenance [Business Support Services]	450,000	0.00
Enhance: Add Parts Inventory for New Buses [Transit Equipment Services]	330,000	0.00
Enhance: Subsidize Incremental Acquisition Costs of Electric Vehicles [Administrative Automotive Services]	300,000	0.00
Add: Apprentice Training Program [Operational Management ]	202,344	2.00
Enhance: Contract Increase for Bus Service Lane to Accommodate New FLASH and FLEX Buses [Transit Equipment Services]	146,052	0.00
Enhance: Battery Monitoring Equipment for New Electric Buses [Transit Equipment Services]	100,000	0.00
Enhance: Electric Vehicle Charging Station Equipment and Service [Operational Management ]	65,520	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Replace Aging Vehicle Lifts in all Shops [Heavy Equipment Services]	826,576	0.00
Increase Cost: Light Fleet Maintenance Contract - Align Budget to Actuals [Public Safety Automotive Services]	568,645	0.00
Increase Cost: FY21 Compensation Adjustment	550,036	0.00
Increase Cost: Additional Funding for Contracted Support Services [Operational Management ]	379,247	0.00
Increase Cost: Annualization of FY20 Compensation Increases	267,877	0.00
Increase Cost: Tools and Equipment to Support Bus Maintenance at Brookville Maintenance Facility [Transit Equipment Services]	252,000	0.00
Increase Cost: Motor Pool Adjustment	99,001	0.00
Increase Cost: Align Holiday Pay to Actuals [Business Support Services]	81,516	0.00
Increase Cost: Print and Mail Charges [Operational Management ]	37,475	0.00
Increase Cost: Risk Management Adjustment	25,121	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	9,911	0.00
Re-align: EZ Pass/Toll Payments for County Vehicles [Operational Management ]	8,900	0.00
Increase Cost: Print and Mail Adjustment	6,923	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding [Operational Management ]	(3,290)	0.00
Decrease Cost: Retirement Adjustment	(155,100)	0.00
Decrease Cost: OPEB Adjustment	(513,220)	0.00
Decrease Cost: One-time Increase for Specialized Training in FY20 [Operational Management ]	(536,814)	0.00
Decrease Cost: One-time Increase in FY20 to Support Maintenance of FLASH Buses [Transit Equipment Services]	(973,264)	0.00
Decrease Cost: Fuel Expenditures [Operational Management ]	(1,760,119)	0.00
<b>FY21 RECOMMENDED</b>		<b>89,737,826 213.10</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administrative Automotive Services	0	0.00	3,407,704	2.00
Business Support Services	14,888,283	36.00	15,986,664	35.00
Heavy Equipment Services	14,139,642	39.00	6,081,522	35.50
Operational Management	35,206,820	18.10	35,966,581	20.10
Public Safety Automotive Services	0	0.00	6,538,493	2.50
Transit Equipment Services	20,524,432	118.00	21,756,862	118.00
<b>Total</b>	<b>84,759,177</b>	<b>211.10</b>	<b>89,737,826</b>	<b>213.10</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>MOTOR POOL INTERNAL SERVICE FUND</b>						

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>89,738</b>	<b>89,738</b>	<b>89,738</b>	<b>89,738</b>	<b>89,738</b>	<b>89,738</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(4,649)</b>	<b>(4,649)</b>	<b>(4,649)</b>	<b>(4,649)</b>	<b>(4,649)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(34)</b>	<b>(78)</b>	<b>(77)</b>	<b>(82)</b>	<b>(17)</b>
<b>Shop Lift Replacements</b>	<b>0</b>	<b>0</b>	<b>(827)</b>	<b>(827)</b>	<b>(827)</b>	<b>(827)</b>
Replacement of all shop lifts is funded across FY21 and FY22.						
<b>Labor Contracts</b>	<b>0</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>	<b>68</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>89,738</b>	<b>85,157</b>	<b>84,286</b>	<b>84,287</b>	<b>84,282</b>	<b>84,347</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Apprentice Training Program	202,344	2.00	235,683	2.00
<b>Total</b>	<b>202,344</b>	<b>2.00</b>	<b>235,683</b>	<b>2.00</b>

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# Human Resources

## RECOMMENDED FY21 BUDGET

\$303,667,044

## FULL TIME EQUIVALENTS

64.65

 BERKE ATTILA, DIRECTOR

## MISSION STATEMENT

To foster excellence in people by providing quality human resources services to our employees, partners, and the community.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Human Resources is \$303,667,044, an increase of \$21,899,305 or 7.77 percent from the FY20 Approved Budget of \$281,767,739. Personnel Costs comprise 2.83 percent of the budget for 62 full-time position(s) and two part-time position(s), and a total of 64.65 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 97.17 percent of the FY21 budget.

The Office of Human Resources Budget is comprised of a General Fund component of \$8,645,804 and a Employee Health Benefit Self Insurance Fund component of \$295,021,240.

In February 2020, the County Executive announced an update to the County Council related to ongoing efforts to identify no-cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Office of Human Resources has been reorganized. The Labor and Employee Relations program has been shifted to the new Office of Labor Relations, the Occupational Medical Services program has been shifted out of the Health and Employee Welfare program, and the Training and Organizational Development program has been shifted out of the Business Operations and Performance program.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## INITIATIVES

-  The Office of Human Resources will implement an Applicant Tracking System to provide a better customer service experience and improved management and monitoring of all recruitments.

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- ★ Expand the MLS LEADS program into MCG LEADS to incorporate innovative learning strategies including tours, book clubs, mentoring, department orientations, project-driven cohort groups, conferences, boot camps, specialized departmental training, career development coaching, and virtual learning opportunities for aspiring leaders, new supervisors, and managers.
  - ★ Streamline the position creation and reclassification process for departments to improve the time to review and approve, and eliminate redundant steps.
  - ★ Launched the Turn the Curve Initiatives for Alternate Work Schedules/Telework, Candidate Qualification Pool, and Reduce the Time to Hire performance measures.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ EEO/Diversity Management implemented a new case-tracking system that employees may use to submit requests for review and response.
- ★ Implementing Self-Service Benefits, which will eliminate paper enrollment forms and reduce manual data entry for the health insurance team.
- ★ Stress Management team will continue efforts to procure a new Electronic Health Records system to facilitate administrative and clinical operations.
- ★ Continue efforts to lower the time to fill vacant positions through fillable forms, streamline the approval process, release of a "How to Apply" video to improve the candidate's experience in the recruitment process, and conduct Hiring Manager refresher training.

## PROGRAM CONTACTS

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Contact Jennifer Shovlin of the Office of Human Resources at 240.777.5039 or Corey Orlosky of the Office of Management and Budget at 240.777.2762 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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### ★ Business Operations and Performance

The Business Operations and Performance Division is comprised of the Classification, Compensation, and Workforce Performance teams. The Classification and Compensation team reviews and evaluates the duties and responsibilities of individual positions and occupational classes in response to employee, department, and union requests to assure that positions are correctly assigned at comparable grade levels. This team also ensures that employees are accurately and appropriately compensated through technical analysis and equitable application of compensation systems and procedures. The team designs compensation plans and provides leadership to departments on performance-based pay. The Classification and Compensation team is also responsible for

oversight and administration of the County's compensation policies.

Workforce Performance consists of the Rewarding Excellence and Performance Management team. Rewarding Excellence is a process that encourages, mentors, and coaches front-line employees to work together as a team to implement improvement initiatives within Montgomery County Government. Performance management is a continuous process, which includes creating performance appraisals, observing and documenting performance and behavior, providing feedback, coaching, mentoring, and evaluating employees. The goal is to help employees and supervisors achieve Montgomery County's overall vision of efficient, effective, innovative, and responsive delivery of quality services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Job classification activities completed <sup>1</sup>	N/A	166	282	210	210
Number of new hire salary equity analyses completed	181	160	229	245	260
Average days to complete new hire salary equity analyses <sup>2</sup>	N/A	16	24	20	16
Average days to complete non-study job classifications related to hires <sup>3</sup>	N/A	N/A	26	14	10
Percent of job classifications reviewed/studied within the past 10 years <sup>4</sup>	N/A	25%	28%	34%	41%

<sup>1</sup> Complete data not available prior to FY19

<sup>2</sup> Complete data not available prior to FY19

<sup>3</sup> Data not available prior to FY20

<sup>4</sup> Data not available prior to FY19

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,240,641</b>	<b>12.50</b>
Realignment of Programs	(1,026,952)	(4.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(22,234)	0.00
<b>FY21 Recommended</b>	<b>1,191,455</b>	<b>8.00</b>

## Director's Office

The Director's Office provides services to the Department: executive management and recruitment; policy direction; strategic and financial planning; communications and public relations; and resources management. In addition, the Office provides consultation services on human resources matters to the County Executive and other department directors. The Director's Office is responsible for human resources policy development and planning, the administration of human resources programs, ensuring the integrity of the merit system, and directing the design and implementation of new initiatives to better serve customers and improve organizational performance. The Director's Office is also responsible for the departmental human capital strategy, which focuses on improving automation, customer service, cultural change, and communication as recommended by key partners and stakeholders.

The Director's Office is comprised of the following.

- Information Technology - provides management and oversight of the Department's information technology initiatives.
- Administrative Services - provides management and oversight of the Office's procurement of goods and services, budget preparation, administration, and financial management of the employee health benefits fund, and management over the Records Management Section. The team also remits payments to benefit program carriers and third party administrators,

approves invoices, and remits bills to employees and retirees as necessary.

- Communications and Strategic Planning - provides management and coordination of communications strategies, website content management, and the Department's strategic initiatives.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>3,041,050</b>	<b>21.40</b>
Increase Cost: Reduced Lapse Assumption	91,659	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.	80,778	0.00
<b>FY21 Recommended</b>	<b>3,213,487</b>	<b>21.40</b>

## EEO Compliance and Diversity Management

The Equal Employment Opportunity (EEO) and Diversity Management team ensures compliance with local, State, and Federal discrimination laws, as well as Montgomery County Personnel Regulations Section 5, related to Equal Employment Opportunity. The Division provides mandatory and customized training to employees and managers concerning equal employment and diversity management. The training also extends to civilian and public safety employees. The Division is responsible for mandated Federal and State EEO-related reporting requirements, EEO certifications, data/statistical analyses, and other EEO related reporting compliance associated with grant funding. The Division's primary responsibility is EEO compliance as it relates to the investigation of EEO complaints, monitoring departmental investigations, providing guidance and assistance to managers/supervisors related to EEO matters and resolution of EEO issues/complaints including mediation and reaching amicable resolution of EEO complaints.

<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 Equal Employment Opportunity complaints/inquiries received	144	184	200	200	200
Number of participants in Equal Employment Opportunity and diversity management trainings	1,405	1,788	1,780	1,780	1,780
Percent of Equal Employment Opportunity cases with successful resolution	32%	37%	47%	57%	67%
Percent of trainings that are customized for departments	33%	34%	34%	34%	34%

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>438,830</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,841	0.00
<b>FY21 Recommended</b>	<b>452,671</b>	<b>3.00</b>

## Health & Employee Welfare

The Health Insurance team manages and administers the County's health and welfare plans in accordance with County policy and local, State, and Federal laws. In addition to maintaining operations associated with annual open enrollment and program eligibility, the team provides customer service, communications, education, and counseling to County employees, participating County agency employees, retirees, and their dependents (over 45,000 total people) in a manner that ensures an understanding of program provisions and their value as part of total compensation.

The Wellness Program uses a dynamic, comprehensive, and data-driven strategy to promote employee engagement in health and well-being. The Wellness Program provides employee wellness activities such as health screenings, educational seminars, wellness and fitness classes, and incentive programs, and utilizes communication channels such as web, social media, and a monthly newsletter.

The Stress Management team promotes the emotional, mental, and physical well-being of Montgomery County Police Department employees and their family members through counseling, training, consultation services, and peer support.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of employees enrolled in Virgin Pulse wellness program	5,490	5,881	5,763	5,936	6,055
Percent of employees actively engaged in Virgin Pulse wellness program	58%	63%	61%	65%	67%
Percent of Virgin Pulse wellness program users whose chronic disease risk decreases	71%	82%	82%	82%	82%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>271,198,799</b>	<b>14.35</b>
Increase Cost: Claims Expenditure Adjustment	22,073,850	0.00
Shift: Return Charge to the Public Information Office	(4,500)	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.	38,748	0.00
<b>FY21 Recommended</b>	<b>293,306,897</b>	<b>14.35</b>

## Occupational Medical Services

The Occupational Medical Services team (OMS) (including Fire and Rescue Occupational Medical Services) provides multi-disciplinary occupational medical services, such as work-related medical and safety-hazard assessments to promote the health, wellness, and productivity of the County workforce. OMS also administers the County's drug and alcohol and centralized Family and Medical Leave programs. OMS also includes the County's Disability Program Manager who administers the County's Americans with Disabilities Act (ADA) program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of mandatory incumbent physical exams performed by Occupational Medical Services	3,297	3,050	3,189	3,316	3,449
Number of candidates processed for medical clearances	2,246	2,174	2,350	2,444	2,541
Percent of medical encounters processed within five days of visit	84%	70%	76%	82%	85%
Average patient length of stay from sign in to discharge (minutes)	83	71	77	75	73
Percent of mandatory incumbent physical exams completed within required timeline	95%	72%	79%	82%	85%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	2,130,986	2.40
Increase Cost: Consumer Price Index Adjustment for Occupational Medical Services	35,527	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.	9,190	(0.40)
<b>FY21 Recommended</b>	<b>2,175,703</b>	<b>2.00</b>

## Recruitment and Selection

The Recruitment and Selection Team is responsible for attracting, hiring, promoting and retaining candidates for County departments and agencies that result in a highly skilled, competent, and diverse workforce. The team engages in a wide variety of outreach activities designed to ensure quality and diversity in the candidate population including recruitment planning, guidance, and advisory services to departments and agencies on selection and hiring. In addition, the team conducts new employee orientation; administers reductions-in-force; designs and administers public safety promotional examinations and other employment tests; administers the County's Internship, Senior Fellow, Position and Career Education Program (PACE), Multilingual, Job Fairs and coordinates County transfers, demotions, promotions, noncompetitive reappointments, retiree rehiring; manages the County's Disability and Veteran Employment Initiatives; provides selection guidelines training on interviewing and selecting employees; community and employee briefing trainings on the County's employment process and interview/resume preparation; reviews and validates all County compensation (such as, wage equity, within grade salary requests, temporary promotion, promotion, demotion salary requests), develops candidate qualification templates (minimum qualifications/preferred criteria), and validates candidate qualifications; and facilitates priority consideration placements.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of people hired	1,449	1,369	1,400	1,400	1,400
Percent of vacancies filled within target duration	40%	40%	45%	50%	55%
Average hiring manager satisfaction rating with pools of candidates (scale of 1-5)	4.5	4.4	4.4	4.4	4.4
Percent of new hires who are racial minorities (compared to county labor force: 56%)	54%	57%	56%	56%	56%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,589,273</b>	<b>10.40</b>
Add: Applicant Tracking System	510,000	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.	(9,510)	0.00
<b>FY21 Recommended</b>	<b>2,089,763</b>	<b>10.40</b>

## Training and Organizational Development

The Training and Organizational Development team provides training, workforce planning, and organizational effectiveness programs and activities that increase the knowledge, skills, and abilities of the County's workforce. The team offers professional development opportunities to employees and managers through online learning and instructor-led classes and designs performance improvement strategies and specialized training to meet specific departmental needs. The team also designs short- and long-term business strategies to create required professional competencies, enhance organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of training classes offered	817	743	750	750	750
Percent of employees who participate in at least two non-mandatory training/development programs <sup>1</sup>	N/A	3.5%	4.0%	5.0%	5.0%
Percent of training courses geared toward leadership development	4.0%	3.8%	4.0%	5.0%	5.0%
Percent of computer skills trainees who report applying skills to current position	93%	94%	95%	95%	95%

<sup>1</sup> Data not available prior to FY19

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	1,026,952	4.50
Add: Management Development Program Initiative	150,000	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	60,116	0.00
<b>FY21 Recommended</b>	<b>1,237,068</b>	<b>5.50</b>

## REALIGNED PROGRAMS

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

### Labor and Employee Relations

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,259,146</b>	<b>7.00</b>
Realignment of Programs	(2,130,986)	(2.45)
Shift: Labor Management Relations Committee Funding	(100,000)	0.00
Shift: Labor and Employee Relations Team to Office of Labor Relations	(1,036,255)	(5.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,095	0.45
<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>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,411,800	4,676,270	4,454,634	4,388,336	-6.2 %
Employee Benefits	1,173,154	1,339,111	1,187,712	1,170,472	-12.6 %
<b>County General Fund Personnel Costs</b>	<b>5,584,954</b>	<b>6,015,381</b>	<b>5,642,346</b>	<b>5,558,808</b>	<b>-7.6 %</b>
Operating Expenses	2,793,965	2,896,040	3,272,597	3,086,996	6.6 %
Capital Outlay	92,229	0	0	0	—
<b>County General Fund Expenditures</b>	<b>8,471,148</b>	<b>8,911,421</b>	<b>8,914,943</b>	<b>8,645,804</b>	<b>-3.0 %</b>
<b>PERSONNEL</b>					
Full-Time	69	68	68	62	-8.8 %
Part-Time	3	2	2	2	—
FTEs	45.65	45.00	45.00	40.80	-9.3 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## EMPLOYEE HEALTH SELF INSURANCE

<b>EXPENDITURES</b>					
Salaries and Wages	2,073,826	2,270,128	2,218,464	2,370,386	4.4 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Employee Benefits	487,043	688,339	603,919	679,153	-1.3 %
<b>Employee Health Self Insurance Personnel Costs</b>	<b>2,560,869</b>	<b>2,958,467</b>	<b>2,822,383</b>	<b>3,049,539</b>	<b>3.1 %</b>
Operating Expenses	256,490,683	269,897,851	270,162,458	291,971,701	8.2 %
<b>Employee Health Self Insurance Expenditures</b>	<b>259,051,552</b>	<b>272,856,318</b>	<b>272,984,841</b>	<b>295,021,240</b>	<b>8.1 %</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	25.25	23.65	23.65	23.85	0.9 %
REVENUES					
Investment Income	187,498	562,010	156,720	118,600	-78.9 %
Medicaid/Medicare Reimbursement	2,131,531	0	27,266,333	31,037,577	—
Other Charges/Fees	10,429,235	0	0	0	—
Other Intergovernmental	0	0	8,143,360	8,357,060	—
Self Insurance Employee Health Income	64,419,629	281,967,908	247,968,210	255,584,170	-9.4 %
<b>Employee Health Self Insurance Revenues</b>	<b>77,167,893</b>	<b>282,529,918</b>	<b>283,534,623</b>	<b>295,097,407</b>	<b>4.4 %</b>
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>267,522,700</b>	<b>281,767,739</b>	<b>281,899,784</b>	<b>303,667,044</b>	<b>7.8 %</b>
<b>Total Full-Time Positions</b>	<b>69</b>	<b>68</b>	<b>68</b>	<b>62</b>	<b>-8.8 %</b>
<b>Total Part-Time Positions</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>70.90</b>	<b>68.65</b>	<b>68.65</b>	<b>64.65</b>	<b>-5.8 %</b>
<b>Total Revenues</b>	<b>77,167,893</b>	<b>282,529,918</b>	<b>283,534,623</b>	<b>295,097,407</b>	<b>4.4 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>8,911,421 45.00</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Applicant Tracking System [Recruitment and Selection]	510,000	0.00
Add: Management Development Program Initiative [Training and Organizational Development]	150,000	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	133,962	0.00
Increase Cost: Reduced Lapse Assumption [Director's Office]	91,659	0.00
Increase Cost: Consumer Price Index Adjustment for Occupational Medical Services [Occupational Medical Services]	35,527	0.00
Increase Cost: Annualization of FY20 Personnel Costs	27,407	0.00
Increase Cost: Print and Mail Adjustment	539	0.00
Decrease Cost: Retirement Adjustment	(33,985)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: Personnel Adjustment Between Funds	(44,471)	(0.20)
Shift: Labor Management Relations Committee Funding [Labor and Employee Relations]	(100,000)	0.00
Shift: Labor and Employee Relations Team to Office of Labor Relations [Labor and Employee Relations]	(1,036,255)	(5.00)
<b>FY21 RECOMMENDED</b>	<b>8,645,804</b>	<b>40.80</b>

### EMPLOYEE HEALTH SELF INSURANCE

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>272,856,318</b>	<b>23.65</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	22,073,850	0.00
Increase Cost: FY21 Compensation Adjustment	45,753	0.00
Re-align: Personnel Adjustment Between Funds	44,471	0.20
Increase Cost: Retirement Adjustment	7,385	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(2,037)	0.00
Shift: Return Charge to the Public Information Office [Health & Employee Welfare]	(4,500)	0.00
<b>FY21 RECOMMENDED</b>	<b>295,021,240</b>	<b>23.85</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Business Operations and Performance	2,240,641	12.50	1,191,455	8.00
Director's Office	3,041,050	21.40	3,213,487	21.40
EEO Compliance and Diversity Management	438,830	3.00	452,671	3.00
Health & Employee Welfare	271,198,799	14.35	293,306,897	14.35
Labor and Employee Relations	3,259,146	7.00	0	0.00
Occupational Medical Services	0	0.00	2,175,703	2.00
Recruitment and Selection	1,589,273	10.40	2,089,763	10.40
Training and Organizational Development	0	0.00	1,237,068	5.50
<b>Total</b>	<b>281,767,739</b>	<b>68.65</b>	<b>303,667,044</b>	<b>64.65</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Fire and Rescue Service	Fire	1,591,025	0.00	1,609,896	0.00
Police	General Fund	307,101	2.00	0	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	26,071	0.20	26,939	0.20

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	185,851	0.40	187,929	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	26,390	0.00	26,390	0.00
<b>Total</b>		<b>2,136,438</b>	<b>2.60</b>	<b>1,851,154</b>	<b>0.60</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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### COUNTY GENERAL FUND

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>8,646</b>	<b>8,646</b>	<b>8,646</b>	<b>8,646</b>	<b>8,646</b>	<b>8,646</b>
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No inflation or compensation change is included in outyear projections.

<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>
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New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.

<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>	<b>(210)</b>
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Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.

<b>Labor Contracts</b>	<b>0</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>8,646</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>	<b>8,496</b>
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### EMPLOYEE HEALTH SELF INSURANCE

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>295,021</b>	<b>295,021</b>	<b>295,021</b>	<b>295,021</b>	<b>295,021</b>	<b>295,021</b>
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No inflation or compensation change is included in outyear projections.

<b>Labor Contracts</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>295,021</b>	<b>295,044</b>	<b>295,044</b>	<b>295,044</b>	<b>295,044</b>	<b>295,044</b>
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## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Management Development Program Initiative	92,080	1.00	115,100	1.00

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
<b>Total</b>	<b>92,080</b>	<b>1.00</b>	<b>115,100</b>	<b>1.00</b>

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# Human Rights

## RECOMMENDED FY21 BUDGET

\$1,411,247

## FULL TIME EQUIVALENTS

9.60

 JAMES STOWE, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Human Rights is to enforce County anti-discrimination laws in housing, commercial real estate, employment, public accommodations, and intimidation; and promote increased understanding and tolerance among diverse groups.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Human Rights is \$1,411,247, an increase of \$128,617 or 10.03 percent from the FY20 Approved Budget of \$1,282,630. Personnel Costs comprise 90.28 percent of the budget for nine full-time position(s) and no part-time position(s), and a total of 9.60 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 9.72 percent of the FY21 budget.

## 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**
-  **Effective, Sustainable Government**

## INITIATIVES

-  Add an additional investigator to manage the workload associated with the enactment of new legislation.

## PROGRAM CONTACTS

Contact James Stowe of the Office of Human Rights at 240.777.8490 or Phil Weeda of the Office of Management and Budget at 240.777.2780 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

### Administration

This program provides overall direction of the office, administration of the budget, personnel, procurement, automation, and support services. Also provided in this program is funding for human relations awards and programs.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>268,260</b>	<b>1.00</b>
Decrease Cost: Hall of Fame Event for FY21	(2,500)	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.	7,393	0.00
<b>FY21 Recommended</b>	<b>273,153</b>	<b>1.00</b>

### Community Mediation and Public Affairs

This program: supports and promotes the Human Rights Commission and Committee on Hate Violence on their outreach and education efforts; participates in or in partnership with other local, State, and Federal offices; and conducts various forums to promote increased understanding and tolerance among diverse groups.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Human Rights Commission meetings facilitated	11	12	12	12	12
Overall satisfaction of Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.7	4.8	4.8	4.8	4.9

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>46,059</b>	<b>0.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,332	0.00
<b>FY21 Recommended</b>	<b>48,391</b>	<b>0.50</b>

### Compliance

This program investigates and resolves formal complaints of discrimination in employment, housing, commercial and residential real estate transactions, public accommodations, and intimidations through a formal complaint process or mediation.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of human rights compliance cases processed	438	266	430	430	430
Percent of cases that have completed their investigation within 15 months	95%	95%	95%	95%	95%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	100%	100%	100%	100%	100%
Percent of cases in backlog status (cases not closed within 15 months)	5%	5%	5%	5%	5%
Percent of referred cases that are mediated successfully	50%	65%	50%	50%	50%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>904,115</b>	<b>6.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,376	0.00
<b>FY21 Recommended</b>	<b>918,491</b>	<b>6.00</b>

## Fair Housing

This program monitors the County's Fair Housing Ordinance through the Interagency Fair Housing Work Group in order to coordinate the activity of County departments, offices, and agencies to prevent housing discrimination; and to perform testing of housing providers. The Office investigates and seeks to resolve housing discrimination complaints.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fair housing workshops and public education programs hosted	3	3	3	3	3
Number of fair housing education ads on Ride On Buses	40	50	50	50	50
Number of human rights and fair housing program ads played in movie theater previews	101,576	105,204	105,204	105,204	105,204

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>64,196</b>	<b>1.10</b>
Enhance: Add an Additional Investigator II Position	75,116	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	31,900	0.00
<b>FY21 Recommended</b>	<b>171,212</b>	<b>2.10</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	870,435	879,308	896,334	1,002,123	14.0 %
Employee Benefits	246,955	260,246	259,572	271,999	4.5 %
<b>County General Fund Personnel Costs</b>	<b>1,117,390</b>	<b>1,139,554</b>	<b>1,155,906</b>	<b>1,274,122</b>	<b>11.8 %</b>
Operating Expenses	182,954	143,076	132,442	137,125	-4.2 %
<b>County General Fund Expenditures</b>	<b>1,300,344</b>	<b>1,282,630</b>	<b>1,288,348</b>	<b>1,411,247</b>	<b>10.0 %</b>
<b>PERSONNEL</b>					
Full-Time	8	8	8	9	12.5 %
Part-Time	0	0	0	0	—
FTEs	8.60	8.60	8.60	9.60	11.6 %
<b>REVENUES</b>					
EEOC Reimbursement	48,000	59,200	59,200	59,200	—
Miscellaneous Revenues	829	0	0	0	—
<b>County General Fund Revenues</b>	<b>48,829</b>	<b>59,200</b>	<b>59,200</b>	<b>59,200</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>1,282,630</b>	<b>8.60</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Add an Additional Investigator II Position [Fair Housing]	75,116	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Personnel Costs	28,053	0.00
Increase Cost: FY21 Compensation Adjustment	25,018	0.00
Increase Cost: Annualization of FY20 Compensation Increases	12,396	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	5,830	0.00
Increase Cost: Print and Mail Adjustment	63	0.00
Decrease Cost: Hall of Fame Event for FY21 [Administration]	(2,500)	0.00
Decrease Cost: Motor Pool Adjustment	(3,514)	0.00
Decrease Cost: Retirement Adjustment	(11,845)	0.00
<b>FY21 RECOMMENDED</b>	<b>1,411,247</b>	<b>9.60</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	268,260	1.00	273,153	1.00
Community Mediation and Public Affairs	46,059	0.50	48,391	0.50
Compliance	904,115	6.00	918,491	6.00
Fair Housing	64,196	1.10	171,212	2.10
<b>Total</b>	<b>1,282,630</b>	<b>8.60</b>	<b>1,411,247</b>	<b>9.60</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>1,411</b>	<b>1,411</b>	<b>1,411</b>	<b>1,411</b>	<b>1,411</b>	<b>1,411</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Biennial Hall of Fame Event</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
This Biennial event recognizes Montgomery County residents who have made personal sacrifices that positively impacted County human rights issues.						
<b>Labor Contracts</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>1,411</b>	<b>1,443</b>	<b>1,440</b>	<b>1,443</b>	<b>1,440</b>	<b>1,443</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add an Additional Investigator II Position	75,116	1.00	100,155	1.00
<b>Total</b>	<b>75,116</b>	<b>1.00</b>	<b>100,155</b>	<b>1.00</b>

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# Intergovernmental Relations

## RECOMMENDED FY21 BUDGET

\$1,160,995

## FULL TIME EQUIVALENTS

5.30

 MELANIE WENGER, DIRECTOR

## MISSION STATEMENT








The mission of the Office of Intergovernmental Relations is to represent County interests at the regional, State, and Federal levels; to prepare the annual State Legislative Program; to prepare the annual Federal priorities request; and to be the liaison with State Government, and the County's State and Congressional delegations. The Office of Intergovernmental Relations is the lead Executive Branch agency representing the County in the Maryland Association of Counties and the National Association of Counties.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Intergovernmental Relations is \$1,160,995, an increase of \$14,924 or 1.30 percent from the FY20 Approved Budget of \$1,146,071. Personnel Costs comprise 81.33 percent of the budget for five full-time position(s) and no part-time position(s), and a total of 5.30 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 18.67 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

-  **An Affordable, Welcoming County for a Lifetime**
-  **Thriving Youth and Families**
-  **Easier Commutes**
-  **A Greener County**
-  **Effective, Sustainable Government**
-  **Safe Neighborhoods**
-  **A Growing Economy**

## PROGRAM CONTACTS

Contact Wanda Wells of the Office of Intergovernmental Relations at 240.777.6550 or Philip Weeda of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
<b>Program Measures</b>					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services <sup>1</sup>	524	511	489	489	489
Number of formal position statements prepared <sup>2</sup>	285	303	280	280	280
Percent of State legislative package where Intergovernmental Relations position prevailed	89%	100%	100%	100%	100%
Percent of State priorities fully realized	61%	88%	100%	100%	100%
Total direct State aid (\$ millions) <sup>3</sup>	\$782	\$803	\$858	\$858	\$858

<sup>1</sup> Projections are based on the mathematical average of the last three years' actual figures.

<sup>2</sup> Projections are based on the mathematical average of the last three years' numbers rounded to the nearest 5.

<sup>3</sup> Flat Projections

## PROGRAM DESCRIPTIONS

### Intergovernmental Relations

The Office of Intergovernmental Relations advocates on behalf of the County before the Maryland General Assembly, Governor, and State administrative agencies, task forces, and committees. It responds to legislation, regulations, or other policy issues involving nearby counties and states, municipalities within the County, regional agencies, the District of Columbia, and the Federal government. Staff analyzes and evaluates legislation before the Maryland General Assembly and prepares written comments and testimony. Staff also analyzes County department requests for legislation and participates in the drafting of legislation or amendments. In addition, the Office of Intergovernmental Relations serves as the liaison to the County's Congressional delegation and advocates on Federal legislation and grant funding opportunities of interest to the County.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	757,418	754,793	767,653	768,378	1.8 %
Employee Benefits	175,592	182,629	185,284	175,889	-3.7 %
<b>County General Fund Personnel Costs</b>	<b>933,010</b>	<b>937,422</b>	<b>952,937</b>	<b>944,267</b>	<b>0.7 %</b>
Operating Expenses	167,977	193,314	198,109	201,393	4.2 %
<b>County General Fund Expenditures</b>	<b>1,100,987</b>	<b>1,130,736</b>	<b>1,151,046</b>	<b>1,145,660</b>	<b>1.3 %</b>
<b>PERSONNEL</b>					
Full-Time	5	5	5	5	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	5.30	5.30	5.30	5.30	—
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</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	15,333	15,335	15,335	15,335	—
<b>Grant Fund - MCG Expenditures</b>	<b>15,333</b>	<b>15,335</b>	<b>15,335</b>	<b>15,335</b>	<b>—</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

#### REVENUES

State Grants	14,055	15,335	15,335	15,335	—
<b>Grant Fund - MCG Revenues</b>	<b>14,055</b>	<b>15,335</b>	<b>15,335</b>	<b>15,335</b>	<b>—</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>1,116,320</b>	<b>1,146,071</b>	<b>1,166,381</b>	<b>1,160,995</b>	<b>1.3 %</b>
<b>Total Full-Time Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>5.30</b>	<b>—</b>
<b>Total Revenues</b>	<b>14,055</b>	<b>15,335</b>	<b>15,335</b>	<b>15,335</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>1,130,736</b>	<b>5.30</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	8,686	0.00
Increase Cost: Annualization of FY20 Compensation Increases	8,636	0.00
Increase Cost: Professional Services [Intergovernmental Relations]	7,380	0.00
Increase Cost: Print and Mail Adjustment	699	0.00
Decrease Cost: Retirement Adjustment	(3,097)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(7,380)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY21 RECOMMENDED</b>	<b>1,145,660</b>	<b>5.30</b>
<b>GRANT FUND - MCG</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>15,335</b>	<b>0.00</b>
<b>FY21 RECOMMENDED</b>	<b>15,335</b>	<b>0.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>1,146</b>	<b>1,146</b>	<b>1,146</b>	<b>1,146</b>	<b>1,146</b>	<b>1,146</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>1,146</b>	<b>1,151</b>	<b>1,151</b>	<b>1,151</b>	<b>1,151</b>	<b>1,151</b>



# Labor Relations

## RECOMMENDED FY21 BUDGET

\$1,608,397

## FULL TIME EQUIVALENTS

9.00

 STEVEN SLUCHANSKY, CHIEF LABOR RELATIONS OFFICER

## MISSION STATEMENT

Fostering high-performing labor-management relationships through the use of collaborative and interest-based methods that demonstrate the possibilities of effective labor-management partnership and confirm the value of the County's workforce.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Labor Relations is \$1,608,397. Personnel Costs comprise 76.50 percent of the budget for nine full-time position(s) and no part-time position(s), and a total of 9.00 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 23.50 percent of the FY21 budget.

In February 2020, the County Executive announced an update to the County Council related to ongoing efforts to identify no cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Office of Labor Relations has been created. The Labor and Employee Relations program from the Office of Human Resources and the Chief Labor Relations Officer position within the Chief Administrative Officer's Office program in the County Executive's Office have been shifted to the new Office of Labor Relations.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## INITIATIVES

 Foster and facilitate more high-performing Labor Management Relations Committees at both the department and County-wide level.

## PROGRAM CONTACTS

Contact Steven Sluchansky of the Office of Labor Relations at 240.777.5073 or Corey Orlosky of the Office of Management and

## PROGRAM DESCRIPTIONS

### ☀ Labor Relations

The Office of Labor Relations (OLR) administers the County's labor and employee relations programs. This includes conducting collective bargaining with the three County unions and volunteer Fire Fighters; administering and ensuring compliance with collective bargaining agreements (CBAs) and other labor-management agreements and personnel regulations; managing collaborative labor-management programs and joint initiatives, including Labor-Management Relations Committees (LMRCs) and other joint committees; administering grievance and dispute procedures, including both negotiated and regulatory, including the Alternative Dispute Resolution and Conflict Facilitation processes, and facilitating the timely resolution of workplace disputes; advising County managers on CBA issues, personnel policies and procedures, and employee relations matters; conducting training for County managers and employees on labor-management and employee relations topics.

### BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	984,276	—
Employee Benefits	0	0	0	246,091	—
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,230,367</b>	<b>—</b>
Operating Expenses	0	0	0	378,030	—
<b>County General Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,608,397</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	9	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	9.00	—

### FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.00</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Labor Management Relations Committee Support [Labor Relations]	83,377	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Labor and Employee Relations Team from Office of Human Resources [Labor Relations]	1,036,225	5.00
Shift: Labor and Employee Relations Team from Department of Police [Labor Relations]	307,140	2.00
Shift: Chief Labor Relations Officer from County Executive's Office [Labor Relations]	161,949	1.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY21 Compensation Adjustment [Labor Relations]	20,412	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(706)	0.00
<b>FY21 RECOMMENDED</b>	<b>1,608,397</b>	<b>9.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>1,608</b>	<b>1,608</b>	<b>1,608</b>	<b>1,608</b>	<b>1,608</b>	<b>1,608</b>
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>1,608</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Labor Management Relations Committee Support	83,377	1.00	111,169	1.00
<b>Total</b>	<b>83,377</b>	<b>1.00</b>	<b>111,169</b>	<b>1.00</b>

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# Management and Budget

## RECOMMENDED FY21 BUDGET

\$6,467,868

## FULL TIME EQUIVALENTS

41.25

 RICHARD S. MADALENO, DIRECTOR

## MISSION STATEMENT

The Office of Management and Budget (OMB) offers a broad-based, objective perspective on public policies, fiscal policies, and performance management to the County Executive, County Council, and other County partners. The analytical work performed in OMB provides policymakers with data and options to make informed decisions. The Office supports and enhances the effective operation of County government, ensuring funds are spent in the most fiscally prudent and socially responsible way, and that performance objectives are achieved. OMB also ensures that County expenditures are made in accordance with Executive policies and Council appropriations, consistent with the County Charter.

## BUDGET OVERVIEW




The total recommended FY21 Operating Budget for the Office of Management and Budget is \$6,467,868, an increase of \$1,261,581 or 24.23 percent from the FY20 Approved Budget of \$5,206,287. Personnel Costs comprise 95.50 percent of the budget for 41 full-time position(s) and one part-time position(s), and a total of 41.25 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 4.50 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

### **Effective, Sustainable Government**

## INITIATIVES

-  Implementing a Shared Services Team that will provide administrative and business functions for smaller County departments and offices to allow them to focus their duties directly on their core missions and functions. This team will be formed with no new County resources by shifting positions and resources no longer needed by other departments and will create future cost savings.
-  Developing the Operating Budget Workforce Module to replace the remaining Hyperion functionality for better data integrity and ease of use. The system is being developed in-house at limited additional cost to the County.
-  Continue refining the Montgomery County approach to outcomes based budgeting by examining base department and office budgets, evaluating programs for outcomes, and implementing plans to help departments and office achieve those outcomes.

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## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ☀ Implemented an outcomes-based approach to budgeting. For the development of the FY21 budget, OMB formed Budget Outcome Leadership Teams that involved employees from across County government to review proposals for programs and enhancements. These teams deliberated the requests, conferred with department directors and staff on their impact, and presented recommendations to the County Executive. This review process provided invaluable insight into the programs and their work greatly contributed to the Executive's recommendations.
- ☀ Instituted a Program Evaluation and Expenditure Review (PEER) process comprised of OMB analysts, management, and representatives from the Chief Administrative Officer's Office who reviewed base budget expenditures of departments and offices to identify duplicated services and determine whether more efficient ways to perform services exist.
- ☀ In conjunction with County departments and offices, mapped each program in County government to one of the Executive's seven priority outcomes and associated Key Indicators (where appropriate). As a result of this process, many existing programs were redefined and expenditures were realigned in order to ensure that each program in County government was focused on achieving defined, measurable outcomes.
- ☀ Merged CountyStat into the Office of Management and Budget from the County Executive's Office. This merger creates greater synergy between the budget process and monitoring departmental performance to ensure that the County's resources are allocated in the most fiscally prudent way.

## PROGRAM CONTACTS

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Contact Chris Mullin of the Office of Management and Budget at 240.777.2772 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
<b>Program Measures</b>					
Public engagement with budget: Attendance at budget forums	500	560	560	560	560
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient <sup>1</sup>	96.8%	97.0%	97.8%	97.9%	98.0%
Percent of staff satisfied with usefulness of OMB IT systems	83%	85%	88%	89%	90%

<sup>1</sup> The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g. FY17 GFOA results apply to FY18 budget document, which was prepared during FY17).

## PROGRAM DESCRIPTIONS

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### ☀ Fiscal, Policy, and Performance Analysis

The Fiscal, Policy, and Performance Analysis Program is comprised of three teams: the Fiscal and Policy Analysis Team, the Performance Analysis Team (CountyStat), and the Shared Services Team. Together, these teams ensure prudent management of

County resources and services to achieve desired outcomes. Staff on the Fiscal and Policy Analysis Team prepare the County's Operating and Capital Budgets, Public Services Program, and Capital Improvement Program ensuring compliance with the County Charter and the decisions of elected officials. The Performance Analysis Team provides data analytics services to improve performance and support for ongoing monitoring the effectiveness of County government services to improve performance, reinforce accountability, and focus on results. The Shared Services Team promotes the efficient use of County resources by providing core administrative and business functions to smaller County departments and offices, thereby allowing those departments and offices to focus their duties directly on their core missions and functions.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,629,888	3,950,086	3,735,390	5,003,895	26.7 %
Employee Benefits	1,008,569	1,046,201	1,059,686	1,172,812	12.1 %
<b>County General Fund Personnel Costs</b>	<b>4,638,457</b>	<b>4,996,287</b>	<b>4,795,076</b>	<b>6,176,707</b>	<b>23.6 %</b>
Operating Expenses	138,597	210,000	253,272	291,161	38.7 %
<b>County General Fund Expenditures</b>	<b>4,777,054</b>	<b>5,206,287</b>	<b>5,048,348</b>	<b>6,467,868</b>	<b>24.2 %</b>
<b>PERSONNEL</b>					
Full-Time	33	33	33	41	24.2 %
Part-Time	1	1	1	1	—
FTEs	33.25	33.25	33.25	41.25	24.1 %

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>5,206,287 33.25</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Reorganization - Merge CountyStat and Office of Management and Budget [Fiscal, Policy, and Performance Analysis]	622,181	4.00
Shift: Shared Administrative Resources Model	493,302	3.00
Increase Cost: FY21 Compensation Adjustment	82,661	0.00
Increase Cost: Annualization of FY20 Compensation Increases	66,505	0.00
Increase Cost: Print and Mail Adjustment	921	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	668	0.00
Technical Adj: Position and FTE Adjustment [Fiscal, Policy, and Performance Analysis]	0	1.00
Decrease Cost: Retirement Adjustment	(4,657)	0.00
	<b>FY21 RECOMMENDED</b>	<b>6,467,868 41.25</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Human Resources	Employee Health Self Insurance	85,371	0.50	99,619	0.50

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>	<b>6,468</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>
Items recommended for one-time funding in FY21, including one-time operating costs associated with the merger of CountyStat and the creation of the Shared Services Team, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>6,468</b>	<b>6,481</b>	<b>6,481</b>	<b>6,481</b>	<b>6,481</b>	<b>6,481</b>



# Procurement

## RECOMMENDED FY21 BUDGET

\$4,876,335

## FULL TIME EQUIVALENTS

37.90

 AVINASH G. SHETTY, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Procurement is to facilitate the use of public funds in partnership with the County departments to effectively procure goods, services, and construction in an inclusive, transparent, and equitable manner that best serves County residents, businesses, and the public interest.

The Office of Procurement is a cabinet-level department tasked with preserving the public trust and ensuring the integrity of the County's procurement process. The Office of Procurement ensures compliance with all related laws, regulations, and policies. The Office of Procurement focuses on identifying opportunities for improvement of inter-and intra-departmental purchasing processes and implementation of recognized best practices to increase organizational efficacy, promote transparency, improve accountability, and facilitate compliance. In its interactions with all County departments and agencies, external governmental agencies, members of the business community, and the general public, the Office of Procurement serves as a resource for policy and program initiatives involving public contracting.

## BUDGET OVERVIEW

The total FY21 Recommended Operating Budget for the Office of Procurement is \$4,876,335, an increase of \$410,718 or 9.20 percent from the FY20 Approved Budget of \$4,465,617. Personnel Costs comprise 92.98 percent of the budget for 38 full-time position(s) and two part-time position(s), and a total of 37.90 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 7.02 percent of the FY21 budget.

In February 2020, the County Executive announced ongoing efforts to identify no cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Office of Procurement will launch a center-led initiative to streamline processes and centralize strategic procurement decision-making.

## COUNTY PRIORITY OUTCOMES

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



**Effective, Sustainable Government**

## INITIATIVES

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- ★ Establish a "Center-led" procurement model to centrally coordinate strategic procurement decisions for the County's construction, transportation, and information technology (IT) activities and acquisitions. This model will create flexible decision-making processes, share best practices with County departments, and develop category strategists with the subject-matter expertise to deliver improved customer services.
- ★ Implemented a new monthly Open House for the business community to increase accessibility to County staff, encourage participation in the process and improve competition pool.
- ★ Developed, in partnership with the Department of Technology Services (DTS), the Procurement Solicitation Tracker for increased transparency and vendor self service for access to solicitation status.
- ★ Implemented one-click scope view for solicitations for increased visibility, synthesized requirements in a shortened view and streamlined access to opportunities.
- ★ Developed expanded business access to the Procurement pocketguide on how to do business with the County by making it accessible in Chinese and Spanish, in addition to English.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Procurement received two distinguished awards for the 2019 Public Sector Award from Women President's Educational Organization and from the National Procurement Institute for Excellence in Public Procurement.
- ★ Implemented a "rate my service" survey to emphasize customer service and also disseminated contract administrator survey at the conclusion of each solicitation. Both surveys resulted in scores exceeding 90 percent.
- ★ Implementation of monthly Kanban Boards to Department Directors that convey solicitation status reports electronically to increase transparency and accountability. This tool aligns with quarterly meetings with key departments to discuss improvements and actionable items.
- ★ Developed and published compliance matrix to provide a user-friendly view for stakeholders to determine compliance applicability in the procurement process, as well as Request For Proposal (RFP) and Invitation For Bid (IFB) process maps as a visual representation for businesses and departments to navigate the process.
- ★ Development and implementation of 24 innovation projects resulting from Procurement staff Innovation Accelerator participation.
- ★ Procurement has developed and implemented several internal and external outreach events, including The Big Deal quarterly newsletter, using department Director presentations at staff meetings, site visits to client department operations, using department "spend a day" at procurement visits and hosting of international delegations to improve understanding and awareness. Delegations include the Kenya Global Procurement Orientation visit and the Brazilian State and Local Level Public Procurement Officials visit.

## PROGRAM CONTACTS

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Contact Pam Jones of the Office of Procurement at 240.777.9911 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this department's operating budget.

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## 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

### Business Relations and Compliance

The mission of the Division of Business Relations and Compliance (DBRC) is to plan and implement programmatic strategies to expand business opportunities for minority, female, and disabled business owners as well as Montgomery County small businesses. The office administers the County's Wage Requirements and Prevailing Wage programs for service and construction contracts. The DBRC is responsible for ensuring County government contracting compliance with the socioeconomic laws, programs, and policies of the County.

- **Minority, Female, and Disabled Persons (MFD):** The MFD program objectives focus on ensuring that contracts awarded by the County include equitable participation by certified minority, female, or disabled-owned businesses. The program identifies MFD firms, encourages and coordinates their participation in the procurement process through community outreach and internal seminars, and monitors contracts subject to MFD participation to ensure compliance.
- **Local Small Business Reserve Program (LSBRP):** The Local Small Business Reserve Program ensures that County departments award a minimum of 20 percent of total eligible contract dollars for goods, services, or construction to registered local small businesses. The program certifies local small businesses that meet the requirements set by law, assists County departments in identifying contracting opportunities and solicitations appropriate for LSBRP competition, and provides training and networking to help local small businesses compete with businesses of similar size and resources for County contracts to strengthen the local small business sector.
- **Wage Requirements Law (WRL):** The Wage Requirements Law program ensures that County contractors and subcontractors pay employees a "living wage" in compliance with the annually adjusted rate established by the Maryland State Commissioner of Labor and Industry for the Montgomery County region.
- **Prevailing Wage Law (PWL):** The Prevailing Wage Law is patterned after the Federal Davis-Bacon and State of Maryland's prevailing wage laws. It requires the local prevailing wage be paid to workers on County financed construction contracts. The prevailing wage rate is a rate paid for comparable work in the private sector within the County. The rates are calculated by the State, based on surveys of construction company employers.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	23.5%	24.4%	24.5%	25.0%	25.0%
Business Relations and Compliance: Percent of contract dollars awarded to LSBs	26.8%	27.4%	28.0%	28.0%	28.0%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	\$27,334	\$68,619	\$50,000	\$50,000	\$50,000
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>1,101,275</b>			<b>6.50</b>	
Re-align: Center-led Procurement Initiative	273,722			3.00	
Decrease Cost: Enterprise Account Licenses	(2,500)			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.	71,208			0.00	
<b>FY21 Recommended</b>	<b>1,443,705</b>			<b>9.50</b>	

## Procurement Operations

The core components of this program are to purchase goods, services, and construction required by County departments in the most timely and cost-effective manner possible. Program staff assist departments in the development of procurement strategies and documents to ensure a competitive, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educate vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance, and guidance of department contract administrators. Procurement Specialists develop contract administration procedures, research vendors, review contracts, and recommend revisions to County procurement policies and regulations to streamline the procurement process. In addition, testimony and other evidence regarding claims and contract disputes with contractors are reviewed to resolve issues.

Procurement staff participates with local, State, and national procurement purchasing associations to promote and teach continuing procurement education and learning credits, latest industry trends, latest source selection methods, and cooperative purchases. Staff also participates in and leads recognized professional purchasing organizations at the local, State, and national levels.

The Information Technology (IT) staff provides support to develop and maintain information systems for the department's business operations. This includes purchase and maintenance of IT equipment, service and support for major end-use systems on a Countywide basis. IT management of applications, databases, systems, and department website design and maintenance is included in this program as well as coordination with the County's Department of Technology Services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of procurements completed in agreed upon time <sup>1</sup>	82%	87%	87%	88%	88%
<sup>1</sup> This figure represents the average for the following: Invitation For Bid - 90%; Request For Proposals - 88%; and Construction - 85% for FY19.					
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>3,201,316</b>			<b>24.40</b>	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	24,834			0.00	
<b>FY21 Recommended</b>	<b>3,226,150</b>			<b>24.40</b>	

## Procurement Services

The Procurement Services section provides for departmental direction, oversight, and support for the Contract Review Committee, analysis, budget preparation, and monitoring. This section also manages contract scanning activities for documents, contracts, and subsequent contract actions, manages archiving standards, and provides departmental customer service assistance. Additionally, it centrally coordinates departmental training and tracking including national certifications and re-certification, expenditure control, escrow management, human resources activities, management of departmental knowledge based articles and MC311 service requests, and coordination of interpreter services for departmental activities or customer needs.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>163,026</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	43,454	0.00
<b>FY21 Recommended</b>	<b>206,480</b>	<b>4.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,012,349	3,007,640	2,834,087	3,537,507	17.6 %
Employee Benefits	1,018,653	1,117,675	1,013,552	996,748	-10.8 %
<b>County General Fund Personnel Costs</b>	<b>4,031,002</b>	<b>4,125,315</b>	<b>3,847,639</b>	<b>4,534,255</b>	<b>9.9 %</b>
Operating Expenses	348,586	340,302	471,619	342,080	0.5 %
Capital Outlay	145	0	0	0	—
<b>County General Fund Expenditures</b>	<b>4,379,733</b>	<b>4,465,617</b>	<b>4,319,258</b>	<b>4,876,335</b>	<b>9.2 %</b>
<b>PERSONNEL</b>					
Full-Time	35	35	35	38	8.6 %
Part-Time	2	2	2	2	—
FTEs	34.90	34.90	34.90	37.90	8.6 %
<b>REVENUES</b>					
Other Charges and Fees	(748)	0	0	0	—
Other Fines & Forfeitures	160,262	0	0	0	—
<b>County General Fund Revenues</b>	<b>159,514</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>4,465,617</b>	<b>34.90</b>
<b>Other Adjustments (with no service impacts)</b>		
Re-align: Center-led Procurement Initiative [Business Relations and Compliance]	273,722	3.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY20 Personnel Costs	73,872	0.00
Increase Cost: FY21 Compensation Adjustment	67,426	0.00
Increase Cost: Annualization of FY20 Compensation Increases	33,017	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	10,663	0.00
Increase Cost: Print and Mail Adjustment	278	0.00
Decrease Cost: Enterprise Account Licenses [Business Relations and Compliance]	(2,500)	0.00
Decrease Cost: Retirement Adjustment	(45,760)	0.00
<b>FY21 RECOMMENDED</b>	<b>4,876,335</b>	<b>37.90</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Business Relations and Compliance	1,101,275	6.50	1,443,705	9.50
Procurement Operations	3,201,316	24.40	3,226,150	24.40
Procurement Services	163,026	4.00	206,480	4.00
<b>Total</b>	<b>4,465,617</b>	<b>34.90</b>	<b>4,876,335</b>	<b>37.90</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Fleet Management Services	Motor Pool	41,716	0.30	42,976	0.30
Parking District Services	Bethesda Parking	7,002	0.05	5,765	0.05
Parking District Services	Silver Spring Parking	7,002	0.05	5,765	0.05
Transit Services	Mass Transit	27,810	0.20	28,650	0.20
Recycling and Resource Management	Solid Waste Disposal	69,526	0.50	71,626	0.50
<b>Total</b>		<b>153,056</b>	<b>1.10</b>	<b>154,782</b>	<b>1.10</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>4,876</b>	<b>4,876</b>	<b>4,876</b>	<b>4,876</b>	<b>4,876</b>	<b>4,876</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
Items recommended for one-time funding in FY21, including enterprise licenses and one-time operating expenses for the Center-led initiative, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>4,876</b>	<b>4,884</b>	<b>4,884</b>	<b>4,884</b>	<b>4,884</b>	<b>4,884</b>

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# Public Information

## RECOMMENDED FY21 BUDGET

\$5,696,281

## FULL TIME EQUIVALENTS

52.60

 BARRY HUDSON, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication with the public. PIO works with the County Executive, departments and agencies, media, County employees, the County Council and other elected officials, businesses, civic groups, and every other segment of the Montgomery County community. PIO provides information through the mass media, social media, Internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance via the MC311 Customer Service Center.

## BUDGET OVERVIEW


The total recommended FY21 Operating Budget for the Office of Public Information is \$5,696,281, an increase of \$326,969 or 6.09 percent from the FY20 Approved Budget of \$5,369,312. Personnel Costs comprise 96.60 percent of the budget for 70 full-time position(s) and one part-time position(s), and a total of 52.60 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 3.40 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES


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

 **Effective, Sustainable Government**

## INITIATIVES

-  Expansion of Quality Assurance efforts including more customer surveys to assess satisfaction levels and to increase customer feedback, and holding focus groups throughout the County to elicit input from the community regarding MC311 service, all of which contribute to customer-centric process improvements.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

-  Departmental process improvements include working with departments on how to better handle service requests. Current collaborations include review of two departments utilizing Tier II Customer Service Representatives. Intake processes are being reviewed, and opportunities are being sought to improve customer experience by putting callers in contact with department specialists immediately, decreasing response times for many inquiries that require the expertise of department

staff.

- ☀ MC311 Call Abandon Rate improvement from 9.37 percent in FY19 to 2.10 percent in CY20 to date.
- ☀ Average Speed to answer improvement from 75.2 seconds in January 2019 to 23.9 seconds by January 2020.
- ☀ Web based service requests increased by 15.02 percent in FY19 over FY18.
- ☀ Integration of Siebel CRM with DOT's SNOWIQ application for more timely and accurate reporting of service request status after snow storms.

## PROGRAM CONTACTS

Contact Brian Roberts of the Office of Public Information at 240.777.6527 or Jane Mukira of the Office of Management and Budget at 240.777.2754 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

### ☀ MC311 Customer Service Center

MC311 is a key strategic, enterprise-wide initiative that provides the public with a single three-digit number (311) to call for County information and service. In addition, it provides the County with a sophisticated ability to count, track, and respond to resident requests. MC311 provides the general public with a higher quality of service delivery and accountability, while helping the Government achieve operational efficiencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds) <sup>1</sup>	N/A	94	20	20	20
Percent of MC311 survey respondents reporting satisfaction	85%	83%	85%	85%	85%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter) <sup>2</sup>	\$3.80	\$3.72	\$3.72	\$3.72	\$3.72
Average rate of Service Requests created on the MC311 website and the mobile enabled portal	36.92%	37.41%	40.00%	40.00%	40.00%
Total number of Fulfillment Service Requests created <sup>3</sup>	222,850	233,941	235,000	235,000	235,000
Total number of General Information Service Requests created <sup>4</sup>	355,543	352,409	350,000	350,000	350,000
Percent of calls classified as General Information	72.61%	73.93%	74.00%	74.00%	74.00%
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) <sup>5</sup>	8.14%	9.90%	5.00%	5.00%	5.00%
Average percent of callers requesting to speak Spanish	3.76%	3.54%	4.00%	4.00%	4.00%

<sup>1</sup> Technical issues resulted in incomplete data for FY18.

<sup>2</sup> For FY19 there were 564,778 customer contacts where source equals phone, web, and Twitter. Actual salary costs were: \$2,098,582.

<sup>3</sup> Fulfillment Service Requests are those that are forwarded to departments for handling and completion. The numbers and types of service requests are driven by many factors including seasonal events such as tax notices, mass mailings, and weather events.

<sup>4</sup> General Information Service Requests are those created, handled and closed in the Customer Service Center.

<sup>5</sup> Average abandon rate for FY19 was 9.9%. Target is 5%. Unable to meet target due to staffing shortage. This is also supported by Erlang, which is a tool that assists call centers with staffing requirements.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,812,471</b>	<b>42.95</b>
Increase Cost: Wage Equity Study Salary Adjustments	107,902	0.00
Shift: Remove Charge to Employee Health Self Insurance - OHR	4,500	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.	170,929	0.00
<b>FY21 Recommended</b>	<b>4,095,802</b>	<b>42.95</b>

## Public Relations

Under this program, the Office of Public Information:

- educates and informs residents about County issues, programs, and services through press releases, media advisories, news, public events, the County website, e-mail and online newsletters, YouTube, Facebook, and Twitter;
- works directly with media organizations to ensure that reporters and editors have accurate and timely information about County issues, programs, and services; and
- develops promotional campaigns to increase awareness of critical issues such as pedestrian safety and emergency preparedness.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of press events	57	41	48	48	48
Total attendance at press conferences and press events	5,826	6,279	6,500	6,800	7,000
Internal County staff satisfaction with PIO services (scale of 1-4)	3.22	3.30	3.50	3.50	3.50
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions)	57.6	58.9	60.0	61.0	62.0

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,402,642</b>	<b>8.65</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	36,254	0.00
<b>FY21 Recommended</b>	<b>1,438,896</b>	<b>8.65</b>

## Web Content and Graphic Management

The Web Content and Graphic Development Program has four major functions.

- Providing creative and technical support to Public Relations, Cable Programming, MC311, and to departments.
- Developing and overseeing the County's graphic identity program to ensure consistency in the County's printed communication for the public. The program develops printing guidelines for departments in accordance with Administrative Procedure 1-7, Use of the Montgomery County Coat of Arms, Logotype and Emblem, and Public

Communication Guide.

- Managing the growth and activity on the County's website and the MC311 web portal, which involves the development of policies and procedures for adding information to the website, as well as providing a leadership role in internet management.
- Producing artwork and design services for publications, fliers, decals, exhibits, charts, maps, and other promotional and educational products. Graphic artists provide advice to departments in cost-effective and attractive ways to meet project requirements and objectives.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of press releases and media advisories posted on website	932	718	890	890	890
Number of subscribers to county communications	6,294	8,471	10,000	10,000	10,000
Average open rate for email communications	20.6%	20.4%	22%	23%	24%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>154,199</b>	<b>1.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,384	0.00
<b>FY21 Recommended</b>	<b>161,583</b>	<b>1.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,809,335	3,881,740	4,069,294	4,201,991	8.3 %
Employee Benefits	1,205,379	1,297,218	1,363,193	1,300,739	0.3 %
<b>County General Fund Personnel Costs</b>	<b>5,014,714</b>	<b>5,178,958</b>	<b>5,432,487</b>	<b>5,502,730</b>	<b>6.3 %</b>
Operating Expenses	245,754	190,354	236,689	193,551	1.7 %
<b>County General Fund Expenditures</b>	<b>5,260,468</b>	<b>5,369,312</b>	<b>5,669,176</b>	<b>5,696,281</b>	<b>6.1 %</b>
<b>PERSONNEL</b>					
Full-Time	68	70	70	70	—
Part-Time	1	1	1	1	—
FTEs	50.50	52.60	52.60	52.60	—
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>5,369,312</b>	<b>52.60</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Wage Equity Study Salary Adjustments [MC311 Customer Service Center]	107,902	0.00
Increase Cost: FY21 Compensation Adjustment	99,013	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY20 Compensation Increases	70,645	0.00
Increase Cost: Annualization of FY20 Personnel Costs	23,700	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	11,052	0.00
Increase Cost: Retirement Adjustment	6,960	0.00
Increase Cost: Print and Mail Adjustment	5,169	0.00
Shift: Remove Charge to Employee Health Self Insurance - OHR [MC311 Customer Service Center]	4,500	0.00
Decrease Cost: Motor Pool Adjustment	(1,972)	0.00
<b>FY21 RECOMMENDED</b>	<b>5,696,281</b>	<b>52.60</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
MC311 Customer Service Center	3,812,471	42.95	4,095,802	42.95
Public Relations	1,402,642	8.65	1,438,896	8.65
Web Content and Graphic Management	154,199	1.00	161,583	1.00
<b>Total</b>	<b>5,369,312</b>	<b>52.60</b>	<b>5,696,281</b>	<b>52.60</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Human Resources	Employee Health Self Insurance	4,500	0.00	0	0.00
Health and Human Services	General Fund	137,824	1.50	145,611	1.50
Permitting Services	Permitting Services	260,999	2.90	272,832	2.90
Housing and Community Affairs	Montgomery Housing Initiative	66,092	0.90	69,262	0.90
Recycling and Resource Management	Solid Waste Disposal	384,586	4.75	412,048	4.75
Recycling and Resource Management	Solid Waste Collection	98,983	1.25	106,883	1.25
Cable Television Communications Plan	Cable TV	837,172	6.60	845,475	6.60
<b>Total</b>		<b>1,790,156</b>	<b>17.90</b>	<b>1,852,111</b>	<b>17.90</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>5,696</b>	<b>5,696</b>	<b>5,696</b>	<b>5,696</b>	<b>5,696</b>	<b>5,696</b>

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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>49</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>5,696</b>	<b>5,746</b>	<b>5,746</b>	<b>5,746</b>	<b>5,746</b>	<b>5,746</b>



# Racial Equity and Social Justice

## RECOMMENDED FY21 BUDGET

\$584,072

## FULL TIME EQUIVALENTS

2.00

 TIFFANY WARD, CHIEF EQUITY OFFICER

## MISSION STATEMENT

To establish Racial Equity and Social Justice as a core principle in all County decision making including, legislative decisions, land use, and budget decisions. The Office of Racial Equity and Social Justice will work with all County departments to examine policies, procedures, and practices to determine if they are creating or exacerbating current racial disparities in the County. The Office of Racial Equity and Social Justice will assist departments in developing more equitable practices and policies by examining/developing data and creating racial equity assessments and racial equity impact plans.

## BUDGET OVERVIEW

The total FY21 recommended Operating Budget for the new Office of Racial Equity and Social Justice is \$584,072. Personnel Costs comprise 52.57 percent of the budget for two full-time position(s) and no part-time position(s), and a total of 2.00 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 47.43 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## PROGRAM CONTACTS

Contact Tiffany Ward of the Office of Racial Equity and Social Justice at 240.777.5334 or Veronica Jaua of the Office of Management and Budget at 240.777.2782 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Office of Racial Equity and Social Justice

After many years of spending on programs and initiatives to close racial disparities in Montgomery County, the Montgomery

County Council decided it was time to take an approach that looked at race as the primary determinant of disparities. In April of 2018, the County Council passed Resolution # 18-1095 to establish an equity framework for policy and decision making. The resolution required the County to perform a baseline study by the Montgomery County Office of Legislative Oversight (OLO) to describe current racial disparities in education, employment, housing, health, land use, and others. Following the completion of the study, the County Council passed Bill 27-19 to adopt a Racial Equity and Social Justice law. The new law mandates the creation of an Office of Racial Equity and Social Justice, that every employee in Montgomery County receive racial equity training, and that every department examine their policies, procedures and protocol for racial inequities.

In FY21, the Office of Racial Equity and Social Justice will partner with Montgomery County departments and non-profit organizations of the region and at the national level to accomplish the following actions mandated by the new law:

1. Perform an equity assessment to identify the County policies and practices that do not advance racial equity and that must be modified to address racial disparities;
2. develop metrics to measure the progress in redressing disparate outcomes base on race and social justice;
3. work diligently with each Montgomery County department to develop racial equity and social justice action plans to remedy issues adversely impacting county residents;
4. provide training to county employees of racial equity and social justice; and
5. develop long- and short-term goals for success in redressing disparate outcomes based on race and social justice as well as their own metrics to measure their success and progress.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	251,024	—
Employee Benefits	0	0	0	56,048	—
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>307,072</b>	<b>—</b>
Operating Expenses	0	0	0	277,000	—
<b>County General Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>584,072</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	2	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	2.00	—

## FY21 RECOMMENDED CHANGES

Expenditures FTEs		
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>0 0.00</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Personnel costs for Department of Racial Equity and Social Justice [Office of Racial Equity and Social Justice]	303,883	2.00
Add: Training and Operating Expenses [Office of Racial Equity and Social Justice]	277,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	3,189	0.00
	<b>FY21 RECOMMENDED</b>	<b>584,072 2.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>584</b>	<b>584</b>	<b>584</b>	<b>584</b>	<b>584</b>	<b>584</b>
<b>Labor Contracts</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>584</b>	<b>586</b>	<b>586</b>	<b>586</b>	<b>586</b>	<b>586</b>

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# Technology Services

## RECOMMENDED FY21 BUDGET

\$44,184,452

## FULL TIME EQUIVALENTS

169.25

 GAIL M. ROPER, CHIEF INFORMATION OFFICER/DIRECTOR

## MISSION STATEMENT

The mission of the Department of Technology Services (DTS) is to be responsive, collaborative, and innovative in providing technology solutions and services to facilitate the delivery of a wide range of services in all branches of government. The department strives to provide its solutions and consultative services in a cost effective, timely, and high quality to reduce service times, avoid cost, reduce information security risk, and improve the quality of County services through automation-assisted process improvement.

- DTS is responsive by providing solutions and services to internal and external partners, customers and constituents, when and where they are needed; securely enabling County employees to provide quality services and information to internal entities, residents, and businesses; and enhancing project management to improve contract management and overall performance.

- DTS is collaborative as it provides expert consultative service to partner with internal customers, external agencies, and the public and private sectors to increase the productivity of County government, businesses, and residents; and, to assist with technology-enabled economic, workforce development, and digital equity initiatives.

- DTS is innovative as it identifies and implements technology solutions to business needs that enhance value and enable continuous measurable improvement.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Technology Services is \$44,184,452, an increase of \$311,288 or 0.71 percent from the FY20 Approved Budget of \$43,873,164. Personnel Costs comprise 54.44 percent of the budget for 171 full-time position(s) and two part-time position(s), and a total of 169.25 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 45.56 percent of the FY21 budget.

Additional support for DTS programs is provided and detailed in the Cable Television Communications Fund.

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

## COUNTY PRIORITY OUTCOMES

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

 **Effective, Sustainable Government**

## INITIATIVES

- ★ Segregation of Duties (SoD) controls will be implemented in Oracle Enterprise Business Systems (EBS) to minimize the risk of fraudulent activities and inadvertent errors. Implementing SoD software that integrates with Oracle EBS and contains predefined business rules will automate the process and allow implementation of robust SoD control.
- ★ Enhance FiberNet staff to support implementation of third generation of FiberNet (FiberNet3) and the ability to generate revenue through provision of services and infrastructure leasing.
- ★ Support enhancement of telework tools and coordination with OHR, to expand telework training and Microsoft Teams incentives, innovative training, and performance evaluation dashboards, to double County telework capacity and achieve the telework goals.

## PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Alison Dollar of the Office of Management and Budget at 240.777.2769 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

### Enterprise Applications and Solutions (EASD)

The Enterprise Applications and Solutions Division (EASD) delivers and maintains solutions through web-based applications, data services, and geographic information systems. EASD also provides oversight for the Device Client Management (DCM) program and the County's IT Help Desk. The Web and Mobile Applications Team supports the County's digital government initiatives. Digital government provides cost-effective services at greater convenience to residents and employees through the use of modern web technologies. The Data Services Team leads the County's Open Data program and oversees the execution of its implementation plan. The Geographic Information Systems Team designs and implements applications for County departments, designs and develops custom maps and web-based mapping applications, and maintains the accuracy and currency of the Montgomery County Street Centerlines database and related data layers. The Employee Productivity Solutions (EPS) Team is focused on helping Departments improve processes and automate workflows and approvals to minimize output variability, improve service quality, and reduce processing times. EPS also provides Departments with extensive training in the Enterprise productivity tool sets (e.g., Office365, OneDrive, SharePoint). The DCM Team oversees the replacement of personal computers and manages software patching, distribution and enterprise anti-malware systems, including ongoing remediation of computers to maintain and improve security of the County IT infrastructure. In addition, the DCM Team administers the DCM and IT

equipment maintenance contracts and provides general IT support directly to departments and employees through the County's IT Help Desk.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of websites and web applications supported <sup>1</sup>	N/A	334	345	357	369
Number of Open Data datasets published	46	50	50	50	50
Number of IT help desk requests	38,247	37,424	37,716	38,093	38,494
Percent of customers satisfied with the IT help desk	99%	99%	99%	99%	99%
Percent of IT help desk requests resolved on the first call	97.0%	96.0%	97.0%	97.0%	97.0%

<sup>1</sup> Data for this measure not collected prior to FY19

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,567,629</b>	<b>44.75</b>
Realignment of Programs	53,786	0.00
Enhance: Restore Funding for One Lapsed Position in Employee Productivity Services	119,170	0.00
Increase Cost: Software Maintenance	100,100	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.	(103,561)	(1.00)
<b>FY21 Recommended</b>	<b>8,737,124</b>	<b>43.75</b>

## Enterprise Resource Planning (ERP)

The Enterprise Resource Planning Division (ERP) is responsible for providing system support and enhancements to County government operations for financial management, human capital management, budgeting, procurement, and supply chain management. The enterprise-wide operations supported by ERP use Oracle eBusiness Suite (EBS) and Oracle Business Intelligence Enterprise Edition (OBIEE) including six modules in Human Capital Management (including recruitment and benefits), fifteen modules in Financials and Supply Chain (including accounts payable, accounts receivable, procurement, iStore, and order/warehouse management) and four modules in Compensation/Payroll. ERP services include database and hardware maintenance; operational activities required for critical business processes; application development for fixes, modifications and enhancements; functional analysis and support for application and business processes; troubleshooting and resolution of production problems; control of application access; interfaces with other systems; and change management services throughout the County. Technical and analytical support is centralized in ERP due to the tight integration and dependencies of the modules. ERP partners with key stakeholder departments (Department of Finance, Office of Human Resources, Alcohol Beverage Services, Procurement, Department of General Services, Office of Management & Budget) to deliver continuous improvements to enterprise-wide financial and administrative operations.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of enterprise resource planning (ERP) work orders completed	708	736	775	850	850
Enterprise resource system availability	99.8960%	99.9794%	99.98%	99.98%	99.98%
Success rate for business intelligence data refreshes <sup>1</sup>	N/A	91.7684%	95%	98%	99%
Number of business intelligence data models published	90	100	107	112	117

<sup>1</sup> Data for this measure not collected prior to FY19

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,264,508</b>	<b>32.50</b>
Increase Cost: Software Maintenance	30,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(112,384)	(1.00)
<b>FY21 Recommended</b>	<b>8,182,124</b>	<b>31.50</b>

## Enterprise Systems and Operations (ESOD)

The Enterprise Systems and Operations Division (ESOD) designs, implements, and maintains a secure and reliable data center and server and cloud infrastructures for County business systems, County staff, contractors, suppliers, and volunteers. The Division manages infrastructure for enterprise-wide business systems including Enterprise Resource Planning (ERP), MC311, and MCTime. ESOD operates enterprise data centers and manages enterprise cloud-based solutions, office productivity, collaboration systems, the enterprise directory and identity management systems, enterprise file and print systems, enterprise image archiving and records management, and hundreds of enterprise and department servers (web, application, and database), including ongoing patching and remediation of the servers to maintain and improve functionality and security of the County IT infrastructure. ESOD manages and provides support for the Public Safety Data System and multiple aspects of the 911 operations. ESOD also manages the Enterprise Services Bus (ESB) that serves as the County's data highway for easy systems interfacing and secure, very high-speed data transfers between enterprise and department systems, with both internal systems and external systems, including the many systems participating in the open data program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average monthly Enterprise Service Bus data transfers	205,023	256,071	270,000	285,000	300,000
Number of systems operations service requests completed	4,800	6,170	6,500	6,800	6,800
Enterprise applications system availability <sup>1</sup>	99.970%	99.986%	99.997%	99.997%	99.997%
Average security vulnerabilities per server <sup>2</sup>	N/A	1.7	1.6	1.5	1.4

<sup>1</sup> Enterprise Applications System Availability is the availability of the following applications: ERP's Oracle EBS system, ERP's Oracle EBS self-service system, MC311 system, MC311 self-service system, MCG Internet Portal, Department of Recreation's Class system

<sup>2</sup> Data for this measure not collected prior to FY19

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>12,908,524</b>	<b>38.00</b>
Realignment of Programs	136,645	0.00
Increase Cost: Software Maintenance	197,811	0.00
Shift: Position and Funding to Procurement for Center-Led Initiative	(89,378)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(153,452)	0.00
<b>FY21 Recommended</b>	<b>13,000,150</b>	<b>37.00</b>

## Enterprise Telecommunications and Services (ETSD)

The Enterprise Telecommunications and Services Division (ETSD) provides integrated communications services and solutions for County government departments and agencies including MC311. Private Branch Exchange (PBX) Telecommunications Services is responsible for the programming, operation, and maintenance of the County's telephone system and related services, e.g., voicemail, automatic call distribution (ACD). Radio Communications Services is responsible for the operation and maintenance of the County's 800 MHZ radio and mobile communications systems and infrastructures which predominantly support public safety agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of telecom service requests	2,366	2,377	2,200	2,200	2,200
Average number of workdays to complete telecom service requests	9.6	12.5	8.0	8.0	8.0
Percent of time public safety radio system is fully operational	99.99%	99.819%	100%	100%	100%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,859,300</b>	<b>18.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(143,665)	0.00
<b>FY21 Recommended</b>	<b>4,715,635</b>	<b>18.00</b>

## OBP FiberNet

The DTS Office of Broadband Programs (OBP) is responsible for countywide broadband governance, planning, and execution, and management of the Cable Television Communications Plan (a special revenue fund). OBP operates four programs: ultraMontgomery, FiberNet, Community Technology, Community Engagement. The FiberNet is funded by both DTS and the Cable Television Communications Plan. See Cable Television Communications Plan, FiberNet (Cable Fund) for more program information. FiberNet is the County's critical infrastructure communications network that enables all email, video, Internet access, and Cloud services, and supports County voice telephony, access to County business systems, County e-payments and forms, transport of public safety communications, and broadband and networking for Montgomery County Public Schools, Montgomery College, Housing Opportunities Commission, Maryland-National Capital Park and Planning Commission, and the Washington Suburban Sanitary Commission.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Personnel Costs and Operating Expenses from the Office of the Chief Operating Officer (COO)	1,376,981	6.00
Add: Add Four FiberNet Positions to Support Implementation of Third Generation of FiberNet (FiberNet3) and Ability to Generate Revenue Through Provision of Services and Infrastructure Leasing	305,919	4.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	336,020	4.00
<b>FY21 Recommended</b>	<b>2,018,920</b>	<b>14.00</b>

## OBP ultraMontgomery

The DTS Office of Broadband Programs' ultraMontgomery program is a broadband economic development program designed to support cost-effective, competitive access to robust, reliable and secure broadband services and ultra-high-speed networks for businesses throughout Montgomery County. ultraMontgomery leverages business engagement and infrastructure partnerships to expand access to competitive broadband services in commercial buildings and commercial business centers, and to increase awareness of broadband network and data center assets available to support businesses in Montgomery County. Emphasis is placed on growing jobs in the biohealth, managed IT, cybersecurity, digital entertainment and advanced manufacturing industries and small business digital entrepreneurs. OBP's Digital Equity program is also part of ultraMontgomery. Digital equity is a condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy and economy. ultraMontgomery operates the Senior Planet Montgomery Program to provide technology training to adults aged 60 years and older and works with other OBP programs to expand Internet access to rural areas,

low-income households, and to support youth media empowerment and racial equity initiatives.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total Senior Planet Montgomery participants	371	811	600	600	600
Unique new Senior Planet Montgomery participants	290	275	200	200	200
Percent of Senior Planet Montgomery participants who rated the quality of their instruction "high" or "very high"	92%	91%	90%	90%	90%
Percent of Senior Planet Montgomery participants whose quality of life improved	85%	82%	80%	80%	80%
FY21 Recommended Changes			Expenditures		FTEs
<b>FY20 Approved</b>			<b>0</b>		<b>0.00</b>
Shift: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget.			70,000		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.			408,058		1.00
<b>FY21 Recommended</b>			<b>478,058</b>		<b>1.00</b>

## Office of the Chief Information Officer (CIO)

The Office of the Chief Information Officer (CIO) manages the Department of Technology Services, provides technology leadership, develops technology and information security plans, provides policy direction, and oversees high value programs, initiatives, and organization units including the Enterprise Information Security Office (EISO), the Public Safety Systems Modernization (PSSM) Program, the Office of Broadband Programs; the Integrated Criminal Justice Information System (IJIS) Program Office; and the Enterprise Data Management initiative. In addition, the CIO chairs the County government's Information Technology Policy Advisory Committee (IPAC); represents the County on the CIO Subcommittee of the Council-appointed Interagency Technology Policy Coordinating Committee (ITPCC); represents the County at the regional level (e.g., Metropolitan Washington Council of Governments CIO Committee); represents the County at the State level (e.g., the Governor's technology related boards, and the Maryland Association of Counties (MACO) IT Affiliate); and, represents the County at the National level (e.g., the National Association of Counties and the Public Technology Institute).

The EISO governs enterprise information security risk management, data security assessments and audits, policy and procedure development, and sensitive data architecture design, provides security training to County employees through an Enterprise Security Awareness Training program, and rapidly responds to information security and privacy incidents that may affect confidentiality, integrity, and/or availability of the County's information assets and data. Additionally, the EISO is responsible for oversight in various information security compliance mandates, such as the Health Insurance Portability and Accountability Act (HIPAA), the Maryland Security and Protection of Information Act (SPIA), and various other State and Federal information security laws. The PSSM Program encompasses the modernization of the Computer Aided Dispatch (CAD) system, the Law Enforcement Records Management (LE-RMS) system, the Fire Station Alerting (FSA) system, and the mobile Radio Communications Infrastructure (RSI). The IJIS Program facilitates the exchange of criminal justice data between Montgomery County Agencies (e.g., Police, Sheriff, Corrections, State's Attorney's Office, Health and Human Services, District and Circuit Court), the State of Maryland, and the Federal Government. The IJIS Program Office is responsible for assisting departments with creating process efficiencies and aligning their information technology (IT) needs with the overall County enterprise strategy, State and Federal laws, and criminal justice management best practices. The Enterprise Data Management initiative is led by the Chief Data Officer (CDO) and ensures the County's structured and unstructured data is inventoried, cleansed, available, and secured for use in business decision making, continuous service improvement, operational governance, planning, and transparency.

Activities include data cataloging, normalization, architecting, securing, sharing, and analysis to facilitate County government efficiency through the institutionalization of data-driven decision-making. The CDO works closely with CountyStat, the County's performance management office to develop and institutionalize data analytics capabilities across the County and to market on-going comprehensive data analytics tools and techniques for specific outcomes. The CDO defines and oversees how the department captures, maintains, and applies data and information to support key processes.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of systems and applications with risk assessment performed in past three years	0%	0%	0%	1%	5%
Average security vulnerabilities per device	12.9	10.7	8.0	7.0	6.0

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,730,973</b>	<b>9.00</b>
Increase Cost: Software Maintenance	103,967	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.	(19,180)	0.00
<b>FY21 Recommended</b>	<b>4,815,760</b>	<b>9.00</b>

## ☀ Office of the Chief Operating Officer (COO)

The Office of the Chief Operating Officer (COO) provides operational leadership and strategies for the development and delivery of County government's technology solutions planning through the Project Management Office (PMO). The COO oversees the day-to-day operations of the Department's operating divisions in support of all enterprise and departmental systems and infrastructures. The COO also manages Enterprise Architecture Planning functions to ensure cost-effective Countywide IT investment. The PMO reviews and provides input to the departments' technology funding requests; organizes and chairs regular meetings of the Technology Managers Operations Group (TOMG) comprised of departmental IT staff; provides IT project managers to cross-departmental projects; enunciates project management standards and best practices; encourages project management certification; and coordinates the activities of DTS' Account Managers that are assigned groups of user departments. The Management Services Team is responsible for department administrative support including budgeting and financial processing, human resources management, procurement, and facilities management.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,139,239</b>	<b>24.00</b>
Realignment of Programs	(869,112)	(6.00)
Enhance: Restore Funding for One Lapsed Position in the Project Management Office	119,170	0.00
Shift: Transfer Position to the Office of Management and Budget (OMB)	(221,450)	(1.00)
Shift: Personnel Costs and Operating Expenses to OBP FiberNet	(1,376,981)	(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.	445,815	4.00
<b>FY21 Recommended</b>	<b>2,236,681</b>	<b>15.00</b>

## REALIGNED PROGRAMS

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

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>402,991</b>	<b>1.00</b>
Realignment of Programs	678,681	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.	(1,081,672)	(7.00)
<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>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	15,785,577	18,726,985	18,072,613	18,970,556	1.3 %
Employee Benefits	4,449,367	5,306,889	5,013,154	5,082,436	-4.2 %
<b>County General Fund Personnel Costs</b>	<b>20,234,944</b>	<b>24,033,874</b>	<b>23,085,767</b>	<b>24,052,992</b>	<b>0.1 %</b>
Operating Expenses	20,655,127	19,718,990	19,718,990	20,011,160	1.5 %
Capital Outlay	0	120,300	120,300	120,300	—
<b>County General Fund Expenditures</b>	<b>40,890,071</b>	<b>43,873,164</b>	<b>42,925,057</b>	<b>44,184,452</b>	<b>0.7 %</b>
<b>PERSONNEL</b>					
Full-Time	174	174	174	171	-1.7 %
Part-Time	2	2	2	2	—
FTEs	165.75	167.25	167.25	169.25	1.2 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>43,873,164</b>	<b>167.25</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Add Four FiberNet Positions to Support Implementation of Third Generation of FiberNet (FiberNet3) and Ability to Generate Revenue Through Provision of Services and Infrastructure Leasing [OBP FiberNet]	305,919	4.00
Enhance: Restore Funding for One Lapsed Position in the Project Management Office [Office of the Chief Operating Officer (COO)]	119,170	0.00
Enhance: Restore Funding for One Lapsed Position in Employee Productivity Services [Enterprise Applications and Solutions (EASD)]	119,170	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Personnel Costs and Operating Expenses from the Office of the Chief Operating Officer (COO) [OBP FiberNet]	1,376,981	6.00
Increase Cost: FY21 Compensation Adjustment	286,805	0.00
Increase Cost: Annualization of FY20 Compensation Increases	225,140	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Software Maintenance [Enterprise Systems and Operations (ESOD)]	197,811	0.00
Increase Cost: Software Maintenance [Office of the Chief Information Officer (CIO)]	103,967	0.00
Increase Cost: Software Maintenance [Enterprise Applications and Solutions (EASD)]	100,100	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget. [OBP ultraMontgomery]	70,000	0.00
Increase Cost: Software Maintenance [Enterprise Resource Planning (ERP)]	30,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	6,993	0.00
Increase Cost: Print and Mail Adjustment	62	0.00
Shift: Position and Funding to Procurement for Center-Led Initiative [Enterprise Systems and Operations (ESOD)]	(89,378)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY20	(100,000)	0.00
Decrease Cost: Motor Pool Adjustment	(109,770)	0.00
Shift: Transfer Position to the Office of Management and Budget (OMB) [Office of the Chief Operating Officer (COO)]	(221,450)	(1.00)
Decrease Cost: Retirement Adjustment	(273,881)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(459,370)	0.00
Shift: Personnel Costs and Operating Expenses to OBP FiberNet [Office of the Chief Operating Officer (COO)]	(1,376,981)	(6.00)
<b>FY21 RECOMMENDED</b>		<b>44,184,452 169.25</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Enterprise Applications and Solutions (EASD)	8,567,629	44.75	8,737,124	43.75
Enterprise Resource Planning (ERP)	8,264,508	32.50	8,182,124	31.50
Enterprise Systems and Operations (ESOD)	12,908,524	38.00	13,000,150	37.00
Enterprise Telecommunications and Services (ETSD)	4,859,300	18.00	4,715,635	18.00
OBP FiberNet	0	0.00	2,018,920	14.00
OBP ultraMontgomery	0	0.00	478,058	1.00
Office of Broadband Programs	402,991	1.00	0	0.00
Office of the Chief Information Officer (CIO)	4,730,973	9.00	4,815,760	9.00
Office of the Chief Operating Officer (COO)	4,139,239	24.00	2,236,681	15.00
<b>Total</b>	<b>43,873,164</b>	<b>167.25</b>	<b>44,184,452</b>	<b>169.25</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Human Resources	Employee Health Self Insurance	395,325	0.00	348,750	0.00
Alcohol Beverage Services	Liquor	1,049,691	0.00	1,073,967	0.00

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
CIP	Capital Fund	504,731	3.00	467,186	3.00
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)	135,433	0.00	135,623	0.00
<b>Total</b>		<b>2,085,180</b>	<b>3.00</b>	<b>2,025,526</b>	<b>3.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>44,184</b>	<b>44,184</b>	<b>44,184</b>	<b>44,184</b>	<b>44,184</b>	<b>44,184</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>	<b>160</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>82</b>	<b>82</b>	<b>82</b>	<b>82</b>	<b>82</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>44,184</b>	<b>44,426</b>	<b>44,426</b>	<b>44,426</b>	<b>44,426</b>	<b>44,426</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Two FiberNet Positions- Option 2- DTS Priority	194,199	2.00	242,748	2.00
Two Senior IT Specialist	111,720	2.00	223,440	2.00
<b>Total</b>	<b>305,919</b>	<b>4.00</b>	<b>466,188</b>	<b>4.00</b>



# Urban Districts

## RECOMMENDED FY21 BUDGET

\$9,904,759

## FULL TIME EQUIVALENTS

58.70

 FARIBA KASSIRI, DEPUTY CHIEF ADMINISTRATIVE OFFICER

## MISSION STATEMENT






Urban Districts support and enhance the County's unincorporated downtowns (Bethesda, Silver Spring, and Wheaton) as prosperous, livable urban centers by maintaining streetscape and its investments; providing additional public amenities such as plantings, seating, shelters, and works of art; promoting the commercial and residential interests of these areas; and programming cultural and community activities.

## BUDGET OVERVIEW



The total recommended FY21 Operating Budget for the Urban Districts is \$9,904,759, an increase of \$793,861 or 8.71 percent from the FY20 Approved Budget of \$9,110,898. Personnel Costs comprise 44.44 percent of the budget for 61 full-time position(s) and one part-time position(s), and a total of 58.70 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 55.56 percent of the FY21 budget.

## 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**
-  **A Greener County**
-  **Effective, Sustainable Government**
-  **Safe Neighborhoods**
-  **A Growing Economy**

## INITIATIVES

-  Six new events in Bethesda, provided via a new partnership with Montgomery County Parks, will be tailored for families with children and promote community cohesion. These events are free, will attract residents to downtown Bethesda, and will benefit local retailers and restaurants.
-  The Urban Districts will employ a District Manager that will coordinate economic development within the Arts and Entertainment Districts. These Districts will become more attractive to new commerce as the District Manager promotes the

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many tax incentives available to businesses.

- ★ The growth of downtown Silver Spring has necessitated the increased accentuation of sub-districts. Banners will be installed in Fenton Village of the Silver Spring Urban District to demarcate its location and affirm Fenton Village's brand. Fenton Village is a highly recognizable area, and the businesses located there will benefit from increased marketing.
- ★ To address the lack of cohesive branding for the White Flint corridor, the County Executive recommends to introduce place-making and branding to the area. Banners and signage will demarcate the White Flint corridor in order to define the community and increase its economic viability.
- ★ Ambassadors of the Urban Districts welcome and assist residents and visitors to the area. The Urban Districts have implemented an initiative to improve their visibility throughout the localized area.
- ★ In partnership with the Office of Human Resources, the Silver Spring and Wheaton Urban Districts will hold joint staff training to reduce staff travel time and cost.
- ★ Through a new contract, Silver Spring will be able improve the frequency and efficiency of trash collection and recycling.
- ★ The Department of Transportation will provide staff in the Wheaton Urban District with driver training. The training will result in reduced car accidents that can harm citizens, damage property, require costly repairs, and reduce productivity.
- ★ All Silver Spring Urban District staff will be trained in crisis intervention.
- ★ The Wheaton Urban District has enhanced its relationship with the Department of Corrections and Rehabilitation to include the provision of litter collection services.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Reschedule Ambassador shifts and change their deployment to increase their presence during peak periods of foot traffic in Silver Spring. This innovation will improve Ambassador visibility and create a higher level of community engagement.
- ★ Silver Spring will amend its contract with the Bethesda Urban Partnership include trash and recycling collection. This will improve the efficiency and effectiveness of trash collection and allow for reallocation of staff resources to other Urban District services.
- ★ Work collaboratively with the Department of Health and Human Services, Police, and the Office of Human Resources to develop and implement a crisis intervention plan for Silver Spring's homeless population.

## PROGRAM CONTACTS

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Contact Ken Hartman of the Urban Districts at 240.777.8206 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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## Administration

This program provides staff support for contract administration, the Urban District Advisory Committees, and for the administration of Urban District corporations. This program also provides for budget preparation and monitoring, payment authorization, records maintenance, and the Bethesda Circulator contract.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,938,405</b>	<b>9.30</b>
Realignment of Programs	(119,909)	(0.90)
Add: Town Plaza and Veterans' Park	300,000	0.00
Increase Cost: Bethesda Urban District - Pike District Placemaking with Business Participation	65,000	0.00
Increase Cost: Compensation Increase to Bethesda Urban Partnership	35,274	0.00
Re-align: Transfer of Employee from Department of Recreation	17,118	0.10
Increase Cost: Bethesda Urban District - Fixed Rent	7,860	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.	180,285	(0.10)
<b>FY21 Recommended</b>	<b>2,424,033</b>	<b>8.40</b>

## Enhanced Security and Ambassadorship

This program provides safeguards against property theft, vandalism, and personal security in the Silver Spring and Wheaton Urban Districts. The goal of the program is to provide an enhanced level of protection and reduce the perception of crime through the use of the Safe Team as the eyes and ears of County Police and as a uniformed visual presence to create a safe and secure environment. Safe Team members also act as "ambassadors" providing information, directions, first aid and CPR, and roadside assistance to residents, visitors, and the business community.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,287,904</b>	<b>17.35</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(88,520)	(2.00)
<b>FY21 Recommended</b>	<b>1,199,384</b>	<b>15.35</b>

## Promotion of Community and Business Activities

This program enhances the quality of life in the Urban Districts and surrounding communities; fosters a strong, vibrant business climate within each Urban District; and creates a positive image and a sense of identity for the Districts. These goals are accomplished through sponsorship of community events that may include festivals, concerts, and parades; the installation of seasonal banners, unique signs, holiday decorations, and other amenities to give each District a sense of place; and the development and distribution of newsletters, brochures, and other promotional material highlighting the Districts. Each Urban District develops its programs with the active participation of its advisory committee or Urban District Corporation.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
BETHESDA URBAN DISTRICT - Average number of website sessions per month	35,000	30,000	30,000	31,000	32,000
BETHESDA URBAN DISTRICT - Number of social media followers	21,000	22,500	24,000	26,000	28,000
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	29,185	29,160	31,668	31,500	31,750
SILVER SPRING URBAN DISTRICT - Number of social media followers	6,800	11,658	13,402	13,750	14,100
WHEATON URBAN DISTRICT - Average number of website sessions per month	N/A	34,000	40,000	41,000	42,000

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
WHEATON URBAN DISTRICT - Number of social media followers	N/A	3,226	4,000	4,100	4,300
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>3,767,796</b>			<b>31.95</b>	
Realignment of Programs	(2,116,518)			(30.15)	
Enhance: Silver Spring Urban District - Promotion of Community and Business Activities - Fenton Village Banners	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.	20,962			0.10	
<b>FY21 Recommended</b>	<b>1,722,240</b>			<b>1.90</b>	

## Streetscape Maintenance

This program provides maintenance of, and improvement to, the streetscape amenities within each Urban District. Various service levels include litter collection, sidewalk maintenance, trash receptacle service at least three times a week, mowing and snow removal as needed, lighting maintenance, maintenance of planted/landscaped areas, and street sweeping.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>1,848,939</b>	<b>0.00</b>
Realignment of Programs	2,504,281	31.05
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	205,882	2.00
<b>FY21 Recommended</b>	<b>4,559,102</b>	<b>33.05</b>

## REALIGNED PROGRAMS

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

## Sidewalk Repair

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>143,969</b>	<b>0.00</b>
Realignment of Programs	(143,969)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Tree Maintenance

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>123,885</b>	<b>0.00</b>
Realignment of Programs	(123,885)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	75,189	79,274	79,863	83,572	5.4 %
Employee Benefits	50,142	25,699	25,493	26,921	4.8 %
<b>Urban District - Bethesda Personnel Costs</b>	<b>125,331</b>	<b>104,973</b>	<b>105,356</b>	<b>110,493</b>	<b>5.3 %</b>
Operating Expenses	3,163,186	3,196,162	2,996,349	3,362,901	5.2 %
<b>Urban District - Bethesda Expenditures</b>	<b>3,288,517</b>	<b>3,301,135</b>	<b>3,101,705</b>	<b>3,473,394</b>	<b>5.2 %</b>
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Optional Method Development	134,157	194,567	194,567	194,567	—
Property Tax	693,270	728,825	732,225	746,360	2.4 %
<b>Urban District - Bethesda Revenues</b>	<b>827,427</b>	<b>923,392</b>	<b>926,792</b>	<b>940,927</b>	<b>1.9 %</b>
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,720,541	1,785,339	1,744,977	1,918,834	7.5 %
Employee Benefits	728,970	825,242	754,392	786,373	-4.7 %
<b>Urban District - Silver Spring Personnel Costs</b>	<b>2,449,511</b>	<b>2,610,581</b>	<b>2,499,369</b>	<b>2,705,207</b>	<b>3.6 %</b>
Operating Expenses	1,284,963	1,117,190	1,201,547	1,236,654	10.7 %
<b>Urban District - Silver Spring Expenditures</b>	<b>3,734,474</b>	<b>3,727,771</b>	<b>3,700,916</b>	<b>3,941,861</b>	<b>5.7 %</b>
PERSONNEL					
Full-Time	37	37	37	38	2.7 %
Part-Time	0	0	0	0	—
FTEs	34.90	34.90	34.90	35.00	0.3 %
REVENUES					
Optional Method Development	108,674	150,000	150,000	150,000	—
Property Tax	882,668	1,003,131	1,003,308	1,022,638	1.9 %
<b>Urban District - Silver Spring Revenues</b>	<b>991,342</b>	<b>1,153,131</b>	<b>1,153,308</b>	<b>1,172,638</b>	<b>1.7 %</b>
URBAN DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	1,098,984	1,060,322	1,157,601	1,129,435	6.5 %
Employee Benefits	423,078	442,074	462,784	456,218	3.2 %
<b>Urban District - Wheaton Personnel Costs</b>	<b>1,522,062</b>	<b>1,502,396</b>	<b>1,620,385</b>	<b>1,585,653</b>	<b>5.5 %</b>
Operating Expenses	511,508	579,596	628,146	903,851	56.0 %
<b>Urban District - Wheaton Expenditures</b>	<b>2,033,570</b>	<b>2,081,992</b>	<b>2,248,531</b>	<b>2,489,504</b>	<b>19.6 %</b>
PERSONNEL					

Full-Time	22	22	22	22	—
Part-Time	1	1	1	1	—
FTEs	22.70	22.70	22.70	22.70	—
REVENUES					
Property Tax	224,989	261,217	275,927	281,282	7.7 %
<b>Urban District - Wheaton Revenues</b>	<b>224,989</b>	<b>261,217</b>	<b>275,927</b>	<b>281,282</b>	<b>7.7 %</b>
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>9,056,561</b>	<b>9,110,898</b>	<b>9,051,152</b>	<b>9,904,759</b>	<b>8.7 %</b>
<b>Total Full-Time Positions</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>61</b>	<b>1.7 %</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>58.60</b>	<b>58.60</b>	<b>58.60</b>	<b>58.70</b>	<b>0.2 %</b>
<b>Total Revenues</b>	<b>2,043,758</b>	<b>2,337,740</b>	<b>2,356,027</b>	<b>2,394,847</b>	<b>2.4 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>URBAN DISTRICT - BETHESDA</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>3,301,135 1.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Bethesda Urban District - Pike District Placemaking with Business Participation [Administration]	65,000	0.00
Increase Cost: Risk Management Adjustment	59,624	0.00
Increase Cost: Compensation Increase to Bethesda Urban Partnership [Administration]	35,274	0.00
Increase Cost: Bethesda Urban District - Fixed Rent [Administration]	7,860	0.00
Increase Cost: FY21 Compensation Adjustment	3,768	0.00
Increase Cost: Annualization of FY20 Compensation Increases	2,723	0.00
Increase Cost: Print and Mail Adjustment	476	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(971)	0.00
Decrease Cost: Motor Pool Adjustment	(1,495)	0.00
	<b>FY21 RECOMMENDED</b>	<b>3,473,394 1.00</b>
<b>URBAN DISTRICT - SILVER SPRING</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>3,727,771 34.90</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Silver Spring Urban District - Promotion of Community and Business Activities - Fenton Village Banners [Promotion of Community and Business Activities]	50,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Risk Management Adjustment	68,827	0.00
Increase Cost: FY21 Compensation Adjustment	47,901	0.00
Increase Cost: Annualization of FY20 Compensation Increases	34,172	0.00
Increase Cost: Annualization of FY20 Personnel Costs	21,228	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: Transfer of Employee from Department of Recreation [Administration]	17,118	0.10
Increase Cost: Motor Pool Adjustment	637	0.00
Decrease Cost: Retirement Adjustment	(25,793)	0.00
<b>FY21 RECOMMENDED</b>	<b>3,941,861</b>	<b>35.00</b>

### URBAN DISTRICT - WHEATON

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>2,081,992</b>	<b>22.70</b>
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#### Changes (with service impacts)

Add: Town Plaza and Veterans' Park [Administration]	300,000	0.00
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#### Other Adjustments (with no service impacts)

Increase Cost: Risk Management Adjustment	37,365	0.00
Increase Cost: FY21 Compensation Adjustment	34,280	0.00
Increase Cost: Annualization of FY20 Personnel Costs	33,530	0.00
Increase Cost: Annualization of FY20 Compensation Increases	23,416	0.00
Increase Cost: Elimination of One-Time Items Approved in FY20	17,151	0.00
Decrease Cost: Retirement Adjustment	(7,969)	0.00
Decrease Cost: Motor Pool Adjustment	(30,261)	0.00
<b>FY21 RECOMMENDED</b>	<b>2,489,504</b>	<b>22.70</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	1,938,405	9.30	2,424,033	8.40
Enhanced Security and Ambassadorship	1,287,904	17.35	1,199,384	15.35
Promotion of Community and Business Activities	3,767,796	31.95	1,722,240	1.90
Sidewalk Repair	143,969	0.00	0	0.00
Streetscape Maintenance	1,848,939	0.00	4,559,102	33.05
Tree Maintenance	123,885	0.00	0	0.00
<b>Total</b>	<b>9,110,898</b>	<b>58.60</b>	<b>9,904,759</b>	<b>58.70</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>URBAN DISTRICT - SILVER SPRING</b>					
Parking District Services	Silver Spring Parking	165,230	3.00	165,230	3.00

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>URBAN DISTRICT - BETHESDA</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>3,473</b>	<b>3,473</b>	<b>3,473</b>	<b>3,473</b>	<b>3,473</b>	<b>3,473</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>3,473</b>	<b>3,475</b>	<b>3,475</b>	<b>3,475</b>	<b>3,475</b>	<b>3,475</b>
<b>URBAN DISTRICT - SILVER SPRING</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>3,942</b>	<b>3,942</b>	<b>3,942</b>	<b>3,942</b>	<b>3,942</b>	<b>3,942</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>3,892</b>	<b>3,910</b>	<b>3,910</b>	<b>3,910</b>	<b>3,910</b>	<b>3,910</b>
<b>URBAN DISTRICT - WHEATON</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>2,490</b>	<b>2,490</b>	<b>2,490</b>	<b>2,490</b>	<b>2,490</b>	<b>2,490</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>2,490</b>	<b>2,504</b>	<b>2,504</b>	<b>2,504</b>	<b>2,504</b>	<b>2,504</b>



# Animal Services

## RECOMMENDED FY21 BUDGET

\$8,024,652

## FULL TIME EQUIVALENTS

76.00

 THOMAS J. KOENIG, DIRECTOR

## MISSION STATEMENT

The mission of the Montgomery County Office of Animal Services (OAS) is to serve and protect the animals and citizens in our community with a high-level of competency and compassion. The Office of Animal Services strengthens the human-animal bond through education, humane law enforcement, and the promotion of responsible guardianship.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the new Office of Animal Services is \$8,024,652. Personnel Costs comprise 79.33 percent of the budget for 75 full-time position(s) and no part-time position(s), and a total of 76.00 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 20.67 percent of the FY21 budget.


In February 2020, the County Executive transmitted an update to the County Council related to ongoing efforts to identify no cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Division of Animal Services was transferred out of the Police Department and established as its own non-principal office in the Executive Branch called the Office of Animal Services.

## COUNTY PRIORITY OUTCOMES

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

 **Safe Neighborhoods**

## INITIATIVES

-  Expand hours to provide a 16 hours-a-day, 7 days-a-week call-taking and dispatch operation responsive to the needs of our residents and the welfare of their animals through humane enforcement and education.

- 
- ★ Increase participation in off-site adoption events to promote available shelter animals in areas that may be underserved or who are not familiar that shelter animals make great pets.
  - ★ Expand free rabies clinics to enhance pet licensing compliance rate and public safety.
  - ★ Expand SafeKeep Program and new Safe Keep "Pay" offerings for the temporary boarding of animals.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Increased Animal Service's online presence through the following actions:
  - Added a new Community Relations Manager to better manage outreach initiatives.
  - Updated the website to enable it to be more user friendly, especially on mobile platforms.
  - Began tracking website and social media engagement to evaluate outreach effectiveness.
- ★ Worked with the State to permit companion animals on long-term bite quarantines to be legally cared for in foster homes instead of taking up valuable shelter housing space.
- ★ Animal Services obtained funding to cover costs of ongoing canine DNA testing to help increase adoptions of long-term resident pit bull-type dogs by determining actual breed mixture. Residents were encouraged to participate in testing experiences via social media.
- ★ Started regularly holding fee-waived adoption promotions sponsored by partners throughout the year to increase the number of adoptions performed and lower Animal Services cost of care.

## PROGRAM CONTACTS

Contact Bonnie White of the Office of Animal Services at 240.773.5641 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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

### ★ Animal Shelter

The Animal Shelter program maintains and operates the only open-admission shelter in Montgomery County, and provides a high standard of care for lost, abandoned, abused, and unwanted animals, as well as the County's wildlife. Dogs and cats make up the largest populations at the shelter, but many other animals also come through the shelter doors. Rabbits, guinea pigs, and mice are the most common, though it is not unusual to find turtles, lizards, and birds. The animal shelter offers a variety of programs and customer services to support the animals housed at the shelter and the community including the Adoptions Program, Volunteer

Program, Foster and Rescue Programs, Community Outreach Program and the Pet Licensing Program. The shelter communicates to the public through a dedicated website and various social media outlets used to advertise and promote the Department's services and promote animals available for adoption. The shelter also conducts tours, participates in promotional events and provides outreach to student groups and housing/community organizations about responsible pet ownership and animal laws and regulations.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Transfer of Animal Services Division	3,346,888	37.00
<b>FY21 Recommended</b>	<b>3,346,888</b>	<b>37.00</b>

## Director's Office

The Director's Office provides central services in areas of budget, personnel, automated systems management, general office management, and public information. In addition, staff coordinates efforts and initiatives with other departments and agencies

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Transfer of Animal Services Division	1,334,293	5.00
Increase Cost: Police Chargeback for Investigator Position	118,801	1.00
<b>FY21 Recommended</b>	<b>1,453,094</b>	<b>6.00</b>

## Field Services

Field Services is responsible for enforcing State and County animal laws and regulations to include investigating citizen complaints and responding to animal emergencies 24 hours-a-day, 7-days-a-week. In addition to enforcement efforts, Animal Services Officers distribute humane education informational brochures and materials on a variety of topics to include animal ownership requirements, reporting suspected violations, pet licensing and rabies vaccinations, wildlife mitigation, appropriate housing and restraint techniques, and livestock and poultry care standards. The Animal Services Dispatch/Call-Taking Operation is responsible for answering and dispatching animal related calls and complaints from citizens, identifying problems and making appropriate referrals. This operation provides citizens information regarding State and County laws and regulations, Department policies and procedures, and presents basic information regarding animal care and welfare for both domestic animals and wildlife. The operation is also responsible for administering the rabies prevention program.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Transfer of Animal Services Division	2,285,680	26.00
<b>FY21 Recommended</b>	<b>2,285,680</b>	<b>26.00</b>

## Veterinary Services

Veterinary Services provides medical care and support to shelter animals particularly animals that are sick and/or injured. Shelter animals are vaccinated, provided with flea treatment and de-wormer and are tested for highly contagious diseases, as needed.

Veterinary Services performs spay/neuter surgeries on intact animals in the shelter's surgical suite prior to adoption and works

closely with other veterinary clinics and hospitals in the County with specialized treatments and surgeries beyond the scope of services provided by the shelter's highly professional veterinary staff. Veterinary staff also assist on Animal Services investigations involving inadequate care, abuse or cruelty, and neglect by performing medical exams, treatment, necropsies, and testifying, as needed.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Transfer of Animal Services Division	840,994	6.00
Enhance: Add One Staff Veterinarian to Enhance Animal Shelter Coverage	97,996	1.00
<b>FY21 Recommended</b>	<b>938,990</b>	<b>7.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	4,813,755	—
Employee Benefits	0	0	0	1,552,349	—
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,366,104</b>	<b>—</b>
Operating Expenses	0	0	0	1,658,548	—
<b>County General Fund Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,024,652</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	75	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	76.00	—
<b>REVENUES</b>					
Other Charges/Fees	0	0	0	69,240	—
Other Fines/Forfeitures	0	0	0	65,000	—
Other Licenses/Permits	0	0	0	6,300	—
Pet Licenses	0	0	0	550,000	—
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>690,540</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.00</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Add One Staff Veterinarian to Enhance Animal Shelter Coverage [Veterinary Services]	97,996	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Transfer of Animal Services Division [Animal Shelter]	3,346,888	37.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Transfer of Animal Services Division [Field Services]	2,285,680	26.00
Shift: Transfer of Animal Services Division [Director's Office]	1,334,293	5.00
Shift: Transfer of Animal Services Division [Veterinary Services]	840,994	6.00
Increase Cost: FY21 Compensation Adjustment	176,083	0.00
Increase Cost: Police Chargeback for Investigator Position [Director's Office]	118,801	1.00
Increase Cost: Annualization of FY20 Personnel Costs	(176,083)	0.00
<b>FY21 RECOMMENDED</b>	<b>8,024,652</b>	<b>76.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Animal Shelter	0	0.00	3,346,888	37.00
Director's Office	0	0.00	1,453,094	6.00
Field Services	0	0.00	2,285,680	26.00
Veterinary Services	0	0.00	938,990	7.00
<b>Total</b>	<b>0</b>	<b>0.00</b>	<b>8,024,652</b>	<b>76.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>8,025</b>	<b>8,025</b>	<b>8,025</b>	<b>8,025</b>	<b>8,025</b>	<b>8,025</b>
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(5)</b>	<b>(5)</b>	<b>(5)</b>	<b>(5)</b>	<b>(5)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>8,025</b>	<b>8,118</b>	<b>8,118</b>	<b>8,118</b>	<b>8,118</b>	<b>8,118</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended Expenditures	FY21 Recommended FTEs	FY22 Annualized Expenditures	FY22 Annualized FTEs
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## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add One Staff Veterinarian to Enhance Animal Shelter Coverage	92,996	1.00	123,995	1.00
<b>Total</b>	<b>92,996</b>	<b>1.00</b>	<b>123,995</b>	<b>1.00</b>



# Consumer Protection

## RECOMMENDED FY21 BUDGET

\$2,234,642

## FULL TIME EQUIVALENTS

16.60

 ERIC FRIEDMAN, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Consumer Protection (OCP) is to enforce consumer protection laws prohibiting unfair and deceptive business acts or practices to ensure a fair marketplace for consumers and businesses. Activities include complaint resolution, business registration, law enforcement, education, legislation, advocacy, and outreach to vulnerable consumers.




## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Consumer Protection is \$2,234,642, a decrease of \$144,075 or 6.06 percent from the FY20 Approved Budget of \$2,378,717. Personnel Costs comprise 94.14 percent of the budget for 17 full-time position(s) and one part-time position(s), and a total of 16.60 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 5.86 percent of the FY21 budget.

The total FY21 Recommended Operating Budget for the Office of Consumer Protection is \$2,234,642, a decrease of \$144,075 or 6.06 percent from the FY20 Approved Budget of \$2,378,717. Personnel Costs comprise 94.14 percent of the budget for 17 full-time position(s) and one part-time position(s), and a total of 16.60 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 5.86 percent of the FY21 budget.

## 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**
-  **Effective, Sustainable Government**
-  **A Growing Economy**

## INITIATIVES

- ★ The Office of Consumer Protection (OCP) established an internal task force to promote outreach and awareness with Spanish-speaking communities in Montgomery County. This working group of bilingual Investigators, administrative staff, and volunteers is coordinated by a Consumer Protection Administrator and participated in "Latino Roundtable" training provide by the Federal Trade Commission.
- ★ OCP will increase business registration compliance efforts by reviewing expired business registrations to determine whether businesses are operating without active registrations.
- ★ OCP is proactively collaborating with Montgomery County's Public Information Office (PIO) and the Office of Community Partnerships to develop an awareness campaign to address expected scams regarding the 2020 Census.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ OCP conducted a nationwide survey of the best practices demonstrated by other state and local consumer protection offices. Based upon this data, OCP was able to reestablish performance measures for investigative staff and is currently updating its Investigation Manual to provide checklists and best practices for investigating and resolving cases.
- ★ OCP is reviewing its online consumer complaint form to evaluate and streamline the form and process for consumers to request assistance, and to enable the Office to more easily obtain and analyze relevant metrics.

## PROGRAM CONTACTS

Contact K. Samuel Buo of the Office of Consumer Protection at 240.777.3760 or Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
<b>Program Measures</b>					
Number of business registrations received	482	646	650	650	650
Number of complaint cases received	1,388	1,191	1,200	1,200	1,200
Percent of consumer protection cases closed that are resolved by OCP	54%	51%	53%	58%	60%
Average number of days to Issue a business license / certificate of registration (excluding new home builder registrations)	11.95	18.19	16.75	12.00	10.00
Average time in workdays to investigate and close a written complaint (All complaints)	76	84	80	78	75

## PROGRAM DESCRIPTIONS

### ★ Consumer Protection

The Consumer Protection program is a law enforcement function established in 1971 responsible for enforcing consumer protection laws to prohibit unfair and deceptive business acts to ensure fairness and integrity in the marketplace for consumers and businesses. The program is responsible for receiving, investigating, and resolving complaints, educating consumers and

merchants, and licensing certain businesses.

The program has the authority to issue civil citations for violations of law, issue subpoenas to compel testimony and documents, and collaborate with other agencies to advocate for legislation.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,560,309	1,640,200	1,693,055	1,593,791	-2.8 %
Employee Benefits	571,952	616,236	647,813	509,882	-17.3 %
<b>County General Fund Personnel Costs</b>	<b>2,132,261</b>	<b>2,256,436</b>	<b>2,340,868</b>	<b>2,103,673</b>	<b>-6.8 %</b>
Operating Expenses	143,219	122,281	63,372	130,969	7.1 %
<b>County General Fund Expenditures</b>	<b>2,275,480</b>	<b>2,378,717</b>	<b>2,404,240</b>	<b>2,234,642</b>	<b>-6.1 %</b>
<b>PERSONNEL</b>					
Full-Time	17	17	17	17	—
Part-Time	1	1	1	1	—
FTEs	16.60	16.60	16.60	16.60	—
<b>REVENUES</b>					
Common Ownership Community Fees	(11,765)	0	0	0	—
Miscellaneous Revenues	506	0	0	0	—
New Home Builder's License	164,720	143,000	143,000	153,000	7.0 %
Other Fines/Forfeitures	1,375	1,000	1,000	1,000	—
Other Licenses/Permits	49,687	60,000	60,000	51,000	-15.0 %
<b>County General Fund Revenues</b>	<b>204,523</b>	<b>204,000</b>	<b>204,000</b>	<b>205,000</b>	<b>0.5 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>2,378,717</b>	<b>16.60</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Information Technology Specialist II Position [Consumer Protection]	48,214	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	34,716	0.00
Increase Cost: Annualization of FY20 Compensation Increases	19,572	0.00
Increase Cost: Automotive Consultant. [Consumer Protection]	7,377	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	455	0.00
Increase Cost: Print and Mail Adjustment	135	0.00
Decrease Cost: Motor Pool Adjustment	(1,824)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY20 Personnel Costs	(7,377)	0.00
Decrease Cost: Retirement Adjustment	(88,148)	0.00
Shift: Management and Budget Specialist Position to the Office of Management and Budget as Part of the Shared Services Model. [Consumer Protection]	(157,195)	(1.00)
<b>FY21 RECOMMENDED</b>	<b>2,234,642</b>	<b>16.60</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Fire and Rescue Service	Fire	79,276	1.00	83,167	1.00

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>2,235</b>	<b>2,235</b>	<b>2,235</b>	<b>2,235</b>	<b>2,235</b>	<b>2,235</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(3)</b>	<b>(3)</b>	<b>(3)</b>	<b>(3)</b>	<b>(3)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>2,235</b>	<b>2,293</b>	<b>2,293</b>	<b>2,293</b>	<b>2,293</b>	<b>2,293</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Information Technology Specialist II Position	45,214	1.00	97,155	1.00
<b>Total</b>	<b>45,214</b>	<b>1.00</b>	<b>97,155</b>	<b>1.00</b>



# Correction and Rehabilitation

## RECOMMENDED FY21 BUDGET

\$72,673,907

## FULL TIME EQUIVALENTS

541.57

 ANGELA TALLEY, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Correction and Rehabilitation (DOCR) is to protect and serve the residents of Montgomery County and the general public by providing progressive and comprehensive correctional, rehabilitative, and community re-entry services. These functions are achieved through the operation of well-managed and effective correctional programs, including: the use of pre-trial supervision; secure incarceration; community treatment; reintegration programs; highly accountable security methods and procedures in each operating unit and program; and effective, progressive administration and management oversight.

## BUDGET OVERVIEW





The total recommended FY21 Operating Budget for the Department of Correction and Rehabilitation is \$72,673,907, an increase of \$2,058,837 or 2.92 percent from the FY20 Approved Budget of \$70,615,070. Personnel Costs comprise 89.10 percent of the budget for 539 full-time position(s) and no part-time position(s), and a total of 541.57 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 10.90 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

### Safe Neighborhoods

## INITIATIVES

-  Begin phased initiative to retrofit cell vents, bunks, and doors to reduce opportunities for self harm. Highest priority areas will be addressed first.
-  Implement electronic health records to modernize the correctional health records system.
-  Add six correctional officers to support new mandates and legal requirements related to the management of inmates located in restrictive housing per Maryland Chapters 526 and 324 of 2019.
-  Correct a structural budget deficiency in funding for sanitation, hygiene, and disease control. Vents at the Montgomery County Correctional Facility will also be cleaned.

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- ★ In collaboration with Department of Health and Human Services, institute a Medication Assisted Treatment program for Opioid Disorders for inmates within DOCR.
  - ★ Expand General Education Diploma (GED) services to include Spanish speaking classes.
  - ★ Install new all-in-one recycling stations at the Montgomery County Correctional Facility and the Montgomery County Detention Center to promote a greener County.
  - ★ Continue to develop Departmental dashboards to produce timely and accessible critical information for the purpose of improved monitoring and analysis of operational issues, tracking outcomes, creating priorities, and making substantive decisions.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ In collaboration with Department of General Services, implement the Montgomery County Detention Center (MCDC) Stabilization project to reduce the facility's existing footprint by demolishing unused space that will save on building maintenance, repairs and energy costs.
- ★ Replaced kitchen equipment at the Montgomery County Correctional Facility (MCCF) that was beyond useful life to reduce maintenance and repair costs for aging and obsolete equipment, eliminate service disruptions, and provide safer more efficient food service operations.
- ★ Implemented Telestaff system to create efficiencies in scheduling and staff deployment.
- ★ In collaboration with Department of Technology Services, completed several modules of the DOCR Jail Management System to improve efficiencies throughout the department. The new modules eliminate the manual diminution process and streamlines business systems to process sentence diminution and restitution payment in a real-time.

## PROGRAM CONTACTS

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Contact Kaye Beckley of the Department of Correction and Rehabilitation at 240.773.9908 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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### ★ Administration and Support

Management Services and the Director's Office serve an advisory function to Department of Correction and Rehabilitation (DOCR) and implement performance accountability programs and general management practices. The program is comprised of the Director's Office; Accreditations and Professional Standards; Human Resources; Training; Procurement; Employee Health, Welfare and Safety; Fiscal Management; Information Technology; Capital Improvement Projects (CIP); and Special Projects.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,587,641</b>	<b>24.00</b>
Realignment of Programs	924,089	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.	44,330	0.00
<b>FY21 Recommended</b>	<b>4,556,060</b>	<b>30.00</b>

## Detention Services

Under the supervision of the Warden, Detention Services is responsible for the operation of two detention facilities, the Montgomery County Detention Center (MCDC) located in Rockville, and the Montgomery County Correctional Facility (MCCF) located in Clarksburg.

MCDC is responsible for the intake, reception, and diagnostic functions of the Department including law enforcement processing of adult offenders arrested in Montgomery County. The facility has the capacity to accommodate approximately 200 inmates. Over 12,000 offenders annually arrive at MCDC's Central Processing Unit (CPU) for arrest processing.

MCDC conducts psychological screening, medical screening, and risk assessment to determine the appropriate classification level of inmates and provides for the initial care, custody, and security of inmates for up to 72 hours prior to transfer to MCCF. At MCDC, bond hearings are conducted by the Maryland District Court Commissioners. They also determine eligibility of offenders for legal representation by the Public Defender's Office.

Following an initial intake at MCDC, inmates may transfer to the 1,029-bed Montgomery County Correctional Facility (MCCF), normally within 72 hours. MCCF is responsible for the custody and care of male and female offenders who are either in a pre-trial status or serving sentences of up to 18 months. Progressive and comprehensive correctional services and programs are provided to all inmates covering substance abuse treatment, mental health issues, cognitive behavioral modification programs, education, life skills, and workforce development.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Detention Services average daily population	655	643	636	636	636
Mandatory training completed by December 31	75%	75%	75%	77%	80%
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%
Zero tolerance security incidents - Number of inappropriate releases of an inmate	4	5	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	4	5	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	2	0	0	0
Zero Tolerance security incidents - Number of jail escapes	0	0	0	0	0
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	4	1	0	0	0
Recidivism: Former individuals committed and sentenced back to DOCR's custody within 3 years of release	51%	45%	48%	45%	44%
Portion of population participating in core curriculum programs at Correctional Facility	N/A	37%	37%	40%	45%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>54,386,552</b>	<b>411.39</b>
Realignment of Programs	(6,939,923)	(36.69)

FY21 Recommended Changes	Expenditures	FTEs
Add: New Mandates and Legal Requirements Related to the Management of Inmates Located in Restrictive Housing per Maryland Chapters 526 and 324 of 2019	468,786	6.00
Increase Cost: Adjust Sanitation, Hygiene, and Disease Control Budget to Address Structural Deficiency	267,000	0.00
Enhance: Cell Vent, Bunk, and Door Retrofitting to Reduce Opportunities for Self-Harm	234,000	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.	1,118,775	0.00
<b>FY21 Recommended</b>	<b>49,535,190</b>	<b>380.70</b>

## Medical and Behavioral Health Services

Medical and Behavioral Health Services provides medical and behavioral care to all incarcerated inmates in compliance with recognized health care, legal and correctional standards. The facilities are accredited by the Maryland Commission on Correctional Standards (MCCS) and American Correctional Association (ACA).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of referrals to mental health providers	3,111	3,795	4,359	4,983	5,607
Number of inmates receiving sick-call services	10,355	8,257	8,110	7,963	7,816
Number of initial nursing intakes	4,717	4,990	5,284	5,568	5,852

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	7,252,618	37.69
Enhance: Implement Electronic Health Record to Modernize Correctional Medical Records System	102,948	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.	(76,634)	0.00
<b>FY21 Recommended</b>	<b>7,278,932</b>	<b>37.69</b>

## Pre-Release and Re-entry Services

The Pre-Release and Re-entry Services (PRRS) is a correctional program that provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services as they transition back into the community. The program primarily serves inmates who are within one year of release and are sentenced to Department of Correction and Rehabilitation (DOCR). In addition, the program provides re-entry services to federal- and state-sentenced inmates and federal probationers who are within one year of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located in Rockville, is a 144-bed 24/7 community corrections facility that houses female and male offenders. The non-residential Home Confinement program allows individuals to live in their homes, although they are required to report to the Pre-Release Center several times a week for drug testing and other required programming. The program provides for all aspects of care, custody, and security of all offenders on the program. Staff provide rehabilitative and case management services, as well as perform security responsibilities to maintain operations, offender accountability, and to ensure safe clean and orderly program operations.

Program Performance Measures	Actual	Actual	Estimated	Target	Target
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	FY18	FY19	FY20	FY21	FY22
Pre-Release and Re-entry Services average daily population	114	110	112	112	112
Security incidents - Number of residents absconded from custody returned to Community Corrections	4	4	0	0	0
Security incidents - Number of residents absconded from Community Corrections custody	4	4	0	0	0
Percent of offenders from Pre-Release and Re-Entry Services employed at time served	77%	79%	76%	76%	76%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,610,238</b>	<b>55.18</b>
Realignment of Programs	(312,695)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(23,974)	0.00
<b>FY21 Recommended</b>	<b>6,273,569</b>	<b>54.18</b>

## Pre-Trial Services

There are four independent programs within Pre-Trial Services (PTS): Pre-Trial Assessment Unit, Pre-Trial Supervision Unit, Alternative Community Service Program (ACS), and Intervention Program for Substance Abusers (IPSA).

The Pre-Trial Assessment Unit is housed at the Montgomery County Detention Center and is responsible for assessing those who have been newly arrested and have been unable to make bond. Staff verifies personal information, analyzes criminal histories, and formulates recommendations to the Court to enable the Judge to make informed bond decisions. Recommendations are made with public safety as the main priority following the national models of assessment for pre-trial programs.

The Pre-Trial Supervision Unit provides monitoring of court-ordered conditions to offenders released to the community while awaiting trial. Advanced technology such as GPS tracking and Radio Frequency Curfew equipment are used to monitor offenders' movements in the community. Drug testing is also performed. Violations of release conditions are immediately reported to the Court for possible re-incarceration.

The diversion programs, ACS and IPSA, are predominantly for first-time misdemeanor offenders who will ultimately have their charges expunged following successful completion of one of these programs. Community service, drug education, and treatment are core functions of these programs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average daily caseload under Pre-Trial supervision	1,717	1,630	1,710	1,710	1,710
Court appearance rate while under supervision	95.3%	96.3%	95.7%	95.7%	95.7%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,106,550</b>	<b>39.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(76,394)	0.00
<b>FY21 Recommended</b>	<b>5,030,156</b>	<b>39.00</b>

## REALIGNED PROGRAMS

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

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>924,089</b>	<b>6.00</b>
Realignment of Programs	(924,089)	(6.00)
<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>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	47,980,418	47,723,596	49,889,413	50,057,619	4.9 %
Employee Benefits	14,564,830	15,573,326	15,360,317	14,696,062	-5.6 %
<b>County General Fund Personnel Costs</b>	<b>62,545,248</b>	<b>63,296,922</b>	<b>65,249,730</b>	<b>64,753,681</b>	<b>2.3 %</b>
Operating Expenses	8,536,280	7,318,148	8,405,099	7,920,226	8.2 %
Capital Outlay	12,495	0	0	0	—
<b>County General Fund Expenditures</b>	<b>71,094,023</b>	<b>70,615,070</b>	<b>73,654,829</b>	<b>72,673,907</b>	<b>2.9 %</b>
<b>PERSONNEL</b>					
Full-Time	538	533	533	539	1.1 %
Part-Time	0	0	0	0	—
FTEs	537.82	535.57	535.57	541.57	1.1 %
<b>REVENUES</b>					
Alternative Community Services	247,807	385,000	385,000	385,000	—
Care of Federal/State Prisoners	968,447	1,160,000	1,160,000	1,341,205	15.6 %
Home Confinement Fees	12,397	30,000	30,000	30,000	—
Miscellaneous Revenues	1,563	0	0	0	—
Other Charges/Fees	50,321	75,100	75,100	75,100	—
Other Intergovernmental	(1,420)	120,000	120,000	60,000	-50.0 %
Other Licenses and Permits	16	0	0	0	—
Substance Abusers Intervention Program (IPSA)	58,262	74,000	74,000	74,000	—
<b>County General Fund Revenues</b>	<b>1,337,393</b>	<b>1,844,100</b>	<b>1,844,100</b>	<b>1,965,305</b>	<b>6.6 %</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
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	25,000	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>71,119,023</b>	<b>70,615,070</b>	<b>73,654,829</b>	<b>72,673,907</b>	<b>2.9 %</b>
<b>Total Full-Time Positions</b>	<b>538</b>	<b>533</b>	<b>533</b>	<b>539</b>	<b>1.1 %</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>537.82</b>	<b>535.57</b>	<b>535.57</b>	<b>541.57</b>	<b>1.1 %</b>
<b>Total Revenues</b>	<b>1,337,393</b>	<b>1,844,100</b>	<b>1,844,100</b>	<b>1,965,305</b>	<b>6.6 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>70,615,070</b>	<b>535.57</b>
<b><u>Changes (with service impacts)</u></b>		
Add: New Mandates and Legal Requirements Related to the Management of Inmates Located in Restrictive Housing per Maryland Chapters 526 and 324 of 2019 [Detention Services]	468,786	6.00
Enhance: Cell Vent, Bunk, and Door Retrofitting to Reduce Opportunities for Self-Harm [Detention Services]	234,000	0.00
Enhance: Implement Electronic Health Record to Modernize Correctional Medical Records System [Medical and Behavioral Health Services]	102,948	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	1,552,170	0.00
Increase Cost: Annualization of FY20 Compensation Increases	671,130	0.00
Increase Cost: Adjust Sanitation, Hygiene, and Disease Control Budget to Address Structural Deficiency [Detention Services]	267,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	22,207	0.00
Increase Cost: Print and Mail Adjustment	4,268	0.00
Decrease Cost: Motor Pool Adjustment	(12,428)	0.00
Decrease Cost: Retirement Adjustment	(1,251,244)	0.00
<b>FY21 RECOMMENDED</b>	<b>72,673,907</b>	<b>541.57</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration and Support	3,587,641	24.00	4,556,060	30.00
Detention Services	54,386,552	411.39	49,535,190	380.70
Director's Office	924,089	6.00	0	0.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Medical and Behavioral Health Services	0	0.00	7,278,932	37.69
Pre-Release and Re-entry Services	6,610,238	55.18	6,273,569	54.18
Pre-Trial Services	5,106,550	39.00	5,030,156	39.00
<b>Total</b>	<b>70,615,070</b>	<b>535.57</b>	<b>72,673,907</b>	<b>541.57</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>72,674</b>	<b>72,674</b>	<b>72,674</b>	<b>72,674</b>	<b>72,674</b>	<b>72,674</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(136)</b>	<b>(136)</b>	<b>(136)</b>	<b>(136)</b>	<b>(136)</b>
Items recommended for one-time funding in FY21, including vent cleaning and electronic health records implementation, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>355</b>	<b>355</b>	<b>355</b>	<b>355</b>	<b>355</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>72,674</b>	<b>72,892</b>	<b>72,892</b>	<b>72,892</b>	<b>72,892</b>	<b>72,892</b>



# Emergency Management and Homeland Security

## RECOMMENDED FY21 BUDGET

\$3,258,620

## FULL TIME EQUIVALENTS

17.48

 DR. EARL STODDARD, DIRECTOR

## MISSION STATEMENT

It is the mission of the Office of Emergency Management and Homeland Security (OEMHS) to plan, coordinate, prevent, prepare, and protect against major threats that may harm, disrupt, or destroy our communities, commerce, and institutions; and to effectively manage and coordinate the County's unified response, mitigation, and recovery from the consequences of such disasters or events should they occur. Key objectives are to:

- coordinate County plans and actions to minimize harm to residents, employees, and visitors in Montgomery County before, during, and after emergencies.
- coordinate the services, protection, and contingency plans for sustained operations of County facilities.
- coordinate and provide public education to ensure the resilience of our communities during disasters.
- coordinate homeland security policies and priorities, including grant-seeking, management, and reporting.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Emergency Management and Homeland Security is \$3,258,620, an increase of \$891,907 or 37.69 percent from the FY20 Approved Budget of \$2,366,713. Personnel Costs comprise 70.48 percent of the budget for 16 full-time position(s) and one part-time position(s), and a total of 17.48 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 29.52 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

-  **Effective, Sustainable Government**
-  **Safe Neighborhoods**

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## INITIATIVES

- ★ Montgomery County's Hazard Mitigation Plan was adopted by the Montgomery County Council and 17 municipalities.
- ★ The Montgomery County Pre-Disaster Recovery Plan was revised, updated, and exercised.
- ★ Montgomery County's Continuity of Government was revised with additional input from Council staff.
- ★ In collaboration with the Public Information Office, Police, and Fire and Rescue Services, OEMHS updated the Emergency Public Information Plan.
- ★ OEMHS successfully used its Damage Assessment Portal to allow residents to file damage reports from the July 8, 2019 flooding event. OEMHS received more than 200 damage reports, which allowed the County to be eligible for Small Business Administration loans.
- ★ OEMHS underwent re-accreditation through the Emergency Management Accreditation Program.
- ★ OEMHS continues to use social media as a tool to publish preparedness education information. The Office's Twitter following increased by nearly 18 percent, and the Office's Facebook page fans increased by 26 percent.
- ★ Developed and finalized the National Incident Management (NIMS) plan.
- ★ Developed, coordinated, and conducted a County senior leadership exercise to review the updated Pre-Disaster Recovery Plan and exercise decisions that must be made in a long-term recovery scenario.
- ★ Managed more than 40 Homeland Security grants totaling more than \$13,000,000.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Made enhancements to the County's Emergency Operations Center by adding a policy / multimedia room, as well as making technology upgrades to all 60 workstations in the Emergency Operations Center.
- ★ OEMHS developed, scripted, and coordinated the filming of five workplace emergency preparedness videos to train Montgomery County Government employees.
- ★ OEMHS revised a number of operations and procedures guides including the Emergency Operations Center manual, Emergency Operations Center Action Plans, and the situation report template to ensure operations are updated and effective.
- ★ Developed an unmanned aerial system program and policy manual to provide OEMHS with better survey capabilities to assess emergency damage and gain situational awareness.

## PROGRAM CONTACTS

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 or Taman Morris of the Office of Management and Budget at 240.777.2771 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

## PROGRAM DESCRIPTIONS

### ☼ Administration

The Emergency Management Administration program handles grant and financial management, office administration, budget management, procurement, and human resources. This program also includes overall policy development for the office.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>782,443</b>	<b>4.70</b>
Add: Security Grants to Faith Based Organizations	700,000	0.00
Increase Cost: General Fund Adjustment for Grant Personnel	14,701	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.	14,788	0.00
<b>FY21 Recommended</b>	<b>1,511,932</b>	<b>4.70</b>

### ☼ Emergency Management Planning, Response & Recovery

The Emergency Management Planning, Response, and Recovery program represents the core programmatic activities of OEMHS. This program includes the planning, training, and exercising activities aimed at preparing the County departments, non-profit partners, critical infrastructure and the County residents for large scale emergencies. Major threats that this program addresses include, but are not limited to cybersecurity, impacts from climate change, terrorism and other acts of violence, major storms, and other largescale events such as building fires. This program also includes the County Facility Emergency Action Plan and Continuity of Operations planning, employee training for emergency events, and other activities aimed at ensuring an effective Countywide response to events impacting County government and our residents. It also supports the Alert Montgomery system and associated emergency alerting, preparing and operating the Emergency Operations Center (EOC), and administration of the Hazard Materials Permitting process.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of County Facility Emergency Action Plans reviewed within 90 days of submission/contract	100%	100%	100%	100%	100%
Percent of employees who have completed Employee Emergency Training or Workplace Violence Level	16%	17%	18%	19%	20%
Percent of principal County departments and offices with a COOP plan score of 2.5 or higher	71%	74%	76%	77%	78%
Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709	20.0%	21.0%	22.0%	23.0%	23.0%
Percent of Emergency Management Accreditation standards met by the County	100%	100%	100%	100%	100%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,584,270</b>	<b>11.60</b>
Add: Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events	86,582	1.00

FY21 Recommended Changes	Expenditures	FTEs
Increase Cost: Grant Assistant	20,181	0.18
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	55,655	0.00
<b>FY21 Recommended</b>	<b>1,746,688</b>	<b>12.78</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	851,214	875,970	900,236	1,029,449	17.5 %
Employee Benefits	207,890	277,864	266,687	291,599	4.9 %
<b>County General Fund Personnel Costs</b>	<b>1,059,104</b>	<b>1,153,834</b>	<b>1,166,923</b>	<b>1,321,048</b>	<b>14.5 %</b>
Operating Expenses	393,124	250,328	228,544	961,908	284.3 %
<b>County General Fund Expenditures</b>	<b>1,452,228</b>	<b>1,404,162</b>	<b>1,395,467</b>	<b>2,282,956</b>	<b>62.6 %</b>
<b>PERSONNEL</b>					
Full-Time	8	9	9	10	11.1 %
Part-Time	1	1	1	1	—
FTEs	8.60	8.82	8.82	10.00	13.4 %
<b>REVENUES</b>					
Hazardous Materials Permits	800,672	865,000	865,000	865,000	—
Miscellaneous Revenues	1,475	0	0	0	—
Other Charges/Fees	82,893	0	70,000	0	—
<b>County General Fund Revenues</b>	<b>885,040</b>	<b>865,000</b>	<b>935,000</b>	<b>865,000</b>	<b>—</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	891,213	737,087	737,087	740,815	0.5 %
Employee Benefits	252,611	225,464	225,464	234,849	4.2 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>1,143,824</b>	<b>962,551</b>	<b>962,551</b>	<b>975,664</b>	<b>1.4 %</b>
Operating Expenses	4,873,644	0	0	0	—
Capital Outlay	200,419	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>6,217,887</b>	<b>962,551</b>	<b>962,551</b>	<b>975,664</b>	<b>1.4 %</b>
<b>PERSONNEL</b>					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	6.70	7.48	7.48	7.48	—
<b>REVENUES</b>					
Federal Grants	3,898,808	962,551	962,551	975,664	1.4 %
State Grants	69,256	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>3,968,064</b>	<b>962,551</b>	<b>962,551</b>	<b>975,664</b>	<b>1.4 %</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	7,670,115	2,366,713	2,358,018	3,258,620	37.7 %
Total Full-Time Positions	14	15	15	16	6.7 %
Total Part-Time Positions	1	1	1	1	—
Total FTEs	15.30	16.30	16.30	17.48	7.2 %
Total Revenues	4,853,104	1,827,551	1,897,551	1,840,664	0.7 %

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
	FY20 ORIGINAL APPROPRIATION	1,404,162 8.82
<b><u>Changes (with service impacts)</u></b>		
Add: Security Grants to Faith Based Organizations [Administration]	700,000	0.00
Add: Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events [Emergency Management Planning, Response & Recovery]	86,582	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Grant Assistant [Emergency Management Planning, Response & Recovery]	20,181	0.18
Increase Cost: FY21 Compensation Adjustment	19,386	0.00
Increase Cost: Annualization of FY20 Personnel Costs	15,000	0.00
Increase Cost: General Fund Adjustment for Grant Personnel [Administration]	14,701	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	13,992	0.00
Increase Cost: Annualization of FY20 Compensation Increases	13,587	0.00
Increase Cost: Motor Pool Adjustment	8,134	0.00
Increase Cost: Print and Mail Adjustment	778	0.00
Decrease Cost: Retirement Adjustment	(13,547)	0.00
	FY21 RECOMMENDED	2,282,956 10.00
GRANT FUND - MCG		
	FY20 ORIGINAL APPROPRIATION	962,551 7.48
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Personnel Costs	13,113	0.00
	FY21 RECOMMENDED	975,664 7.48

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	782,443	4.70	1,511,932	4.70
Emergency Management Planning, Response & Recovery	1,584,270	11.60	1,746,688	12.78
<b>Total</b>	<b>2,366,713</b>	<b>16.30</b>	<b>3,258,620</b>	<b>17.48</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>2,283</b>	<b>2,283</b>	<b>2,283</b>	<b>2,283</b>	<b>2,283</b>	<b>2,283</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(802)</b>	<b>(802)</b>	<b>(802)</b>	<b>(802)</b>	<b>(802)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>2,283</b>	<b>1,520</b>	<b>1,520</b>	<b>1,520</b>	<b>1,520</b>	<b>1,520</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Grant Assistant	20,181	0.18	25,275	0.18
Hydrologic Expertise to Assist with Planning for Future Storms and Other Weather Events	83,914	1.00	111,885	1.00
<b>Total</b>	<b>104,095</b>	<b>1.18</b>	<b>137,160</b>	<b>1.18</b>



# Fire and Rescue Service

## RECOMMENDED FY21 BUDGET

\$229,540,464

## FULL TIME EQUIVALENTS

1,340.26

 SCOTT GOLDSTEIN, FIRE CHIEF

## MISSION STATEMENT

The mission of the Montgomery County Fire and Rescue Service (MCFRS) is to provide maximum protection of lives, property, and the environment with comprehensive risk reduction programs and safe and effective emergency response provided by highly skilled career and volunteer service providers representing the County's diverse population.

MCFRS consists of the Office of the Fire Chief; Division of Operations; Division of Human Resources; Division of Fiscal Management; Division of Support Services; Division of Volunteer Services; the Fire and Emergency Services Commission; and 19 Local Fire and Rescue Departments (LFRD). MCFRS operates 37 fire and rescue stations and several satellite offices.

## BUDGET OVERVIEW

The total Recommended FY21 Operating Budget for the Montgomery County Fire and Rescue Service is \$229,540,464 an increase of \$6,290,005 or 2.82 percent from the FY20 Approved Budget of \$223,250,459. Personnel Costs comprise 83.88 percent of the budget for 1,339 full-time positions, and a total of 1,340.26 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 16.14 percent of the FY20 budget.

The Debt Service for the Fire Tax District Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Fire Tax District Fund to the Debt Service Fund of \$8,400,610 for general obligation debt and \$5,105,150 for other debt 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 is emphasized:

 **Safe Neighborhoods**

## INITIATIVES

- 
- ★ Add firefighter/rescuer positions to the MCFRS budget to eliminate the need for overtime while firefighter/rescuers are engaged full-time in training to become paramedics.
  - ★ Add an investigator to reduce the time required to complete internal affairs investigations.
  - ★ Provide funding to continue deployment of cell phone technology on all apparatus until the new radio tower system goes live in December 2020.
  - ★ Adjust recruit instructor overtime to reflect past General Wage Adjustments.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Ambulances in certain areas of the County began transporting some non-severe cases to urgent care centers instead of hospital emergency rooms through the Alternative Destination Pilot Program.
- ★ The technical operations section will provide critical information to first responders through enhanced mobile data computers that work with area-wide Smart Building initiatives and regional data systems.
- ★ Cabin John Park Volunteer Fire Department received a SAFER grant for \$245,000 to support the recruitment and retention of volunteer firefighters.
- ★ The logistics section has combined delivery functions for the property/supply and small tools sections to reduce labor costs.

## PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Rachel Silberman of the Office of Management and Budget at 240.777.2770 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

### ★ Fiscal Management

The Division of Fiscal Management is responsible for the overall management of the MCFRS operating budget; the management and administration of State and Federal funding; management oversight of the EMS reimbursement program; accounts payable; accounts receivable; and contract management and development.

The Budget and Grants Section handles budget development; grant coordination, administration and close-out; expenditure and revenue analysis and tracking; ordering and payment for office and station supplies; and department-wide financial procedures.

The Emergency Medical Services Transport (EMST) Reimbursement Section manages the department's ambulance transport reimbursement program. The section reviews patient care reports, ensures compliance with various local and federal regulations,

manages the contract with the billing company, reconciles revenues, distributes and tracks EMST revenues that are sent to the 19 volunteer departments and monitors the expenditure of EMST reimbursement funds by MCFRS.

The Procurement Section advises and assists in the acquisition of all goods and services for the department. The expertise on procurement procedures and regulations resides in this section, which develops and administers contracts throughout MCFRS. All payments and purchase orders are entered and approved by the Procurement Section, and the section coordinates and oversees the department's purchasing card accounts.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of invoices	11,349	10,654	10,000	10,000	10,000
EMST revenue collected (in millions)	\$18.72	\$18.60	\$18.60	\$18.60	\$18.60
EMST reimbursement recovery rate	55.1%	56.4%	56.8%	57.0%	57.2%
Percent of contracting dollars awarded to minority, female, or disabled (MFD) firms	6.1%	14.8%	7.0%	9.0%	12.0%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,003,972</b>	<b>15.10</b>
Increase Cost: Insurance Coverage	339,000	0.00
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Vendor Reimbursement	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.	33,596	(0.10)
<b>FY21 Recommended</b>	<b>5,396,568</b>	<b>15.00</b>

## Human Resources Division

The Division of Human Resources is a comprehensive support function for MCFRS Operations focused on the management and maximization of potential for human capital. The Division is comprised of various sub-functions.

The Administrative Services Section is responsible for personnel and labor related issues, including coordination with County OHR, recruiting promotional exams, hiring and discipline, and the collective bargaining process. Further, they represent MCFRS, in cooperation with the County Attorney, in mediation, arbitration, alternative dispute resolution, and at the Merit System Protection Board.

Fire Rescue Occupational Medical Services provides focuses on MCFRS health needs. Services provided include entry level physicals, annual physicals, injury care, return to work exams, fitness for duty exams, and vaccinations. This team also monitors employees injured on the job to ensure appropriate care and timely return to work.

The behavioral and mental health component of MCFRS is addressed by the Behavioral Health Section. Staff professionals provide direct clinical services to MCFRS personnel and assist with the Critical Incident Stress Management Team. The staff psychologist also trains and educates personnel.

The Health and Safety Section ensures the occupational health and safety of personnel through management of safety capacity. The program develops and promotes proactive prevention initiatives to reduce injuries to personnel and damage to property through compliance monitoring, investigations and follow up.

The Training Academy is responsible for all job related training for MCFRS personnel. The Training Academy is an accredited

institution that provides multi-level training, education, and certification that is compliant with applicable regulations.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of safety inspections performed	1,404	5,598	6,160	6,780	7,480
Training academy accreditation (three accreditations)	3	3	3	3	3
Number of "non-traditional" recruit applications	1,064	589	860	950	1,000

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>28,709,062</b>	<b>36.26</b>
Increase Cost: Add Paramedic Training Positions to Address Structural Budget Deficiency	840,615	20.00
Increase Cost: Adjust Recruit Instruction Overtime Allocation to Reflect Past General Wage Adjustments	267,900	0.00
Decrease Cost: Risk Management Adjustment	(409,420)	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.	(1,159,012)	0.00
<b>FY21 Recommended</b>	<b>28,249,145</b>	<b>56.26</b>

## Office of the Fire Chief

The Fire Chief has the ultimate responsibility for the overall management, direction, planning, and coordination of all MCFRS programs and operations. The Office of the Fire Chief manages the overall service needs and delivery requirements of MCFRS including fire and rescue master planning, community risk reduction, community outreach, resource deployment plans, and the overall strategic direction for MCFRS; develops and recommends capital improvement projects; manages and integrates information technology into the MCFRS' business processes; and recommends policy initiatives and programs to the County Executive.

The Office of the Fire Chief includes the Internal Affairs Section and the Planning Section. The internal affairs office investigates complaints and serious violations of the personnel regulations and department policy and conducts procedural background investigations of applicants for firefighter/rescuer positions. The planning office analyzes risk and historical emergency incident activity and considers it along with development and growth to project strategic resource needs, facility placement, special operational requirements, and future workforce levels. The Planning Office develops planning documents such as the Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan, and the Montgomery County Fire and Rescue Service's Annual Strategic Plan. In addition, considerable mapping and geographic incident data analysis is provided by the Planning Office.

The Community Risk Reduction Section also come under the Fire Chief's Office. The Community Risk Reduction Section identifies and mitigates certain risks to the community in an effort to reduce the number of 911 calls. Initiatives include smoke alarm distribution, home safety visits for seniors, child safety seat installation and bicycle safety education.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Child safety seat inspections survey - percent of respondents who were overall satisfied	99.2%	99.0%	99.0%	99.0%	99.0%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,178,541</b>	<b>12.00</b>
Shift: Community Risk Reduction to Fire Chief's Office	689,130	4.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Investigator III to Reduce Time Required to Complete Internal Affairs Investigations	115,571	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(47,337)	7.00
<b>FY21 Recommended</b>	<b>3,935,905</b>	<b>24.00</b>

## Operations

The Operations Division is the organizational component of the MCFRS that is responsible for the day-to-day delivery of critical Emergency Medical Services (EMS), Fire Suppression, and Technical Rescue mitigation to the residents and visitors of Montgomery County. The Division's personnel also assist the Division of Volunteer and Community Services by performing a wide variety of non-emergency services that are focused on public education and community risk reduction.

The overall responsibility for Fire and Rescue Service operations lies directly with the Fire Chief. The Division Chief of Operations is assigned by the Fire Chief to manage the Division. The career and volunteer components of the combined service work in an "Integrated Emergency Command Structure" that defines the authority and responsibility for all members of the service. MCFRS responds to approximately 120,000 emergency incidents annually. Requests for emergency medical assistance comprise the majority of those incidents, approximately 95,000 calls annually resulting in the transport of 70,000 people to local hospitals. There are 26,000 fire incidents, technical rescue, and hazardous materials incidents annually.

The Operations Division is organized into four major sections, including Field Operations, Emergency Communications Center (ECC), Special Operations (SOPs), and Emergency Medical and Integrated Healthcare Services (EMIHS). MCFRS personnel operate from 37 Fire and Rescue stations. Thirty-five paramedic engines, 15 aerial units, 6 heavy rescue squads, 12 ALS medic units, 2 paramedic chase cars, and 30 Basic Life Support (BLS) ambulances make up the primary fleet of first response apparatus. There are additional units that can be placed in service with available volunteer or recalled career personnel to increase the MCFRS capability.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fire incidents	18,209	17,590	17,500	17,500	17,500
Number of EMIHS (medical services) incidents	95,564	95,392	94,500	94,000	93,800
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the County <sup>1</sup>	10:42	10:40	10:36	10:32	10:29
90th percentile arrival time for first engine to structure fire in urban areas of the County <sup>2</sup>	10:01	9:27	9:49	9:32	9:30
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	34.9%	40.2%	40.2%	40.2%	40.2%

<sup>1</sup> During FY19, MCFRS transitioned from four population density zones (Metropolitan, Urban, Suburban, Rural) to two zones: Urban (=2500 residents/sq. mi.) and Rural (<2500). Use of these two zones is consistent with Commission on Fire Accreditation International guidance and U.S. Census Bureau criteria.

<sup>2</sup> During FY19, MCFRS transitioned from four population density zones (Metropolitan, Urban, Suburban, Rural) to two zones: Urban (=2500 residents/sq. mi.) and Rural (<2500). Use of these two zones is consistent with Commission on Fire Accreditation International guidance and U.S. Census Bureau criteria.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>163,273,287</b>	<b>1,192.30</b>
Increase Cost: Holiday Pay - Number of Holidays	808,000	0.00

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Increase Cost: FY16 SAFER GRANT Shifted to Fire Fund	333,435	2.00
Reduce: FY16 SAFER Grant Shifted to Fire Fund	(292,859)	(2.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,990,552	(6.90)
<b>FY21 Recommended</b>	<b>169,112,415</b>	<b>1,185.40</b>

## Support Services

The Division of Support Services provides central administrative and management service and direction for support functions across the department. Core services include logistics, facilities, and information technology.

The logistics function consists of property and supply, fleet operations, and fleet maintenance. The Property and Supply Section handles the uniform and protective clothing and self-contained breathing apparatus needs for career and volunteer fire and rescue personnel. This includes the procurement, order placement, receipt, storage, inventory, and distribution of a wide array of items, as well as related contract and budget administration and invoice processing. The section coordinates special services such as uniform tailoring and alterations, shoe repair, and protective clothing inspection, cleaning, and repair.

Maintenance of MCFRS heavy apparatus is performed and managed by the Fleet Operations Section. The section ensures compliance with State and Federal regulations pertaining to emissions, inspections, and safe vehicle operation.

The Fleet Support Section handles the acquisition and disposal of County-owned apparatus as well as assisting LFRD's with acquisition of apparatus. The section selects, acquires, maintains and repairs tools, equipment, hose, and appliances used by fire and rescue personnel. Fleet support also purchases and manages fuel for the department.

The Facilities Section is responsible for providing fire and rescue facilities that are properly constructed and maintained to enable all elements of the MCFRS to meet their mission. This includes construction of new stations, renovation of existing facilities, and overall monitoring, management and maintenance of the department's infrastructure.

The Information Technology (IT) Section is responsible for development, implementation, and ongoing support of all IT needs for the department. This section ensures compliance with all Department of Technology Services requirements, assists with Computer Aided Dispatch, directs the Data Warehouse, and maintains desktops, and firehouse reporting and inventory control software.

<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 COMAR-mandated vehicle inspections performed	245	227	240	240	240
Number of facilities maintained by MCFRS	46	46	46	46	47
Number of gear pieces inspected and cleared	3,902	4,195	4,300	4,400	4,500
Uptime for MCFRS-maintained IT systems	99.93%	99.93%	99.93%	99.93%	99.93%
Number of times MCFRS went below its minimum complement of apparatus	77	65	63	63	63

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>16,614,493</b>	<b>52.60</b>
Technical Adj: Annualize Mid-Year Creation of Civilian IT Specialist to Reduce Overtime	85,974	1.00
Shift: Move Second Set of Volunteer Personal Protective Equipment into the Base	70,000	0.00

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Add: Communications Contingency Plan - Half Year Implementation	68,400	0.00
Decrease Cost: Fuel Expenditures	(150,000)	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.	342,059	0.00
<b>FY21 Recommended</b>	<b>17,030,926</b>	<b>53.60</b>

## Volunteer Services

The Division of Volunteer Services (DVS) manages and provides support and volunteer advocacy, oversight, mediation, and enforcement of MCFRS policies, coordination and technical assistance, incentives, and administrative services to support the Local Fire and Rescue Departments (LFRD) within MCFRS.

This program promotes consistent and balanced integration of the activities of volunteer and career firefighters and rescuers; promotes recruitment and retention of volunteers, assists LFRDs in training, risk management, the formulation and standardization of LFRD/MCFRS business plans, use and maintenance of fire and rescue apparatus, budget preparation, and formulating department-wide policy.

The program makes recommendations to the Fire Chief, monitors legislative and regulatory actions involving volunteer activities, and informs the affected groups.

<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 volunteer stand-by hours	544,852	483,472	490,000	500,000	510,000
Number of volunteer in-station drill hours	15,245	14,868	15,000	15,500	15,750
Percent of total volunteers that are female	36.2%	35.6%	37.0%	38.0%	39.0%
Percent of volunteers from a racial or ethnic minority group	22.7%	25.9%	26.0%	27.0%	28.0%
Number of trained volunteers hired by MCFRS	17	19	15	15	15

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>6,471,104</b>	<b>10.00</b>
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Local Fire and Rescue Department Allocation	72,000	0.00
Increase Cost: MCVFRA - Negotiated Agreement	24,259	0.00
Shift: Community Risk Reduction to Fire Chief's Office	(689,130)	(4.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(62,728)	0.00
<b>FY21 Recommended</b>	<b>5,815,505</b>	<b>6.00</b>

## BUDGET SUMMARY

	<b>Actual FY19</b>	<b>Budget FY20</b>	<b>Estimate FY20</b>	<b>Recommended FY21</b>	<b>%Chg Bud/Rec</b>
<b>FIRE</b>					
<b>EXPENDITURES</b>					

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Salaries and Wages	139,941,377	135,290,532	143,398,665	141,088,658	4.3 %
Employee Benefits	49,461,131	50,974,727	51,173,546	51,335,253	0.7 %
<b>Fire Personnel Costs</b>	<b>189,402,508</b>	<b>186,265,259</b>	<b>194,572,211</b>	<b>192,423,911</b>	<b>3.3 %</b>
Operating Expenses	44,039,297	36,566,360	43,070,593	36,990,572	1.2 %
Capital Outlay	90,144	0	0	0	—
<b>Fire Expenditures</b>	<b>233,531,949</b>	<b>222,831,619</b>	<b>237,642,804</b>	<b>229,414,483</b>	<b>3.0 %</b>

### PERSONNEL

Full-Time	1,290	1,312	1,312	1,336	1.8 %
Part-Time	0	0	0	0	—
FTEs	1,291.26	1,313.26	1,313.26	1,337.26	1.8 %

### REVENUES

EMS Reimbursement-Ambulance Fee	21,214,150	19,500,000	18,500,000	20,000,000	2.6 %
Investment Income	0	24,490	0	0	-100.0 %
Miscellaneous Revenues	541,690	244,882	244,882	244,882	—
Other Charges/Fees	20	0	0	0	—
Other Intergovernmental	0	198,622	198,622	198,622	—
Property Tax	209,787,462	221,638,239	216,758,875	248,181,610	12.0 %
State Fire/Rescue 508 Funds	1,952,432	0	1,962,542	0	—
<b>Fire Revenues</b>	<b>233,495,754</b>	<b>241,606,233</b>	<b>237,664,921</b>	<b>268,625,114</b>	<b>11.2 %</b>

## GRANT FUND - MCG

### EXPENDITURES

Salaries and Wages	1,958,324	268,815	268,815	36,853	-86.3 %
Employee Benefits	406,845	150,025	150,025	89,128	-40.6 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>2,365,169</b>	<b>418,840</b>	<b>418,840</b>	<b>125,981</b>	<b>-69.9 %</b>
Operating Expenses	730,649	0	0	0	—
Capital Outlay	138,158	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>3,233,976</b>	<b>418,840</b>	<b>418,840</b>	<b>125,981</b>	<b>-69.9 %</b>

### PERSONNEL

Full-Time	7	5	5	3	-40.0 %
Part-Time	0	0	0	0	—
FTEs	7.00	5.00	5.00	3.00	-40.0 %

### REVENUES

Federal Grants	3,062,347	418,840	418,840	125,981	-69.9 %
State Grants	45,983	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>3,108,330</b>	<b>418,840</b>	<b>418,840</b>	<b>125,981</b>	<b>-69.9 %</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>236,765,925</b>	<b>223,250,459</b>	<b>238,061,644</b>	<b>229,540,464</b>	<b>2.8 %</b>
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## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>Total Full-Time Positions</b>	<b>1,297</b>	<b>1,317</b>	<b>1,317</b>	<b>1,339</b>	<b>1.7 %</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>1,298.26</b>	<b>1,318.26</b>	<b>1,318.26</b>	<b>1,340.26</b>	<b>1.7 %</b>
<b>Total Revenues</b>	<b>236,604,084</b>	<b>242,025,073</b>	<b>238,083,761</b>	<b>268,751,095</b>	<b>11.0 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FIRE</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>222,831,619</b>	<b>1,313.26</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Investigator III to Reduce Time Required to Complete Internal Affairs Investigations [Office of the Fire Chief]	115,571	1.00
Add: Communications Contingency Plan - Half Year Implementation [Support Services]	68,400	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	3,135,292	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	2,167,289	0.00
Increase Cost: Annualization of FY20 Compensation Increases	1,786,792	0.00
Increase Cost: Add Paramedic Training Positions to Address Structural Budget Deficiency [Human Resources Division]	840,615	20.00
Increase Cost: Holiday Pay - Number of Holidays [Operations]	808,000	0.00
Shift: Community Risk Reduction to Fire Chief's Office [Office of the Fire Chief]	689,130	4.00
Increase Cost: Insurance Coverage [Fiscal Management]	339,000	0.00
Increase Cost: FY16 SAFER GRANT Shifted to Fire Fund [Operations]	333,435	2.00
Increase Cost: Adjust Recruit Instruction Overtime Allocation to Reflect Past General Wage Adjustments [Human Resources Division]	267,900	0.00
Increase Cost: Motor Pool Adjustment	185,319	0.00
Technical Adj: Annualize Mid-Year Creation of Civilian IT Specialist to Reduce Overtime [Support Services]	85,974	1.00
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Local Fire and Rescue Department Allocation [Volunteer Services]	72,000	0.00
Shift: Move Second Set of Volunteer Personal Protective Equipment into the Base [Support Services]	70,000	0.00
Increase Cost: Print and Mail Adjustment	31,539	0.00
Increase Cost: MCVFRA - Negotiated Agreement [Volunteer Services]	24,259	0.00
Increase Cost: Emergency Medical Services Transport Reimbursement Rate Change - Vendor Reimbursement [Fiscal Management]	20,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	14,265	0.00
Decrease Cost: Fuel Expenditures [Support Services]	(150,000)	0.00
Decrease Cost: Risk Management Adjustment [Human Resources Division]	(409,420)	0.00
Shift: Community Risk Reduction to Fire Chief's Office [Volunteer Services]	(689,130)	(4.00)
Decrease Cost: Retirement Adjustment	(1,151,694)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Annualization of FY20 Personnel Costs	(2,071,672)	0.00
<b>FY21 RECOMMENDED</b>	<b>229,414,483</b>	<b>1,337.26</b>

### GRANT FUND - MCG

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>418,840</b>	<b>5.00</b>
<b>Federal/State Programs</b>		
Reduce: FY16 SAFER Grant Shifted to Fire Fund	(292,859)	(2.00)
<b>FY21 RECOMMENDED</b>	<b>125,981</b>	<b>3.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Fiscal Management	5,003,972	15.10	5,396,568	15.00
Human Resources Division	28,709,062	36.26	28,249,145	56.26
Office of the Fire Chief	3,178,541	12.00	3,935,905	24.00
Operations	163,273,287	1,192.30	169,112,415	1,185.40
Support Services	16,614,493	52.60	17,030,926	53.60
Volunteer Services	6,471,104	10.00	5,815,505	6.00
<b>Total</b>	<b>223,250,459</b>	<b>1,318.26</b>	<b>229,540,464</b>	<b>1,340.26</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>FIRE</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>229,414</b>	<b>229,414</b>	<b>229,414</b>	<b>229,414</b>	<b>229,414</b>	<b>229,414</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>969</b>	<b>969</b>	<b>969</b>	<b>969</b>	<b>969</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(991)</b>	<b>(991)</b>	<b>(991)</b>	<b>(991)</b>	<b>(991)</b>
Items recommended for one-time funding in FY21, including holiday pay, vehicle funding in the Montgomery County Volunteer Fire and Rescue Service Association agreement, communications contingency plan implementation, operating expenditures supporting recruits for new positions, and fleet maintenance, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>1,091</b>	<b>1,091</b>	<b>1,091</b>	<b>1,091</b>	<b>1,091</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Clarksburg Fire Station (P450300)</b>	<b>0</b>	<b>146</b>	<b>194</b>	<b>194</b>	<b>194</b>	<b>194</b>
<b>White Flint Fire Station 23 (P451502)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>124</b>	<b>297</b>
<b>Subtotal Expenditures</b>	<b>229,414</b>	<b>230,630</b>	<b>230,678</b>	<b>230,678</b>	<b>230,802</b>	<b>230,975</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Paramedic Training Positions to Address Structural Budget Deficiency	620,615	20.00	1,589,538	20.00
<b>Total</b>	<b>620,615</b>	<b>20.00</b>	<b>1,589,538</b>	<b>20.00</b>

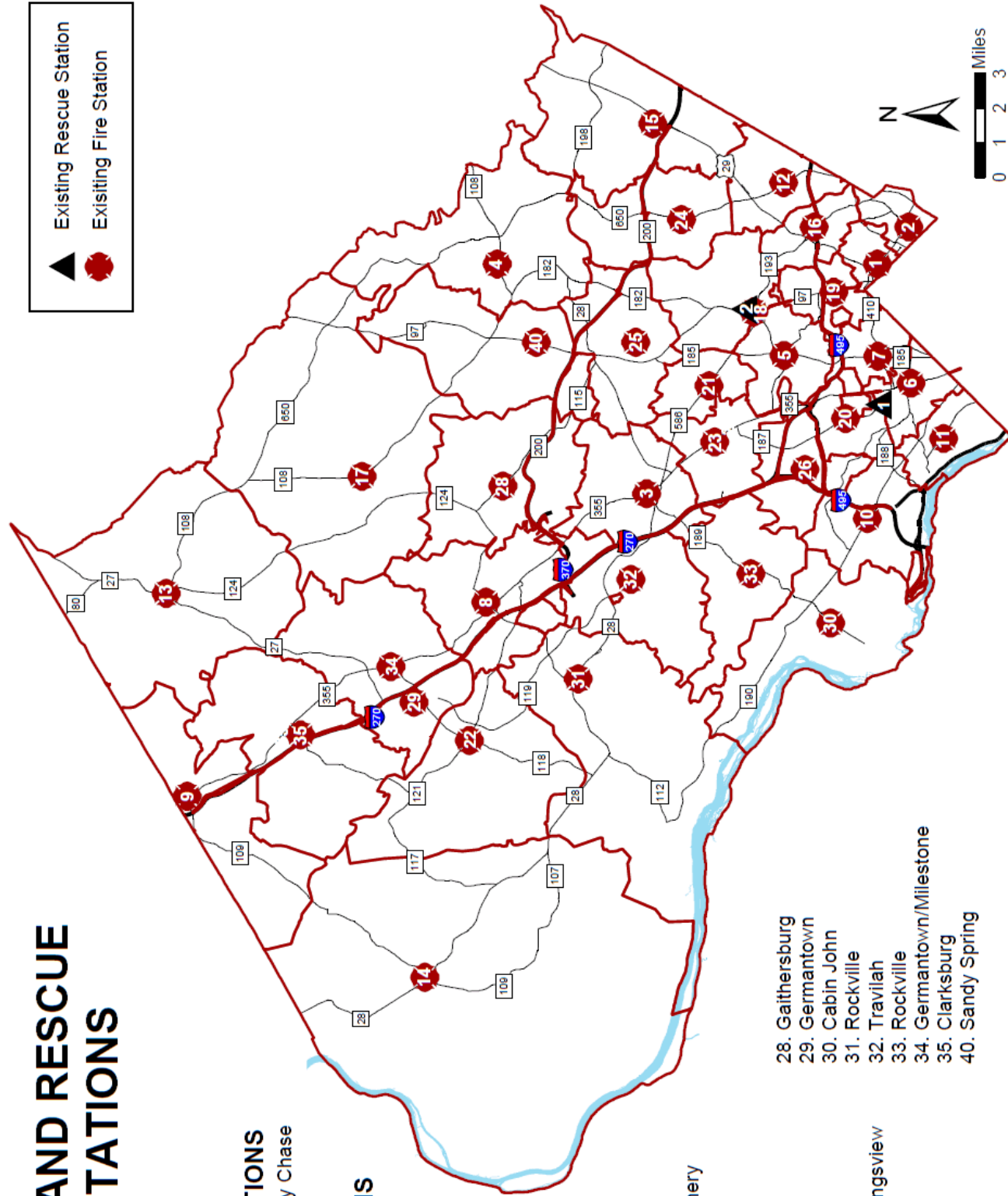
# FIRE AND RESCUE STATIONS

## RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

## FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring





# Police

## RECOMMENDED FY21 BUDGET

\$288,115,840

## FULL TIME EQUIVALENTS

1,902.86

 MARCUS G. JONES, CHIEF OF POLICE

## MISSION STATEMENT

The mission of the Montgomery County Police Department (MCPD) is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety.

### Community Policing Philosophy

The Montgomery County Police Department embraces the concept of community policing as a philosophy and an organizational strategy. This approach allows the police and the community to work closely together in creative ways to solve the problems of crime or fear of crime, address physical and social disorder, and advance the overall quality of life in the community. This philosophy rests on the belief that the community deserves input into the process and that solutions to today's community problems require both the public and the police to address neighborhood concerns beyond a narrow focus on individual crime incidents. These partnerships and strategies have allowed the Department to address community concerns quickly, to improve the Department's ability to communicate with and better serve the community, and to enhance the Department's ability to accomplish its mission.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Police is \$288,115,840, a decrease of \$7,211,489 or 2.44 percent from the FY20 Approved Budget of \$295,327,329. Personnel Costs comprise 83.28 percent of the budget for 1,836 full-time position(s) and 206 part-time position(s), and a total of 1,902.86 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 16.72 percent of the FY21 budget.

In February 2020, the County Executive transmitted an update to the County Council related to ongoing efforts to identify no cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Division of Animal Services was transferred out of the Police Department and established as its own non-principal office in the Executive Branch called the Office of Animal Services.

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## COUNTY PRIORITY OUTCOMES

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

- ◆ **Effective, Sustainable Government**
- ◆ **Safe Neighborhoods**

## INITIATIVES

- ★ Add four positions to reestablish the Police Activities League (PAL) which will specialize in sports activities and other events for at-risk youths. Police Activities Leagues have been proven to be an effective community policing solution that has provided positive influence in many communities throughout the country.
- ★ Add a social worker position at the Emergency Communications Center to serve as a stress management resource for public safety communications specialists.
- ★ Add funding to conduct security assessments of the highest-risk County facilities to create emergency action plans.
- ★ Improve efforts to recruit new sworn officers and 911 staff by making the department more competitive with other area law enforcement agencies.
- ★ Purchase 200 dashboard video cameras to ensure community trust in the County's policing.
- ★ Limit the use of force by officers in situations where resistance occurs.
- ★ Enhance alternative reporting options to increase officer availability for community policing.
- ★ Support the initiatives of the Vision Zero program to improve traffic safety through enhanced enforcement and public education efforts.
- ★ Reduce the number of opioid overdoses by improved collaboration with county, State, and Federal agencies as well as increased public education.
- ★ Reduce the number of at-fault collisions involving Montgomery County Police Department vehicles through enhanced driver training efforts which target at-risk behaviors.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ The department is being reorganized and performing work load analyses in major work units to be more efficient and effective in allocating available resources.
- ★ Initial transition to Next Generation 911, including text-to-911, has been completed.
- ★ The department has fully implemented universal call taker (UCT) at the Emergency Communications Center (ECC).
- ★ Newly developed DNA technology, including genetic genealogy and advanced software programs, are being deployed to enhance the ability to analyze DNA specimens to close cases.
- ★ Body worn cameras are being replaced with updated models with enhanced capability.
- ★ Cell phones are being provided for all sworn officers to enhance access to technology and improve communications.
- ★ Drones have been obtained to enhance the department's capabilities in a wide range of operational situations.

- ✦ The Community Opioid Prevention Education (COPE) trailer has been acquired to enhance the County's educational outreach efforts.
- ✦ The Professional Accountability Division has been established to ensure that the department is operating within established policies, procedures, and legislative mandates.

## PROGRAM CONTACTS

Contact Neil Shorb of the Department of Police at 240.773.5237 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 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

### ✦ Field Services

The mission of the Field Services Bureau (FSB) is to provide specialized police services in support of other divisions within the police department and the residents of Montgomery County. These services are coordinated through the Special Operations Division (SOD), Traffic Division (TD), Public Information Division (PID), and the Security Services Division (SSD).

FSB accomplishes its purpose by partnering with other divisions and the community to enhance and further the overall mission of the department. This is accomplished through:

- Traffic safety education, engineering, and enforcement which addresses both vehicle and pedestrian safety.
- Safety and security of County employees, visitors, facilities, and property utilizing physical security measures, policies that incorporate the industry's best practices, and education.
- Disseminating information to the public on matters of interest and safety through both traditional media routes and current social media outlets.
- Participating in community engagement activities designed to educate and build trust and sustain relationships with those we serve.
- The use of units that have specialized equipment and/or training that enables them to provide unique support and functions to the department and community.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Managed Search Operations Team (MSOT) responses to missing-at-risk calls	410	782	1,000	1,200	1,200
Twitter followers for Montgomery County Police	N/A	81,732	89,906	98,897	108,787
Average Citations per Automated Speed and Red Light Cameras <sup>1</sup>	3,745	3,342	3,334	3,679	4,000

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of traffic collisions in Montgomery County	21,706	22,231	21,898	21,570	21,246

<sup>1</sup> The targets are not true targets (i.e., requirements or quotas). Rather, they are the projected averages based on an increase of 50 speed cameras and 25 red light cameras over the next two years. Any change in the number of cameras deployed will affect the targets.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>46,452,415</b>	<b>292.20</b>
Add: Contractor to Develop Security Plans at Highest-Risk County Buildings	260,000	0.00
Increase Cost: Seven Crossing Guards for New Schools	202,517	2.10
Increase Cost: Add Body Armor for SWAT	150,000	0.00
Decrease Cost: Office of Animal Services Chargeback	(118,801)	(1.00)
Shift: Transfer of Animal Services Division	(6,661,185)	(70.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,484,318)	(5.30)
<b>FY21 Recommended</b>	<b>38,800,628</b>	<b>218.00</b>

## Investigative Services

The mission of the Investigative Services Bureau (ISB) is to provide specialized investigative services in support of felony and misdemeanor offenses that occur in Montgomery County. These investigations are coordinated through the MCPD Major Crimes Division (MCD), Special Victims Investigations Division (SVID), Special Investigations Division (SID), Criminal Investigations Division (CID), and the Crime Laboratory.

The Investigative Services Bureau is responsible for providing investigative and forensic services directed at preventing and deterring future victimization of those that reside, work, or travel in Montgomery County. This is accomplished through:

- Conducting investigations and forensic examinations aimed at identifying suspect(s) responsible for perpetrating crime with the goal of successfully prosecuting them.
- Providing victim assistance and services to help limit the negative consequences of being a crime victim.
- Developing positive relationships with the residents and the business community in Montgomery County by conducting proactive and follow-up investigations which helps reduce victimization, helps victims recover property, prevents future crimes from reoccurring, and helps build a level of trust and cooperation with the community.
- Sharing information and working cooperatively with Federal, State and local law enforcement partners to address ongoing crime problems in the county.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Lab examinations completed by the Montgomery County Police Crime Lab	12,802	12,508	12,600	12,800	13,000
Crime investigation and closure rate: Violent crime	43.8%	41.8%	37.9%	42.0%	45.0%
Crime investigation and closure rate: Property crime <sup>1</sup>	22.4%	21.9%	18.9%	22.0%	25.0%
Fatal overdoses from opioids <sup>2</sup>	66	44	75	68	62

<sup>1</sup> These numbers are in a constant state of change as officers and detectives continue to work on cases.

<sup>2</sup> This number represents only those fatal overdoses that the MCPD responded to or was otherwise notified of.

FY21 Recommended Changes	Expenditures	FTEs
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FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>40,718,181</b>	<b>289.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,442,091	10.00
<b>FY21 Recommended</b>	<b>42,160,272</b>	<b>299.00</b>

## Management Services

The Management Services Bureau (MSB) serves to enhance the priority of effective, sustainable government by providing administrative, managerial, and logistical support to all bureaus/programs in the Montgomery County Police Department (MCPD). The MSB is responsible for providing fiscal, personnel, and technological resources and services to the Patrol Services Bureau (PSB), Investigative Services Bureau (ISB), Field Services Bureau (FSB), and Office of the Chief in the following ways:

- Provide the safe and secure storage and preservation of evidence, property, and currency taken into custody by department personnel or authorized allied agencies.
- Receive and process all 9-1-1 calls and other emergency and non-emergency calls, dispatches public safety units within the county, and keeps status on public safety units.
- Maintain personnel files on all employees, process pay and personnel actions, maintain the department complement/assignment roster, conduct background investigations on all potential employees, and recruit qualified employees.
- Budget administration, financial management, facility management, fleet management, procurement/logistics, and other varied programs that support field functions.
- Policy development, planning/research activities, and ensuring compliance with Department policies, procedures, and standards adopted by the Commission on Accreditation for Law Enforcement Agencies.
- Entry-level and in-service training to all police officers, firearms-related training/records, Field Training Officer selection/training, and conduct specialized training for department employees, as well as outside agencies.
- Represent the department in administrative hearings and civil proceedings, issue legal opinions concerning police matters, and handle employee/labor relations functions for the department.
- Management of the department's CIP projects/renovations, and coordination of building and property maintenance services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	513,392	523,529	525,000	530,000	535,000
Total non-emergency calls received by Police Emergency Communication Center (ECC) <sup>1</sup>	310,333	287,755	272,000	262,000	254,100
Average emergency 911 call processing time (minutes)	02:18	02:15	02:35	02:24	02:20
Average time to answer 911 calls (seconds)	4.0	5.0	5.0	4.0	4.0

<sup>1</sup> Non-emergency calls have declined by 8% over the last five fiscal years. The increase in non-emergency calls from FY15 to FY17 is attributed to the transfer of the fire non-emergency number to police for answering as part of the consolidation process. Non-emergency calls are answered within the Emergency Communication Center by the same staff who answer 9-1-1 calls. Non-emergency calls generally take longer to process. Their volume and duration do of course have an impact on call taker availability. The impacts are regulated through the application of call queuing and prioritization within the phone system. 9-1-1 calls are prioritized to be answered ahead of non-emergency. Call taker profiles adjustments are managed based on call volumes whereby call takers will be designated to answer only emergency calls.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>86,747,378</b>	<b>454.56</b>
Enhance: Mobile Video System Upgrade Plan	495,072	0.00
Increase Cost: Axon Contract	301,833	0.00
Increase Cost: Cell Phone Service for Newly Issued Phones	290,000	0.00
Increase Cost: Evidence Freezer for Sexual Assault Kits	250,000	0.00
Increase Cost: County Attorney Chargeback	106,283	0.50
Add: Social Worker Position to Provide Stress Management Resource at the Emergency Communications Center	83,697	1.00
Increase Cost: Vehicle Equipment for New Officer Positions Added in FY20	45,234	0.00
Increase Cost: Equipment for New Positions Added in FY20	32,464	0.00
Increase Cost: Annualization of Next Generation 9-1-1/Text 9-1-1 Contract	19,796	0.00
Increase Cost: FY21 Personnel Cost of New Positions in FY20 Winter Recruit Class	12,314	0.00
Decrease Cost: Savings From Contractual Conversions	(92,804)	0.00
Shift: Labor and Employee Relations to the Office of Labor Relations	(307,140)	(2.00)
Shift: Transfer of Animal Services Division	(1,146,670)	(4.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,456,061)	(16.20)
<b>FY21 Recommended</b>	<b>83,381,396</b>	<b>433.86</b>

## Office of the Chief

The Office of the Chief has responsibility for the overall management, direction, planning, and coordination of all MCPD programs and operations. The Chief is responsible for administering the Department in accordance with applicable laws and regulations and ensuring that organizational objectives are met.

The mission of the Internal Affairs Division (IAD) is to conduct fair, unbiased, and timely investigations into allegations of misconduct on the part of officers and professional staff employees of the police department. The Internal Affairs Division strives to maintain an environment of unparalleled integrity and accountability through comprehensive proactive and reactive investigations, inspections, and adjudication of misconduct so that the department's internal and external stakeholders have confidence and trust in the ability of MCPD to execute its mission with the highest possible standards of impartiality, fairness, mutual trust, respect, and accountability. The Internal Affairs Division also collects extensive statistical data for review, assessment, and trends on an ongoing basis to provide advice and recommendations to the Chief of Police.

<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>
Community engagement events	1,124	1,921	1,812	2,000	2,200
Number of Use of Force incidents	523	529	545	534	522
Average number of days for formal investigation to be completed	230	342	400	380	361
External complaints against police	186	173	250	219	207

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>2,313,765</b>	<b>11.50</b>
Increase Cost: PLS Pay for Performance (Increase to Base Pay)	142,442	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.	169,245	1.50

FY21 Recommended Changes	Expenditures	FTEs
<b>FY21 Recommended</b>	<b>2,625,452</b>	<b>13.00</b>

## Patrol Services

The Patrol Services Bureau (PSB) is the single largest bureau within the Montgomery County Police Department and is truly the "backbone" of the department. The Patrol Services Bureau operates 24 hours a day, 7 days a week and is responsible for the most contacts with those that reside, work and travel within Montgomery County. The The Patrol Services Bureau currently consists of six (6) districts - Rockville, Bethesda, Silver Spring, Wheaton, Germantown, and Gaithersburg - as well as the Community Engagement Division (CED).

The Patrol Services Bureau consists of several specially trained units, including the District Traffic Units, Special Assignment Teams (SAT), District Community Action Teams (DCAT), Community Services Officers (CSOs), and School Resource Officers (SROs). The Patrol Services Bureau is responsible for providing priority and routine services to the public, directed at preventing, deterring and responding to crime throughout Montgomery County with the primary goal of building trust, and developing and maintaining strong relationships between the department and the communities we serve as part of its community policing philosophy. This is accomplished through:

- Proactive enforcement aimed at recognizing problems and preventing criminal activity to prevent victimization.
- Responding to calls for service regarding criminal situations and providing general (non-emergency/non-enforcement) public assistance.
- Identifying victims of crimes and providing victim assistance.
- Enforcement of traffic laws with the specific goal of reducing traffic collisions while promoting traffic and pedestrian safety and education.
- Educating the public in crime prevention methods.
- Protecting educational facilities while providing mentoring, mediation and educational services to all stakeholders in the public school system.
- Developing positive relationships with the residents and the business community in Montgomery County through community engagement efforts which promote a cooperative, transparent, and trusting partnerships.

The Community Engagement Division (CED) was reorganized and instituted in 2016, and the School Resource Officer (SRO) program was organizationally centralized under this division the following year. The mission of CED is to focus on countywide engagement levels, awareness, prevention, outreach, and education, while helping to build trust and establish legitimacy of the police department within our communities; encourage community engagement; and to serve as a liaison between the police department, governmental service agencies, and the community on the local, state and federal levels.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total calls for service (dispatched and self-initiated)	350,638	333,759	337,833	340,000	340,000
Percent of County residents satisfied with police services <sup>1</sup>	85%	N/A	84%	N/A	89%
Average emergency 911 call travel time (minutes)	05:01	05:09	05:03	05:00	05:00

<sup>1</sup> Satisfaction scores from biannual countywide resident survey.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>119,095,590</b>	<b>925.00</b>
Add: Implement Police Activities League through Addition of One Sergeant and Three Police Officers	557,346	4.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,495,156	10.00
<b>FY21 Recommended</b>	<b>121,148,092</b>	<b>939.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	172,831,308	182,613,346	182,110,460	183,350,879	0.4 %
Employee Benefits	58,653,190	62,982,130	61,279,306	56,436,570	-10.4 %
<b>County General Fund Personnel Costs</b>	<b>231,484,498</b>	<b>245,595,476</b>	<b>243,389,766</b>	<b>239,787,449</b>	<b>-2.4 %</b>
Operating Expenses	42,666,833	49,489,341	48,968,638	47,777,688	-3.5 %
Capital Outlay	168,250	77,512	77,512	385,703	397.6 %
<b>County General Fund Expenditures</b>	<b>274,319,581</b>	<b>295,162,329</b>	<b>292,435,916</b>	<b>287,950,840</b>	<b>-2.4 %</b>
<b>PERSONNEL</b>					
Full-Time	1,891	1,904	1,904	1,835	-3.6 %
Part-Time	197	199	199	206	3.5 %
FTEs	1,956.95	1,971.26	1,971.26	1,901.86	-3.5 %
<b>REVENUES</b>					
Emergency 911	7,737,132	12,000,000	12,000,000	15,000,000	25.0 %
Miscellaneous Revenues	1,260,495	650,000	1,050,000	750,000	15.4 %
Other Charges/Fees	2,186,735	2,226,000	2,226,000	2,156,760	-3.1 %
Other Fines/Forfeitures	11,399,931	8,309,500	18,309,500	18,244,500	119.6 %
Other Intergovernmental	125	250,000	250,000	250,000	—
Other Licenses/Permits	81,265	76,300	76,300	70,000	-8.3 %
Parking Fines	12,459	1,010,500	1,010,500	1,010,500	—
Pet Licenses	429,855	650,000	550,000	0	-100.0 %
Photo Red Light Citations	3,833,395	4,600,000	4,600,000	4,600,000	—
Speed Camera Citations	14,114,096	18,985,000	18,985,000	18,985,000	—
State Aid: Police Protection	10,635,635	14,324,844	17,870,056	14,324,844	—
Vehicle/Bike Auction Proceeds	1,130,456	900,000	1,150,000	1,150,000	27.8 %
<b>County General Fund Revenues</b>	<b>52,821,579</b>	<b>63,982,144</b>	<b>78,077,356</b>	<b>76,541,604</b>	<b>19.6 %</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	660,793	95,545	95,545	109,102	14.2 %
Employee Benefits	55,316	52,455	52,455	38,898	-25.9 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>716,109</b>	<b>148,000</b>	<b>148,000</b>	<b>148,000</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Operating Expenses	737,996	17,000	17,000	17,000	—
<b>Grant Fund - MCG Expenditures</b>	<b>1,454,105</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>—</b>
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Federal Grants	165,330	0	0	0	—
Miscellaneous Revenues	31,177	0	0	0	—
State Grants	977,435	165,000	165,000	165,000	—
<b>Grant Fund - MCG Revenues</b>	<b>1,173,942</b>	<b>165,000</b>	<b>165,000</b>	<b>165,000</b>	<b>—</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>275,773,686</b>	<b>295,327,329</b>	<b>292,600,916</b>	<b>288,115,840</b>	<b>-2.4 %</b>
<b>Total Full-Time Positions</b>	<b>1,892</b>	<b>1,905</b>	<b>1,905</b>	<b>1,836</b>	<b>-3.6 %</b>
<b>Total Part-Time Positions</b>	<b>197</b>	<b>199</b>	<b>199</b>	<b>206</b>	<b>3.5 %</b>
<b>Total FTEs</b>	<b>1,957.95</b>	<b>1,972.26</b>	<b>1,972.26</b>	<b>1,902.86</b>	<b>-3.5 %</b>
<b>Total Revenues</b>	<b>53,995,521</b>	<b>64,147,144</b>	<b>78,242,356</b>	<b>76,706,604</b>	<b>19.6 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION 295,162,329 1,971.26</b>		
<b><u>Changes (with service impacts)</u></b>		
Add: Implement Police Activities League through Addition of One Sergeant and Three Police Officers [Patrol Services]	557,346	4.00
Enhance: Mobile Video System Upgrade Plan [Management Services]	495,072	0.00
Add: Contractor to Develop Security Plans at Highest-Risk County Buildings [Field Services]	260,000	0.00
Add: Social Worker Position to Provide Stress Management Resource at the Emergency Communications Center [Management Services]	83,697	1.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	5,344,783	0.00
Increase Cost: Annualization of FY20 Compensation Increases	1,457,196	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	315,236	0.00
Increase Cost: Axon Contract [Management Services]	301,833	0.00
Increase Cost: Cell Phone Service for Newly Issued Phones [Management Services]	290,000	0.00
Increase Cost: Evidence Freezer for Sexual Assault Kits [Management Services]	250,000	0.00
Increase Cost: Seven Crossing Guards for New Schools [Field Services]	202,517	2.10

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Add Body Armor for SWAT [Field Services]	150,000	0.00
Increase Cost: PLS Pay for Performance (Increase to Base Pay) [Office of the Chief]	142,442	0.00
Increase Cost: County Attorney Chargeback [Management Services]	106,283	0.50
Increase Cost: Vehicle Equipment for New Officer Positions Added in FY20 [Management Services]	45,234	0.00
Increase Cost: Equipment for New Positions Added in FY20 [Management Services]	32,464	0.00
Increase Cost: Print and Mail Adjustment	26,984	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	21,831	0.00
Increase Cost: Annualization of Next Generation 9-1-1/Text 9-1-1 Contract [Management Services]	19,796	0.00
Increase Cost: FY21 Personnel Cost of New Positions in FY20 Winter Recruit Class [Management Services]	12,314	0.00
Decrease Cost: Savings From Contractual Conversions [Management Services]	(92,804)	0.00
Decrease Cost: Office of Animal Services Chargeback [Field Services]	(118,801)	(1.00)
Shift: Labor and Employee Relations to the Office of Labor Relations [Management Services]	(307,140)	(2.00)
Decrease Cost: FY20 Fraternal Order of Police Lump Sum Payment	(500,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(533,131)	0.00
Decrease Cost: DROP Retirement	(770,365)	0.00
Shift: Transfer of Animal Services Division [Management Services]	(1,146,670)	(4.00)
Decrease Cost: Annualization of FY20 Personnel Costs	(1,189,887)	0.00
Decrease Cost: Motor Pool Adjustment	(1,208,047)	0.00
Decrease Cost: Retirement Adjustment	(4,798,487)	0.00
Shift: Transfer of Animal Services Division [Field Services]	(6,661,185)	(70.00)
<b>FY21 RECOMMENDED</b>	<b>287,950,840</b>	<b>1,901.86</b>

### GRANT FUND - MCG

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>165,000</b>	<b>1.00</b>
<b>FY21 RECOMMENDED</b>	<b>165,000</b>	<b>1.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Field Services	46,452,415	292.20	38,800,628	218.00
Investigative Services	40,718,181	289.00	42,160,272	299.00
Management Services	86,747,378	454.56	83,381,396	433.86
Office of the Chief	2,313,765	11.50	2,625,452	13.00
Patrol Services	119,095,590	925.00	121,148,092	939.00
<b>Total</b>	<b>295,327,329</b>	<b>1,972.26</b>	<b>288,115,840</b>	<b>1,902.86</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Animal Services	General Fund	0	0.00	118,801	1.00
Emergency Management and Homeland Security	Grant Fund	120,000	0.70	120,000	0.70
<b>Total</b>		<b>120,000</b>	<b>0.70</b>	<b>238,801</b>	<b>1.70</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>287,951</b>	<b>287,951</b>	<b>287,951</b>	<b>287,951</b>	<b>287,951</b>	<b>287,951</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(1,154)</b>	<b>(1,154)</b>	<b>(1,154)</b>	<b>(1,154)</b>	<b>(1,154)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>985</b>	<b>985</b>	<b>985</b>	<b>985</b>	<b>985</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>287,951</b>	<b>287,814</b>	<b>287,814</b>	<b>287,814</b>	<b>287,814</b>	<b>287,814</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Social Worker Position to Provide Stress Management Resource at the Emergency Communications Center	78,697	1.00	104,929	1.00
Implement Police Activities League through Addition of One Sergeant and Three Police Officers	359,489	4.00	365,611	4.00
<b>Total</b>	<b>438,186</b>	<b>5.00</b>	<b>470,540</b>	<b>5.00</b>

**Facility Type**

- Public Safety Headquarters
- Station
- Substation/Satellite
- Public Safety Training Academy
- Division
- Other Facility
- District Boundaries

**1D**

**2D**

**3D**

**4D**

**5D**

Scale: 5 Miles

Created by MCP-GIS on 12/20/19



# Sheriff

## RECOMMENDED FY21 BUDGET

\$26,081,091

## FULL TIME EQUIVALENTS

192.80

 DARREN POPKIN, SHERIFF

## MISSION STATEMENT

The mission of the Sheriff's Office is to provide general law enforcement, judicial enforcement, and specialized public safety services to the residents of Montgomery County in a lawful, fair, impartial, and non-discriminatory manner; and to ensure that Court mandates are carried out with respect for individual rights and freedoms. The Sheriff's Office is committed to establishing and maintaining cooperative working relationships with all other law enforcement, governmental, and criminal justice agencies, and the Courts to ensure that the residents of Montgomery County receive the full range of law enforcement services required for a safe and orderly society.

## BUDGET OVERVIEW



The total recommended FY21 Operating Budget for the Sheriff's Office is \$26,081,091, an increase of \$700,251 or 2.76 percent from the FY20 Approved Budget of \$25,380,840. Personnel Costs comprise 83.91 percent of the budget for 190 full-time position(s) and five part-time position(s), and a total of 192.80 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 16.09 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

-  **Effective, Sustainable Government**
-  **Safe Neighborhoods**

## INITIATIVES

-  The Family Justice Center is working with the Montgomery County Department of Technology Services to develop fully electronic systems for Intake and record-keeping in an effort to convert the Family Justice Center to a paperless operation.
-  The Family Justice Center is developing a training institute geared toward both professionals in the field and the general public. Potential topics include Domestic Violence Dynamics, Domestic Violence and the Workplace, How to Talk to Children About Dating Violence, Bystander Intervention, etc.

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## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ✦ The Family Justice Center served 1,627 victims of intimate partner violence. The clients ranged in age from 15 to 82, with the majority being between the ages of 18 and 35. The FJC provided the services in 20 different languages (English, Amharic, Arabic, Armenian, Bengali, Cantonese, Dutch, Farsi, French, Haitian Creole, Hindi, Korean, Mandarin, Portuguese, Russian, Spanish, Tigrinya, Turkish, Urdu, and Vietnamese).
- ✦ The Family Justice Center, in collaboration with Chesapeake Counseling Associates (CCA) and BAR-T Kids Camp, developed the Safe Start Summer Camps program. As part of this program, BAR-T donated 35 summer camp spots to children in the County's Safe Start Program, which provides therapy to children who have been exposed to domestic violence. The program is operated by CCA via contract with the County. CCA developed therapeutic content to be provided at the various camp locations so that the children could continue emotionally healing during their summer camp experience.
- ✦ The Family Justice Center held 157 Temporary Protective Order hearings in FY19 via video conference with the District and Circuit Courts.
- ✦ The Choose Respect initiative, "Expect Respect" is an in-person, 45-minute presentation that teaches adolescents about dating abuse, domestic violence, and how to identify the differences between abuse and healthy relationship behaviors. These presentations are given by Family Justice Center professional staff. In FY19, Expect Respect was presented to over 7,400 youth participants from 34 schools and community groups, far exceeding the reach of all previous years.

## PROGRAM CONTACTS

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Contact Mary Lou Wirdzek of the Sheriff's Office at 240.777.7078 or Trevor Lobaugh of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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### ✦ Administration

This division provides general administrative support to the Sheriff's Office including personnel and labor relation matters, planning and policy, training, background investigations, payroll, purchasing, internal investigations, automation, grants, and budget-related functions. The Administrative Division provides technical support for the Sheriff's Records Management System (E\*Justice). The Administrative Division also oversees the Sheriff's compliance with recognized accreditation standards. The Assistant Sheriffs direct research and development of policies, procedures, and regulations to meet professional standards developed for law enforcement agencies.

The Assistant Sheriffs also oversee internal investigations, represent the Sheriff's Office in legislative matters, and provide legal direction. The Sheriff's Office participates in school functions, civic association meetings, and serves on commissions and

committees. The Sheriff's Office serves on applicant, promotional, and disciplinary boards of other public safety agencies. Administrative personnel organize and teach in-service and specialized deputy training and periodic weapons qualification, as required by the Maryland Police Training Commission. The Sheriff's Office also participates in law enforcement task forces and units such as the Special Response Team, Special Events Response Team, and Hostage Negotiation Team in cooperation with the Montgomery County Police Department, Montgomery County Fire and Rescue Service, and other law enforcement agencies; and in responses to mutual-aid calls as necessary.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Interim and Temporary Peace Orders served <sup>1</sup>	2,345	2,411	2,587	2,700	2,800
Number of Interim and Temporary Protective Orders served	4,681	4,559	4,810	5,000	5,200
Number of safety check violations resulting in arrest <sup>2</sup>	4	2	2	2	2
Number of weapons seized as a result of Protective Orders	142	260	206	206	206

<sup>1</sup> The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. Each year, a higher number of Interim and Temporary Orders are received that require full processing through State and Federal law enforcement databases prior to physical service of the orders on the respondent.

<sup>2</sup> Safety checks involve efforts by Sheriff's deputies to ensure that victims are safe and court orders are being obeyed after the issuance of an Interim or Temporary Order. Safety checks are conducted by site visit or phone.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,676,216</b>	<b>30.17</b>
Shift: Community Grants moved from the Community Grants Non Departmental Account to Sheriff's Base Budget	469,464	0.00
Increase Cost: Replace 100 Existing Mobile Data Units	288,994	0.00
Increase Cost: Structural Deficit Adjustment - Costs for Office Supplies, Cell Phones, and Mobile Data Units	102,000	0.00
Increase Cost: Replace Ballistic Vests	10,000	0.00
Increase Cost: Body Worn Cameras	5,000	0.00
Decrease Cost: Realign Grant Budget	(87,184)	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.	(1,040,037)	(1.62)
<b>FY21 Recommended</b>	<b>6,424,453</b>	<b>28.55</b>

## Civil Process

The Sheriff's Office is mandated to serve all civil processes as directed by the Courts or private litigants and file returns to the Court. These papers include summonses, subpoenas, failure-to-pay rent notices, and other court documents. The Civil Process function is supported by deputies, who research and serve papers, and by administrative staff, who maintain the tracking process. The Sheriff's Office also executes court-ordered attachments, personal and real property seizures, and replevins (a civil action to recover property wrongfully held). As a final step in resolution of a court judgment, the Sheriff's Office conducts sales of seized or attached property. In the case of evictions, the Sheriff's Office restores real property to property owners by evicting tenants and their possessions as directed by the Court. When appropriate, tenants are referred to human service agencies.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,704,997</b>	<b>24.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(283,657)	(2.00)
<b>FY21 Recommended</b>	<b>2,421,340</b>	<b>22.50</b>

## Courtroom/Courthouse Security and Transport

The Sheriff's Office is responsible for transporting inmates between the Montgomery County Correctional Facility (MCCF), Montgomery County Detention Center (MCDC), and various jails and court-holding facilities, as well as to and from healthcare facilities. The Sheriff's Office also guards inmates while at these facilities. When a writ is received from other counties, deputies are required to transport MCDC and MCCF inmates to other Maryland District and Circuit Courts. The Sheriff's Office administers temporary detention facilities in the Silver Spring and Rockville District Courts, the Circuit Court for adult inmates as well as the Juvenile Court holding facility located in the South Tower of the Circuit Court complex.

The Sheriff's Office provides security for the County's Circuit Court and operates X-ray machines and magnetometers to screen visitors entering the buildings at three public entrances. The Sheriff's Office uses trained canines to detect explosives, weapons, and to serve as a general crime deterrent within the courthouses.

The Sheriff's Office Canine Section is also the primary responder for explosive device detection calls, Monday through Friday and responds to mutual-aid calls from the Montgomery County Police Department, Montgomery County Fire and Rescue Service, and other law enforcement agencies as necessary.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,753,658</b>	<b>73.88</b>
Increase Cost: Gun Cabinets	6,000	0.00
Increase Cost: Entry Level Security Costs	5,000	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.	885,958	3.62
<b>FY21 Recommended</b>	<b>9,650,616</b>	<b>77.50</b>

## Criminal Process/Warrants and Extraditions

The Sheriff's Office is responsible for serving District Court civil warrants, District Court criminal warrants associated with domestic violence, all Circuit Court warrants, both adult and juvenile, and Child Support Enforcement warrants. The Warrant Section maintains on-line warrants in the following systems: Maryland Electronic Telecommunications Enforcement Resource System (METERS), National Crime Information Center (NCIC), and E\*Justice. METERS and NCIC are used to share data with other State and Federal systems. E\*Justice is a local database used by Montgomery County law enforcement agencies to track warrants. It also interfaces with the Law Enforcement Information Exchange to enable data sharing with law enforcement agencies in the National Capital Region. The Sheriff's Office also conducts investigations to locate and apprehend those fugitives for whom the Sheriff's Office holds a warrant. In addition, the Sheriff's Office is responsible for returning fugitives to Montgomery County from other jurisdictions for outstanding Circuit Court warrants and processing those fugitives when returned.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,609,975</b>	<b>22.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(60,207)	0.00
<b>FY21 Recommended</b>	<b>2,549,768</b>	<b>22.00</b>

## Domestic Violence

The Sheriff's Office is the lead agency in Montgomery County for serving court orders related to domestic violence, including Protective and Peace Orders. The Office is also responsible for serving Child Custody Orders. The Sheriff's Office Domestic Violence Section serves domestic violence court orders 24 hours a day, seven days a week. The Section works collectively with other County agencies to ensure that the petitioners are referred to essential County services available to them and their families. In an effort to enhance protection for the victims of domestic violence, the Sheriff's Office offers cellular phones to domestic violence victims. The Sheriff's Office also serves Emergency Evaluation Petitions that include obtaining custody and transporting residents to the hospital for court ordered mental evaluation.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,635,994</b>	<b>42.25</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	398,920	0.00
<b>FY21 Recommended</b>	<b>5,034,914</b>	<b>42.25</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	16,258,022	15,947,481	16,766,666	16,317,280	2.3 %
Employee Benefits	5,283,454	5,280,079	5,524,644	4,980,910	-5.7 %
<b>County General Fund Personnel Costs</b>	<b>21,541,476</b>	<b>21,227,560</b>	<b>22,291,310</b>	<b>21,298,190</b>	<b>0.3 %</b>
Operating Expenses	2,929,645	3,162,450	3,135,524	3,879,255	22.7 %
<b>County General Fund Expenditures</b>	<b>24,471,121</b>	<b>24,390,010</b>	<b>25,426,834</b>	<b>25,177,445</b>	<b>3.2 %</b>
<b>PERSONNEL</b>					
Full-Time	179	182	182	182	—
Part-Time	5	5	5	5	—
FTEs	184.93	187.89	187.89	187.89	—
<b>REVENUES</b>					
Facility Rental Fees	0	500	500	500	—
Federal Grants	8,000	0	0	0	—
Miscellaneous Revenues	97,696	4,000	4,000	4,000	—
Other Charges/Fees	(13,558)	20,000	20,000	20,000	—
Other Intergovernmental	0	20,460	20,460	20,460	—
Sheriff Fees	1,074,313	1,200,000	1,200,000	1,200,000	—
<b>County General Fund Revenues</b>	<b>1,166,451</b>	<b>1,244,960</b>	<b>1,244,960</b>	<b>1,244,960</b>	<b>—</b>

## GRANT FUND - MCG

<b>EXPENDITURES</b>					
Salaries and Wages	449,258	556,757	556,757	443,136	-20.4 %
Employee Benefits	160,584	160,811	160,811	143,385	-10.8 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>Grant Fund - MCG Personnel Costs</b>	<b>609,842</b>	<b>717,568</b>	<b>717,568</b>	<b>586,521</b>	<b>-18.3 %</b>
Operating Expenses	258,222	273,262	273,262	317,125	16.1 %
<b>Grant Fund - MCG Expenditures</b>	<b>868,064</b>	<b>990,830</b>	<b>990,830</b>	<b>903,646</b>	<b>-8.8 %</b>
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.87	4.91	4.91	4.91	—
REVENUES					
Federal Grants	757,872	990,830	990,830	903,646	-8.8 %
Miscellaneous Revenues	26,831	0	0	0	—
State Grants	40,812	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>825,515</b>	<b>990,830</b>	<b>990,830</b>	<b>903,646</b>	<b>-8.8 %</b>
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>25,339,185</b>	<b>25,380,840</b>	<b>26,417,664</b>	<b>26,081,091</b>	<b>2.8 %</b>
<b>Total Full-Time Positions</b>	<b>187</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>—</b>
<b>Total FTEs</b>	<b>189.80</b>	<b>192.80</b>	<b>192.80</b>	<b>192.80</b>	<b>—</b>
<b>Total Revenues</b>	<b>1,991,966</b>	<b>2,235,790</b>	<b>2,235,790</b>	<b>2,148,606</b>	<b>-3.9 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>24,390,010</b>	<b>187.89</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	476,321	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to Sheriff's Base Budget [Administration]	469,464	0.00
Increase Cost: Annualization of FY20 Compensation Increases	300,553	0.00
Increase Cost: Replace 100 Existing Mobile Data Units [Administration]	288,994	0.00
Increase Cost: Structural Deficit Adjustment - Costs for Office Supplies, Cell Phones, and Mobile Data Units [Administration]	102,000	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	72,054	0.00
Increase Cost: Replace Ballistic Vests [Administration]	10,000	0.00
Increase Cost: Gun Cabinets [Courtroom/Courthouse Security and Transport]	6,000	0.00
Increase Cost: Body Worn Cameras [Administration]	5,000	0.00
Increase Cost: Entry Level Security Costs [Courtroom/Courthouse Security and Transport]	5,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Print and Mail Adjustment	3,484	0.00
Decrease Cost: Motor Pool Adjustment	(22,455)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(150,682)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(369,203)	0.00
Decrease Cost: Retirement Adjustment	(413,176)	0.00
<b>FY21 RECOMMENDED</b>	<b>25,177,445</b>	<b>187.89</b>

<b>GRANT FUND - MCG</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>990,830</b>	<b>4.91</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Decrease Cost: Realign Grant Budget [Administration]	(87,184)	0.00
<b>FY21 RECOMMENDED</b>	<b>903,646</b>	<b>4.91</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	6,676,216	30.17	6,424,453	28.55
Civil Process	2,704,997	24.50	2,421,340	22.50
Courtroom/Courthouse Security and Transport	8,753,658	73.88	9,650,616	77.50
Criminal Process/Warrants and Extraditions	2,609,975	22.00	2,549,768	22.00
Domestic Violence	4,635,994	42.25	5,034,914	42.25
<b>Total</b>	<b>25,380,840</b>	<b>192.80</b>	<b>26,081,091</b>	<b>192.80</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>25,177</b>	<b>25,177</b>	<b>25,177</b>	<b>25,177</b>	<b>25,177</b>	<b>25,177</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(305)</b>	<b>(305)</b>	<b>(305)</b>	<b>(305)</b>	<b>(305)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>147</b>	<b>147</b>	<b>147</b>	<b>147</b>	<b>147</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>25,177</b>	<b>25,019</b>	<b>25,019</b>	<b>25,019</b>	<b>25,019</b>	<b>25,019</b>

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# Transportation

## RECOMMENDED FY21 BUDGET

\$53,818,760

## FULL TIME EQUIVALENTS

285.80

 CHRISTOPHER CONKLIN, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Transportation's (DOT) General Fund supported programs is to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons and vehicles on County roads; to plan, design, and coordinate development and construction of transportation and pedestrian routes; to operate and maintain the traffic signal system and road network in a safe and efficient manner; and to develop and implement transportation policies to maximize efficient service delivery. The General Fund supports programs in the Division of Traffic Engineering and Operations, the Division of Parking Management, the Division of Highway Maintenance, the Division of Transportation Engineering, the Division of Transit Services, and the Director's Office.






## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Transportation is \$53,818,760, an increase of \$1,006,577 or 1.91 percent from the FY20 Approved Budget of \$52,812,183. Personnel Costs comprise 50.93 percent of the budget for 457 full-time position(s) and seven part-time position(s), and a total of 285.80 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 49.07 percent of the FY21 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:

-  **Thriving Youth and Families**
-  **Easier Commutes**
-  **A Greener County**
-  **Effective, Sustainable Government**
-  **Safe Neighborhoods**

## INITIATIVES

- ★ Provide funding for approximately 30 miles of new Raised Pavement Markings (RPMs) and maintenance of 20 miles of existing RPMs. RPMs supplement Pavement Markings, enhancing visibility of traffic lanes and reducing roadway accidents at night.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ The Division of Transportation Engineering is reviewing the bridge design process including ways to expedite the review time taken by outside agencies including the Maryland Department of Transportation, the State Highway Administration, Federal Aid Section, Maryland-National Capital Park and Planning Commission, and Montgomery County Department of Permitting Services. The productivity goal is to reduce the total design time from six years to five years for each project.
- ★ Montgomery County Department of Transportation is working with Permitting Services to develop and implement a new policy to install electric vehicle (EV) charging stations in the right of way. The first part of the policy is focused on single family/residential property owners who don't have a driveway or a garage and would need to install their charging stations in the public right of way (curbside) in front of their property. The second part of the policy will focus on the installation of public EV charging stations in the public right of way in commercial and business areas.
- ★ In support of enhanced pedestrian safety, the Department of Transportation is developing a pedestrian safety/crossing program that establishes the most appropriate traffic control device (beacon or signal) to be used for uncontrolled or midblock crossings. This program will be based on national/international document reviews, before and after studies, and the experience of other state and local agencies regarding the placement of these devices.

## PROGRAM CONTACTS

Contact Fred Lees of the Department of Transportation at 240.777.2196 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/Transportation Safety

This program provides engineering studies and investigations that evaluate pedestrian and traffic operations and safety deficiencies, and includes the need for alternative pedestrian crossing signalization or beaconing; parking conflicts; streetlighting conditions, upgrades, and maintenance; traffic signing and pavement marking needs; and sight distance deficiencies on neighborhood streets, arterial roads, and major roadways. The program also provides for the installation and maintenance of traffic control devices along County roadways and includes activities directed at the elimination of graffiti vandalism in the County through GRAB (Graffiti Abatement Partners), a not-for-profit private-public partnership .

Program Performance Measures		Actual	Actual	Estimated	Target	Target
49-2 Transportation		FY21 Operating Budget and Public Services Program FY21-26				

	FY18	FY19	FY20	FY21	FY22
Number of traffic studies completed	166	240	250	275	300
Percent of traffic studies completed within scheduled timeframe <sup>1</sup>	86%	78%	70%	85%	85%
Number of serious and fatal crashes on Montgomery County maintained roads	76	79	80	66	61

<sup>1</sup>

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	4,809,474	22.60
Add: Raised Pavement Markings	100,000	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.	26,326	0.00
<b>FY21 Recommended</b>	<b>4,935,800</b>	<b>22.60</b>

## Non- Roadway Right of Way Maintenance

Elements supported under this program provide positive value to the quality of life for residents and visitors through 'green infrastructure' maintenance activities located in the County right-of-way.

Through scheduled maintenance and emergency response to hazardous conditions, priority activities associated with non-roadway maintenance include efforts to ensure the safety of all pedestrians, bicyclists and motorists travelling within the County. Some examples include hazardous tree removal, tree pruning, traffic barrier repair, shoulder mowing and foliage removal to provide adequate road clearance and sign, signal and streetlight visibility. Many tree maintenance activities also contribute to the County's efforts to mitigate damage to public and private property due to severe weather events and unanticipated environmental risks.

In addition to the elements of safety, this program also offers positive environmental impacts and contributes to aesthetically mindful maintenance operations that help the County create and maintain a healthy and thriving environment. Some examples relative to environmentally conscious activities include street tree preservation and planting, tree stump removal for the establishment of new planting sites, vacuum leaf collections through the Annual Leaf Collection Program within the established leafing districts, street sweeping operations which contribute to the County's MS4 environmental permit, maintenance of a dedicated trail and bike network, beauty spot improvements, and shoulder litter removal.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Trees Planted (includes Tree Replacement Fund)	1,719	1,951	2,000	2,220	2,240
Backlog of 311 requests for Tree Maintenance	181	623	500	525	550
Number of verified missed streets for leaf collections	265	165	225	245	245
Survival rate of street trees planted <sup>1</sup>	87%	90%	90%	90%	90%

<sup>1</sup> FY18 survivorship was low due to four species that underperformed. While those 4 species made up only 19% of trees planted, they made up 57% of overall mortality for the year.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	14,201,057	71.68
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	136,342	0.20

FY21 Recommended Changes	Expenditures	FTEs
<b>FY21 Recommended</b>	<b>14,337,399</b>	<b>71.88</b>

## Parking Outside the Parking Districts

This program administers, operates, and maintains the parking program outside the Parking Districts. Included in this program are residential permit parking and peak hour traffic enforcement. The residential permit parking program is responsible for the sale of parking permits and parking enforcement in these areas. Participation in the program is requested through a petition of the majority of the citizens who live in that area. The program is designed to mitigate the adverse impact of commuters parking in residential areas. Peak hour traffic enforcement in the Bethesda and Silver Spring Central Business Districts assures the availability of travel lanes during peak traffic periods. The program is also responsible for the management of the Council Office Building (COB) garage and the County employee parking in the Rockville core area.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,079,554</b>	<b>1.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,484	0.00
<b>FY21 Recommended</b>	<b>1,081,038</b>	<b>1.60</b>

## Transportation Infrastructure Construction & Maintenance

This program provides an effective and efficient transportation system, ensuring the safe and convenient movement of persons, bicycles and vehicles throughout Montgomery County. The primary focus of this program is to proactively identify and address infrastructure within the County right-of-way that is in need of maintenance and to utilize industry standard best practices to determine the highest quality and most cost-effective method of repair. Infrastructure elements within this program include 5,200 lane miles of roadway, 1,665 miles of sidewalk, curb and gutter, bridges, culverts, and an extensive storm drain system. Work performed under this program ranges from extensive redesign with reconstruction, to preventative maintenance measures that extend the longevity of existing infrastructure in good condition at a lower cost of repair. In addition to scheduled construction and maintenance, this program also supports reactive measures to address unanticipated emergencies within the County right-of-way that must be expeditiously addressed to ensure the safety of the travelling public and clear passage of the extensive transportation network.

Since 2005 the Montgomery County Department of Transportation has been a member of the Montgomery County Infrastructure Maintenance Task Force whose mission is focused on operating programs engaged in preventative maintenance that preserves the quality of capital assets so that it can be functional throughout its usual life. Currently the way this program is utilized, and the continuous effort we make to improve our maintenance operations, provides the opportunity to make repairs with a more proactive and affordable strategy. Through our routine and emergency maintenance operations we can monitor existing infrastructure and make appropriate repairs as necessary to ensure the County can obtain and keep roads in good or better condition.

Common activities associated with this program include, but are not limited to: pavement surface treatment of residential and rural roadways; hot mix asphalt road patching (temporary and permanent repairs, crack sealing); concrete sidewalk, curb and gutter repair; storm drain maintenance including repair and/or replacement of failed storm drain pipes; basic maintenance of bridges and

box culverts; construction administration and management; and inspection and testing of materials. The surface treatment activity within this program represents only the preventative maintenance measures for roadway condition repairs, and is supplemental to the more extensive, and costly, repair strategies utilized under the roadway maintenance Capital Improvement Programs (CIP). Projects and repair strategies under this program are often identified through condition assessments and collaborative efforts between department staff, County agencies, local utilities, municipalities, and local community leaders/HOAs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of lane miles rehabilitated	167	197	168	151	151
Average Pavement Condition Index (PCI) of roadway network	66.7	67.1	65.3	63.4	61.4
Percent of primary/arterial road quality rated good or better	52%	46%	40%	31%	27%
Percent of rural/residential road quality rated good or better	50%	45%	40%	37%	33%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	16,525,403	103.34
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	385,103	(1.20)
<b>FY21 Recommended</b>	<b>16,910,506</b>	<b>102.14</b>

## Transportation Management, Operations and Emergency/Storm Response

This program supports the Department's mission to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons, bicycles, and vehicles throughout the County through daily traffic management operations and response to emergency events such as winter snow storms, severe wind/rain storms, natural disasters, and man-made emergency incidents.

Elements associated with the daily traffic management of this program focus on the general engineering and maintenance activities relative to the design, construction, and maintenance of traffic signals, the Advanced Transportation Management System (ATMS), and communication infrastructure that includes the County's fiber optic network. For real-time management of the traffic signal infrastructure this program also provides for the daily operations of the County's Transportation Management Center (TMC) to monitor the computerized traffic signal system, assist with multi-agency incident management response activities, and coordinate special event traffic management. Daily operations relative to the traffic signal system management account for approximately 50% of the program's proposed budget.

In addition to the daily traffic management of signal functionality, this program is also an integral part of coordinating the response to emergencies and severe weather events through the preparation, active response, and post storm/emergency cleanup. Tasks performed during these operations include snow pretreatment, roadway snow removal, sidewalk snow removal, salt application, post snow storm street sweeping, wind and rain storm debris removal, and immediate emergency repairs to damaged and unsafe infrastructure. Emergency operations often require rapid deployment of resources to clear debris/snow to ensure all transportation systems are passable for emergency first responders and the travelling public. During emergency events, this program operates the Storm Operations Center which monitors and coordinates real-time activities Countywide with Fire and Rescue, Police, Emergency Management and Homeland Security, local utility companies, and other County agencies and local jurisdictions as needed. The primary goal for the emergency response component of this program is to keep the County residents and traveling public safe, while providing reliable access to the extensive transportation network. Emergency operations under this program are

funded by approximately 50 percent of the program's proposed budget. Actual annual costs associated with the emergency response activities regularly exceed the approved budget by over 900 percent, therefore expenditures over the budgeted program amount are covered by the Climate Response Non-Departmental Account.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of snow and rain storms addressed	15	13	12	12	12
Number of verified reports of unplowed or missed streets	219	363	400	120	120
Percent of fully functioning traffic signal detection equipment	85%	85%	87%	88%	89%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	6,794,283	40.70
Add: Uninterrupted Power Supply (UPS) Unit Maintenance	11,250	0.00
Shift: Funding to Procurement for Center-Led Procurement Initiative	(106,285)	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.	(33,301)	(1.00)
<b>FY21 Recommended</b>	<b>6,665,947</b>	<b>39.70</b>

## Transportation Policy, Planning, and Project Development

This program formulates transportation and related environmental policy and provides leadership in developing a capital improvements program that achieves policy goals. In addition, this program provides coordination with regional entities to ensure compliance with environmental requirements and reviews developer plans to ensure that transportation infrastructure constructed by the private sector also achieves these policy goals.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Linear feet of sidewalk construction completed (000) <sup>1</sup>	27	29	20	20	20
Number of development applications reviewed	309	294	300	300	300
Number of Transportation Demand Management plans approved	100	104	125	135	145

<sup>1</sup> The cost per linear foot of sidewalk can increase dramatically if retaining walls or the acquisition of right-of-way is required. This significantly impacts the linear feet constructed per year.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	3,778,843	15.19
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,669,497)	(3.00)
<b>FY21 Recommended</b>	<b>2,109,346</b>	<b>12.19</b>

## Transportation Services General Administration

The Director's Office provides overall leadership for the Department, including policy development, planning, accountability, service integration, customer service, and the formation of partnerships. It also handles administration of the day-to-day operations of the Department, including direct service delivery, budget and fiscal management oversight (capital and operating), training, contract management, logistics and facilities support, human resources management, and information technology. In

addition, administration staff coordinates the departmental review of proposed State legislation and provides a liaison between the County and WMATA. As previously mentioned, the Department consists of five divisions: the Division of Traffic Engineering and Operations, the Division of Parking Management, the Division of Highway Maintenance, the Division of Transportation Planning, and the Division of Transit Services.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,899,358</b>	<b>20.84</b>
Realignment of Programs	1,724,211	10.85
Shift: Position and Funding to Procurement for Center-Led Procurement Initiative	(74,059)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,229,214	5.00
<b>FY21 Recommended</b>	<b>7,778,724</b>	<b>35.69</b>

## REALIGNED PROGRAMS

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

### Automation

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>527,645</b>	<b>2.85</b>
Realignment of Programs	(527,645)	(2.85)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Bike Share

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,609,726</b>	<b>1.00</b>
Realignment of Programs	(1,609,726)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Bridge Maintenance

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>185,769</b>	<b>1.04</b>
Realignment of Programs	(185,769)	(1.04)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Property Acquisition

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>92,455</b>	<b>0.60</b>
Realignment of Programs	(92,455)	(0.60)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Resurfacing

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,614,410</b>	<b>0.00</b>
Realignment of Programs	(2,614,410)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Roadway and Related Maintenance

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>16,677,184</b>	<b>123.73</b>
Realignment of Programs	(16,677,184)	(123.73)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Snow Removal/Wind/Rain Storms

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,463,703</b>	<b>24.78</b>
Realignment of Programs	(3,463,703)	(24.78)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Streetlighting

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>519,191</b>	<b>0.30</b>
Realignment of Programs	(519,191)	(0.30)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Traffic and Pedestrian Safety

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,951,200</b>	<b>11.53</b>
Realignment of Programs	(1,951,200)	(11.53)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Traffic Management and Operations

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,825,585</b>	<b>7.80</b>
Realignment of Programs	(1,825,585)	(7.80)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Traffic Planning

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>657,392</b>	<b>6.00</b>
Realignment of Programs	(657,392)	(6.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Traffic Sign and Marking

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,324,083</b>	<b>10.77</b>
Realignment of Programs	(2,324,083)	(10.77)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Traffic Signals & Advanced Transportation Mgmt System

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,504,995</b>	<b>8.12</b>
Realignment of Programs	(1,504,995)	(8.12)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Transportation Community Outreach

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>243,042</b>	<b>1.00</b>
Realignment of Programs	(243,042)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Transportation Construction

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>185,785</b>	<b>0.85</b>
Realignment of Programs	(185,785)	(0.85)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Transportation Design

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>702,551</b>	<b>2.29</b>
Realignment of Programs	(702,551)	(2.29)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Transportation Engineering and Management Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,044,014</b>	<b>8.00</b>
Realignment of Programs	(1,044,014)	(8.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Transportation Planning

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>83,084</b>	<b>0.55</b>
Realignment of Programs	(83,084)	(0.55)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Transportation Policy

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>571,803</b>	<b>3.75</b>
Realignment of Programs	(571,803)	(3.75)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Tree Maintenance

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,523,201</b>	<b>18.37</b>
Realignment of Programs	(4,523,201)	(18.37)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Vacuum Leaf Collection

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,526,453</b>	<b>31.03</b>
Realignment of Programs	(6,526,453)	(31.03)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	18,712,245	17,137,636	16,915,163	17,734,582	3.5 %
Employee Benefits	6,275,177	6,600,867	6,350,950	6,010,695	-8.9 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>County General Fund Personnel Costs</b>	<b>24,987,422</b>	<b>23,738,503</b>	<b>23,266,113</b>	<b>23,745,277</b>	<b>—</b>
Operating Expenses	35,829,798	22,442,285	22,903,438	23,534,515	4.9 %
Capital Outlay	20,137	0	0	0	—
<b>County General Fund Expenditures</b>	<b>60,837,357</b>	<b>46,180,788</b>	<b>46,169,551</b>	<b>47,279,792</b>	<b>2.4 %</b>

### PERSONNEL

Full-Time	457	457	457	456	-0.2 %
Part-Time	8	8	8	7	-12.5 %
FTEs	252.27	255.02	255.02	254.02	-0.4 %

### REVENUES

Bus Advertising	25,000	0	0	0	—
Federal Grants	1,222,125	0	0	0	—
Miscellaneous Revenues	479,947	230,900	450,000	300,000	29.9 %
Motor Pool Charges/Fees	10,818	0	0	0	—
Other Charges/Fees	852,164	675,000	750,000	750,000	11.1 %
Other Fines/Forfeitures	5,195	0	0	0	—
Other Intergovernmental	4,043,312	0	0	0	—
Parking Fees	191,477	210,000	210,000	210,000	—
Parking Fines	1,327,363	0	1,300,000	1,300,000	—
Residential Parking Permits	33,673	24,000	24,000	24,000	—
State Aid: Highway User	3,540,875	8,218,086	8,283,747	8,447,837	2.8 %
State Grants	214,735	650,000	650,000	650,000	—
Street Tree Planting	173,150	75,000	75,000	75,000	—
Subdivision Plan Review	358,240	300,000	300,000	300,000	—
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
<b>County General Fund Revenues</b>	<b>12,478,074</b>	<b>11,376,986</b>	<b>13,036,747</b>	<b>13,050,837</b>	<b>14.7 %</b>

## LEAF VACUUMING

### EXPENDITURES

Salaries and Wages	2,390,212	2,691,675	2,542,290	2,802,813	4.1 %
Employee Benefits	695,826	845,422	832,843	757,131	-10.4 %
<b>Leaf Vacuuming Personnel Costs</b>	<b>3,086,038</b>	<b>3,537,097</b>	<b>3,375,133</b>	<b>3,559,944</b>	<b>0.6 %</b>
Operating Expenses	3,121,034	2,989,356	3,462,974	2,874,082	-3.9 %
<b>Leaf Vacuuming Expenditures</b>	<b>6,207,072</b>	<b>6,526,453</b>	<b>6,838,107</b>	<b>6,434,026</b>	<b>-1.4 %</b>

### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	31.03	31.03	31.03	31.03	—

### REVENUES

Investment Income	55,144	26,850	46,090	34,880	29.9 %
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## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Leaf Vacuum Collection Fees	7,603,017	7,988,714	7,988,714	8,591,838	7.5 %
Other Charges/Fees	14,363	0	0	0	—
<b>Leaf Vacuuming Revenues</b>	<b>7,672,524</b>	<b>8,015,564</b>	<b>8,034,804</b>	<b>8,626,718</b>	<b>7.6 %</b>

### GRANT FUND - MCG

#### EXPENDITURES

Salaries and Wages	88,929	82,209	82,209	87,894	6.9 %
Employee Benefits	19,218	22,733	22,733	17,048	-25.0 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>108,147</b>	<b>104,942</b>	<b>104,942</b>	<b>104,942</b>	<b>—</b>
Operating Expenses	85,489	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>193,636</b>	<b>104,942</b>	<b>104,942</b>	<b>104,942</b>	<b>—</b>

#### PERSONNEL

Full-Time	0	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.75	0.75	0.75	—

#### REVENUES

Federal Grants	193,636	0	0	0	—
State Grants	0	104,942	104,942	104,942	—
<b>Grant Fund - MCG Revenues</b>	<b>193,636</b>	<b>104,942</b>	<b>104,942</b>	<b>104,942</b>	<b>—</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>67,238,065</b>	<b>52,812,183</b>	<b>53,112,600</b>	<b>53,818,760</b>	<b>1.9 %</b>
<b>Total Full-Time Positions</b>	<b>457</b>	<b>458</b>	<b>458</b>	<b>457</b>	<b>-0.2 %</b>
<b>Total Part-Time Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>-12.5 %</b>
<b>Total FTEs</b>	<b>283.30</b>	<b>286.80</b>	<b>286.80</b>	<b>285.80</b>	<b>-0.3 %</b>
<b>Total Revenues</b>	<b>20,344,234</b>	<b>19,497,492</b>	<b>21,176,493</b>	<b>21,782,497</b>	<b>11.7 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>46,180,788</b>	<b>255.02</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Raised Pavement Markings [Community/Transportation Safety]	100,000	0.00
Add: Uninterrupted Power Supply (UPS) Unit Maintenance [Transportation Management, Operations and Emergency/Storm Response]	11,250	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Motor Pool Adjustment	946,852	0.00
Increase Cost: FY21 Compensation Adjustment	595,985	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY20 Compensation Increases	325,610	0.00
Technical Adj: Annualization of FY20 Operating Expenses	26,702	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	17,053	0.00
Increase Cost: Print and Mail Adjustment	2,426	0.00
Shift: Position and Funding to Procurement for Center-Led Procurement Initiative [Transportation Services General Administration]	(74,059)	(1.00)
Shift: Funding to Procurement for Center-Led Procurement Initiative [Transportation Management, Operations and Emergency/Storm Response]	(106,285)	0.00
Technical Adj: Annualization of FY20 Personnel Costs	(331,425)	0.00
Decrease Cost: Retirement Adjustment	(415,105)	0.00
<b>FY21 RECOMMENDED</b>	<b>47,279,792</b>	<b>254.02</b>

### LEAF VACUUMING

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>6,526,453</b>	<b>31.03</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	58,771	0.00
Decrease Cost: Retirement Adjustment	(35,924)	0.00
Decrease Cost: Motor Pool Adjustment	(115,274)	0.00
<b>FY21 RECOMMENDED</b>	<b>6,434,026</b>	<b>31.03</b>

### GRANT FUND - MCG

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>104,942</b>	<b>0.75</b>
<b>FY21 RECOMMENDED</b>	<b>104,942</b>	<b>0.75</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Automation	527,645	2.85	0	0.00
Bike Share	1,609,726	1.00	0	0.00
Bridge Maintenance	185,769	1.04	0	0.00
Community/Transportation Safety	0	0.00	4,935,800	22.60
Non- Roadway Right of Way Maintenance	0	0.00	14,337,399	71.88
Parking Outside the Parking Districts	1,079,554	1.60	1,081,038	1.60
Property Acquisition	92,455	0.60	0	0.00
Resurfacing	2,614,410	0.00	0	0.00
Roadway and Related Maintenance	16,677,184	123.73	0	0.00
Snow Removal/Wind/Rain Storms	3,463,703	24.78	0	0.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Streetlighting	519,191	0.30	0	0.00
Traffic and Pedestrian Safety	1,951,200	11.53	0	0.00
Traffic Management and Operations	1,825,585	7.80	0	0.00
Traffic Planning	657,392	6.00	0	0.00
Traffic Sign and Marking	2,324,083	10.77	0	0.00
Traffic Signals & Advanced Transportation Mgmt System	1,504,995	8.12	0	0.00
Transportation Community Outreach	243,042	1.00	0	0.00
Transportation Construction	185,785	0.85	0	0.00
Transportation Design	702,551	2.29	0	0.00
Transportation Engineering and Management Services	1,044,014	8.00	0	0.00
Transportation Infrastructure Construction & Maintenance	0	0.00	16,910,506	102.14
Transportation Management, Operations and Emergency/Storm Response	0	0.00	6,665,947	39.70
Transportation Planning	83,084	0.55	0	0.00
Transportation Policy	571,803	3.75	0	0.00
Transportation Policy, Planning, and Project Development	0	0.00	2,109,346	12.19
Transportation Services General Administration	3,899,358	20.84	7,778,724	35.69
Tree Maintenance	4,523,201	18.37	0	0.00
Vacuum Leaf Collection	6,526,453	31.03	0	0.00
<b>Total</b>	<b>52,812,183</b>	<b>286.80</b>	<b>53,818,760</b>	<b>285.80</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Urban Districts	Bethesda Urban District	30,000	0.00	30,000	0.00
Urban Districts	Silver Spring Urban District	25,000	0.00	25,000	0.00
Urban Districts	Wheaton Urban District	12,900	0.00	12,900	0.00
Transit Services	Mass Transit	202,991	1.00	208,058	1.00
Environmental Protection	Water Quality Protection	4,122,161	32.29	4,147,667	32.29
Recycling and Resource Management	Solid Waste Disposal	283,891	2.90	320,434	2.90
CIP	Capital Fund	14,942,956	146.23	15,348,379	147.73
Cable Television Communications Plan	Cable TV	1,230,170	0.75	877,792	0.75
<b>Total</b>		<b>20,850,069</b>	<b>183.17</b>	<b>20,970,230</b>	<b>184.67</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>	<b>47,280</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>183</b>	<b>183</b>	<b>183</b>	<b>183</b>	<b>183</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>47,280</b>	<b>47,463</b>	<b>47,463</b>	<b>47,463</b>	<b>47,463</b>	<b>47,463</b>
<b>Labor Contracts</b>	<b>0</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>0</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

FY21-26 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Leaf Vacuuming Fund			
FISCAL PROJECTIONS	FY20 ESTIMATE	FY21 REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	1.4%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%
Investment Income Yield	1.9%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
% of leaves attributed to single-family households	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%	97.2%
% of leave attributed to multi-family units and townhome units	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%	2.8%
Charge per single-family household	\$ 108.16	\$ 116.46	\$ 120.96	\$ 123.86	\$ 122.78	\$ 125.87	\$ 133.24
<b>BEGINNING FUND BALANCE</b>	<b>528,335</b>	<b>69,199</b>	<b>278,816</b>	<b>291,899</b>	<b>305,026</b>	<b>318,195</b>	<b>331,409</b>
<b>REVENUES</b>							
Charges For Services	7,988,714	8,591,838	8,923,946	9,137,883	9,058,019	9,286,077	9,829,682
Miscellaneous	46,090	34,880	33,630	33,630	33,630	33,630	33,630
<b>Subtotal Revenues</b>	<b>8,034,804</b>	<b>8,626,718</b>	<b>8,957,576</b>	<b>9,171,513</b>	<b>9,091,649</b>	<b>9,319,707</b>	<b>9,863,312</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(1,655,833)</b>	<b>(1,983,075)</b>	<b>(2,343,668)</b>	<b>(2,399,594)</b>	<b>(2,157,927)</b>	<b>(2,220,299)</b>	<b>(2,594,240)</b>
Transfers To The General Fund	(725,833)	(663,574)	(682,343)	(698,635)	(715,318)	(732,402)	(749,895)
Indirect Costs	(725,833)	(663,574)	(682,343)	(698,635)	(715,318)	(732,402)	(749,895)
Transfers To Special Fds: Non-Tax + ISF	(930,000)	(1,319,501)	(1,661,325)	(1,700,959)	(1,442,609)	(1,487,897)	(1,844,345)
To Solid Waste Disposal Fund	(930,000)	(1,319,501)	(1,661,325)	(1,700,959)	(1,442,609)	(1,487,897)	(1,844,345)
<b>TOTAL RESOURCES</b>	<b>6,907,306</b>	<b>6,712,842</b>	<b>6,892,724</b>	<b>7,063,818</b>	<b>7,238,748</b>	<b>7,417,603</b>	<b>7,600,481</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(6,838,107)	(6,434,026)	(6,582,009)	(6,739,977)	(6,901,736)	(7,067,378)	(7,236,995)
Labor Agreement	n/a	0	(18,816)	(18,816)	(18,816)	(18,816)	(18,816)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(6,838,107)</b>	<b>(6,434,026)</b>	<b>(6,600,825)</b>	<b>(6,758,793)</b>	<b>(6,920,552)</b>	<b>(7,086,194)</b>	<b>(7,255,811)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(6,838,107)</b>	<b>(6,434,026)</b>	<b>(6,600,825)</b>	<b>(6,758,793)</b>	<b>(6,920,552)</b>	<b>(7,086,194)</b>	<b>(7,255,811)</b>
<b>YEAR END FUND BALANCE</b>	<b>69,199</b>	<b>278,816</b>	<b>291,899</b>	<b>305,026</b>	<b>318,195</b>	<b>331,409</b>	<b>344,670</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>1.0%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.3%</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.5%</b>
<b>Assumptions:</b> 1. Leaf Vacuuming rates are adjusted to achieve cost recovery. 2. The Vacuum Leaf Collection fund balance policy target is \$250,000. In future years, rates will be adjusted annually to fund the approved service program and to maintain the appropriate ending balance.							



# Parking District Services

## RECOMMENDED FY21 BUDGET

\$28,154,874

## FULL TIME EQUIVALENTS

48.53

 CHRIS CONKLIN, DIRECTOR

## MISSION STATEMENT

The mission of Parking District Services is to:

- support the role of public parking in commercial areas throughout the County, as parking management is an important tool for achieving public objectives of economic development and transportation management;
- support the comprehensive development of the Silver Spring, Bethesda, and Wheaton central business districts and promote their economic growth and stability by supplying a sufficient number of parking spaces to accommodate that segment of the public demand which is neither provided for by development nor served by alternative travel modes;
- promote and complement a total transportation system through the careful balance of rates and parking supply to encourage the use of the most efficient and economical transportation modes available; and
- develop and implement parking management strategies designed to maximize the usage of the available parking supply in order to enhance the economic development of specific central business districts.




## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Parking Districts is \$28,154,874, a decrease of \$107,287 or 0.38 percent from the FY20 Approved Budget of \$28,262,161. Personnel Costs comprise 18.85 percent of the budget for 53 full-time position(s) and no part-time position(s), and a total of 48.53 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 81.15 percent of the FY21 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:

-  **Easier Commutes**
-  **Effective, Sustainable Government**
-  **A Growing Economy**

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ☀ Upgraded payment systems and introduced vehicle occupancy and counting systems in various high-demand parking garages in Bethesda and Silver Spring.
- ☀ Implemented the Wheaton Core Employee Parking Management Initiative in preparation of County Departments and functions move to Downtown Wheaton.
- ☀ Converted single space metered garages in Bethesda to new multi-space machines with a pay-by-space payment option.
- ☀ Continued the development of website enhancements, and a work order and customer services workflow tracking system.
- ☀ Converted select gated facilities in Parking Lot Districts to 24/7 garage management access.

## PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 or Taman Morris of the Office of Management and Budget at 240.777.2771 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

### ☀ Parking Enforcement

The parking enforcement program provides for the enforcement of parking laws within the Parking Lot Districts (PLDs) and Transportation Management Districts (TMDs) primarily to promote business activity, ensure public safety, and ensure the smooth flow of traffic. The program also conducts Residential Permit Parking (RPP) enforcement in all RPP zones within the County. In addition to citation issuance, the program is also responsible for the processing and management of citation payments.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of DOT issued parking citations	146,453	147,192	147,250	147,500	147,500
Percent of DOT issued parking citations contested	5.96%	6.41%	6.25%	6.25%	6.00%
Number of Americans with Disabilities Act (ADA) citations issued	151	116	120	120	120

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	2,758,072	4.24
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(59)	0.00
<b>FY21 Recommended</b>	<b>2,758,013</b>	<b>4.24</b>

## Parking Fixed Costs

The parking fixed costs primarily fund the debt service payments, the lease payments for a parking facility, and Other Post Retirement Benefits (OPEB) costs.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	6,407,033	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.	(152,270)	0.00
<b>FY21 Recommended</b>	<b>6,254,763</b>	<b>0.00</b>

## Parking Operations

The parking operations program has overall responsibility for the management of County-owned garages and lots with over 22,000 parking spaces, which represent at least a fifty percent market share of available parking spaces. This program has overall responsibility for the collection and processing of all parking revenue, including revenue from individual meters, automated pay stations, cashiered facilities, parking permits, and parking fines. The program also includes renovating and improving existing parking facilities to ensure the preservation and integrity of the parking system and its continued service to the public. Moreover, the program is responsible for the maintenance of parking facilities that includes: snow and ice removal; housekeeping services; equipment maintenance for elevators, electrical systems, heating, ventilation, and air conditioning systems (HVAC); facility repairs for maintenance of damaged glass, asphalt, concrete, plumbing, painting, and space stripes; and grounds-keeping services. Furthermore, this program provides a comprehensive meter maintenance program to ensure all meter devices function properly. Augmenting the public safety mission of the Montgomery County Police Department, this program also provides contract security guard services for parking facilities to detect and report theft, vandalism, and threats to personal security.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Parking Management revenue generated (\$ millions)	\$36.7	\$37.5	\$37.0	\$37.0	\$37.0
Parking Management operating expenditures (\$ millions)	\$24.2	\$25.5	\$26.0	\$26.0	\$26.0
Parking Management cost efficiency (ratio of expenses to revenues)	66%	68%	70%	70%	70%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) <sup>1</sup>	4.7	N/A	4.7	N/A	4.7

<sup>1</sup> Rating on a scale of 1 to 5 with the number 5 representing highest score. Scores from prior years are not shown due to a significant change in survey methodology in FY18.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>10,697,484</b>	<b>15.23</b>
Realignment of Programs	7,709,342	24.36
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,735	0.00
<b>FY21 Recommended</b>	<b>18,432,561</b>	<b>39.59</b>

## Parking Services General Administration

The General Administration program provides executive direction and support functions for parking programs that include human resources, information technology, fiscal/procurement services, and the redevelopment of real property to promote the economic growth and stability of associated urban districts. The program's responsibilities are for drafting and releasing Requests for Development Proposals; generating property appraisals; negotiations and overseeing the execution of General Development Agreements; and Purchase Sales Agreements, including related development documents. The program also leads project management efforts including design and construction of PLD real property as part of mixed-use redevelopment projects.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>877,382</b>	<b>6.42</b>
Realignment of Programs	(187,152)	(1.72)
Decrease Cost: Debt Service	(6,150)	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.	25,457	0.00
<b>FY21 Recommended</b>	<b>709,537</b>	<b>4.70</b>

## REALIGNED PROGRAMS

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

### Engineering and Capital Management

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>7,208,576</b>	<b>21.40</b>
Realignment of Programs	(7,208,576)	(21.40)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Financial Management

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>9,478,719</b>	<b>5.48</b>
Realignment of Programs	(9,478,719)	(5.48)
<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>PARKING DISTRICT - BETHESDA</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,610,492	1,754,161	1,634,079	1,760,788	0.4 %
Employee Benefits	562,529	635,890	601,228	564,776	-11.2 %
<b>Parking District - Bethesda Personnel Costs</b>	<b>2,173,021</b>	<b>2,390,051</b>	<b>2,235,307</b>	<b>2,325,564</b>	<b>-2.7 %</b>
Operating Expenses	6,644,844	7,972,550	7,970,531	7,980,375	0.1 %
Debt Service Other	4,653,195	4,640,400	4,640,400	4,634,250	-0.1 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>Parking District - Bethesda Expenditures</b>	<b>13,471,060</b>	<b>15,003,001</b>	<b>14,846,238</b>	<b>14,940,189</b>	<b>-0.4 %</b>
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	19.88	20.39	20.39	20.39	—
REVENUES					
Investment Income	426,118	428,190	356,170	269,530	-37.1 %
Miscellaneous Revenues	(38,094)	284,120	284,120	284,120	—
Parking Fees	15,736,270	15,555,081	15,555,081	15,355,081	-1.3 %
Parking Fines	4,581,761	3,250,000	3,250,000	3,250,000	—
Property Rentals	135,699	75,000	75,000	75,000	—
Property Tax	(7,225)	0	0	0	—
<b>Parking District - Bethesda Revenues</b>	<b>20,834,529</b>	<b>19,592,391</b>	<b>19,520,371</b>	<b>19,233,731</b>	<b>-1.8 %</b>

### PARKING DISTRICT - SILVER SPRING

#### EXPENDITURES

Salaries and Wages	1,665,995	1,956,863	1,704,976	1,962,828	0.3 %
Employee Benefits	589,596	710,773	629,541	637,391	-10.3 %
<b>Parking District - Silver Spring Personnel Costs</b>	<b>2,255,591</b>	<b>2,667,636</b>	<b>2,334,517</b>	<b>2,600,219</b>	<b>-2.5 %</b>
Operating Expenses	7,418,563	8,992,222	8,989,055	9,028,271	0.4 %
<b>Parking District - Silver Spring Expenditures</b>	<b>9,674,154</b>	<b>11,659,858</b>	<b>11,323,572</b>	<b>11,628,490</b>	<b>-0.3 %</b>

#### PERSONNEL

Full-Time	21	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	25.23	24.72	24.72	24.72	—

#### REVENUES

Investment Income	406,820	226,457	340,040	257,330	13.6 %
Miscellaneous Revenues	23,893	0	2,625,000	0	—
Parking Fees	11,588,176	10,840,413	10,840,413	12,920,413	19.2 %
Parking Fines	1,920,471	1,897,689	1,897,689	1,897,689	—
Property Rentals	65,527	0	0	20,000	—
Property Tax	(1,657)	0	0	0	—
<b>Parking District - Silver Spring Revenues</b>	<b>14,003,230</b>	<b>12,964,559</b>	<b>15,703,142</b>	<b>15,095,432</b>	<b>16.4 %</b>

### PARKING DISTRICT - WHEATON

#### EXPENDITURES

Salaries and Wages	272,420	293,738	265,940	289,564	-1.4 %
Employee Benefits	94,066	108,306	100,016	92,481	-14.6 %
<b>Parking District - Wheaton Personnel Costs</b>	<b>366,486</b>	<b>402,044</b>	<b>365,956</b>	<b>382,045</b>	<b>-5.0 %</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Operating Expenses	814,244	1,197,258	1,195,050	1,204,150	0.6 %
<b>Parking District - Wheaton Expenditures</b>	<b>1,180,730</b>	<b>1,599,302</b>	<b>1,561,006</b>	<b>1,586,195</b>	<b>-0.8 %</b>
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.42	3.42	3.42	3.42	—
REVENUES					
Investment Income	19,273	21,885	16,110	12,190	-44.3 %
Miscellaneous Revenues	5,110	0	0	0	—
Parking Fees	802,391	725,000	725,000	1,375,000	89.7 %
Parking Fines	406,319	476,000	476,000	476,000	—
Property Tax	39	0	0	0	—
<b>Parking District - Wheaton Revenues</b>	<b>1,233,132</b>	<b>1,222,885</b>	<b>1,217,110</b>	<b>1,863,190</b>	<b>52.4 %</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>24,325,944</b>	<b>28,262,161</b>	<b>27,730,816</b>	<b>28,154,874</b>	<b>-0.4 %</b>
<b>Total Full-Time Positions</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>53</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total FTEs</b>	<b>48.53</b>	<b>48.53</b>	<b>48.53</b>	<b>48.53</b>	<b>—</b>
<b>Total Revenues</b>	<b>36,070,891</b>	<b>33,779,835</b>	<b>36,440,623</b>	<b>36,192,353</b>	<b>7.1 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>PARKING DISTRICT - BETHESDA</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>15,003,001</b>	<b>20.39</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Operating Expenses	103,813	0.00
Increase Cost: FY21 Compensation Adjustment	51,684	0.00
Increase Cost: Annualization of FY20 Compensation Increases	29,537	0.00
Increase Cost: Risk Management Adjustment	6,133	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,294	0.00
Increase Cost: Print and Mail Adjustment	420	0.00
Decrease Cost: Debt Service [Parking Services General Administration]	(6,150)	0.00
Decrease Cost: Motor Pool Adjustment	(27,671)	0.00
Decrease Cost: Retirement Adjustment	(44,719)	0.00
Decrease Cost: OPEB Adjustment	(74,870)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(104,283)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY21 RECOMMENDED</b>	<b>14,940,189</b>	<b>20.39</b>

### PARKING DISTRICT - SILVER SPRING

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>11,659,858</b>	<b>24.72</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Operating Expenses	113,097	0.00
Increase Cost: FY21 Compensation Adjustment	54,573	0.00
Increase Cost: Annualization of FY20 Compensation Increases	31,005	0.00
Increase Cost: Risk Management Adjustment	4,843	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,440	0.00
Decrease Cost: Motor Pool Adjustment	(27,671)	0.00
Decrease Cost: Retirement Adjustment	(42,998)	0.00
Decrease Cost: OPEB Adjustment	(54,220)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(113,437)	0.00
<b>FY21 RECOMMENDED</b>	<b>11,628,490</b>	<b>24.72</b>

### PARKING DISTRICT - MONTGOMERY HILLS

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.00</b>
<b>FY21 RECOMMENDED</b>	<b>0</b>	<b>0.00</b>

### PARKING DISTRICT - WHEATON

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>1,599,302</b>	<b>3.42</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Annualization of FY20 Operating Expenses	27,645	0.00
Increase Cost: FY21 Compensation Adjustment	7,950	0.00
Increase Cost: Annualization of FY20 Compensation Increases	4,876	0.00
Increase Cost: Risk Management Adjustment	823	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	670	0.00
Decrease Cost: Retirement Adjustment	(5,800)	0.00
Decrease Cost: OPEB Adjustment	(7,740)	0.00
Decrease Cost: Motor Pool Adjustment	(13,836)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(27,695)	0.00
<b>FY21 RECOMMENDED</b>	<b>1,586,195</b>	<b>3.42</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Engineering and Capital Management	7,208,576	21.40	0	0.00
Financial Management	9,478,719	5.48	0	0.00
Parking Enforcement	0	0.00	2,758,013	4.24
Parking Fixed Costs	0	0.00	6,254,763	0.00
Parking Operations	10,697,484	15.23	18,432,561	39.59
Parking Services General Administration	877,382	6.42	709,537	4.70
<b>Total</b>	<b>28,262,161</b>	<b>48.53</b>	<b>28,154,874</b>	<b>48.53</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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### PARKING DISTRICT - BETHESDA

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>14,940</b>	<b>14,940</b>	<b>14,940</b>	<b>14,940</b>	<b>14,940</b>	<b>14,940</b>
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No inflation or compensation change is included in outyear projections.

<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(5)</b>	<b>(11)</b>	<b>(11)</b>	<b>(11)</b>	<b>(2)</b>
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<b>Labor Contracts</b>	<b>0</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>14,940</b>	<b>14,954</b>	<b>14,948</b>	<b>14,948</b>	<b>14,948</b>	<b>14,957</b>
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### PARKING DISTRICT - SILVER SPRING

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>11,628</b>	<b>11,628</b>	<b>11,628</b>	<b>11,628</b>	<b>11,628</b>	<b>11,628</b>
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No inflation or compensation change is included in outyear projections.

<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(3)</b>	<b>(8)</b>	<b>(8)</b>	<b>(8)</b>	<b>(2)</b>
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<b>Labor Contracts</b>	<b>0</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>11,628</b>	<b>11,645</b>	<b>11,640</b>	<b>11,640</b>	<b>11,640</b>	<b>11,646</b>
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<b>Subtotal Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
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### PARKING DISTRICT - WHEATON

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>1,586</b>	<b>1,586</b>	<b>1,586</b>	<b>1,586</b>	<b>1,586</b>	<b>1,586</b>
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No inflation or compensation change is included in outyear projections.

<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>0</b>
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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
Labor Contracts	0	3	3	3	3	3
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	1,586	1,589	1,588	1,588	1,588	1,589

## Bethesda PLD

FY21-26 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
<b>Assumptions</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
<b>Beginning Fund Balance</b>	<b>17,675,324</b>	<b>13,706,751</b>	<b>10,530,349</b>	<b>12,650,110</b>	<b>10,830,969</b>	<b>10,834,786</b>	<b>11,835,563</b>
<b>Revenues</b>							
Charges for Services	15,555,081	15,355,081	15,355,081	15,555,081	14,755,081	14,755,081	14,755,081
Fines & Forfeits	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000
Miscellaneous	715,290	628,650	6,950,030	619,030	2,619,030	2,619,030	2,619,030
<b>Subtotal Revenues</b>	<b>19,520,371</b>	<b>19,233,731</b>	<b>25,555,111</b>	<b>19,424,111</b>	<b>20,624,111</b>	<b>20,624,111</b>	<b>20,624,111</b>
<b>Transfers</b>							
Transfers to General Fund	(491,273)	(433,485)	118,515	(447,518)	(454,583)	(461,682)	(468,813)
Indirect Costs	(491,273)	(433,485)	(440,485)	(447,518)	(454,583)	(461,682)	(468,813)
Telecommunications NDA	-	-	-	-	-	-	-
Lot 43 Current Appraisal Delta	-	-	559,000	-	-	-	-
Transfers to Special Funds : Tax Supported	(1,619,864)	(1,609,890)	(1,841,756)	(1,878,777)	(1,916,435)	(1,954,984)	(1,987,311)
Bethesda Urban District	(1,619,864)	(1,609,890)	(1,841,756)	(1,878,777)	(1,916,435)	(1,954,984)	(1,987,311)
Transfers to Other Funds	(400,000)	(220,000)	(3,000,000)	(1,200,000)	(1,200,000)	-	100,000
Transfer to Wheaton PLD	(400,000)	(220,000)	-	-	-	-	100,000
Transfer to Silver Spring PLD	-	-	(3,000,000)	(1,200,000)	(1,200,000)	-	-
<b>Subtotal Transfers</b>	<b>(2,511,137)</b>	<b>(2,263,375)</b>	<b>(4,723,241)</b>	<b>(3,526,295)</b>	<b>(3,571,018)</b>	<b>(2,416,665)</b>	<b>(2,356,124)</b>
<b>Total Resources</b>	<b>34,684,558</b>	<b>30,677,107</b>	<b>31,362,219</b>	<b>28,547,926</b>	<b>27,884,062</b>	<b>29,042,232</b>	<b>30,103,550</b>
<b>CIP Current Revenue Appropriation Expenditure</b>							
<b>Appropriations/Expenditures</b>	<b>(6,108,000)</b>	<b>(5,183,000)</b>	<b>(5,098,000)</b>	<b>(3,955,000)</b>	<b>(3,155,000)</b>	<b>(3,155,000)</b>	<b>(3,155,000)</b>
Operating Budget	(10,205,838)	(10,305,939)	(10,472,360)	(10,639,558)	(10,807,536)	(10,976,299)	(11,145,847)
Personnel Costs	(2,235,307)	(2,325,564)	(2,363,117)	(2,400,846)	(2,438,751)	(2,476,833)	(2,515,092)
Operating Expenses	(7,970,531)	(7,980,375)	(8,109,242)	(8,238,712)	(8,368,786)	(8,499,466)	(8,630,756)
Existing Debt Service	(4,640,400)	(4,634,250)	(3,104,200)	(3,091,100)	(3,078,800)	(3,068,200)	(3,053,300)
Retiree Health Insurance Pre-Funding	-	-	4,680	10,930	10,720	11,490	2,370
Labor Agreement	-	-	(18,660)	(18,660)	(18,660)	(18,660)	(18,660)
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(14,846,238)</b>	<b>(14,940,189)</b>	<b>(13,590,540)</b>	<b>(13,738,388)</b>	<b>(13,894,276)</b>	<b>(14,051,669)</b>	<b>(14,215,437)</b>
Other Claims on Fund Balance	(23,569)	(23,569)	(23,569)	(23,569)	-	-	-
<b>Total Use of Resources</b>	<b>(20,977,807)</b>	<b>(20,146,758)</b>	<b>(18,712,109)</b>	<b>(17,716,957)</b>	<b>(17,049,276)</b>	<b>(17,206,669)</b>	<b>(17,370,437)</b>
<b>Year End Fund Balance</b>	<b>13,706,751</b>	<b>10,530,349</b>	<b>12,650,110</b>	<b>10,830,969</b>	<b>10,834,786</b>	<b>11,835,563</b>	<b>12,733,113</b>
<b>Bond Restricted Reserve</b>	<b>(7,487,599)</b>	<b>(7,741,483)</b>	<b>(7,787,839)</b>	<b>(7,829,120)</b>	<b>(7,870,699)</b>	<b>(7,914,194)</b>	<b>(6,804,406)</b>
<b>Year End Available Fund Balance</b>	<b>6,219,152</b>	<b>2,788,866</b>	<b>4,862,271</b>	<b>3,001,849</b>	<b>2,964,087</b>	<b>3,921,369</b>	<b>5,928,707</b>
<b>Available Fund Balance as a % of Next Year's PSP Expenses</b>	<b>42%</b>	<b>21%</b>	<b>35%</b>	<b>22%</b>	<b>21%</b>	<b>28%</b>	<b>45%</b>
<b>Target Balance</b>	<b>3,735,047</b>	<b>3,397,635</b>	<b>3,434,597</b>	<b>3,473,569</b>	<b>3,512,917</b>	<b>3,553,859</b>	<b>3,316,669</b>

### Assumptions:

- These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
- Net Proceeds from the sale of Lot 43 in FY22 in the amount of \$6.331M assuming gross sales price of \$8.441M and HIF retainage of 25% of the sales amount.
- Transfer from the General Fund to cover the appraisal difference for Lot 43 sale of \$559K.
- Revenue growth starting in FY24 as a result of increased occupancy associated with the Marriott development (Net increase of \$1.2M per year).
- Increased capital expenditures primarily for the renovation of G47 (assumed \$6.5M total project costs).
- Reduction to revenues in FY21-22 due to G47 renovation limiting available spaces (\$200K in FY21 and FY22).
- Debt repayment to Silver Spring fund in the amount of \$3M in FY22.
- Transfer to Silver Spring fund to cover half the costs of the new PLD Service Center in the amount of \$1.2M in FY23 and 24 (Service Center costs \$4.8M, Bethesda's share is \$2.4M).
- CIP Amendment Request (\$3.85M in FY21-23) required for: G49 waterproofing, drainage and concrete repair; G35 concrete, steel, asphalt and sinkhole repairs; paystations for G11 and G49.

## Silver Spring PLD

FY21-26 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
<b>Assumptions</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.53%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%

<b>Beginning Fund Balance</b>	<b>15,945,593</b>	<b>14,605,308</b>	<b>9,927,755</b>	<b>10,017,906</b>	<b>9,370,786</b>	<b>9,767,852</b>	<b>8,934,160</b>
<b>Revenues</b>							
Charges for Services	10,840,413	12,920,413	14,420,413	15,730,413	15,730,413	15,730,413	15,730,413
Fines & Forfeits	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689
Miscellaneous	2,965,040	277,330	268,140	268,140	268,140	268,140	268,140
<b>Subtotal Revenues</b>	<b>15,703,142</b>	<b>15,095,432</b>	<b>16,586,242</b>	<b>17,896,242</b>	<b>17,896,242</b>	<b>17,896,242</b>	<b>17,896,242</b>
<b>Transfers</b>							
Transfers to General Fund	(553,157)	(489,681)	(497,507)	(505,371)	(513,271)	(521,207)	(529,181)
Indirect Costs	(548,157)	(484,681)	(492,507)	(500,371)	(508,271)	(516,207)	(524,181)
Telecommunications NDA	-	-	-	-	-	-	-
General Fund - Other	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfers to Special Funds : Tax Supported	(2,529,843)	(2,813,959)	(2,827,000)	(2,917,292)	(3,019,367)	(3,112,338)	(3,211,930)
Silver Spring Urban District	(2,529,843)	(2,813,959)	(2,847,286)	(2,946,465)	(3,034,945)	(3,136,828)	(3,237,154)
Transfers to Other Funds	-	-	3,000,000	1,200,000	1,200,000	-	-
Transfer to Bethesda PLD	-	-	3,000,000	1,200,000	1,200,000	-	-
<b>Subtotal Transfers</b>	<b>(3,083,000)</b>	<b>(3,303,640)</b>	<b>(344,793)</b>	<b>(2,251,835)</b>	<b>(2,348,216)</b>	<b>(3,658,035)</b>	<b>(3,766,335)</b>
<b>Total Resources</b>	<b>28,565,735</b>	<b>26,397,100</b>	<b>26,169,204</b>	<b>25,642,027</b>	<b>24,869,354</b>	<b>23,941,022</b>	<b>22,974,541</b>

<b>CIP Current Revenue Appropriation Expenditure</b>	<b>(2,618,000)</b>	<b>(4,822,000)</b>	<b>(4,320,000)</b>	<b>(4,285,000)</b>	<b>(2,960,000)</b>	<b>(2,700,000)</b>	<b>(2,700,000)</b>
<b>Appropriations/Expenditures</b>							
Operating Budget	(11,323,572)	(11,628,490)	(11,816,267)	(12,004,922)	(12,194,457)	(12,384,876)	(12,576,183)
Personnel Costs	(2,334,517)	(2,600,219)	(2,642,207)	(2,684,392)	(2,726,774)	(2,769,353)	(2,812,130)
Operating Expenses	(8,989,055)	(9,028,271)	(9,174,060)	(9,320,530)	(9,467,683)	(9,615,524)	(9,764,052)
Retiree Health Insurance Pre-Funding	-	-	3,380	7,920	7,760	8,330	1,710
Labor Agreement	-	-	(19,842)	(19,842)	(19,842)	(19,842)	(19,842)
Adjustment	-	-	-	-	-	-	-
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(11,323,572)</b>	<b>(11,628,490)</b>	<b>(11,832,729)</b>	<b>(12,016,844)</b>	<b>(12,206,539)</b>	<b>(12,396,388)</b>	<b>(12,594,315)</b>
Other Claims on Fund Balance	(18,855)	(18,855)	(18,855)	(18,855)	-	-	-
<b>Total Use of Resources</b>	<b>(13,960,427)</b>	<b>(16,469,345)</b>	<b>(16,171,584)</b>	<b>(16,320,699)</b>	<b>(15,166,539)</b>	<b>(15,096,388)</b>	<b>(15,294,315)</b>

<b>Year End Fund Balance</b>	<b>14,605,308</b>	<b>9,927,755</b>	<b>9,997,620</b>	<b>9,321,328</b>	<b>9,702,815</b>	<b>8,844,633</b>	<b>7,680,226</b>
<b>Bond Restricted Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Year End Available Fund Balance</b>	<b>14,605,308</b>	<b>9,927,755</b>	<b>9,997,620</b>	<b>9,321,328</b>	<b>9,702,815</b>	<b>8,844,633</b>	<b>7,680,226</b>
<b>Available Fund Balance as a Percent of Next Year's</b>	<b>126%</b>	<b>84%</b>	<b>83%</b>	<b>76%</b>	<b>78%</b>	<b>70%</b>	<b>59%</b>
<b>Target Balance</b>	<b>2,907,123</b>	<b>2,958,182</b>	<b>3,004,211</b>	<b>3,051,635</b>	<b>3,099,097</b>	<b>3,148,579</b>	<b>3,233,468</b>

### Assumptions:

- These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
- Increase in revenue from FY21 to FY26 are based on a proposed increases to rates and hours of operation (\$1.5M in FY21 and \$3.5M in FY22, \$5M total).
- Increase in operating expense starting in FY21 based on the increased hours and rates to cover enforcement, security, and cashier management (\$400K).
- Repayment of debt from Bethesda fund in the amount of \$3M is projected to occur in FY22.
- Transfer from Bethesda fund to cover half the costs of the new PLD Service Center in the amount of \$1.2M in FY23 and 24 (Service Center costs \$4.8M, Bethesda's share is \$2.4M).
- CIP Amendment Request to upgrade elevators that are at the end of their useful life along with stormwater/sewer drain valve replacement. Assumed \$5.6M to be spent from FY21 - FY24 for G9, G5, G55, G60, and G61.

## Wheaton PLD

FY21-26 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated 2020	Recommended 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
<b>Assumptions</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	0.00%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	1.85%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
<b>Beginning Fund Balance</b>	<b>911,856</b>	<b>491,269</b>	<b>288,463</b>	<b>383,209</b>	<b>362,219</b>	<b>316,878</b>	<b>331,591</b>
<b>Revenues</b>							
Charges for Services	725,000	1,375,000	1,975,000	1,975,000	1,975,000	1,975,000	1,975,000
Fines & Forfeits	476,000	476,000	476,000	476,000	476,000	476,000	476,000
Miscellaneous	16,110	12,190	11,750	11,750	11,750	11,750	11,750
<b>Subtotal Revenues</b>	<b>1,217,110</b>	<b>1,863,190</b>	<b>2,462,750</b>	<b>2,462,750</b>	<b>2,462,750</b>	<b>2,462,750</b>	<b>2,462,750</b>
<b>Transfers</b>							
Transfers to General Fund	(80,618)	(71,213)	(72,363)	(73,518)	(74,679)	(75,845)	(77,017)
Indirect Costs	(80,618)	(71,213)	(72,363)	(73,518)	(74,679)	(75,845)	(77,017)
Telecommunications NDA	-	-	-	-	-	-	-
Transfers to Special Funds : Tax Supported	(36,537)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)
Wheaton Urban District	(36,537)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)	(468,052)
Transfers to Other Funds	400,000	220,000	-	-	-	-	(100,000)
Transfer to Bethesda PLD	400,000	220,000	-	-	-	-	(100,000)
<b>Subtotal Transfers</b>	<b>282,845</b>	<b>(319,265)</b>	<b>(540,415)</b>	<b>(541,571)</b>	<b>(542,731)</b>	<b>(543,898)</b>	<b>(645,069)</b>
<b>Total Resources</b>	<b>2,411,811</b>	<b>2,035,194</b>	<b>2,210,797</b>	<b>2,304,389</b>	<b>2,282,237</b>	<b>2,235,730</b>	<b>2,149,271</b>
<b>CIP Current Revenue Appropriation Expenditure</b>	<b>(356,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>	<b>(245,000)</b>	<b>(245,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>
<b>Appropriations/Expenditures</b>							
Operating Budget	(1,561,006)	(1,586,195)	(1,661,809)	(1,688,341)	(1,714,997)	(1,741,777)	(1,768,681)
Personnel Costs	(365,956)	(382,045)	(388,214)	(394,412)	(400,639)	(406,895)	(413,181)
Operating Expenses	(1,195,050)	(1,204,150)	(1,273,595)	(1,293,928)	(1,314,357)	(1,334,881)	(1,355,501)
Labor Agreement	-	-	(2,881)	(2,881)	(2,881)	(2,881)	(2,881)
Retiree Health Insurance Pre-Funding	-	-	(160)	(210)	(280)	(280)	(280)
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(1,561,006)</b>	<b>(1,586,195)</b>	<b>(1,664,850)</b>	<b>(1,691,432)</b>	<b>(1,718,158)</b>	<b>(1,744,938)</b>	<b>(1,771,842)</b>
Other Claims on Fund Balance	(3,536)	(3,536)	(3,536)	(3,536)	-	-	-
<b>Total Use of Resources</b>	<b>(1,920,542)</b>	<b>(1,746,731)</b>	<b>(1,825,386)</b>	<b>(1,939,968)</b>	<b>(1,963,158)</b>	<b>(1,901,938)</b>	<b>(1,928,842)</b>
<b>Year End Fund Balance</b>	<b>491,269</b>	<b>288,463</b>	<b>385,411</b>	<b>366,623</b>	<b>323,484</b>	<b>340,399</b>	<b>229,237</b>
<b>Bond Restricted Reserve</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Year End Available Fund Balance</b>	<b>491,269</b>	<b>288,463</b>	<b>385,411</b>	<b>366,623</b>	<b>323,484</b>	<b>340,399</b>	<b>229,237</b>
<b>Available Fund Balance as a % of Next Year's PSP Expenses</b>	<b>31%</b>	<b>17%</b>	<b>23%</b>	<b>21%</b>	<b>19%</b>	<b>19%</b>	<b>13%</b>
<b>Target Balance</b>	<b>397,433</b>	<b>417,647</b>	<b>423,742</b>	<b>429,539</b>	<b>436,234</b>	<b>442,961</b>	<b>454,899</b>

### Assumptions:

- These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions of that budget. FY21-26 expenditures are based on the "major, known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation cost increases, the operating costs of capital facilities, the fiscal impact of approved legislation or regulations, and other programmatic commitments. They do not include unapproved service improvements. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
- Increase in revenue in FY21 the result of the Wheaton Revitalization Program (\$650K total).
- Increase in operating expense in FY21 due to the completion of the Wheaton Revitalization Program (\$174K).
- Increase in revenue starting in FY22 based on proposed rate increase of \$600K.
- Increase in operating expense starting in FY22 based on the increased security hours and rates (\$50K).
- Increase in transfer to Wheaton Urban District
- Repayment to the Bethesda Parking District for a \$660K loan in FY26.



# 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.

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- ★ 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

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- ★ 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

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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

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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

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### ★ 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.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
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%

FY21 Recommended Changes	Expenditures	FTEs
<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>

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## 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

FY21 Recommended Changes	Expenditures	FTEs
<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

FY21 Recommended Changes	Expenditures	FTEs
<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

FY21 Recommended Changes	Expenditures	FTEs
<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

FY21 Recommended Changes	Expenditures	FTEs
<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

FY21 Recommended Changes	Expenditures	FTEs
<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

FY21 Recommended Changes	Expenditures	FTEs
<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
MASS TRANSIT					
EXPENDITURES					
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>
PERSONNEL					
Full-Time	844	871	871	863	-0.9 %
Part-Time	0	0	0	16	—
FTEs	863.27	895.77	895.77	895.77	—
REVENUES					
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>

### GRANT FUND - MCG

#### EXPENDITURES

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>

#### PERSONNEL

Full-Time	15	15	15	15	—
Part-Time	0	0	0	0	—
FTEs	13.10	13.10	13.10	13.10	—

#### REVENUES

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>

### DEPARTMENT TOTALS

<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</b>	<b>895.77</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Expand Eligibility for Call N Ride program to Serve an Additional 166 Participants [Community Mobility Services]	240,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></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

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>5,088,256</b>	<b>13.10</b>
<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>



# Health and Human Services

## RECOMMENDED FY21 BUDGET

\$348,162,249

## FULL TIME EQUIVALENTS

1,755.87

 RAYMOND L. CROWEL PSY.D., DIRECTOR

## MISSION STATEMENT






The Department of Health and Human Services (HHS) assures delivery of a full array of services to address the somatic and behavioral health, economic and housing security, and other emergent needs of Montgomery County residents. To achieve this, the Department (directly and/or via a network of community partners) develops and implements policies, procedures, programs, and services that: 1) offer customer-focused direct care and supports; 2) maximize financial and staffing resources to deliver services through effective management, coordination, and pursuit of strategic funding opportunities; 3) pilot and evaluate innovative approaches to service delivery and systems integration; and 4) develop, enhance, and maintain a broad network of community-based organizations, public agencies, and private entities to promote and sustain partnerships, which increase the availability of needed services.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Health and Human Services is \$348,162,249, an increase of \$20,214,746 or 6.16 percent from the FY20 Approved Budget of \$327,947,503. Personnel Costs comprise 54.65 percent of the budget for 1,517 full-time position(s) and 337 part-time position(s), and a total of 1,755.87 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 45.35 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

-  **An Affordable, Welcoming County for a Lifetime**
-  **Thriving Youth and Families**
-  **A Greener County**
-  **Effective, Sustainable Government**
-  **Safe Neighborhoods**

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## INITIATIVES

- ★ The County continues to expand the use of data to drive public health interventions, including improving outreach efforts to address vaping, pain management, chronic disease management, injury prevention, and maternal and child health. In FY21, DHHS will increase the number of School Health Nurses by 10 to largely alleviate the nursing shortage.
- ★ In FY21, additional units of Rapid Rehousing will be available to meet the needs of the community. Rapid Rehousing is a nationally tested intervention designed to help homeless individuals and families rapidly obtain housing, increase income, and support self-sufficiency to stay housed. In parallel, to strengthen homeless prevention efforts, the County will also expand the Rental Assistance Program to reduce the County's high housing cost burden for low-income residents.
- ★ The Interagency Commission on Homelessness (ICH) is working in partnership toward a common vision of "Housing for All=A Stronger Montgomery." The 2020-23 strategic plan is designed to ensure Montgomery County's priorities and assets are positioned to best meet the community need and guide the county's efforts along six strategic priorities (Full plan available at [bit.ly/3c9B6bv](https://bit.ly/3c9B6bv) ).
- ★ The Department continues to foster "Opportunity Ecosystems" that apply a collaborative, place-based approach to our community's major pockets of poverty. Initially focused on the "East County Opportunity Zone" and the "Thriving Germantown" community partnership, this work seeks to close the opportunity gap by implementing a two-generation approach to poverty, addressing place-based equity concerns, and delivering holistic family-centered care to improve outcomes for clients, programs, and the broader community. Grant funding from the Kresge Foundation is supporting the scaling-up of these place-based efforts, including with regards to data and measurement.
- ★ Montgomery County is an active member of both the World Health Organization/AARP Network of Age-Friendly Communities and the Dementia Friendly America initiative. Through these partnerships, the County joins peer local governments across the globe dedicated to ensuring that they are well designed, livable communities that meet the needs of residents of all ages. In FY21, additional support will be provided to this community by adding two positions to support Adult Protective Services and Adult Foster Care.
- ★ The Opioid Overdose Intervention Team is actively applying the Turn the Curve methodology to implement a County-wide, multi-partner strategy for addressing opioid abuse and developing a sustainable framework for treatment and long-term recovery. Over 100 stakeholders from both the public and private sectors convened over the past year to address the opioid crisis in Montgomery County. These stakeholders developed recommendations and strategies in the following areas: (1) Prevention, education, and awareness; (2) Public safety and interdiction; (3) Harm reduction, treatment, and recovery; and (4) Pain management. This strategic plan is closely aligned to the Department's Turn the Curve Plan on Opioid Emergency Room Visits.

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## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Customer Service enhancements include new self-service computer labs and the full implementation of the Q-Less lobby management system. A recent Community Review concludes that this new lobby management system significantly reduces wait times, improves customer and staff satisfaction, and better triages customers according to the purpose of their visit in a more equitable and streamlined way.
- ★ The partnership between Adult Protective Services and Emergency Medical Services (EMS) / Fire and Rescue Service (FRS) proactively works with high-use 911 callers to reduce the burden on 911 emergency services and realize significant cost savings. This program has resulted in approximately 175 collaborative investigations that significantly reduced 911 usage in most cases (data through FY19).
- ★ A new initiative has been launched to digitize and re-engineer internal business processes to streamline and speed-up workflows, improve service quality and accountability, and save taxpayer dollars. This work is intended to cover the full range

of back-office processes for contracting, purchasing, and personnel actions.

## PROGRAM CONTACTS

Contact Victoria Buckland of the Department of Health and Human Services at 240.777.1211 or Deborah Lambert and Lindsay Lucas of the Office of Management and Budget at 240.777.2800 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.

### BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	91,265,039	101,387,684	97,512,014	106,453,559	5.0 %
Employee Benefits	31,422,166	35,199,634	34,744,342	34,279,974	-2.6 %
<b>County General Fund Personnel Costs</b>	<b>122,687,205</b>	<b>136,587,318</b>	<b>132,256,356</b>	<b>140,733,533</b>	<b>3.0 %</b>
Operating Expenses	113,609,639	112,399,931	118,242,404	120,031,395	6.8 %
<b>County General Fund Expenditures</b>	<b>236,296,844</b>	<b>248,987,249</b>	<b>250,498,760</b>	<b>260,764,928</b>	<b>4.7 %</b>
PERSONNEL					
Full-Time	879	885	885	949	7.2 %
Part-Time	313	312	312	307	-1.6 %
FTEs	1,237.71	1,247.31	1,247.31	1,304.86	4.6 %
REVENUES					
Core Health Services Funding	6,222,207	4,554,327	4,735,199	4,829,902	6.1 %
Federal Financial Participation Reimbursements	15,967,891	15,395,700	14,858,007	14,858,007	-3.5 %
Health and Human Services Fees	1,220,151	1,163,850	1,249,980	1,228,950	5.6 %
Health Inspection: Restaurants	1,895,075	1,828,560	1,828,560	1,896,320	3.7 %
Health Inspections: Living Facilities	268,843	247,650	247,650	269,245	8.7 %
Health Inspections: Swimming Pools	579,430	549,770	549,770	577,400	5.0 %
Indirect Costs: Grants	144,383	0	0	0	—
Marriage Licenses	226,800	240,000	226,800	226,800	-5.5 %
Medicaid/Medicare Reimbursement	3,001,438	1,866,750	1,838,750	1,876,920	0.5 %
Miscellaneous Revenues	147,288	0	0	0	—
Nursing Home Reimbursement	566,958	775,860	775,860	566,958	-26.9 %
Other Charges/Fees	463,212	412,470	485,732	531,012	28.7 %
Other Fines/Forfeitures	7,600	1,650	1,650	4,800	190.9 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Other Intergovernmental	3,814,156	4,082,518	5,009,707	5,414,857	32.6 %
Other Licenses/Permits	111,435	261,430	90,730	111,360	-57.4 %
<b>County General Fund Revenues</b>	<b>34,636,867</b>	<b>31,380,535</b>	<b>31,898,395</b>	<b>32,392,531</b>	<b>3.2 %</b>

### GRANT FUND - MCG

#### EXPENDITURES

Salaries and Wages	34,459,835	34,423,620	34,423,620	37,038,559	7.6 %
Employee Benefits	12,197,577	12,471,788	12,471,788	12,508,903	0.3 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>46,657,412</b>	<b>46,895,408</b>	<b>46,895,408</b>	<b>49,547,462</b>	<b>5.7 %</b>
Operating Expenses	37,644,432	32,064,846	32,064,846	37,849,859	18.0 %
<b>Grant Fund - MCG Expenditures</b>	<b>84,301,844</b>	<b>78,960,254</b>	<b>78,960,254</b>	<b>87,397,321</b>	<b>10.7 %</b>

#### PERSONNEL

Full-Time	554	560	560	568	1.4 %
Part-Time	29	30	30	30	—
FTEs	432.65	435.78	435.78	451.01	3.5 %

#### REVENUES

Federal Grants	23,418,641	20,880,523	20,880,523	28,372,080	35.9 %
HB669 Social Services State Reimbursement	39,856,559	37,778,633	37,778,633	39,679,819	5.0 %
Miscellaneous Revenues	106,721	231,664	231,664	750,000	223.7 %
Other Charges/Fees	1,499,509	0	0	90,325	—
State Grants	17,573,580	20,069,434	20,069,434	18,505,097	-7.8 %
<b>Grant Fund - MCG Revenues</b>	<b>82,455,010</b>	<b>78,960,254</b>	<b>78,960,254</b>	<b>87,397,321</b>	<b>10.7 %</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>320,598,688</b>	<b>327,947,503</b>	<b>329,459,014</b>	<b>348,162,249</b>	<b>6.2 %</b>
<b>Total Full-Time Positions</b>	<b>1,433</b>	<b>1,445</b>	<b>1,445</b>	<b>1,517</b>	<b>5.0 %</b>
<b>Total Part-Time Positions</b>	<b>342</b>	<b>342</b>	<b>342</b>	<b>337</b>	<b>-1.5 %</b>
<b>Total FTEs</b>	<b>1,670.36</b>	<b>1,683.09</b>	<b>1,683.09</b>	<b>1,755.87</b>	<b>4.3 %</b>
<b>Total Revenues</b>	<b>117,091,877</b>	<b>110,340,789</b>	<b>110,858,649</b>	<b>119,789,852</b>	<b>8.6 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>248,987,249</b>	<b>1,247.31</b>
<b>Changes (with service impacts)</b>		
Enhance: Increase Rental Subsidy for Rental Assistance Program by 50 Percent [Rental Assistance Program]	2,000,000	0.00
Add: Funding to Open the New Wellness Center at Seneca Valley High School	1,162,205	4.87
Enhance: Expand the Rapid Re-Housing Program [Rapid Rehousing]	900,000	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Add Ten School Health Nurses to Address Staffing Shortage [School Health Services]	887,761	8.30
Enhance: Family Trauma Support Services [Positive Youth Development]	183,846	0.00
Enhance: Add Two Positions to Support Adult Protective Services and Adult Foster Care [Assessment & Continuing Care Management Services]	166,090	2.00
Enhance: County Match for Summer Supplemental Nutrition Assistance Program (SNAP) Grant [Office of Eligibility and Support Services]	100,000	0.00
Add: Implementation of Inter-agency Commission on Homelessness Decriminalization Recommendations. [Homeless Services for Single Adults]	100,000	0.00
Enhance: Provide School Health Room Technician for the New Emory Grove Early Childhood Center [School Health Services]	67,848	0.87
Enhance: Funding for Rapid Response Kits [Public Health Emergency Preparedness & Response Program]	3,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	3,094,718	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget [Admin - Office of the Director]	2,909,754	0.00
Increase Cost: Annualization of FY20 Compensation Increases	1,557,759	0.00
Increase Cost: One and Half Percent Inflationary Increase to Non-Profit Service Provider Contracts	740,417	0.00
Increase Cost: Annualization of FY20 Personnel Cost of Six School Health Nurses [School Health Services]	603,690	6.00
Increase Cost: Conversion of 35 Contractual Brokers to Merit Staff	342,592	35.00
Restore: Funding for the Youth Drop-In Center [Homeless Services for Single Adults]	311,000	0.00
Increase Cost: Risk Management Adjustment	293,546	0.00
Increase Cost: One and a Half Percent Inflationary Increase to Developmental Disabilities Supplement [Community Provider Support]	263,433	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	108,277	0.00
Re-align: Adjust Funding for Records Management Scanning to Reflect Actual Usage [Admin - Office of the Director]	100,000	0.00
Increase Cost: Annualization of Senior Home Sharing Program [Area Agency on Aging]	87,000	0.00
Increase Cost: Adjust Budget for Additional Licenses, Storage, and Hardware Refresh for the Enterprise Integrated Case Management System and the Electronic Health Records System [Admin - Office of the Chief Operating Officer]	75,000	0.00
Increase Cost: Adjust Budget for the Process and Technology Modernization (PTM) System to Reflect Structural Budget Deficiencies [Admin - Office of the Chief Operating Officer]	50,000	0.00
Increase Cost: Funding for Medical Equipment for Dental Services Program [Dental Services]	48,000	0.00
Shift: Charge Back of 0.5 FTE from Office of the County Attorney to Health and Human Services [Child Welfare Services]	43,562	0.50
Increase Cost: Print and Mail Adjustment	35,191	0.00
Increase Cost: Provide Parking for Employees at Fenton Street Building [Office of Eligibility and Support Services]	25,092	0.00
Increase Cost: One and a Half Percent Inflationary Increase to the Medical Adult Day Care Supplement [Community Provider Support]	9,765	0.00
Shift: Create Position to be Charged to the Early Care and Education Initiative NDA [Early Childhood Services]	0	1.00
Shift: Position to the African American Health Program from Cancer and Tobacco Prevention Program [Minority Programs]	0	1.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Position from the Cancer and Tobacco Prevention Program to the African American Health Program [Cancer & Tobacco Prevention]	0	(1.00)
Shift: Transfer Position from HHS to the Office of the County Attorney for Deputy Privacy Officer [Cancer & Tobacco Prevention]	(105,304)	(1.00)
Decrease Cost: Motor Pool Adjustment	(156,582)	0.00
Decrease Cost: Retirement Adjustment	(1,707,106)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(2,522,875)	0.00
<b>FY21 RECOMMENDED</b>	<b>260,764,928</b>	<b>1,304.85</b>

### GRANT FUND - MCG

	FY20 ORIGINAL APPROPRIATION	78,960,254	435.78
<b><u>Federal/State Programs</u></b>			
Add: Kresge Opportunity Ecosystems Grant	518,336		0.00
Eliminate: Health and Human Services Recovery Support Expansion Grant	(678,038)		0.00
Eliminate: FY18 Health and Human Services Systems of Care Grant	(999,666)		0.00
Eliminate: Community Mental Health - Administration Grant	(1,045,105)		(7.40)
<b><u>Other Adjustments (with no service impacts)</u></b>			
Increase Cost: Headstart - Community Action Agency Grant [Head Start]	4,046,324		(0.20)
Increase Cost: House Bill Grant	1,901,186		11.52
Increase Cost: Administrative Treatment Grant [Local Behavioral Health Authority]	1,885,084		11.90
Increase Cost: Infants and Toddlers Grant [Early Childhood Services]	1,051,493		(2.70)
Increase Cost: Technical Grant Adjustment	525,962		(2.14)
Increase Cost: Ending the HIV Epidemic- Grant [Communicable Disease & Epidemiology]	514,517		7.00
Increase Cost: Health and Human Services AIDS Case Management Grant [Communicable Disease & Epidemiology]	423,537		2.25
Increase Cost: Access Harm Reduction Grant [Outpatient Behavioral Health Services - Child]	239,492		0.00
Increase Cost: Centers for Disease Control and Prevention Ending the HIV Epidemic- Grant [Communicable Disease & Epidemiology]	200,000		1.00
Increase Cost: State Opioid Response Grant [Local Behavioral Health Authority]	97,768		0.00
Increase Cost: Ryan White Part A Charges for Services Grant [Communicable Disease & Epidemiology]	90,325		0.50
Increase Cost: Overdose Misuse Prevention Program Grant [Outpatient Behavioral Health Services - Child]	88,679		0.00
Increase Cost: State Treatment Grant	72,725		(2.50)
Increase Cost: START Family Mentor Grant [Local Behavioral Health Authority]	59,457		0.00
Increase Cost: Buprenorphine Initiative Grant [Local Behavioral Health Authority]	48,600		0.00
Increase Cost: Child Care Development Grant [Head Start]	15,000		0.00
Decrease Cost: Ryan White II - Consortia Services Grant [Communicable Disease & Epidemiology]	(245,330)		(2.00)
Decrease Cost: Community Mental Health Grant [Local Behavioral Health Authority]	(373,279)		(2.00)
<b>FY21 RECOMMENDED</b>	<b>87,397,321</b>		<b>451.01</b>

## FUNCTION SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Aging and Disability Services	54,549,082	173.09	55,693,991	185.09
Behavioral Health and Crisis Services	45,481,514	218.25	44,967,652	222.25
Children, Youth and Family Services	86,249,584	551.23	92,334,195	570.03
Public Health Services	77,258,146	502.77	80,417,851	533.00
Services to End and Prevent Homelessness	24,534,614	76.50	28,253,582	87.50
Administration and Support	39,874,563	161.25	46,494,978	158.00
<b>Total</b>	<b>327,947,503</b>	<b>1,683.09</b>	<b>348,162,249</b>	<b>1,755.87</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Correction and Rehabilitation	General Fund	106,538	0.75	106,275	0.75
Police	General Fund	100,770	1.00	121,929	1.00
Housing and Community Affairs	Montgomery Housing Initiative	0	0.00	18,062,934	0.00
<b>Total</b>		<b>207,308</b>	<b>1.75</b>	<b>18,291,138</b>	<b>1.75</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>260,765</b>	<b>260,765</b>	<b>260,765</b>	<b>260,765</b>	<b>260,765</b>	<b>260,765</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>1,586</b>	<b>1,586</b>	<b>1,586</b>	<b>1,586</b>	<b>1,586</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(40)</b>	<b>(40)</b>	<b>(40)</b>	<b>(40)</b>	<b>(40)</b>
Items recommended for one-time funding in FY21, including operating expenses associated with providing funding for 10 additional School Health Nurses and a High School Wellness Center at Seneca Valley High School, will be eliminated from the base in the outyears.						
<b>Annualize Operating Expenses Associated with the Conversion of 35 Contractual Brokers to Merit Staff</b>	<b>0</b>	<b>(1,170)</b>	<b>(1,170)</b>	<b>(1,170)</b>	<b>(1,170)</b>	<b>(1,170)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>844</b>	<b>844</b>	<b>844</b>	<b>844</b>	<b>844</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>260,765</b>	<b>261,985</b>	<b>261,985</b>	<b>261,985</b>	<b>261,985</b>	<b>261,985</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Conversion of 35 Contractual Brokers to Merit Staff	1,512,978	35.00	3,025,955	35.00
Funding to Open the New Wellness Center at Seneca Valley High School	384,335	4.87	457,139	4.87
<b>Total</b>	<b>1,897,313</b>	<b>39.87</b>	<b>3,483,094</b>	<b>39.87</b>



# Aging and Disability Services

## RECOMMENDED FY21 BUDGET

\$55,693,991

## FULL TIME EQUIVALENTS

185.09

✧ RAYMOND L. CROWEL, PSY.D., DIRECTOR

## FUNCTION

The staff of Aging and Disability Services shares the Montgomery County vision, where seniors, persons with disabilities, and their families are fully participating members of our community. The mission of this service area is to affirm the dignity and value of seniors, persons with disabilities, and their families by offering a wide range of information, home and community-based support services, protections, and opportunities, which promote choice, independence, and inclusion.

## PROGRAM CONTACTS

Contact Odile Brunetto of the HHS - Aging and Disability Services at 240.777.4565 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ✧ Admin - Aging & Disability Services

This program provides leadership and direction for administration of Aging and Disability Services.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>474,923</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(32,866)	0.00
<b>FY21 Recommended</b>	<b>442,057</b>	<b>3.00</b>

### ✧ Adult Foster Care

This program provides subsidies and case management for low-income seniors who live in group homes for the frail elderly, and adult foster care homes for frail seniors and adults with disabilities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of ongoing clients in Adult Foster Care (monthly average)	118	113	117	117	117
Assisted Living Services - Percent of clients remaining in community placement (i.e., not entering institutional setting) <sup>1</sup>	96%	94%	95%	95%	95%

<sup>1</sup> Assisted Living Services derives referrals from Adult Protective Services.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,877,627</b>	<b>7.57</b>
Realignment of Programs	(591,964)	(0.57)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	103,276	1.00
<b>FY21 Recommended</b>	<b>2,388,939</b>	<b>8.00</b>

## Aging & Disability Resource Unit

This program assists seniors, persons with disabilities, and their families, in defining their needs, locating required services, and facilitating the application process to access services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of incoming calls	1,667	1,605	1,605	1,605	1,605
Percent of ongoing clients satisfied with the Aging and Disability Resource Unit	96%	94%	95%	95%	95%
Percent of ongoing clients to the Aging and Disability Resource Unit who said they were better able to make decisions about options after talking with staff	91%	97%	96%	96%	96%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,000,413</b>	<b>9.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	101,120	0.00
<b>FY21 Recommended</b>	<b>1,101,533</b>	<b>9.00</b>

## Area Agency on Aging

The Area Agency on Aging provides programs and services to help seniors remain independent in the community including: nutritious senior meals; assisted living subsidies; technical assistance to community "villages"; support to caregivers; legal, representative payee and health promotion services; health insurance counseling; visits to isolated seniors; grocery shopping; transportation and mobility management; subsidized employment; and problem resolution for residents of nursing home and assisted living facilities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of unduplicated customers served in the Senior Nutrition Program <sup>1</sup>	5,236	5,385	5,743	5,743	5,743
Percent of Congregate Meal clients who agree or strongly agree that they would recommend the service to a friend <sup>2</sup>	97%	97%	97%	97%	97%
Percent of Representative Payee clients who report that the volunteer money management service has enabled them to have adequate funds for shelter, food, medical care, and clothes	97%	100%	97%	97%	97%
Ombudsman Services - Percent of complaints resolved and partially resolved <sup>3</sup>	90%	89%	89%	89%	89%

<sup>1</sup> All numbers reported are based on the Federal Fiscal Year Calendar (October 1 - September 30), which means that FY19 numbers are still projections. Numbers for FY18 and after are calculated using revised instructions from the Maryland Department of Aging that now excludes certain home delivered meal participants, resulting in a lower number.

<sup>2</sup> FY19 is a projection because the program operates on the Federal Fiscal Year.

<sup>3</sup> The forecast for a decrease is due to a mandated migration to new software for data collection and reduction in volunteer workforce to assist in complaint resolution. All numbers reported are based on the Federal Fiscal Year Calendar (October 1 - September 30), which means that FY19 numbers are still projections.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,211,093</b>	<b>10.22</b>
Realignment of Programs	4,699,743	11.57
Increase Cost: Annualization of Senior Home Sharing Program	87,000	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.	236,243	0.00
<b>FY21 Recommended</b>	<b>8,234,079</b>	<b>21.79</b>

## Assessment & Continuing Care Management Services

This program provides multi-disciplinary assessments, care planning, and case management services to frail seniors and adults with disabilities to remedy and prevent abuse, neglect, self-neglect, financial exploitation, or inappropriate institutionalization.

Services include Adult Protective Services, Social Services to Adults, and the Public Guardianship Program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
New APS Investigations	978	1,154	1,200	1,200	1,200
Number of clients receiving case management services <sup>1</sup>	714	1,100	1,100	1,100	1,100
Percent of SSTA Case Management clients who report being satisfied or very satisfied	97%	95%	95%	95%	95%
Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services	94%	93%	94%	94%	94%
Number of APS Clients with another investigation within six months (Recidivism) <sup>2</sup>	N/A	8%	8%	7%	6%

<sup>1</sup> Trend analysis currently underway to define targets.

<sup>2</sup> This is one of the four measures captured in the Department's Turn the Curve Agreement.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>10,807,995</b>	<b>69.55</b>
Realignment of Programs	(3,483,825)	(19.00)
Enhance: Add Two Positions to Support Adult Protective Services and Adult Foster Care	166,090	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	582,010	(1.00)
<b>FY21 Recommended</b>	<b>8,072,270</b>	<b>51.55</b>

## Community Provider Support

This program provides financial support to the providers and agencies in the community that work with the entire spectrum of clients served by the Department through Aging and Disability Services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Turnover rate for direct service professionals for developmental disabilities providers	31.1%	42.5%	36.8%	36.8%	36.8%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	18,510,270	0.00
Increase Cost: One and a Half Percent Inflationary Increase to Developmental Disabilities Supplement	263,433	0.00
Increase Cost: One and a Half Percent Inflationary Increase to the Medical Adult Day Care Supplement	9,765	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.	(626,162)	0.50

FY21 Recommended Changes	Expenditures	FTEs
<b>FY21 Recommended</b>	<b>18,157,306</b>	<b>0.50</b>

## Community Support Network for People with Disabilities

Community Support Network for People with Disabilities (CSN) provides services that enable individuals to remain in their home or in the least restrictive environment and provides general support, guidance, and assistance to clients with developmental disabilities and their families. The My Turn program provides summer camp placements, support, and programmatic/financial assistance to families with children with developmental disabilities ages 3 to 13 years old. The Customized Employment Public Intern program provides supported employment for adults with developmental disabilities. CSN also conducts site visits to group homes that serve developmentally disabled clients in the County and monitors contracts that provide services to people with various disabilities including visual and hearing impairments.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Placements in Summer Camp Programs	94	102	102	102	102

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>22,515,056</b>	<b>36.75</b>
Realignment of Programs	(19,872,870)	(20.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(15,220)	(0.50)
<b>FY21 Recommended</b>	<b>2,626,966</b>	<b>16.25</b>

## Home Care Services

This program provides personal care assistance to seniors and eligible adults with disabilities who are unable to manage independently due to physical and/or mental impairments. Home Care Services prevent abuse, neglect, and exploitation of vulnerable adults, and enhance overall quality of life by providing personal care, chore assistance, therapeutic support, self-care education, and escorted transportation.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Home Care Services - Number of clients served annually	279	294	309	324	340
Percent of customers satisfied with Home Care Services	97%	88%	95%	95%	95%
Home Care Services - Percentage of clients with no unmet personal care needs <sup>1</sup>	95%	99%	96%	96%	96%

<sup>1</sup> FY19 Home Care Survey was revised to reflect the overall satisfaction with the services versus overall satisfaction with the caregiver.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,945,745</b>	<b>15.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,735	0.00
<b>FY21 Recommended</b>	<b>4,965,480</b>	<b>15.00</b>

## Medicaid Funded Long-Term Care Services

This program administers and operates Maryland's Long-Term Care Medicaid program, Coordination of Community Services, and Community First Choice (CFC). CFC Supports Planners and Nurse Monitors provide a continuum of services designed to

allow people of all ages and in need of long-term care to live in the community, rather than in institutions. Adult Evaluation and Review Services (AERS) provides mandatory medical evaluations for clients seeking these services and for those referred by Adult Protective Services. In addition, this program area provides service coordination to eligible young people funded under the Maryland Home and Community Based Services Waiver for Children with Autism Spectrum Disorder (Autism Waiver Program).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of clients currently served by Nurse Monitoring	2,466	2,636	2,899	3,189	3,508
Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month	308	274	284	295	307
Percent of clients satisfied with the Autism Waiver Program	95%	95%	95%	95%	95%
Percent of clients satisfied with Coordination of Community Supports	93%	89%	86%	86%	86%
Percent of adults with developmental disabilities provided case management services that remain at the same level of independence after receiving supportive services in the Case Management of Community Services Program	99%	99%	99%	99%	99%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	8,107,327	50.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	233,251	10.00
<b>FY21 Recommended</b>	<b>8,340,578</b>	<b>60.00</b>

## Respite Care

This program area provides temporary, occasional care of frail seniors, adults and children with disabilities, and children with severe behavioral and/or medical issues to give relief to families and other primary caregivers.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served in respite	411	457	411	411	411
Percent of customers satisfied with Respite Services	92%	98%	92%	92%	92%
Percent of customers that report a reduction in stress/caregiver burden as a result of receiving respite services	100%	96%	98%	98%	98%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,347,549</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	17,234	0.00
<b>FY21 Recommended</b>	<b>1,364,783</b>	<b>0.00</b>

## REALIGNED PROGRAMS

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

## Home & Community Based MA Waiver Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,260,902</b>	<b>11.00</b>
Realignment of Programs	(3,260,902)	(11.00)

FY21 Recommended Changes	Expenditures	FTEs
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Ombudsman Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>945,914</b>	<b>7.50</b>
Realignment of Programs	(945,914)	(7.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Senior Nutrition Program

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,161,865</b>	<b>3.50</b>
Realignment of Programs	(3,161,865)	(3.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Admin - Aging & Disability Services	474,923	3.00	442,057	3.00
Adult Foster Care	2,877,627	7.57	2,388,939	8.00
Aging & Disability Resource Unit	1,000,413	9.00	1,101,533	9.00
Area Agency on Aging	3,211,093	10.22	8,234,079	21.79
Assessment & Continuing Care Management Services	10,807,995	69.55	8,072,270	51.55
Community Provider Support	0	0.00	18,157,306	0.50
Community Support Network for People with Disabilities	22,515,056	36.75	2,626,966	16.25
Home & Community Based MA Waiver Services	3,260,902	11.00	0	0.00
Home Care Services	4,945,745	15.00	4,965,480	15.00
Medicaid Funded Long-Term Care Services	0	0.00	8,340,578	60.00
Ombudsman Services	945,914	7.50	0	0.00
Respite Care	1,347,549	0.00	1,364,783	0.00
Senior Nutrition Program	3,161,865	3.50	0	0.00
<b>Total</b>	<b>54,549,082</b>	<b>173.09</b>	<b>55,693,991</b>	<b>185.09</b>



# Behavioral Health and Crisis Services

## RECOMMENDED FY21 BUDGET

\$44,967,652

## FULL TIME EQUIVALENTS

222.25

 RAYMOND L. CROWEL, PSY.D., DIRECTOR

## FUNCTION

The mission of Behavioral Health and Crisis Services (BHCS) is to promote the behavioral health and well being of Montgomery County residents. BHCS works to promote mental wellness, prevent substance abuse and suicide, and to ensure access to a comprehensive treatment and recovery system of effective services and support for children, youth and families, adults, and seniors in crisis or with behavioral health needs. BHCS is committed to ensuring culturally and linguistically competent care and the use of evidence-based or best practices along a continuum of care. BHCS works with the State's Behavioral Health Administration, HHS service areas, County agencies, and the community to provide strength-based and integrated services to persons in need.

## PROGRAM CONTACTS

Contact Teresa Bennett of the HHS - Behavioral Health and Crisis Services at 240.777.1414 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### 24-Hours Crisis Center

This program provides telephone, walk-in, mobile crisis outreach, single adult shelter system screening and referrals, and crisis residential services to persons experiencing situational, emotional, or mental health crises. The Crisis Center provides all services, twenty-four hours/day seven days/week. Much of the work of the Crisis Center focuses on providing the least restrictive community-based service appropriate to the client's situation. The Crisis Center coordinates the mental health response during disasters and community critical incidents and serve as the afterhours contact for Public Health, STEER (Stop, Triage, Engage, Educate, Rehabilitate), APS (Adult Protective Services) APP (Abused Person Program) and CWS (Child Welfare Services).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of students identified by schools to be at risk who were referred to the Crisis Center	N/A	1,954	1,900	1,900	1,900
Number of walk-in contacts	5,111	6,030	6,300	6,500	6,700
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	95%	92%	95%	95%	95%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,179,657</b>	<b>36.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	397,360	3.50
<b>FY21 Recommended</b>	<b>5,577,017</b>	<b>40.40</b>

## Access To Behavioral Health Services

Access to Behavioral Health Services connects uninsured and low-income consumers with mental health and/or substance abuse problems to the appropriate community services by providing information and referral, and behavioral health screenings and assessments. To provide effective engagement in needed services, program staff also provide short-term case management and psychiatric services to vulnerable clients, such as those recently discharged from a psychiatric hospital or jail until they can be linked to a community outpatient mental health program. More intensive social work services are provided to individuals with serious mental illness to ensure effective engagement in needed services and sufficient community supports to reduce negative outcomes and foster the wellness and recovery of the consumer. The Urine Monitoring Program serves clients referred by the courts, social service agencies, or behavioral health providers, and others required to submit to breathalyzer and urine surveillance or who require or request such screening and testing to support recovery from substance abuse.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of clients served (unduplicated)	N/A	3,142	3,100	3,100	3,100
Percent of customers satisfied with Access staff services	96%	97%	97%	97%	97%
Percent of clients referred keeping first appointment with community provider <sup>1</sup>	76%	75%	75%	77%	80%

<sup>1</sup> Program's primary service is connecting individuals with mental health and addictions needs to appropriate services.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,582,129</b>	<b>29.00</b>
Realignment of Programs	93,940	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(243,372)	(1.00)
<b>FY21 Recommended</b>	<b>3,432,697</b>	<b>29.00</b>

## Admin - Behavioral Health & Crisis Services

This program provides leadership, oversight, and guidance for the administration of Behavioral Health and Crisis Services; and coordinates the strategic alignment and development of the County Behavioral Health continuum.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>815,140</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(15,978)	0.00
<b>FY21 Recommended</b>	<b>799,162</b>	<b>4.00</b>

## Adult Behavioral Health Services

Adult Behavioral Health Services is an Outpatient Mental Health Center (OMHC) that serves a primarily immigrant population with severe and persistent mental illness. Services are site based and include psychiatric evaluation and medication management,

individual, group and family therapy, as well as office-based management services. Collaboration with family members, collateral treatment providers and formal and informal community supports is an integral part of the treatment process and is highly encouraged. The program accepts public benefits such as Medicare and Medical Assistance but also utilizes the annual Department of Health-Behavioral Health Administration sliding fee scale. Most of the clinical staff is bilingual in English and either Spanish, Vietnamese, or French and clients speaking other languages are assisted using the Language Line, a telephone translation service.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served	380	340	340	380	380
Percent of customers satisfied with Adult Behavioral Health Services (ABH)	94%	95%	95%	95%	95%
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale	56%	76%	76%	76%	76%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,973,242</b>	<b>11.50</b>
Realignment of Programs	(137,284)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(49,461)	1.00
<b>FY21 Recommended</b>	<b>1,786,497</b>	<b>11.50</b>

## Adult Forensic Services

Adult Forensic Services is comprised of four programs: 1) CATS (Clinical Assessment and Transition Services) provides assessment and post-booking diversion services to newly booked inmates with behavioral health issues and discharge planning for those being released to the community. The Forensic Liaison supports the Competency Docket with reentry recommendations for those returning from State Hospitals; 2) JAS (Jail Addiction Services) is an ASAM II.5 level jail-based residential addiction treatment program for inmates with Substance Use Disorders at the Montgomery County Correctional Facility; 3) The JCAP (Justice Clinical Assessment and Planning) Team provides clinical assessment, care planning, and care-coordination to the clients of Mental Health Court; and 4) STEER (Stop, Triage, Engage, Educate, Rehabilitate) is a team of peer specialists who respond 24/7/365 to opioid overdoses and provider referrals for high risk Substance Use Disorder clients.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of unduplicated clients served	1,433	1,994	2,100	2,100	2,100
Percent of customers satisfied with Adult Forensic services <sup>1</sup>	75%	80%	81%	82%	83%
STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment	32%	58%	58%	60%	60%
Percent of successful Jail Addiction Services clients that were not reincarcerated in the Montgomery County Correctional Facility within the next fiscal year following program completion	77%	75%	77%	77%	77%
Percent of clients who successfully graduate from Mental Health Court	48%	67%	70%	70%	70%

<sup>1</sup> FY17 - FY19 statistics are for Jail Addition Services only. Surveys will be expanded to include additional services offered by the program.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,740,446</b>	<b>28.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(463,259)	0.00
<b>FY21 Recommended</b>	<b>3,277,187</b>	<b>28.00</b>

## Local Behavioral Health Authority

As the State mandated Local Behavioral Health Authority (LBHA), this program is responsible for system planning, management, and oversight of the Montgomery County behavioral health system across the lifespan (behavioral health, mental health, and substance use disorders). The LBHA manages State and Federal grants as well as county funded programs and ensures quality of care, quality improvement and access to behavioral health fee for service programs. The LBHA has the responsibility of system planning, which involves assessing and determining gaps in behavioral health treatment and rehabilitation and working closely with community service providers and partners, forensic services and public safety. The LBHA ensures for the ongoing development of a resiliency and recovery-oriented continuum of services that provide for consumer choice and empowerment. This program manages all BHCS service area contracts.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of grants managed and contracts monitored	N/A	102	107	107	107
Percent of Memorandum of Understanding (MOU) monitoring reviews with satisfying results	N/A	95%	97%	97%	97%
Percentage of contracts meeting county and state timeliness requirements	N/A	93%	95%	95%	95%
Percent of adults served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education	79%	80%	81%	81%	81%
Percent of children served by the continuum of behavioral health services that demonstrate higher degree of social connectedness and emotional wellness as demonstrated by positive outcomes in housing, quality of life, legal encounter, and employment/education	93%	94%	95%	95%	95%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>9,773,791</b>	<b>23.00</b>
Realignment of Programs	2,766,409	1.00
Increase Cost: Administrative Treatment Grant	1,885,084	11.90
Increase Cost: State Opioid Response Grant	97,768	0.00
Increase Cost: START Family Mentor Grant	59,457	0.00
Increase Cost: Buprenorphine Initiative Grant	48,600	0.00
Decrease Cost: Community Mental Health Grant	(373,279)	(2.00)
Eliminate: Health and Human Services Recovery Support Expansion Grant	(678,038)	0.00
Eliminate: Community Mental Health - Administration Grant	(1,045,105)	(7.40)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	261,461	(3.00)
<b>FY21 Recommended</b>	<b>12,796,148</b>	<b>23.50</b>

## Outpatient Behavioral Health Services - Child

Adolescent Outpatient Behavioral Health Services - Child offers comprehensive substance use prevention, substance use and mental health screenings, mental health treatment, and care coordination services for Montgomery County youth and their families, particularly for the most vulnerable. Services are individualized, child-focused, family-driven, culturally and linguistically appropriate, and accessible via office, school, and community-based settings. The program strives to serve the behavioral health needs of youth and families along a continuum of care from prevention to treatment

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served (unduplicated)	1,595	1,472	1,500	1,520	1,550

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Rx drug pounds collected at drug take back events	2,196	1,438	1,750	2,050	2,350
Percent of customers satisfied with Child and Adolescent Behavioral Health	95%	95%	96%	97%	98%
Percent of clients who showed symptom reduction at posttest or upon discharge	70%	61%	63%	64%	65%
Percent of offenders under age 18 that are diverted to substance abuse education or mental health treatment programs who do not re-enter the correction system within 12 months of being assessed compliant with requirements <sup>1</sup>	92%	93%	94%	95%	96%

<sup>1</sup> This measure is by definition a 12-month follow-up of clients, so actual FY19 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY18.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>7,865,100</b>	<b>29.75</b>
Increase Cost: Access Harm Reduction Grant	239,492	0.00
Increase Cost: Overdose Misuse Prevention Program Grant	88,679	0.00
Eliminate: FY18 Health and Human Services Systems of Care Grant	(999,666)	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.	(42,187)	0.00
<b>FY21 Recommended</b>	<b>7,151,418</b>	<b>29.75</b>

## Specialty Behavioral Health Services

Specialty Behavioral Health Services is comprised of the Adult Drug Court Treatment Program and the Medication Assisted Treatment Program (MAT). The Drug Court program delivers Outpatient and Intensive Outpatient levels of care, in addition to psychiatric interventions and medication assisted treatment. The MAT program works with opioid use disorders and delivers methadone, buprenorphine, and naloxone therapies. There is an onsite Urinalysis Collection Program which monitors for substance use within these programs and the Mental Health Court program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Specialty Behavioral Health Services clients discharged (Medication Assisted Treatment Program and Adult Drug Court)	179	231	180	180	180
Percent of clients receiving opioid treatment or court mandated addiction services who were successfully discharged	53%	55%	60%	60%	60%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,082,782</b>	<b>22.55</b>
Realignment of Programs	137,284	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	189,639	0.00
<b>FY21 Recommended</b>	<b>3,409,705</b>	<b>23.55</b>

## Trauma Services

Trauma Services includes the Abused Persons Program (APP) for partner violence and the Victim Assistance and Sexual Assault Program (VASAP) for sexual assaults and general/violent crimes, including services to surviving family members of homicide and tragic/traumatic deaths. Trauma Services provides comprehensive, individualized, and culturally appropriate clinical and victim assistance services to domestic violence victims and offenders, sexual assault victims, and victims of general crime of all ages.

Programming for domestic violence, sexual violence, and human trafficking victims also includes information and referral, lethality assessments, crisis intervention, safety planning, outreach to hospitals/police stations for victims of sexual assault and placement in emergency shelters.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of new Partner Abuse victims served	1,335	1,330	1,330	1,330	1,330
Number of Partner Abuse victim clients waiting for counseling service (monthly average)	22	44	40	40	40
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale <sup>1</sup>	89%	90%	90%	90%	90%

<sup>1</sup> Rating scale developed by Jacqueline Dienemann and Jacquelyn Campbell, Johns Hopkins University, School of Nursing, March 1999.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,234,473</b>	<b>29.55</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	141,618	1.00
<b>FY21 Recommended</b>	<b>6,376,091</b>	<b>30.55</b>

## Treatment Services

This program provides overall management of the County Operated Publicly Funded Behavioral Health Continuum of Care and provides administrative support for the managerial duties of the Treatment Services Administrator.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,976,728</b>	<b>3.00</b>
Realignment of Programs	(2,602,323)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(12,675)	0.00
<b>FY21 Recommended</b>	<b>361,730</b>	<b>2.00</b>

## REALIGNED PROGRAMS

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

## Mental Health Services Seniors & Persons with Disabilities

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>258,026</b>	<b>1.00</b>
Realignment of Programs	(258,026)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
24-Hours Crisis Center	5,179,657	36.90	5,577,017	40.40
Access To Behavioral Health Services	3,582,129	29.00	3,432,697	29.00
Admin - Behavioral Health & Crisis Services	815,140	4.00	799,162	4.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Adult Behavioral Health Services	1,973,242	11.50	1,786,497	11.50
Adult Forensic Services	3,740,446	28.00	3,277,187	28.00
Local Behavioral Health Authority	9,773,791	23.00	12,796,148	23.50
Mental Health Services Seniors & Persons with Disabilities	258,026	1.00	0	0.00
Outpatient Behavioral Health Services - Child	7,865,100	29.75	7,151,418	29.75
Specialty Behavioral Health Services	3,082,782	22.55	3,409,705	23.55
Trauma Services	6,234,473	29.55	6,376,091	30.55
Treatment Services	2,976,728	3.00	361,730	2.00
<b>Total</b>	<b>45,481,514</b>	<b>218.25</b>	<b>44,967,652</b>	<b>222.25</b>

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# Children, Youth and Family Services

## RECOMMENDED FY21 BUDGET

\$92,334,195

## FULL TIME EQUIVALENTS

570.03

☀️ RAYMOND L. CROWEL PSY.D., DIRECTOR

## FUNCTION

The mission of Children, Youth and Family Services is to promote opportunities for children to grow up safe, healthy, ready for school, and for families and individuals to achieve well being and self sufficiency. This mission is realized through the provision of protection, prevention, intervention, and treatment services for children and their families, and through educational, support, and financial assistance for parents, caretakers, and individuals. These services work to build on the strengths of both the individual and the community in addressing issues of child development, abuse, neglect, health, and economic security.

## PROGRAM CONTACTS

Contact JoAnn Barnes of the HHS - Children, Youth and Family Services at 240.777.1223 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### ☀️ Admin - Children, Youth & Families

This program provides leadership and direction for the administration of Children, Youth, and Family Services.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,446,601</b>	<b>6.50</b>
Realignment of Programs	(417,008)	1.00
Add: Kresge Opportunity Ecosystems Grant	518,336	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.	128,775	(1.00)
<b>FY21 Recommended</b>	<b>1,676,704</b>	<b>6.50</b>

### ☀️ Child & Adolescent School & Community Based Services

This program provides for the coordination, planning, and implementation of key interagency initiatives among public and private agencies in the community to meet the needs of the children, youth, and their families. The Cluster Projects utilize cross-sector multi-agency teams and care coordination services to rapidly connect families from large school catchment areas to needed social

and mental health supports to improve family stability. The East County Initiative provides care coordination services to East County residents and integrates project management of a Kresge Foundation Opportunity Ecosystem grant to advance human services, employment coaching, and other needed supports. Other services provided through this program are delivered through contracts with community-based partners and include youth academic, mentoring, skill building and mental health services, family services and community empowerment efforts.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of families served by Cluster Projects	200	213	260	275	300
Number of families receiving ongoing services in East County Opportunity Zone (ECOZ) <sup>1</sup>	89	163	170	180	150

<sup>1</sup> This service started in the last month of FY17, and was amplified via a Kresge Grant starting in FY19. The Kresge grant will end in FY22, which is reflected in the projection for that year

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,315,312</b>	<b>10.50</b>
Realignment of Programs	439,976	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.	(212,287)	0.00
<b>FY21 Recommended</b>	<b>4,543,001</b>	<b>10.50</b>

## ☀ Child Care Subsidies

The Child Care Subsidies program administers the County's Working Parents Assistance (WPA) program which provides child care subsidy for County residents who are over the income eligibility for Maryland Child Care-Subsidy Program (CCSP) as well as supplemental payments for those in CCSP.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of families authorized to receive a childcare subsidy <sup>1</sup>	732	1,574	1,068	1,260	1,452

<sup>1</sup> As of FY19, the data represent both the County's WPA Subsidy and the State Supplement.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,389,761</b>	<b>7.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	68,963	0.00
<b>FY21 Recommended</b>	<b>3,458,724</b>	<b>7.50</b>

## ☀ Child Welfare Services

This program provides protective, rehabilitative, and supportive services for children who are maltreated and for their families. This program also provides supportive and financial help to relatives, foster parents, and adoptive parents. Investigations, protective services, kinship care, foster care, adoption, and in-home services are also provided through this program. In-Home/Family Preservation Services provide social services to families with children who are at risk of removal from home due to neglect or abuse. These services are provided by the County on behalf of the State of Maryland Department of Human Services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of children served in foster care	590	611	634	590	590

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of families receiving in-home services	292	238	264	216	216
Number of newly accepted cases (IR, AR and Non-CPS)	3,279	3,032	3,036	3,073	3,073
Percent of children living in family settings	77%	79%	80%	80%	80%
Percent of families receiving in-home services that do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services	98%	94%	95%	96%	96%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>25,680,610</b>	<b>204.80</b>
Shift: Charge Back of 0.5 FTE from Office of the County Attorney to Health and Human Services	43,562	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	23,725	1.00
<b>FY21 Recommended</b>	<b>25,747,897</b>	<b>206.30</b>

## ☀ Children's Opportunity Fund

The Children's Opportunity Fund (COF) NDA was established in partnership with the Greater Washington Community Foundation in May 2016. COF provides funding to support policy priorities that address the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families. The Fund is supported by a Leadership Working Group made up of the County Executive, the Montgomery County Public School (MCPS) Superintendent, a member of the Board of Education, and a member of the County Council. This Leadership Working Group is staffed by the Executive Director of COF and will advise the Fund's Steering Committee on policy priorities relating to children at risk of not succeeding in school, for the purpose of advising and guiding the Steering Committee in making recommendations for the Fund. The Fund will direct resources to County inter-agency and cross system collaborations, promote public-private partnerships, and identify new funding sources in collaboration with the Community Foundation to aggressively close the achievement gap in Montgomery County and impact the social-economic determinants that affect outcomes for children and their families.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of focus group students achieving academic success in literacy assessments <sup>1</sup>	70%	73%	N/A	N/A	N/A

<sup>1</sup> This "better off" measure speaks to a key component of the organization's mission. The department will work with the Fund in FY20 to identify additional "better off" metrics over which the program will have more direct control.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	255,000	0.00
<b>FY21 Recommended</b>	<b>255,000</b>	<b>0.00</b>

## ☀ Early Care and Education Policy Office

The role of the Early Care and Education Policy Office is to serve as a focal point for the early care and education system in Montgomery County and to promote collaboration among County departments, agencies such as Montgomery County Public Schools and Montgomery College, and community partners to ensure a range of services for children from birth to five years old. The policy officer oversees the Early Childhood Coordinating Council which brings together representatives from a variety of stakeholder groups to develop recommendations for the County Executive and the County Council on early care and education issues.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	436,425	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	12,353	0.00
<b>FY21 Recommended</b>	<b>448,778</b>	<b>3.00</b>

## Early Childhood Services

Early Childhood Services (ECS) serves children birth to five with services that support families, early care and education programs, and the community. The program administers the Federally mandated Infants and Toddlers Program in collaboration with Montgomery County Public Schools (MCPS), the County's Resource and Referral Center (R&R) as part of the statewide R&R Network for support of high-quality child care and the early education workforce, the State Early Childhood Mental Health Project, and the County Child Care in Public Space Program (CCIPS). ECS staffs the commission on Child Care and the Commission on Children and Youth. The ChildLink team offers parents accurate information on childcare, resources, referrals, and provides family engagement activities. ECS oversees several contractual services including a community-based Pre-Kindergarten, home visiting and family support.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of children served by the Infants and Toddlers program	5,260	5,274	5,354	5,414	5,474
Percent of customers satisfied with Early Childhood Mental Health	95%	100%	100%	100%	100%
Percent of regulated center-based child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS	N/A	47%	48%	49%	51%
Percent of regulated family child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS	N/A	18%	19%	20%	21%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,394,987</b>	<b>13.50</b>
Realignment of Programs	4,474,908	26.53
Increase Cost: Infants and Toddlers Grant	1,051,493	(2.70)
Shift: Create Position to be Charged to the Early Care and Education Initiative NDA	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	638,006	5.00
<b>FY21 Recommended</b>	<b>10,559,394</b>	<b>43.33</b>

## Linkages To Learning

Linkages to Learning is a community school partnership with an integrated focus on health, social services, and community engagement and leadership to support student learning, strong families, and healthy communities. Linkages to Learning services include mental health and social wraparound services to mitigate the effects of poverty and reduce non-academic barriers to learning. This program is a partnership with Montgomery County Public Schools, and local public and private non-profit agencies. Services are provided in elementary and middle school communities with high indicators of poverty.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of clients completing surveys reporting satisfaction with services received	98%	99%	98%	98%	98%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of students receiving mental health services through Linkages to Learning that experience maintained or improved psychosocial functioning after 6 months, as assessed via validated measure <sup>1</sup>	75%	74%	73%	73%	73%

<sup>1</sup> A new assessment instrument was implemented by the program in FY18. Therefore, FY18 should be considered a new baseline as the content of the measure has substantially changed.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,954,362</b>	<b>6.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	189,373	1.00
<b>FY21 Recommended</b>	<b>7,143,735</b>	<b>7.50</b>

## Office of Eligibility and Support Services

The Office of Eligibility and Support Services (OESS) serves low-income families and individuals facing significant challenges in meeting basic needs to include food, medical coverage, and child care. OESS determines eligibility for Temporary Cash Assistance (TCA); Temporary Disability Assistance Program (TDAP); Refugee Cash Assistance; Supplemental Nutrition Assistance Program (SNAP- formerly known as Food Stamps); Medical Assistance for the Aged, Blind, and Disabled (including long-term care); and the Affordable Care Act which includes Community Medical Assistance, Maryland Children's Health Program, Medical Assistance for Families and Children and Refugee Medical Assistance. OESS provides these services on behalf of the State of Maryland Department of Health and Human Services. In addition, OESS determines eligibility for the County's healthcare for the uninsured services (Maternity Partnership, Care for Kids, Senior Dental Program, and Montgomery Cares).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent increase in families accessing Food Stamps as a support to self sufficiency measured as the number of families applying for Food Stamp assistance (compared to FY05 as the base year)	189%	182%	180%	180%	180%
Number of SNAP Applications Approved <sup>1</sup>	17,698	16,550	16,550	16,550	16,550
Number of Temporary Cash Assistance (TCA) job seekers that entered unsubsidized employment YTD <sup>2</sup>	802	740	700	690	690
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities	43%	47%	50%	50%	50%
Temporary Cash Assistance (TCA) job retention rate 90 days	85%	95%	95%	95%	95%

<sup>1</sup> SNAP applications are on the decline.

<sup>2</sup> This is expected to trend downwards as more TCA participants engage in educational activities and secure jobs.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>28,886,106</b>	<b>259.40</b>
Realignment of Programs	1,582,913	3.00
Enhance: County Match for Summer Supplemental Nutrition Assistance Program (SNAP) Grant	100,000	0.00
Increase Cost: Provide Parking for Employees at Fenton Street Building	25,092	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.	478,529	4.00
<b>FY21 Recommended</b>	<b>31,072,640</b>	<b>266.40</b>

## Positive Youth Development

This program focuses on providing culturally-based and healing-informed positive youth development services, including violence prevention; gang prevention; and intervention for those youth who are at-risk of gang involvement and those already involved in gang activity; and youth and their families who may have been involved in or exposed to violence. The key elements include a Program Administrator who manages and monitors the Up-County and Down-County Youth Opportunity Centers, High School Wellness Centers, the Safe Space Program, and the Street Outreach Network. Services and supports are provided through community-based work, community education, and partnerships. This program works closely with multiple County agencies as part of the Positive Youth Development Initiative (PYDI) and other community groups to address gang and youth violence issues throughout the County.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of youth in safe, supervised PYDI programming <sup>1</sup>	2,460	2,581	2,580	2,880	3,180
Percent of clients who are satisfied with the Youth Opportunity Centers and Wellness Centers and would recommend to others	99%	98%	98%	98%	99%
Percent of Street Outreach Network and Safe Space clients who are not rearrested	90%	86%	90%	90%	90%

<sup>1</sup> This measure will be expanded in FY20 to capture all PYD programming from 2-6pm and evening hours. Current and past data captures subset of this work, including 4 high school wellness centers, 2 Youth Opportunity Centers, and the Street Outreach Network for activities during the 2-6pm period. Note: FY17 is 1,604 and FY18 is 2,460.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,653,218</b>	<b>18.00</b>
Enhance: Family Trauma Support Services	183,846	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.	591,258	1.00
<b>FY21 Recommended</b>	<b>7,428,322</b>	<b>19.00</b>

## REALIGNED PROGRAMS

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

## Infants & Toddlers

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,528,627</b>	<b>24.53</b>
Realignment of Programs	(4,528,627)	(24.53)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Admin - Children, Youth & Families	1,446,601	6.50	1,676,704	6.50
Child & Adolescent School & Community Based Services	4,315,312	10.50	4,543,001	10.50
Child Care Subsidies	3,389,761	7.50	3,458,724	7.50
Child Welfare Services	25,680,610	204.80	25,747,897	206.30
Children's Opportunity Fund	0	0.00	255,000	0.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Early Care and Education Policy Office	0	0.00	448,778	3.00
Early Childhood Services	4,394,987	13.50	10,559,394	43.33
Infants & Toddlers	4,528,627	24.53	0	0.00
Linkages To Learning	6,954,362	6.50	7,143,735	7.50
Office of Eligibility and Support Services	28,886,106	259.40	31,072,640	266.40
Positive Youth Development	6,653,218	18.00	7,428,322	19.00
<b>Total</b>	<b>86,249,584</b>	<b>551.23</b>	<b>92,334,195</b>	<b>570.03</b>

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# Public Health Services

## RECOMMENDED FY21 BUDGET

\$80,417,851

## FULL TIME EQUIVALENTS

533.00

 RAYMOND L. CROWEL, PSY.D., DIRECTOR

## FUNCTION

The functions of the Public Health Services programs are to protect and promote the health and safety of County residents. This is accomplished by monitoring health status and implementing intervention strategies to contain or prevent disease (including bio-terrorism and emerging diseases); fostering public-private partnerships, which increase access to health services; developing and implementing programs and strategies to address health needs; providing individual and community level health education; evaluating the effectiveness of select programs and strategies; and licensing and inspecting facilities and institutions affecting public health and safety.

## PROGRAM CONTACTS

Contact Dr. Travis Gayles of the HHS - Public Health Services at 240.777.1211 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Admin - Public Health

This program provides leadership and direction for the administration of Public Health Services. Service area administration also includes Health Promotion and Prevention, the Community Health Improvement Process (Healthy Montgomery) and Special Projects, as well as oversight for medical clinical volunteers, the Commission on Health, contracts, grants, budget oversight, and partnership development.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,627,954</b>	<b>11.00</b>
Realignment of Programs	(467,464)	(4.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	52,147	0.00
<b>FY21 Recommended</b>	<b>1,212,637</b>	<b>7.00</b>

### Cancer & Tobacco Prevention

The Tobacco Use Prevention and Cessation Program and the Cancer Prevention, Education, Screening and Treatment Program are

two programs funded through the State Cigarette Restitution Fund. State funding supports coordination activities among community groups for outreach, screenings, education, and treatment. Each program has established coalitions consisting of public health partners, community-based organizations, hospitals, and other existing resources that work collaboratively to implement either tobacco-control programs or the statewide goal of early detection and elimination of cancer disparities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total number of new and repeat clients who undergo colonoscopies (CRF-Funded)	199	205	205	226	226
Total number of people encountered at outreach events	4,185	4,650	5,115	5,115	5,115
Number of participants in smoking cessation program <sup>1</sup>	1,000	1,300	1,200	1,100	1,100
Percent of new clients who undergo colonoscopies	91%	83%	83%	83%	83%
Percent of clients reached who completed smoking cessation program	24%	28%	23%	22%	20%

<sup>1</sup> The program anticipates a yearly decrease due to a shift away from regular cigarette use toward vaping products.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,238,375</b>	<b>5.40</b>
Shift: Position from the Cancer and Tobacco Prevention Program to the African American Health Program	0	(1.00)
Shift: Transfer Position from HHS to the Office of the County Attorney for Deputy Privacy Officer	(105,304)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(212,601)	(1.80)
<b>FY21 Recommended</b>	<b>920,470</b>	<b>1.60</b>

## Communicable Disease & Epidemiology

Communicable Disease and Epidemiology has the mission of investigation, surveillance, diagnosis and in some cases, treatment of individuals living in Montgomery County. Tuberculosis Control and Sexually Transmitted Infections programs will test, diagnose, and treat. HIV Medical and Dental Services will case manage and provide medical care for individuals who are HIV+ and have limited insurance coverage. The Maryland Department of Health mandates that each county does surveillance of certain communicable diseases. The Disease Control Program case manages rabies exposures in Montgomery County residents.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of rabies investigations that occur in Montgomery County monthly by Disease Control Program	570	533	540	540	540
Number of babies born to Hepatitis B infected moms who complete the recommended protocol	93%	93%	95%	95%	95%
Percent of investigations on reportable communicable diseases that follow appropriate protocols to limit further spread of the disease <sup>1</sup>	100%	100%	100%	100%	100%
Percent of contacts of smear positive clients diagnosed with latent TB who start preventative treatment	87%	88%	88%	88%	88%

<sup>1</sup> The data reported are for the calendar year (CY) and represent year to date (YTD) as of the date of the report.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,802,938</b>	<b>15.50</b>
Realignment of Programs	9,866,298	56.65
Increase Cost: Ending the HIV Epidemic- Grant	514,517	7.00
Increase Cost: Health and Human Services AIDS Case Management Grant	423,537	2.25
Increase Cost: Centers for Disease Control and Prevention Ending the HIV Epidemic- Grant	200,000	1.00
Increase Cost: Ryan White Part A Charges for Services Grant	90,325	0.50

FY21 Recommended Changes	Expenditures	FTEs
Decrease Cost: Ryan White II - Consortia Services Grant	(245,330)	(2.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(101,653)	(0.25)
<b>FY21 Recommended</b>	<b>12,550,632</b>	<b>80.65</b>

## Community Health Services

Community Health Services provides preventive health access services to uninsured and underinsured populations. Services include Women Health Services, Maternity Partnership Program, nurse case management and home visits to targeted populations such as pregnant women, pregnant and parenting teens, children up to one year of age, and at-risk infants. Other services include staffing support for immunization clinics, STD services, pregnancy testing in regional health centers, and care coordination services for women and children in the Medical Assistance-managed care program. Referral services are provided for individuals with specific health issues (i.e., sexually transmitted diseases).

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of pregnant women screened and enrolled in a Managed Care Organization (MCO) for prenatal services	2,250	2,294	2,200	2,200	2,200
Percentage of pregnant teens who return to school/graduate from high school following birth of baby <sup>1</sup>	N/A	57%	45%	45%	45%
Percentage of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program	96%	97%	90%	90%	90%
Percentage of repeat Maternity Partnership patients who do not delay subsequent pregnancy by 18 months or more (Close Child Spacing)	4%	5%	5%	5%	5%

<sup>1</sup> Nationally, only 40% of pregnant teens finish high school.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,424,715</b>	<b>45.60</b>
Realignment of Programs	3,974,734	21.25
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	284,925	2.30
<b>FY21 Recommended</b>	<b>9,684,374</b>	<b>69.15</b>

## Dental Services

This program provides dental services to promote oral health in five dental clinics. Services include instruction in preventive health practices, primary assessments, targeted dental services, and emergency services. Services are provided to income-eligible Montgomery County children, pregnant women, adults, and seniors.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of pediatric dental referrals to outside pediatric specialist	N/A	43	30	30	30
Percent of appointments that are missed/canceled	17%	20%	20%	20%	20%
Dental Services - Percent of children that complete their dental treatment plan <sup>1</sup>	32%	25%	30%	30%	30%

<sup>1</sup> Some reasons for the low percentage include: (1) There is a 2-3 month wait to get a dental appointment; (2) Parents cancel appointments or do not show for a variety of reasons; (3) Caries in our child population often necessitate 6 or 7 appointments to complete treatment (average number of visits to complete is three); and (4) A small number are completed at a specialist's office and are not reflected in the statistic.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>3,008,701</b>	<b>17.00</b>
Increase Cost: Funding for Medical Equipment for Dental Services Program	48,000	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.	73,258	0.00
<b>FY21 Recommended</b>	<b>3,129,959</b>	<b>17.00</b>

## Health Care for the Uninsured

This program includes Montgomery Cares and Care for Kids. Through public-private partnerships, these programs provide primary health care services for low-income uninsured children, and the adults, using private pediatricians, a network of safety net clinics, and other health care providers. This program area also provides care coordination to uninsured children and adolescents with chronic or handicapping conditions needing specialty diagnostic, medical, and surgical treatment.

<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 low income uninsured County adults who received primary care at one of the participating clinics	25,965	26,422	26,500	26,500	26,500
Number of encounters - Montgomery Cares	72,497	72,505	72,600	72,600	72,600
Percentage of Care for Kids clients who access Oral Health Services	38%	34%	40%	40%	40%
Percent of vulnerable populations that have a primary care visit - Adults	44%	50%	51%	52%	53%
Percent of vulnerable populations that have a primary care visit - Children	71%	63%	64%	65%	66%

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>14,847,037</b>	<b>4.00</b>
Realignment of Programs	(1,297,059)	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.	58,980	0.00
<b>FY21 Recommended</b>	<b>13,608,958</b>	<b>4.00</b>

## Health Planning and Epidemiology

The Health Planning and Epidemiology program serves as the expert in planning and analytic epidemiology within HHS and is responsible for community health needs assessment, program evaluations, disease surveillance and outbreak investigations, health statistics and data management, epidemiology and biostatistics, ongoing development and maintenance of a population data warehouse, and special research projects in collaboration with internal and external partners and academic institutions. The program coordinates and assists with annual performance measure reporting and is responsible for coordinating the students' internship and practicum within Public Health Services. The program provides data and epidemiology support to programs within Public Health Services and DHHS, internal/external partners, as well as support to the Health Officer and the DHHS Director's Office.

<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 community health outcome and social determinants of health indicators tracked	250	250	250	250	250
Number of presentations accepted or invited to conferences/meetings to communicate health statistics and research findings	6	7	6	6	6

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Expansion of the knowledge base on community health outcomes for improved decision making as measured by the number of foundational public health surveillance/research reports/publications released	2	3	3	3	3
<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	484,264			4.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,415			0.00	
<b>FY21 Recommended</b>	<b>497,679</b>			<b>4.00</b>	

## Licensure and Regulatory Services

This program inspects and licenses nursing homes, domiciliary homes (large assisted living facilities with less intensive care than nursing homes), and group homes serving children, elderly, and mentally ill to ensure compliance with County, State, and Federal laws and regulations. Staff responds to complaints and provides advice and consultations to licensees to maintain high standards of care. This program also enforces State and local laws related to food service facilities, smoking in public places, nursing homes, group homes, swimming pools, camps, vermin control, private educational institutions, short-term residential rentals, hotels, and other various business licenses including those required for raffles, bingo, tanning salons, massage, body works, enterprises, and video games.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of routine inspections of food service facilities	6,663	5,771	5,886	6,004	6,124
Percent of mandated inspections completed	72%	66%	80%	80%	80%
Percentage of nursing homes with actual harm deficiencies	20%	21%	20%	20%	20%
Percentage of swimming pools found to be in compliance upon regular inspection	92%	88%	80%	90%	91%
Percent of food service facilities not having a critical violation upon routine inspection	72%	70%	71%	72%	73%
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>1,488,589</b>			<b>12.00</b>	
Realignment of Programs	3,706,885			30.50	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(70,476)			0.00	
<b>FY21 Recommended</b>	<b>5,124,998</b>			<b>42.50</b>	

## Public Health Emergency Preparedness & Response Program

This program is responsible for the planning, readiness, and response activities of a public health emergency or bio-terrorism threat. Planning efforts are made in collaboration with the County Emergency Management Group; the Office of Emergency Management and Homeland Security; the Department of Fire and Rescue Service; the Police Department; hospitals; and a variety of other County, State, regional, and Federal agencies. Efforts are targeted at training and staff development, communication strategies, emergency response drills, partnerships, resources and equipment, the establishment of disease surveillance systems, mass immunization clinics, medication dispensing sites, and readiness.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
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Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of Public Health essential emergency contacts successfully activated during 2 hour drill	N/A	93%	80%	85%	90%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,237,381</b>	<b>8.40</b>
Enhance: Funding for Rapid Response Kits	3,000	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.	(19,554)	0.00
<b>FY21 Recommended</b>	<b>1,220,827</b>	<b>8.40</b>

## School Health Services

This program provides health services to students in Montgomery County Public Schools (MCPS). These services include: first aid and emergency care; health appraisal; medication and treatment administration; health counseling, consultation, and education; referral for medical, psychological, and behavioral problems; case management for students with acute and chronic health conditions, and pregnant and parenting teens; and hearing, vision, and lead certification screenings. Immunizations and tuberculosis screenings are administered at School Health Services Immunization Centers, primarily to international students enrolling in MCPS. Primary health care, provided by nurse practitioners and physicians, is provided to students enrolled at one of the County's School Based Health Centers (SBHWC) or High School Wellness Centers. Head Start/Pre-K provides federally mandated health services to eligible three and four-year old children and is a collaborative effort of HHS, Office of Community Affairs, School Health Services, and MCPS.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Immunizations administered to students at SHS Immunization Center and SBHWCs	N/A	17,506	23,000	19,000	19,000
School Health Services - Total number of client visits	8,408	8,803	11,000	9,500	9,500
School Health Services - Number of unduplicated clients served	3,401	3,572	4,500	4,000	4,000
Percent of enrolled MCPS students fully immunized	N/A	99.2%	99.0%	99.0%	99.0%
Percent of students that return to class and are ready to learn after a health room visit	88%	91%	91%	91%	91%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>30,314,798</b>	<b>275.47</b>
Enhance: Add Ten School Health Nurses to Address Staffing Shortage	887,761	8.30
Increase Cost: Annualization of FY20 Personnel Cost of Six School Health Nurses	603,690	6.00
Enhance: Provide School Health Room Technician for the New Emory Grove Early Childhood Center	67,848	0.87
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	593,220	8.06
<b>FY21 Recommended</b>	<b>32,467,317</b>	<b>298.70</b>

## REALIGNED PROGRAMS

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

## Environmental Health Regulatory Services

FY21 Recommended Changes	Expenditures	FTEs
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FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,706,885</b>	<b>30.50</b>
Realignment of Programs	(3,706,885)	(30.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Health Promotion and Prevention

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>16,800</b>	<b>0.00</b>
Realignment of Programs	(16,800)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## STD/HIV Prevention & Treatment Program

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,017,421</b>	<b>42.40</b>
Realignment of Programs	(8,017,421)	(42.40)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Tuberculosis Program

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,848,877</b>	<b>14.25</b>
Realignment of Programs	(1,848,877)	(14.25)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Women's Health Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,677,675</b>	<b>21.25</b>
Realignment of Programs	(2,677,675)	(21.25)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Admin - Public Health	1,627,954	11.00	1,212,637	7.00
Cancer & Tobacco Prevention	1,238,375	5.40	920,470	1.60
Communicable Disease & Epidemiology	1,802,938	15.50	12,550,632	80.65
Community Health Services	5,424,715	45.60	9,684,374	69.15
Dental Services	3,008,701	17.00	3,129,959	17.00
Environmental Health Regulatory Services	3,706,885	30.50	0	0.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Health Care for the Uninsured	14,847,037	4.00	13,608,958	4.00
Health Planning and Epidemiology	0	0.00	497,679	4.00
Health Promotion and Prevention	16,800	0.00	0	0.00
Licensure and Regulatory Services	1,488,589	12.00	5,124,998	42.50
Public Health Emergency Preparedness & Response Program	1,237,381	8.40	1,220,827	8.40
School Health Services	30,314,798	275.47	32,467,317	298.70
STD/HIV Prevention & Treatment Program	8,017,421	42.40	0	0.00
Tuberculosis Program	1,848,877	14.25	0	0.00
Women's Health Services	2,677,675	21.25	0	0.00
<b>Total</b>	<b>77,258,146</b>	<b>502.77</b>	<b>80,417,851</b>	<b>533.00</b>



# Services to End and Prevent Homelessness

## RECOMMENDED FY21 BUDGET

\$28,253,582

## FULL TIME EQUIVALENTS

87.50

 RAYMOND L. CROWEL PSY.D., DIRECTOR

## FUNCTION

The vision of the staff of Services to End and Prevent Homelessness (SEPH) is a community where all persons have access to safe, affordable housing, and the opportunity to achieve a higher quality of life. The mission of SEPH is to make homelessness a rare, brief, and non-recurring event by operating from a Housing First philosophy. Housing First recognizes that people are most successful when they have choice in housing and seeks to eliminate barriers such as sobriety requirements or treatment compliance. SEPH provides a full continuum of services including housing stabilization, homeless diversion, and permanent housing; and employs evidence-based and promising practices. The mission cannot be achieved without collaborating with public and private partners through the Interagency Commission on Homelessness. Special needs populations include veterans, both individuals and families, persons with behavioral health challenges, individuals with developmental disabilities, and transitioning youth, and seniors with disabilities experiencing or at risk of homelessness.

## PROGRAM CONTACTS

Contact Amanda Harris of the HHS - Services to End and Prevent Homelessness at 240.777.1179 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Admin - Services to End and Prevent Homelessness

This program provides leadership and direction for the administration of Services to End and Prevent Homelessness and advises the Interagency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>995,095</b>	<b>4.00</b>
Realignment of Programs	(608,134)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,222	0.00
<b>FY21 Recommended</b>	<b>389,183</b>	<b>3.00</b>

## Coordinated Entry

Coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. Within a Coordinated Entry System, persons are prioritized for housing based on vulnerability using a data-driven, real-time process. Montgomery County's Coordinated Entry System embraces Housing First principles of low barrier access, consumer choice, community integration, and housing orientation.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement	N/A	355	360	365	370
Coordinated Entry - Days from housing program assignment to housed	N/A	52	51	50	49
Percent of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement	N/A	88%	89%	90%	91%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	1,469,817	6.90
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	23,653	2.00
<b>FY21 Recommended</b>	<b>1,493,470</b>	<b>8.90</b>

## Healthcare for the Homeless

Healthcare for the Homeless provides medical and dental services to individuals experiencing homelessness in emergency shelters, street outreach, and transitional housing. Medical services are also provided to individuals and families served in permanent supportive housing programs. Healthcare for the Homeless is committed to reducing the health disparities for people experiencing homelessness by providing low barrier access to services and reducing re-admissions to hospitals.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of individuals receiving primary care services through Healthcare 4 the Homeless (Mobile Med) <sup>1</sup>	N/A	72	78	85	92
Number of hospital transfers from year-round shelters (based on 911 emergency calls) <sup>2</sup>	N/A	372	365	360	355

<sup>1</sup> This measure tracks new patients served.

<sup>2</sup> 89% of calls in FY19 resulted in transport to hospital.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,103,976</b>	<b>4.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	20,548	0.00
<b>FY21 Recommended</b>	<b>1,124,524</b>	<b>4.00</b>

## Homeless Services for Families

Homeless Services for Families provides emergency shelter and transitional housing to families with children. Services include intake and assessment, case management, and housing location to link families experiencing homelessness to housing, behavioral health, financial, and legal programs. All services are housing focused with a goal of connecting families with permanent housing as

quickly as possible and removing systemic barriers to accessing housing and services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of individuals as part of a family unit experiencing homelessness for the first time	617	586	577	568	559
Average length of stay in days by homeless families in emergency shelter	47	55	45	30	30
Percent of households returning to homelessness	5%	5%	5%	5%	5%
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>3,848,606</b>			<b>9.90</b>	
Realignment of Programs	(992,293)			(6.90)	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(7,372)			0.00	
<b>FY21 Recommended</b>	<b>2,848,941</b>			<b>3.00</b>	

## ☀ Homeless Services for Single Adults

Homeless Services for Single Adults provides emergency shelter, street outreach, and transitional housing to adults experiencing homelessness. All services are housing focused with a goal of connecting adults with permanent housing as quickly as possible by removing barriers such as poor credit, criminal history, limited or no access to behavioral and somatic healthcare, and low or no income. Homeless services include comprehensive case management, assertive engagement, housing location, employment training and job development, legal services, and assistance with entitlements like Food Stamps and Medicaid.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of homeless single adults counted during Annual Point in Time Count	568	441	430	420	410
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing	108	115	112	109	106
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter	37%	36%	38%	39%	39%
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>4,653,640</b>			<b>2.00</b>	
Restore: Funding for the Youth Drop-In Center	311,000			0.00	
Add: Implementation of Inter-agency Commission on Homelessness Decriminalization Recommendations.	100,000			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.	104,413			0.00	
<b>FY21 Recommended</b>	<b>5,169,053</b>			<b>2.00</b>	

## ☀ Housing Initiative Program

The Housing Initiative Program is a Housing First permanent supportive housing program serving individuals and families with disabilities. Program participants are quickly connected to permanent scattered site units without any preconditions and offered intensive wraparound support services. The rental assistance is provided by the Department of Health and Human Services staff and services are offered via contracts with non-profit partners. This program also acts as the lead entity for the 1115 Medicaid Waiver Assistance in Community Integration Services through the state Department of Health.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Housing Initiative Program: Number of clients served	848	823	840	855	870
Services to End and Prevent Homelessness	<i>Health and Human Services</i>				57-3

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Housing Initiative Program -Days from housing program assignment (to accepted) to housed		63	60	55	50
Percent of households who retain permanent housing after 12 months	94%	99%	99%	99%	99%
Decrease in acuity score, measuring the severity of presenting issues impacting housing stability	58	60	63	68	72
<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	299,349			2.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	17,565			0.00	
<b>FY21 Recommended</b>	<b>316,914</b>			<b>2.00</b>	

## Interagency Commission on Homelessness

The Montgomery County Continuum of Care (CoC) coordinates the community's policies, strategies, and implementation of a housing and services system to prevent and end homelessness through a collaboration of public and private sector groups. Responsibilities include promoting a community-wide commitment to ending homelessness, providing funding for efforts to promote community-wide planning and strategic use of resources to address homelessness, improving coordination and integration with mainstream resources and other programs targeted to people experiencing homelessness. The Interagency Commission on Homelessness is a group of appointed leaders of the CoC who have authority to make decisions on behalf of the CoC.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Dollars brought into the continuum from non-County funds	\$20,299,667	\$21,575,760	\$20,155,748	\$21,500,000	\$22,000,000
Number of individuals with lived experience participating as ICH Commissioner or on committees	1	6	6	7	8
Number of total homeless individuals counted during the Annual Point in Time Count	840	647	583	553	517
<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	134,610			1.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,142			0.00	
<b>FY21 Recommended</b>	<b>141,752</b>			<b>1.00</b>	

## Permanent Supportive Housing

Permanent Supportive Housing is an evidence-based practice that provides immediate access to a permanent housing subsidy and long-term, wraparound support services to households with disabilities. All programs use a Housing First approach that offers housing without preconditions such as sobriety, treatment compliance, or participation in services.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Permanent Supportive Housing: Number of clients served	1,542	1,489	1,500	1,500	1,500

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Permanent Supportive Housing - Days from housing program assignment (to accepted) to housed	N/A	76	72	66	60
Percent of households who retain permanent housing after 12 months		98%	99%	99%	99%
Percent of clients retaining permanent housing	98%	99%	95%	95%	90%
Percent of people that graduate from the program	N/A	7%	9%	11%	12%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	4,889,039	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	129,152	0.00
<b>FY21 Recommended</b>	<b>5,018,191</b>	<b>2.00</b>

## Prevention

Prevention provides conflict resolution, mediation, financial assistance, housing location, and case management to County residents at risk of or experiencing homelessness. The program's focus is to partner with families and individuals to resolve their housing emergency through creative problem-solving. State and County grants are provided to prevent evictions and utility cut offs or secure new housing. Short-term case management services are provided to help at-risk households develop and implement plans to prevent a future housing crisis.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Households receiving emergency grants to prevent eviction/homelessness (County and State funds) <sup>1</sup>	8,978	9,044	9,060	9,060	9,060
Percent of households who received prevention assistance and within 12 months enter the homeless continuum <sup>2</sup>	N/A	9%	8%	8%	8%

<sup>1</sup> This measure includes County and State funds.

<sup>2</sup> This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>7,368,257</b>	<b>48.10</b>
Realignment of Programs	239,701	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.	67,928	8.00
<b>FY21 Recommended</b>	<b>7,675,886</b>	<b>56.10</b>

## Rapid Rehousing

Rapid Rehousing provides flexible, short-term rental assistance, and intensive support services. The goals are to help people obtain housing quickly, increase income and self-sufficiency, and stay housed. Rapid rehousing with offered without preconditions such as employment, income, absence of criminal record, or sobriety. Resources and services provided are adjusted to meet the specific needs of the person.

Program Performance Measures	Actual	Actual	Estimated	Target	Target
Services to End and Prevent Homelessness					

	FY18	FY19	FY20	FY21	FY22
Rapid Rehousing - Number of clients served	440	544	550	550	550
Cost per positive exit	N/A	\$18,956	\$15,600	\$14,000	\$12,500
Percent of households with Increased income since entering rapid rehousing	N/A	25.9%	28.0%	32.0%	35.0%
Number of exits to permanent housing	78%	73%	74%	75%	76%
<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				582,889	0.00
Enhance: Expand the Rapid Re-Housing Program				900,000	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.				14,290	0.00
<b>FY21 Recommended</b>				<b>1,497,179</b>	<b>0.00</b>

## Rental Assistance Program

The Rental Assistance Program (RAP) provides a shallow subsidy to individuals and families at risk of or currently experiencing homelessness. The target population for this program are seniors, people with disabilities and others on a fixed income.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of unique households with an active rental subsidy during the year	1,961	1,771	1,700	1,700	1,700
Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) <sup>1</sup>	N/A	19.6%	19.0%	18.5%	18.0%
Median percent reduction in rent burden as a share of income	N/A	13%	14%	15%	16%

<sup>1</sup> This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.

<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				554,062	4.50
Enhance: Increase Rental Subsidy for Rental Assistance Program by 50 Percent				2,000,000	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.				24,427	1.00
<b>FY21 Recommended</b>				<b>2,578,489</b>	<b>5.50</b>

## REALIGNED PROGRAMS

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

## Diversion

<b>FY21 Recommended Changes</b>				<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>				<b>239,701</b>	<b>0.00</b>
Realignment of Programs				(239,701)	0.00
<b>FY21 Recommended</b>				<b>0</b>	<b>0.00</b>

## Permanent Housing

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>6,325,339</b>	<b>8.50</b>
Realignment of Programs	(6,325,339)	(8.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

<b>Program Name</b>	<b>FY20 APPR Expenditures</b>	<b>FY20 APPR FTEs</b>	<b>FY21 REC Expenditures</b>	<b>FY21 REC FTEs</b>
Admin - Services to End and Prevent Homelessness	995,095	4.00	389,183	3.00
Coordinated Entry	0	0.00	1,493,470	8.90
Diversion	239,701	0.00	0	0.00
Healthcare for the Homeless	1,103,976	4.00	1,124,524	4.00
Homeless Services for Families	3,848,606	9.90	2,848,941	3.00
Homeless Services for Single Adults	4,653,640	2.00	5,169,053	2.00
Housing Initiative Program	0	0.00	316,914	2.00
Interagency Commission on Homelessness	0	0.00	141,752	1.00
Permanent Housing	6,325,339	8.50	0	0.00
Permanent Supportive Housing	0	0.00	5,018,191	2.00
Prevention	7,368,257	48.10	7,675,886	56.10
Rapid Rehousing	0	0.00	1,497,179	0.00
Rental Assistance Program	0	0.00	2,578,489	5.50
<b>Total</b>	<b>24,534,614</b>	<b>76.50</b>	<b>28,253,582</b>	<b>87.50</b>

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# Administration and Support

## RECOMMENDED FY21 BUDGET

\$46,494,978

## FULL TIME EQUIVALENTS

158.00

 RAYMOND L. CROWEL PSY.D., DIRECTOR

## FUNCTION

The function of Administration and Support Services is to provide overall leadership, administration, and direction to the Department of Health and Human Services (HHS), while providing an efficient system of support services to ensure effective management and delivery of services.

## PROGRAM CONTACTS

Contact Victoria Buckland of the HHS - Administration and Support at 240.777.1211 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Admin - Office of Community Affairs

This Program oversees, supports, and implements the mission of the Office of Community Affairs, which is to lead the development of equitable and inclusive health and human services systems that are responsive to racial/ethnic and economically disinvested communities. This Office takes a global view of equity and inclusion that transcends the mandate of individual service units and offices to ultimately drive for systems change.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	209,650	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(15,132)	0.00
<b>FY21 Recommended</b>	<b>194,518</b>	<b>1.00</b>

### Admin - Office of the Chief Operating Officer

This Office oversees the administrative services that support direct service delivery and the day-to-day operations of the Department, including budget development and expenditure analysis; management of the Department's fiscal operations including payments, medical billing, Federal claiming, and State financial reporting; contract management; logistics and facilities support; information technology support and development; grant acquisition; and oversight of compliance activities such as internal audits

and coordination of external audits. The Office also oversees the implementation of Department-wide policies and procedures for administrative functions and coordinates and facilitates service delivery practices to promote consistency across programs and to further the goal of integrated practice across the Department.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>23,359,472</b>	<b>92.00</b>
Realignment of Programs	(889,156)	(6.00)
Increase Cost: Adjust Budget for Additional Licenses, Storage, and Hardware Refresh for the Enterprise Integrated Case Management System and the Electronic Health Records System	75,000	0.00
Increase Cost: Adjust Budget for the Process and Technology Modernization (PTM) System to Reflect Structural Budget Deficiencies	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.	509,648	3.00
<b>FY21 Recommended</b>	<b>23,104,964</b>	<b>89.00</b>

## Admin - Office of the Director

The Director's Office provides comprehensive leadership and direction for the Department, including budget and policy development and implementation, planning and accountability, service integration, customer service, the formation and maintenance of partnerships with non-governmental service providers, and human resource management. Further, the Office of the Director facilitates relationships and communications with external partners, provides overall guidance and leadership for health and social service initiatives, and ensures compliance with relevant laws and regulations including the Americans with Disabilities Act (ADA) and the Health Insurance Portability and Accountability Act (HIPAA).

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,479,393</b>	<b>26.75</b>
Realignment of Programs	(1,898,431)	(3.00)
Shift: Community Grants moved from the Community Grants Non Departmental Account to the Department's Base Budget	2,909,754	0.00
Re-align: Adjust Funding for Records Management Scanning to Reflect Actual Usage	100,000	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.	878,931	0.25
<b>FY21 Recommended</b>	<b>7,469,647</b>	<b>24.00</b>

## Community Action Agency

The mission of Community Action Agency (CAA) is to reduce poverty and increase self-sufficiency among County residents through services, partnerships, and advocacy, including managing Federal and State Head Start and Community Services Block Grant funding. Through the Takoma-East Silver Spring (TESS) Center, and initiatives such as the Volunteer Income Tax Assistance (VITA) and the Community Advocacy Institute, staff, volunteers and community partners provide critical services that strengthen social and economic assets of low-income communities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
The number of residents who receive free tax preparation services through the CAA VITA program <sup>1</sup>	1,936	2,200	2,250	2,250	2,250
Percent of VITA clients who reported that they were satisfied with the services received	N/A	89%	89%	89%	89%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of TESS clients who reported that they were satisfied with the services received	N/A	93%	93%	93%	93%
Total amount of Earned Income Tax Credit received by VITA clients	\$1,326,272	\$1,420,829	\$1,430,000	\$1,430,000	\$1,430,000

<sup>1</sup> Changes in site capacity in FY18 affected productivity (Gaithersburg). The number of residents served annually is highly dependent upon the size of the sites identified, and will be contingent upon funding external to the County.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	3,737,293	11.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	137,114	0.20
<b>FY21 Recommended</b>	<b>3,874,407</b>	<b>11.40</b>

## Equity and Language Access

This Program leads an organizational change effort by engaging in systematic planning, implementation, and evaluation of activities that help the Department understand, define and adopt Equity as an operating value that guides how staff work with customers, colleagues and the community to promote health, safety, and self-sufficiency. Limited English Proficiency (LEP) is a key barrier to equitable access to services. Providing language access is a Federal mandate. This Program oversees the implementation of key components of the comprehensive Department-wide LEP Policy and Implementation Plan to fulfill an essential systemic strategy to create equitable access.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of referrals made for Multilingual Health Navigation Line/Interpretation Services <sup>1</sup>	7,838	6,394	6,000	6,000	6,000
Total number of interpretations provided over the phone by our phone interpretation vendor to DHHS staff in order to serve LEP clients	15,475	16,375	17,000	17,500	18,000
Percent of clients satisfied with services for Multilingual Health Navigation Line/interpretation services <sup>2</sup>	94%	85%	85%	85%	85%
Percent of clients able to access services upon referral	82%	84%	84%	84%	84%
Percent of participants of Equity Workshop who will be able to apply behaviors learned	90%	91%	92%	92%	92%

<sup>1</sup> This data currently reflects the performance of one contract. Other contracts will be updated to include the capturing of this data. The measure will be updated accordingly.

<sup>2</sup> This data currently reflects the performance of one contract. Other contracts will be updated to include the capturing of this data. The measure will be updated accordingly.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	1,125,593	1.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	78,755	1.50
<b>FY21 Recommended</b>	<b>1,204,348</b>	<b>3.00</b>

## Head Start

This program oversees the Federal Head Start funding that the County receives to provide a comprehensive child development program for income eligible families with young children ages three through five. Montgomery County Public Schools serves as the Head Start delegate agency and the Department of Health and Human Services provides health services to eligible Head Start

children through the School Health Service program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of children in full-day program	540	540	540	600	648
Percent of children in full-day program	83%	83%	83%	92%	100%
Percent of Head Start eligible children served by the Montgomery County Head Start Program	41%	41%	41%	41%	41%
Percent of 3-year olds with demonstrated school readiness	42%	42%	43%	52%	65%
Percent of 4-year olds with demonstrated school readiness	55%	65%	65%	65%	75%
<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			470,615		2.80
Increase Cost: Headstart - Community Action Agency Grant			4,046,324		(0.20)
Increase Cost: Child Care Development Grant			15,000		0.00
<b>FY21 Recommended</b>			<b>4,531,939</b>		<b>2.60</b>

## Legal Representation

This program provides legal assistance for low-income County residents facing deportation proceedings. Legal representation in these proceedings has helped to reunite and preserve families and enabled individuals to retain legal work authorizations. The services are provided to individuals from households with incomes at or below 200 percent of the Federal poverty level or with a financial hardship.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of clients served by the grants <sup>1</sup>	N/A	202	200	200	200

<sup>1</sup> This is a new measure for FY19. Current caseload is expected to be maintained, including past year clients with open cases.

<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			540,000		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.			5,550		0.00
<b>FY21 Recommended</b>			<b>545,550</b>		<b>0.00</b>

## Minority Programs

The three minority programs - the African American Health Program, the Latino Health Initiative, and the Asian American Health Initiative - support Department-wide efforts to eliminate health and other disparities and achieve equity while continuing their population-targeted programs and services. The programs' knowledge, expertise and experiences in racially, ethnically, and linguistically diverse communities helps informed Department-wide program, policy and budget decisions.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of individuals served by the Minority Health Initiatives & Program	39,068	33,415	33,415	33,415	33,415
Percent of clients satisfied with services provided by the Minority Health Initiatives & Program	94%	99%	96%	96%	96%
Average percent of respondents who expressed increased confidence due to community capacity building activities	85%	93%	85%	85%	85%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Average percent increase in wages from time participants entered program until hired as health professionals	282%	88%	100%	150%	150%
Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention)	80%	99%	100%	100%	100%
<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			5,492,547	26.00	
Shift: Position to the African American Health Program from Cancer and Tobacco Prevention Program			0	1.00	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			77,058	0.00	
<b>FY21 Recommended</b>			<b>5,569,605</b>	<b>27.00</b>	

## REALIGNED PROGRAMS

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

### Office of Community Affairs

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>11,035,698</b>	<b>42.50</b>
Realignment of Programs	(11,035,698)	(42.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Admin - Office of Community Affairs	0	0.00	194,518	1.00
Admin - Office of the Chief Operating Officer	23,359,472	92.00	23,104,964	89.00
Admin - Office of the Director	5,479,393	26.75	7,469,647	24.00
Community Action Agency	0	0.00	3,874,407	11.40
Equity and Language Access	0	0.00	1,204,348	3.00
Head Start	0	0.00	4,531,939	2.60
Legal Representation	0	0.00	545,550	0.00
Minority Programs	0	0.00	5,569,605	27.00
Office of Community Affairs	11,035,698	42.50	0	0.00
<b>Total</b>	<b>39,874,563</b>	<b>161.25</b>	<b>46,494,978</b>	<b>158.00</b>

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# Community Use of Public Facilities

## RECOMMENDED FY21 BUDGET

\$11,933,974

## FULL TIME EQUIVALENTS

31.27

 RAMONA BELL-PEARSON, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Community Use of Public Facilities (CUPF) is to maximize the community's use of schools and other public facilities and to identify and facilitate activities and programs that respond to the community's needs without disrupting the instructional program of the Montgomery County Public Schools or County operations.




## BUDGET OVERVIEW

The total FY21 Recommended Operating Budget for the Office of Community Use of Public Facilities is \$11,933,974, a decrease of \$8,549 or 0.07 percent from the FY20 Approved Budget of \$11,942,523. Personnel Costs comprise 30.01 percent of the budget for 30 full-time position(s) and one part-time position(s), and a total of 31.27 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 69.99 percent of the FY21 budget.


In addition, a portion of prior year Community Use of Public Facilities fund balance has been allocated to the Maryland-National Capital Park and Planning Commission's (M-NCPPC) FY21 and FY22 Capital Improvements Program (CIP) Ballfields Initiative.

## 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**
-  **A Greener County**
-  **Effective, Sustainable Government**

## INITIATIVES

-  Relocate Community Use of Public Facilities offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.

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## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ☀ CUPF provides two subsidy programs to users - the Facility Fee Assistance Program (FFAP) and the Community Access Program (CAP). These programs continue to assist an increasing number of nonprofit groups serving at-risk, low-income persons, and community groups in general by making use of public space more affordable. For the first time since the subsidies were created, the entire FFAP fund of \$75,000 was expended, as was the entire CAP fund of \$150,000.
- ☀ CUPF is working in partnership with Montgomery County Public Schools (MCPS), the Parks Department, and the Department of Recreation on a Ballfield Initiative to renovate playing fields. CUPF issues permits for 212 MCPS ballfields at elementary, middle, and high schools while the Parks Department maintains 201 athletic fields on 120 MCPS sites. The FY21 Recommended Budget includes a \$600,000 transfer from CUPF to the Parks Department for ballfield maintenance.
- ☀ Enhanced audio-visual capability at the Silver Spring Civic Building with a \$130,000 expenditure on new technology.
- ☀ Assisted a total of 86 groups including community groups and non-profits in FY19 with an award through the Community Access Program (CAP) for use of the Silver Spring Civic Building and Veterans Plaza, an increase of over 10% from FY18.

## PROGRAM CONTACTS

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Contact Ramona Bell-Pearson of the Office of Community Use of Public Facilities at 240.777.2722 or Brett Magellan of the Office of Management and Budget at 240.777.2767 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
<b>Program Measures</b>					
Hours of paid school use	557,539	563,759	575,034	575,034	586,535
Percent of school, field, and government building users satisfied with the reservation process	92%	94%	95%	95%	95%
Number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) <sup>1</sup>	102	113	115	115	115
Percent of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) <sup>2</sup>	70.5%	73.8%	77.0%	77.0%	77.0%

<sup>1</sup> Data not available for this measure prior to FY19. In FY19, 27 groups received a subsidy through the Facility Fee Assistance Program and 86 groups received a subsidy through the Community Access Program.

<sup>2</sup> Data not available for this measure prior to FY19. In FY19, 64.3% of groups submitting FFAP applications were funded, and 77.5% of groups submitting CAP applications were funded.

## PROGRAM DESCRIPTIONS

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### ☀ Community Access to Public Space

This program provides community organizations and public agencies with access to public schools and government facilities for community services, programs, and events. Services performed by staff in support of this function include: user education

training; centralized scheduling of schools, M-NCPPC fields, libraries, regional service centers, County government meeting rooms, and the Silver Spring Civic Building; managing on-line customer facility requests; administering connectivity to the facility database for school and County staff; providing information and referrals; and problem and conflict resolution. Working with MCPS staff, PTAs, and community-based committees in the implementation and review of facility use policies and procedures is an integral component of this program. This program also provides: general management and staff support to the Interagency Coordinating Board (ICB), which is CUPF's policy-making authority, and its Citizens' Advisory Committee; and administration for community use operations, including financial processes and budgeting for the Community Use Enterprise Fund. The County's General Fund supports limited free use of facilities to qualifying organizations in accordance with ICB policy.

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COMMUNITY USE OF PUBLIC FACILITIES</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,364,098	2,638,520	2,501,119	2,742,433	3.9 %
Employee Benefits	746,719	872,558	790,986	838,663	-3.9 %
<b>Community Use of Public Facilities Personnel Costs</b>	<b>3,110,817</b>	<b>3,511,078</b>	<b>3,292,105</b>	<b>3,581,096</b>	<b>2.0 %</b>
Operating Expenses	8,027,922	8,431,445	7,938,919	8,352,878	-0.9 %
<b>Community Use of Public Facilities Expenditures</b>	<b>11,138,739</b>	<b>11,942,523</b>	<b>11,231,024</b>	<b>11,933,974</b>	<b>-0.1 %</b>
<b>PERSONNEL</b>					
Full-Time	30	30	30	30	—
Part-Time	1	1	1	1	—
FTEs	31.07	31.27	31.27	31.27	—
<b>REVENUES</b>					
Facility Rental Fees	11,829,989	11,926,753	11,926,753	11,975,233	0.4 %
Investment Income	290,799	104,195	104,195	65,700	-36.9 %
<b>Community Use of Public Facilities Revenues</b>	<b>12,120,788</b>	<b>12,030,948</b>	<b>12,030,948</b>	<b>12,040,933</b>	<b>0.1 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COMMUNITY USE OF PUBLIC FACILITIES</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>11,942,523 31.27</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Wheaton Building Operating Budget Impact Related to Moving to the New Wheaton Office Building [Community Access to Public Space]	94,423	0.00
Increase Cost: FY21 Compensation Adjustment	74,989	0.00
Increase Cost: Annualization of FY20 Compensation Increases	43,675	0.00
Increase Cost: ActiveMontgomery Transaction Fees [Community Access to Public Space]	18,257	0.00
Increase Cost: Security Services at Silver Spring Civic Building (SSCB) [Community Access to Public Space]	10,560	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	6,673	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: MCPS Reimbursable Custodial Costs [Community Access to Public Space]	4,297	0.00
Increase Cost: Motor Pool Adjustment	3,549	0.00
Increase Cost: Print and Mail Adjustment	897	0.00
Decrease Cost: Retiree Health Insurance Pre-Funding [Community Access to Public Space]	(510)	0.00
Decrease Cost: Retirement Adjustment	(17,548)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(37,771)	0.00
Decrease Cost: OPEB Adjustment	(80,040)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(130,000)	0.00
<b>FY21 RECOMMENDED</b>	<b>11,933,974</b>	<b>31.27</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COMMUNITY USE OF PUBLIC FACILITIES</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>11,934</b>	<b>11,934</b>	<b>11,934</b>	<b>11,934</b>	<b>11,934</b>	<b>11,934</b>
No inflation or compensation change is included in outyear projections.						
<b>ActiveMONTGOMERY Transaction Fees</b>	<b>0</b>	<b>19</b>	<b>32</b>	<b>64</b>	<b>83</b>	<b>83</b>
Assumes continuation of existing contract terms for hosted software solution shared with Montgomery County Department of Recreation and Montgomery Parks, MNCPPC;						
<b>MCPS Reimbursable Custodial Costs</b>	<b>0</b>	<b>4</b>	<b>9</b>	<b>13</b>	<b>18</b>	<b>23</b>
CUPF is required to reimburse MCPS for the custodial supply costs of community use.						
<b>MCPS Reimbursable Staff Costs</b>	<b>0</b>	<b>36</b>	<b>72</b>	<b>109</b>	<b>146</b>	<b>183</b>
CUPF is required to reimburse MCPS for the cost impacts of community use. Reimbursements to MCPS for staff, maintenance, and supplies are periodically adjusted to reflect increases in those costs.						
<b>MCPS Reimbursable Utility Costs</b>	<b>0</b>	<b>64</b>	<b>130</b>	<b>197</b>	<b>267</b>	<b>339</b>
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(5)</b>	<b>(12)</b>	<b>(11)</b>	<b>(12)</b>	<b>(3)</b>
<b>Savings from Replacement of ActiveMONTGOMERY with Replacement System</b>	<b>0</b>	<b>0</b>	<b>(145)</b>	<b>(145)</b>	<b>(145)</b>	<b>(145)</b>
Reduction in transaction fees resulting from the replacement of ActiveMONTGOMERY with a new system.						
<b>Security Services at Silver Spring Civic Building (SSCB)</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>	<b>21</b>
Security services at the Silver Spring Civic Building						
<b>Two Year Term Extension for Fiscal Assistant Position</b>	<b>0</b>	<b>0</b>	<b>(83)</b>	<b>(83)</b>	<b>(83)</b>	<b>(83)</b>
The Fiscal Assistant is shared with County Recreation to support online activity registration and facility reservation database.						
<b>Wheaton Redevelopment</b>	<b>0</b>	<b>(350)</b>	<b>(350)</b>	<b>(350)</b>	<b>(348)</b>	<b>(348)</b>
Expenses at the Wheaton facility include utilities, maintenance, parking, and debt service.						
<b>Labor Contracts</b>	<b>0</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>

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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>11,934</b>	<b>11,733</b>	<b>11,622</b>	<b>11,767</b>	<b>11,903</b>	<b>12,031</b>

FY21-26 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Community Use of Public Facilities			
FISCAL PROJECTIONS	FY20 ESTIMATE	FY21 REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	1.4%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%
Investment Income Yield	1.9%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
<b>BEGINNING FUND BALANCE</b>	<b>6,508,019</b>	<b>5,644,357</b>	<b>3,741,391</b>	<b>2,357,672</b>	<b>1,714,325</b>	<b>987,735</b>	<b>467,003</b>
<b>REVENUES</b>							
Charges For Services	11,926,753	11,975,233	12,168,034	12,362,723	12,558,054	13,067,911	13,595,855
Miscellaneous	104,195	65,700	41,147	27,464	18,227	9,402	2,640
<b>Subtotal Revenues</b>	<b>12,030,948</b>	<b>12,040,933</b>	<b>12,209,181</b>	<b>12,390,187</b>	<b>12,576,281</b>	<b>13,077,313</b>	<b>13,598,495</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(768,770)</b>	<b>(1,074,109)</b>	<b>(1,079,420)</b>	<b>(1,079,179)</b>	<b>(1,079,282)</b>	<b>(1,079,007)</b>	<b>(1,079,041)</b>
Transfers To The General Fund	(928,770)	(874,846)	(880,053)	(880,053)	(880,053)	(880,053)	(880,053)
Indirect Costs	(721,440)	(667,516)	(672,723)	(672,723)	(672,723)	(672,723)	(672,723)
CAAP	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
DCM	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
Transfers From The General Fund	160,000	160,000	160,000	160,000	160,000	160,000	160,000
After School	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Elections	135,000	135,000	135,000	135,000	135,000	135,000	135,000
Transfers To Debt Service Fund	0	(359,263)	(359,367)	(359,126)	(359,229)	(358,954)	(358,988)
<b>TOTAL RESOURCES</b>	<b>17,770,197</b>	<b>16,611,181</b>	<b>14,871,152</b>	<b>13,668,680</b>	<b>13,211,324</b>	<b>12,986,040</b>	<b>12,986,457</b>
<b>CIP CURRENT REVENUE APPROP.</b>	<b>(863,000)</b>	<b>(904,000)</b>	<b>(600,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(11,231,024)	(11,933,974)	(12,081,542)	(12,233,335)	(12,388,978)	(12,549,292)	(12,712,907)
Labor Agreement	n/a	0	(27,934)	(27,934)	(27,934)	(27,934)	(27,934)
Increase in MCPS Reimbursements	n/a	0	(35,972)	(72,304)	(108,999)	(146,061)	(183,493)
Utility Reimbursements to MCPS	n/a	0	(63,846)	(129,608)	(197,343)	(267,110)	(338,974)
Maintenance Reimbursement to MCPS	n/a	0	(4,383)	(8,854)	(13,414)	(18,065)	(22,769)
Custodial Supply Reimbursements to MCPS	n/a	0	(19,170)	(32,299)	(64,340)	(82,626)	(82,626)
Security Services at Silver Spring Civic Building	n/a	0	(3,900)	(7,917)	(12,054)	(16,315)	(20,704)
Wheaton Redevelopment	n/a	0	350,083	350,083	350,083	348,137	348,137
Retiree Health Insurance Pre-Funding	n/a	0	5,000	11,690	11,450	12,290	2,530
Savings from Replacement of ActiveMONTGOMERY	n/a	0	0	144,791	144,791	144,791	144,791
ActiveMONTGOMERY Fiscal Assistant	n/a	0	0	83,148	83,148	83,148	83,148
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(11,231,024)</b>	<b>(11,933,974)</b>	<b>(11,881,664)</b>	<b>(11,922,539)</b>	<b>(12,223,590)</b>	<b>(12,519,037)</b>	<b>(12,810,801)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(31,816)</b>	<b>(31,816)</b>	<b>(31,816)</b>	<b>(31,816)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(12,125,840)</b>	<b>(12,869,790)</b>	<b>(12,513,480)</b>	<b>(11,954,355)</b>	<b>(12,223,590)</b>	<b>(12,519,037)</b>	<b>(12,810,801)</b>
<b>YEAR END FUND BALANCE</b>	<b>5,644,357</b>	<b>3,741,391</b>	<b>2,357,672</b>	<b>1,714,325</b>	<b>987,735</b>	<b>467,003</b>	<b>175,655</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>31.8%</b>	<b>22.5%</b>	<b>15.9%</b>	<b>12.5%</b>	<b>7.5%</b>	<b>3.6%</b>	<b>1.4%</b>

**Assumptions:**

1. Changes in interfund transfers reflect the election cycle, receipts from the General Fund to offset the cost of free use and unpermitted field use, and technology modernization costs.
2. The Interagency Coordinating Board must review and approve any changes in fees. A 2.5% increase is assumed in FY25 and another 2.5% increase is assumed in FY26.
3. The fiscal plan assumes a one-time use of surplus funds to replace the online booking system shared by CUPF, the Recreation Department, and the Maryland-National Capital Park and Planning Commission. This use is shown as a current revenue transfer in FY20 and FY21.
4. The fiscal plan assumes the use of surplus funds for ballfield maintenance. This use is shown as a current revenue transfer in FY21 and FY22 CIP project, Ballfield Initiatives (P008720).

**Notes:**

1. The fund balance is calculated on a net assets basis.
2. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
3. Community Use of Public Facilities has a fund balance policy target of 10% of resources.



# Public Libraries

## RECOMMENDED FY21 BUDGET

\$43,637,632

## FULL TIME EQUIVALENTS

413.01

 ANITA VASSALLO, DIRECTOR

## MISSION STATEMENT

Montgomery County Public Libraries (MCPL) offers free and equal access to services and resources that connect the people of Montgomery County to ideas and information which sustain and enrich their lives.

MCPL's Vision: Our diverse community of lifelong learners finds MCPL to be an open, inviting, and vital gateway to the information, ideas, and enrichment that strengthens our County. A diverse, highly qualified staff continually assesses community needs and interests to support, encourage, and inspire our customers.

MCPL's Values: MCPL believes in the right of all to learn and to grow. We value intellectual freedom, accountability, quality service, diversity, fairness, professional ethics, integrity of information, and respect for our customers, our community, and ourselves. We are a learning organization that functions openly by exploring new ideas and using the collective talent, knowledge, and creativity of employees at all levels.





## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Public Libraries is \$43,637,632, an increase of \$573,069 or 1.33 percent from the FY20 Approved Budget of \$43,064,563. Personnel Costs comprise 79.78 percent of the budget for 240 full-time position(s) and 212 part-time position(s), and a total of 413.01 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 20.22 percent of the FY21 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:

-  **Thriving Youth and Families**
-  **A Greener County**
-  **Effective, Sustainable Government**
-  **A Growing Economy**

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## INITIATIVES

- ★ Add an Early Literacy Outreach Librarian who will provide outreach, education, training, and modeling in early literacy skills for parents and caregivers of young children ages 0 to 5.
- ★ Expand hours at Long Branch, White Oak, and Twinbrook Libraries in FY21.
- ★ Offer the nationally recognized Northstar Digital Literacy program to allow customers to assess their computer, software, and technology skills and obtain certificates.
- ★ Expand Summer Food Security program in collaboration with the Department of Health and Human Services, Montgomery County Public Schools, Montgomery County Food Council, and Department of Recreation.
- ★ Recruit and hire a Youth Program Specialist to coordinate services for residents between the ages of 12-17.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ✱ Worked with Community Services for Autistic Adults & Children (CSAAC) to rearrange the sorting room in the Collection Management warehouse to improve workflows and to eliminate recurring backlogs and get materials to customers faster.
- ✱ Expanded Transfer Utility in Collection software to all locations to reduce waste and better tailor branch collections to their local communities, avoiding almost \$60,000 in future costs annually.
- ✱ Designed and developed an Electronic Template to create, update, and communicate Branch Desk Schedules.
- ✱ Automated the creation of Library Link cards using python scripting.

## PROGRAM CONTACTS

Contact Steve Kapani of the Department of Public Libraries at 240.777.0045 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 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

### ✱ Administration

The Office of the Director has the responsibility for the overall management and leadership of the Department. The Director's Office also oversees strategic planning and evaluation of services, public relations with the community, marketing the department's services, partnerships, Memoranda of Understanding (MOUs), and the Library Board. The Director's Office directly manages the Human Resources Unit, the Business Office, and four Assistant Directors.

The Human Resources Unit oversees human resources, staff development and training, Sunday and Substitute Services, customer accounts, circulation services, workplace competency, Equal Employment Opportunity (EEO) issues, recruitment and training, and labor/management relations.

The Business Office oversees preparation and management of the Department's budget, contracts and procurement, revenue, grants, equipment management, and Council liaison.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,927,160</b>	<b>28.00</b>
Realignment of Programs	(2,327,039)	(5.00)
Re-align: Salary Lapse from Administration to Library Services to the Public	2,983,954	0.00
Re-align: Staff Development Grant from Administration to Library Services to the Public	(18,000)	0.00
Re-align: Operating Expenses from Administration to Library Services to the Public	(317,366)	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.	(808,973)	1.00
<b>FY21 Recommended</b>	<b>2,439,736</b>	<b>24.00</b>

## Library Services to the Public

MCPL consists of 23 library sites including the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, and the Collection Management center.

Library services are available to all County residents, Maryland residents, and those working in Montgomery County, free of charge. Library customers use MCPL services including information services for children and adults delivered in person, over the telephone, in the stacks, and outside the walls; a Public Access Catalog for access to indices and full text materials; downloadable content and streaming services; automated phone renewal and online catalog and customer account access (24 hours, 7 days a week); programming for children, teens, seniors, and adults; technologies such as 3D printers, digital media labs, Science, Technology, Engineering, and Mathematics (STEM) kits, loanable laptops; and meeting rooms and collaboration spaces for public use.

The Collection Development Unit provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, eAudiobooks, and streaming services.

- The Collection Development Unit is responsible for planning and inclusion of new formats and the evaluation of collections in relation to community information needs. Collections are purchased for English learners, as well as collections in World Languages.
- The materials delivery service delivers new materials, customer requested items, and returned materials among MCPL branches and between several jurisdictions in the region.
- The cataloging and processing unit prepares all library materials for use in the branches.
- The inter-library loan service provides opportunities for Montgomery County cardholders to use materials from public library systems throughout Maryland, from out-of-state public libraries, and from academic and special libraries throughout the world.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
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Public Libraries

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of items checked out (circulation) and materials used in a library <sup>1</sup>	9,786,250	10,232,348	9,969,858	9,551,975	9,873,731
Number of public computer and Wi-Fi sessions	14,366,517	23,875,239	30,366,746	37,287,673	44,208,601
Total use of library adult learning programs, services, and events <sup>2</sup>	109,716	318,785	333,341	385,849	438,357
Active library users <sup>3</sup>	N/A	221,837	244,390	257,416	270,642
Number of participants in early literacy programming <sup>4</sup>	2,406,823	2,569,350	2,892,687	3,198,724	3,504,761

<sup>1</sup> The number of borrowed physical items and items marked "used" in a branch (i.e., left on tables and scanned in the library's system as having been consulted by a customer).

<sup>2</sup> "Total use" comprises attendance at English conversation clubs, "business and workforce," and "computer/smart technology" programs. Online educational and vocational training resources are tabulated via metrics indicating any action performed by the user in relation to the content item. The measure is calculated by tallying component services and aggregating those numbers to represent "use." Change in methodology from FY18 to FY19.

<sup>3</sup> Data not available prior to FY19.

<sup>4</sup> "Early literacy services" comprise materials circulation (Go!Kits: Little Explorer, picture books, board books, "Beginning Reader" books), attendance at Storytime and "All Children Excel" programs, and "Discovery Room" bookings. The measure is calculated by tallying component services and aggregating those numbers to represent "use." To more accurately represent this category of service, the measure was restructured to support the County Executive's priority outcome on "Thriving Youth and Family."

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>29,766,111</b>	<b>345.91</b>
Realignment of Programs	12,393,048	34.10
Enhance: Add Eight Public Service Hours to Long Branch, White Oak, and Twinbrook Libraries	443,808	7.50
Re-align: Operating Expenses from Administration to Library Services to the Public	317,366	0.00
Shift: Operating Budget Impact from 21st Century Library Enhancements CIP Project to FY21 Public Libraries' Operating Budget	155,327	0.00
Re-align: Staff Development Grant from Administration to Library Services to the Public	18,000	0.00
Enhance: Increase in Deaf Culture Digital Library Grant Award	2,328	0.00
Add: Early Literacy Outreach Librarian II Charged to the Early Care and Education Non Departmental Account	0	1.00
Increase Cost: Mid-Year Position reclassification from Part-Time Library Associate II to Full-Time Library Associate	0	0.50
Re-align: Salary Lapse from Administration to Library Services to the Public	(2,983,954)	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.	780,579	(1.00)
<b>FY21 Recommended</b>	<b>40,892,613</b>	<b>388.01</b>

## Workforce and Business Development

Montgomery County Public Libraries has a special emphasis on developing and supporting workforce and business development in the County. The area of the Department's service falls under the Assistant Director for Programs and Outreach and is headed by a full-time Program Specialist for Workforce and Business Development.

Within this program MCPL:

- Develops a comprehensive annual plan for systemwide offering of workforce, business, digital, and financial literacy programs within the 22-branch MCPL system. Defines scope of all programs offered to ensure consistency with MCPL customer needs.
- Initiates and maintains multiple collaborative relationships and partnerships with key workforce, business, digital and financial literacy contacts.

- Provides resources and materials to support the County's Business Connect program which is a business assistance hub where small business owners can get information, support, and training to start or grow their companies.
- In addition, the Department recruits, screens, interviews candidates and awards seats for MCPL's Career Online High School program. Career Online High School is an AdvancED/SACS/NCA/NWAC-accredited program that enables students to earn their high school diplomas while gaining real-world career skills.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Attendees at business and workforce development programs	5,581	5,520	5,548	5,576	5,604
Active partnerships with workforce and business development organizations <sup>1</sup>	N/A	15	17	20	25
Graduates from Career Online High School	12	13	8	10	15

<sup>1</sup> Data not available prior to FY19.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	305,283	1.00
<b>FY21 Recommended</b>	<b>305,283</b>	<b>1.00</b>

## REALIGNED PROGRAMS

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

### Collection Management

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>10,371,292</b>	<b>30.10</b>
Realignment of Programs	(10,371,292)	(30.10)
<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>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	23,107,722	24,049,441	23,718,017	25,208,703	4.8 %
Employee Benefits	9,375,326	10,146,857	9,771,190	9,382,928	-7.5 %
<b>County General Fund Personnel Costs</b>	<b>32,483,048</b>	<b>34,196,298</b>	<b>33,489,207</b>	<b>34,591,631</b>	<b>1.2 %</b>
Operating Expenses	8,379,065	8,562,688	8,560,938	8,738,096	2.1 %
<b>County General Fund Expenditures</b>	<b>40,862,113</b>	<b>42,758,986</b>	<b>42,050,145</b>	<b>43,329,727</b>	<b>1.3 %</b>
<b>PERSONNEL</b>					
Full-Time	220	230	230	238	3.5 %
Part-Time	213	210	210	212	1.0 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
FTEs	392.31	400.81	400.81	409.81	2.3 %
REVENUES					
Library Fees	18,552	20,000	20,000	20,000	—
Library Fines	443,189	500,000	500,000	300,000	-40.0 %
Miscellaneous Revenues	543,887	280,000	540,000	540,000	92.9 %
Parking Fees	60,672	80,000	80,000	60,000	-25.0 %
State Reimbursement: Library Operations	2,686,574	3,388,000	3,937,000	3,459,000	2.1 %
State Reimbursement: Library Staff Retirement	1,911,752	3,295,000	3,295,000	2,120,000	-35.7 %
<b>County General Fund Revenues</b>	<b>5,664,626</b>	<b>7,563,000</b>	<b>8,372,000</b>	<b>6,499,000</b>	<b>-14.1 %</b>

## GRANT FUND - MCG

### EXPENDITURES

Salaries and Wages	96,961	171,555	171,555	175,889	2.5 %
Employee Benefits	34,271	45,553	45,553	45,547	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>131,232</b>	<b>217,108</b>	<b>217,108</b>	<b>221,436</b>	<b>2.0 %</b>
Operating Expenses	191,021	88,469	88,469	86,469	-2.3 %
<b>Grant Fund - MCG Expenditures</b>	<b>322,253</b>	<b>305,577</b>	<b>305,577</b>	<b>307,905</b>	<b>0.8 %</b>

### PERSONNEL

Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	3.20	3.20	3.20	3.20	—

### REVENUES

Federal Grants	62,448	0	0	0	—
State Grants	154,816	305,577	305,577	307,905	0.8 %
<b>Grant Fund - MCG Revenues</b>	<b>217,264</b>	<b>305,577</b>	<b>305,577</b>	<b>307,905</b>	<b>0.8 %</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>41,184,366</b>	<b>43,064,563</b>	<b>42,355,722</b>	<b>43,637,632</b>	<b>1.3 %</b>
<b>Total Full-Time Positions</b>	<b>222</b>	<b>232</b>	<b>232</b>	<b>240</b>	<b>3.4 %</b>
<b>Total Part-Time Positions</b>	<b>213</b>	<b>210</b>	<b>210</b>	<b>212</b>	<b>1.0 %</b>
<b>Total FTEs</b>	<b>395.51</b>	<b>404.01</b>	<b>404.01</b>	<b>413.01</b>	<b>2.2 %</b>
<b>Total Revenues</b>	<b>5,881,890</b>	<b>7,868,577</b>	<b>8,677,577</b>	<b>6,806,905</b>	<b>-13.5 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>42,758,986 400.81</b>
<b><u>Changes (with service impacts)</u></b>		

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Add Eight Public Service Hours to Long Branch, White Oak, and Twinbrook Libraries [Library Services to the Public]	443,808	7.50
Add: Early Literacy Outreach Librarian II Charged to the Early Care and Education Non Departmental Account [Library Services to the Public]	0	1.00
<b>Other Adjustments (with no service impacts)</b>		
Re-align: Salary Lapse from Administration to Library Services to the Public [Administration]	2,983,954	0.00
Increase Cost: FY21 Compensation Adjustment	745,165	0.00
Increase Cost: Annualization of FY20 Compensation Increases	411,109	0.00
Re-align: Operating Expenses from Administration to Library Services to the Public [Library Services to the Public]	317,366	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	240,638	0.00
Shift: Operating Budget Impact from 21st Century Library Enhancements CIP Project to FY21 Public Libraries' Operating Budget [Library Services to the Public]	155,327	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	38,518	0.00
Re-align: Staff Development Grant from Administration to Library Services to the Public [Library Services to the Public]	18,000	0.00
Increase Cost: Motor Pool Adjustment	11,665	0.00
Increase Cost: Print and Mail Adjustment	8,416	0.00
Increase Cost: Mid-Year Position reclassification from Part-Time Library Associate II to Full-Time Library Associate [Library Services to the Public]	0	0.50
Re-align: Staff Development Grant from Administration to Library Services to the Public [Administration]	(18,000)	0.00
Re-align: Operating Expenses from Administration to Library Services to the Public [Administration]	(317,366)	0.00
Decrease Cost: Retirement Adjustment	(736,887)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(747,018)	0.00
Re-align: Salary Lapse from Administration to Library Services to the Public [Library Services to the Public]	(2,983,954)	0.00
<b>FY21 RECOMMENDED</b>		<b>43,329,727 409.81</b>

### GRANT FUND - MCG

<b>FY20 ORIGINAL APPROPRIATION</b>		<b>305,577 3.20</b>
<b>Federal/State Programs</b>		
Enhance: Increase in Deaf Culture Digital Library Grant Award	2,328	0.00
<b>FY21 RECOMMENDED</b>		<b>307,905 3.20</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	2,927,160	28.00	2,439,736	24.00
Collection Management	10,371,292	30.10	0	0.00
Library Services to the Public	29,766,111	345.91	40,892,613	388.01
Workforce and Business Development	0	0.00	305,283	1.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
<b>Total</b>	<b>43,064,563</b>	<b>404.01</b>	<b>43,637,632</b>	<b>413.01</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Correction and Rehabilitation	General Fund	173,128	1.70	212,271	1.70

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

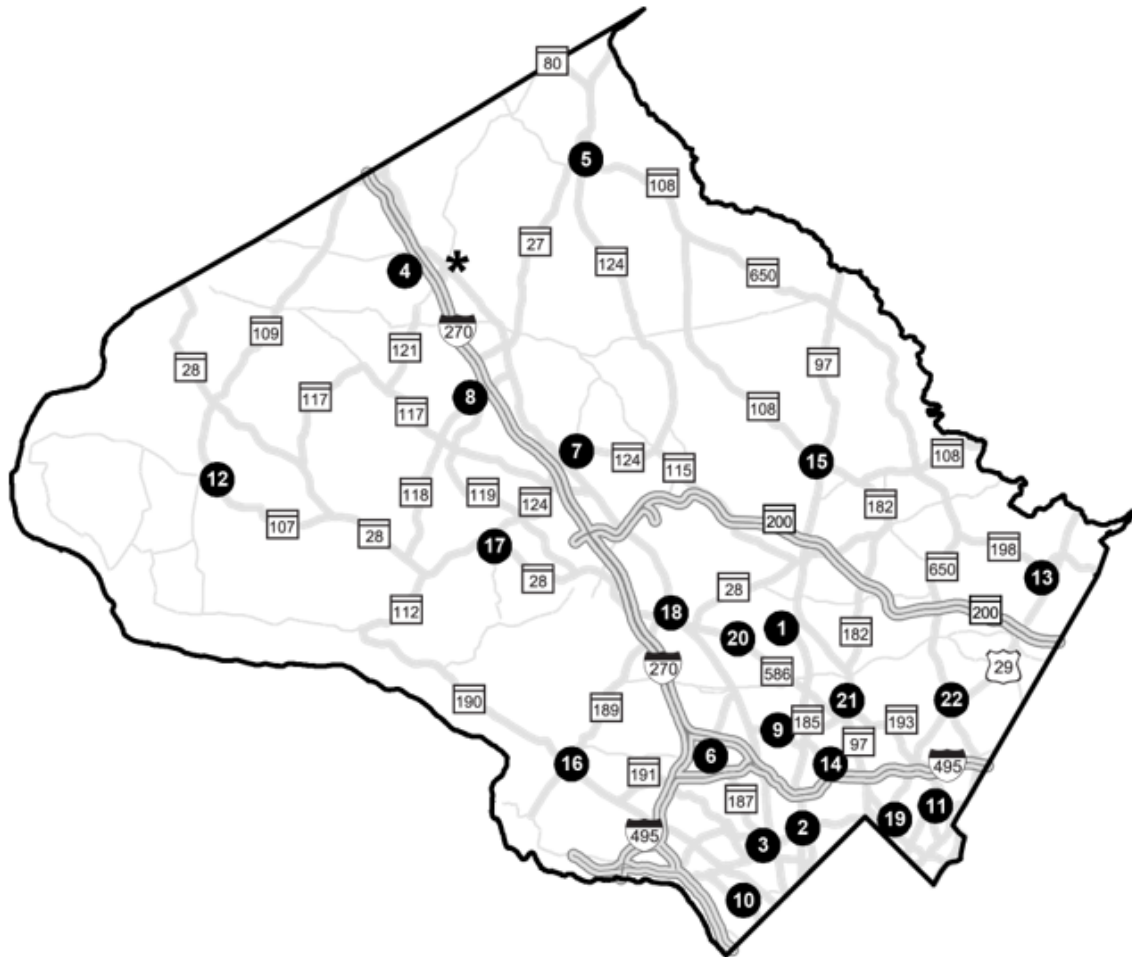
Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>43,330</b>	<b>43,330</b>	<b>43,330</b>	<b>43,330</b>	<b>43,330</b>	<b>43,330</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>148</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears. The positions created in FY21 are related to the expansion of Public Service Hours at Long Branch, White Oak, and Twinbrook Libraries.						
<b>Labor Contracts</b>	<b>0</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>43,330</b>	<b>43,712</b>	<b>43,712</b>	<b>43,712</b>	<b>43,712</b>	<b>43,712</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add Eight Public Service Hours to Long Branch, White Oak, and Twinbrook Libraries	443,808	7.50	591,744	7.50
<b>Total</b>	<b>443,808</b>	<b>7.50</b>	<b>591,744</b>	<b>7.50</b>

# Montgomery County, Maryland

## Public Libraries



- |                           |                         |  |                           |
|---------------------------|-------------------------|--|---------------------------|
| ❖ 1 Aspen Hill ❖          | ❖ 7 Gaithersburg ❖      | ❖ 13 Marilyn J Praisner ❖                | ❖ 18 Rockville Memorial ❖ |
| ❖ 2 Chevy Chase           | ❖ 8 Germantown ❖        | ❖ 14 Noyes Library for<br>Young Children | ❖ 19 Silver Spring ❖      |
| ❖ 3 Connie Morella ❖      | ❖ 9 Kensington Park     | ❖ 15 Olney ❖                             | ❖ 20 Twinbrook            |
| ❖ 4 Correctional Facility | ❖ 10 Little Falls       | ❖ 16 Potomac                             | ❖ 21 Wheaton ❖            |
| ❖ 5 Damascus ❖            | ❖ 11 Long Branch ❖      | ❖ 17 Quince Orchard ❖                    | ❖ 22 White Oak ❖          |
| ❖ 6 Davis                 | ❖ 12 Maggie Nightingale |  | ❖ * Clarksburg (Proposed) |

❖ Open on Sundays

See <http://www.montgomerycountymd.gov/library> for a full listing of Library Hours and Holidays, Services, and Policies.

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# Recreation

## RECOMMENDED FY21 BUDGET

\$47,488,690

## FULL TIME EQUIVALENTS

493.09

 ROBIN RILEY, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Recreation is to provide high quality, diverse, and accessible programs, services, and facilities that enhance the quality of life for all ages, cultures, and abilities.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Recreation is \$47,488,690, an increase of \$2,603,069 or 5.80 percent from the FY20 Approved Budget of \$44,885,621. Personnel Costs comprise 59.40 percent of the budget for 148 full-time position(s) and 11 part-time position(s), and a total of 493.09 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 40.60 percent of the FY21 budget.

The Debt Service for the Recreation Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Recreation Fund to the Debt Service Fund of \$10,547,570 is required to cover General Obligation bond costs.

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**

 **A Greener County**

## INITIATIVES

-  Expansion of Friday and Saturday evening hours at the following six recreation centers to provide a safe space for community youth and young adults: Wheaton Community Recreation Center, Good Hope Neighborhood Recreation Center, Long Branch Community Recreation Center, White Oak Community Recreation Center, Plum Gar Community Recreation Center, East County Community Recreation Center.

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- ★ Expansion of Senior Transportation to include Friday service and add service to North Potomac Recreation Center.
  - ★ Relocate Recreation's offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.
  - ★ Add Senior programming five days a week at the Wheaton Library and Recreation Center.
  - ★ Holiday Park Senior Center and the University of Maryland School of Public Health are jointly conducting research based on a grant received from the National Institute on Aging to determine the effects of six months of exercise training on measures of brain health and cognitive function in older adults. The program started October 2019 and will continue until December 2020.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ The RecAssist Program provides subsidies to eligible individuals and families to offset costs for activities and membership fees for Recreation sponsored programs. During calendar year 2020, the Department implemented the following upgrades:
  - online application process, to simplify the application process for customers;
  - standardized the subsidy rate, to \$200 per eligible individual;
  - issued reminder postcards to eligible residents, rather than letters, resulting in postage savings;
  - reduced processing times for mail-in applications for RecAssist, with immediate processing for in-person submission.
- ★ Expand the bike safety education program in Spring 2020 at the Excel Beyond the Bell Elementary and Summer Fun programs.
- ★ Expand the Fashion Boot Camp Program to the UpCounty area in Spring 2020.
- ★ The Damascus Senior Center received two innovative programming awards from the Maryland Association of Senior Centers (MASC). The first award was for the inter-generational No-Sew Scarves program, in which senior volunteers and student volunteers produced scarves that were donated to victims of domestic violence. This program was a partnership with the Montgomery County Volunteer Center. The second award was for the inter-generational program enlisting the Damascus High School Brass Quintet to serve as regular performers for the Damascus Senior Center.

## PROGRAM CONTACTS

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Contact Traci Anderson of the Department of Recreation at 240.777.6801 or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

## PROGRAM DESCRIPTIONS

### Administration

The Administration Program provides oversight, leadership, management and supervision to accomplish the Department's mission. The Administration Program includes the Department's senior management, the Director's Office and staff, as well as business and information technology services, communications and outreach, facility planning, asset replacement and fixed-cost management.

The Business Services and Information Technology Teams provide key infrastructure and support to the Department's operations. The Business Services Team provides human resource management, procurement and contracting services, budget and financial administration, and customer services. The Information Technology Team assures availability and efficiency of technical tools, equipment and interfaces, responds to help tickets from the Department's centers and other satellite locations, and delivers training related to the Department's business operations software. Both teams collaborate with agencies of County government, community and other partners, to address the needs of internal and external constituencies.

The Administration Program includes development and management of the Department's capital improvement projects, and plans and implements the lifecycle asset replacement activities to protect the Department's investment and assure efficient, reliable operations of all facilities and equipment in service to County residents. The program also includes fixed costs associated with utilities, property insurance, Workers' Compensation Insurance, and community grants. This Program also includes Communications and Public Outreach, which supports marketing of, and media relations concerning, all recreation and leisure activities in collaboration with the County's Public Information Office (PIO), Maryland-National Capital Park and Planning Commission (M-NCPPC) and Community Use of Public Facilities (CUPF). Outreach activities include summer camps and employment fairs, holiday events and commemorations, and coordination of visits from local, State and federal dignitaries and agencies as requested.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of administrative services transactions <sup>1</sup>	17,251	17,705	18,059	18,420	18,788
Number of human resources transactions <sup>2</sup>	1,837	1,621	1,653	1,686	1,719
Number of seasonal employees	2,315	2,306	2,352	2,352	2,352
Percent of allocated recreation financial assistance dollars used <sup>3</sup>	91%	91%	91%	92%	93%

<sup>1</sup> Recreation Administrative Transactions include a variety of complex processes such as contract administration, proposal development and solicitations.

<sup>2</sup> In addition to hiring a high volume of seasonal staff, as part of the Department's safety plan, REC conducts background checks for staff, volunteers, coaches, youth services providers, non-profit partners and contractors.

<sup>3</sup> Dollars used vs dollars allocated

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,068,912</b>	<b>15.90</b>
Realignment of Programs	6,254,178	26.80
Increase Cost: Relocation to Wheaton	312,613	0.00
Enhance: PLAR Facilities Maintenance Increases	250,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Shift: Community Grants moved from the Community Grants Non Departmental Account to Recreation Base Budget.	160,000	0.00
Technical Adj: Elimination of a Shared Position	0	(0.10)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(259,748)	(2.87)
<b>FY21 Recommended</b>	<b>10,785,955</b>	<b>39.73</b>

## Aquatics

The Aquatics programs provide recreational, fitness, instructional, competitive, therapeutic, and rehabilitative water activities that serve all residents. The broad ranges of programming include lessons, instructional wellness classes, and competitive programming such as dive and swim teams. Facilities also host a wide variety of local, regional, and national events and competitions each year. The Department operates seven regional outdoor pools, four indoor aquatics facilities, and partners with Adventist Community Services to operate the Piney Branch Elementary School Pool.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Revenue generated by aquatics programs	\$6,574,573	\$6,772,695	\$6,800,000	\$6,900,000	\$6,900,000
Percent of total aquatics programs capacity enrolled	65.53%	67.5%	68%	70%	72%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>7,735,825</b>	<b>120.18</b>
Realignment of Programs	885,000	0.00
Increase Cost: Additional Support for Piney Branch Pool	25,000	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.	212,109	0.00
<b>FY21 Recommended</b>	<b>8,857,934</b>	<b>120.18</b>

## Countywide Programs

Countywide Programs offers essential and universally accessible recreation and leisure services to all residents across the region--an indicator of a healthy, affordable, and welcoming community. Program staff generate partnerships with local small business and non-profit organizations to activate key public and private spaces and to offer culturally responsive programs, activities and services such as classes, performing arts, camps, sports, workshops, therapeutic recreation, inclusion services, trips and tours and special events which provide a wide range of economic, health and social benefits. Additionally, community outreach such as events and festivals provide a wide platform to bridge diverse groups of people, generate social networks and create community cohesion. Countywide Programs promotes positive social capital through the provision of equal access to programs, which cultivates community ties through programs and services for all that produces public benefits by connecting people more deeply to the fabric of the community. The benefits include public enjoyment and engagement; improved perception of community performance; economic well-being; quality recreation time with family friends strengthening social and familial bonds; improvement of mental and physical health thus reducing the impacts of chronic diseases; measurable decreases in rates of crime and other detrimental activities making our communities safer.

Program Performance Measures	Actual	Actual	Estimated	Target	Target
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	FY18	FY19	FY20	FY21	FY22
Number of participants registered in countywide recreation programs	35,419	44,472	45,361	46,268	47,193
Percent of recreation customers who report having a disability	1.70%	1.72%	1.8%	2.0%	2.5%
Percent of planned countywide recreation programs completed	79.43%	83.33%	85%	86%	87%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,474,657</b>	<b>80.54</b>
Realignment of Programs	2,008,869	2.02
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	92,561	(0.55)
<b>FY21 Recommended</b>	<b>8,576,087</b>	<b>82.01</b>

## Recreation Community & Neighborhood Centers

The Department of Recreation has 22 Recreation Centers throughout the County. These facilities provide affordable programs featuring leisure activities, social interaction, family participation, and community civic involvement, as well as promote community cohesion and identity for all ages.

Our centers are designed to support sports, fitness, dance, community/social activities, and art programs. Activities include instructional programs, organized competitions, performances and exhibitions, recreational clubs and hobby groups, and accessibility initiatives for special populations. Center spaces are available for community activities, party rentals, receptions, and civic group meetings. Designated sites offer afterschool programs for children and youth, such as Club Adventure and Club Friday, at affordable pricing. The centers are a place where individuals, families communities and government are connected, as well as serve as a thriving hub of activities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of recreation facility bookings	5,143	5,430	5,600	5,650	5,700
Percent of planned programs in recreation centers completed	83.9%	85.98%	87%	88%	89%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,870,405</b>	<b>104.73</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	221,485	0.71
<b>FY21 Recommended</b>	<b>7,091,890</b>	<b>105.44</b>

## Senior Adult Programs

The Senior Programs Team offers a wide range of supports, opportunities, programs, services and facilities which are designed to enhance the quality of life and help community members 55 and over remain active, engaged, and independent in their communities. Lifestyle and leisure program offerings such as fitness & wellness, sports, arts and culture, social clubs, trips and special events help to attract and retain active retirees while providing critical tools and resources to improve and maintain the health span and independence of those who are isolated or more vulnerable.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of senior meals served	67,729	66,664	69,330	70,663	74,876

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of senior program registrants 55 or better	20,093	22,240	22,684	23,352	24,000
Percent of senior program resources leveraged from partners <sup>1</sup>	N/A	29.7%	30.0%	30.0%	30.0%

<sup>1</sup> Data not collected prior to FY19.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,163,854</b>	<b>27.08</b>
Enhance: Wheaton Senior Programming	289,740	2.81
Enhance: Expand Senior Transportation to Include Fridays and Add Service for North Potomac Senior Program.	180,000	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.	69,504	0.00
<b>FY21 Recommended</b>	<b>2,703,098</b>	<b>29.89</b>

## Youth Development

The Youth Development team uses recreation to ensure young people are healthy, connected, and productive during out-of-school time. Program staff work to change the landscape of communities by tackling pressing and diverse issues, reducing barriers to participation, and improving equitable access to high quality out-of-school time opportunities which improve outcomes for young people. Positive youth development strategies are used to meet youth where they are and include opportunities, programs, and services which emphasize active and healthy living, youth leadership and social equity, engagement in learning, workforce readiness, and connection to caring adult role models.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of participants registered in youth development programs	11,222	9,877	9,877	9,877	9,877
Average daily attendance in youth development programs	76.20%	76.30%	76.68%	77.06%	77.45%
Percent of youth development program participants who attend 11 or more sessions	58.18%	54.70%	55.00%	58.00%	60.00%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>446,659</b>	<b>4.92</b>
Realignment of Programs	7,977,262	110.92
Increase Cost: Annualization for Excel Beyond the Bell Elementary Expansion in FY20.	346,300	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.	703,505	0.00
<b>FY21 Recommended</b>	<b>9,473,726</b>	<b>115.84</b>

## REALIGNED PROGRAMS

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

## Administration/Policy Management

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,102,325</b>	<b>12.89</b>
Realignment of Programs	(2,102,325)	(12.89)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Fixed Costs

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>4,540,889</b>	<b>0.00</b>
Realignment of Programs	(4,540,889)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Planned Lifecycle Asset Replacement

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,024,900</b>	<b>1.50</b>
Realignment of Programs	(1,024,900)	(1.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Technology Services

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,033,274</b>	<b>6.80</b>
Realignment of Programs	(1,033,274)	(6.80)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

**Note(s):** In the FY19 budget, Business Services included technology services. In FY20, Technology Services was broken out from Business Services into a stand alone program.

## Youth Development

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,423,921</b>	<b>115.84</b>
Realignment of Programs	(8,423,921)	(115.84)
<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>RECREATION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	19,562,317	21,930,649	21,801,801	23,259,119	6.1 %
Employee Benefits	4,576,266	5,048,757	5,161,802	4,869,596	-3.6 %
<b>Recreation Personnel Costs</b>	<b>24,138,583</b>	<b>26,979,406</b>	<b>26,963,603</b>	<b>28,128,715</b>	<b>4.3 %</b>
Operating Expenses	12,553,140	14,227,142	14,348,928	15,680,902	10.2 %
Capital Outlay	2,279	0	0	0	—
<b>Recreation Expenditures</b>	<b>36,694,002</b>	<b>41,206,548</b>	<b>41,312,531</b>	<b>43,809,617</b>	<b>6.3 %</b>
<b>PERSONNEL</b>					

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Full-Time	141	148	148	148	—
Part-Time	11	11	11	11	—
FTEs	464.23	487.67	487.67	490.38	0.6 %
REVENUES					
Facility Rental Fees	821,101	833,850	794,600	1,083,850	30.0 %
Miscellaneous Revenues	78,518	84,365	84,365	84,365	—
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	—
Property Tax	43,687,568	47,136,146	46,142,756	50,442,505	7.0 %
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	—
Recreation Fees	9,721,860	5,844,942	5,285,942	5,500,000	-5.9 %
<b>Recreation Revenues</b>	<b>54,309,047</b>	<b>53,144,535</b>	<b>51,552,895</b>	<b>56,355,952</b>	<b>6.0 %</b>

## RECREATION NON-TAX SUPPORTED

### EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Recreation Non-Tax Supported Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	0	3,600,000	3,600,000	3,600,000	—
<b>Recreation Non-Tax Supported Expenditures</b>	<b>0</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>—</b>

### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

### REVENUES

Recreation Fees	0	8,100,000	8,100,000	8,100,000	—
<b>Recreation Non-Tax Supported Revenues</b>	<b>0</b>	<b>8,100,000</b>	<b>8,100,000</b>	<b>8,100,000</b>	<b>—</b>

## GRANT FUND - MCG

### EXPENDITURES

Salaries and Wages	72,504	73,454	73,454	73,454	—
Employee Benefits	5,547	5,619	5,619	5,619	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>78,051</b>	<b>79,073</b>	<b>79,073</b>	<b>79,073</b>	<b>—</b>
Operating Expenses	7,447	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>85,498</b>	<b>79,073</b>	<b>79,073</b>	<b>79,073</b>	<b>—</b>

### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	2.71	2.71	2.71	2.71	—

### REVENUES

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Federal Grants	25,696	79,073	79,073	79,073	—
State Grants	(23,128)	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>2,568</b>	<b>79,073</b>	<b>79,073</b>	<b>79,073</b>	<b>—</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>36,779,500</b>	<b>44,885,621</b>	<b>44,991,604</b>	<b>47,488,690</b>	<b>5.8 %</b>
<b>Total Full-Time Positions</b>	<b>141</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>—</b>
<b>Total FTEs</b>	<b>466.94</b>	<b>490.38</b>	<b>490.38</b>	<b>493.09</b>	<b>0.6 %</b>
<b>Total Revenues</b>	<b>54,311,615</b>	<b>61,323,608</b>	<b>59,731,968</b>	<b>64,535,025</b>	<b>5.2 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>RECREATION</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>41,206,548 487.67</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Wheaton Senior Programming [Senior Adult Programs]	289,740	2.81
Enhance: PLAR Facilities Maintenance Increases [Administration]	250,000	0.00
Enhance: Expand Senior Transportation to Include Fridays and Add Service for North Potomac Senior Program. [Senior Adult Programs]	180,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	909,817	0.00
Increase Cost: Annualization for Excel Beyond the Bell Elementary Expansion in FY20. [Youth Development]	346,300	0.00
Increase Cost: Relocation to Wheaton [Administration]	312,613	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	292,878	0.00
Increase Cost: Annualization of FY20 Compensation Increases	212,559	0.00
Shift: Community Grants moved from the Community Grants Non Departmental Account to Recreation Base Budget. [Administration]	160,000	0.00
Increase Cost: Risk Management Adjustment	86,943	0.00
Increase Cost: Additional Support for Piney Branch Pool [Aquatics]	25,000	0.00
Increase Cost: Print and Mail Adjustment	7,106	0.00
Increase Cost: Annualization of FY20 Operating Expenses	3,633	0.00
Technical Adj: Elimination of a Shared Position [Administration]	0	(0.10)
Decrease Cost: Motor Pool Adjustment	(30,873)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(40,000)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(146,448)	0.00
Decrease Cost: Retirement Adjustment	(256,199)	0.00
	<b>FY21 RECOMMENDED</b>	<b>43,809,617 490.38</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>RECREATION NON-TAX SUPPORTED</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>3,600,000</b>	<b>0.00</b>
<b>FY21 RECOMMENDED</b>	<b>3,600,000</b>	<b>0.00</b>
<b>GRANT FUND - MCG</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>79,073</b>	<b>2.71</b>
<b>FY21 RECOMMENDED</b>	<b>79,073</b>	<b>2.71</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	4,068,912	15.90	10,785,955	39.73
Administration/Policy Management	2,102,325	12.89	0	0.00
Aquatics	7,735,825	120.18	8,857,934	120.18
Countywide Programs	6,474,657	80.54	8,576,087	82.01
Fixed Costs	4,540,889	0.00	0	0.00
Planned Lifecycle Asset Replacement	1,024,900	1.50	0	0.00
Recreation Community & Neighborhood Centers	6,870,405	104.73	7,091,890	105.44
Senior Adult Programs	2,163,854	27.08	2,703,098	29.89
Technology Services	1,033,274	6.80	0	0.00
Youth Development	446,659	4.92	9,473,726	115.84
Youth Development	8,423,921	115.84	0	0.00
<b>Total</b>	<b>44,885,621</b>	<b>490.38</b>	<b>47,488,690</b>	<b>493.09</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>RECREATION</b>					
Urban Districts	Silver Spring Urban District	154,063	0.90	0	0.00
Community Use of Public Facilities	Community Use of Public Facilities	27,581	0.20	28,881	0.20
CIP	Capital Fund	68,172	0.50	69,187	0.50
<b>Total</b>		<b>249,816</b>	<b>1.60</b>	<b>98,068</b>	<b>0.70</b>

## FUNDING PARAMETER ITEMS

## CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>RECREATION</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>43,810</b>	<b>43,810</b>	<b>43,810</b>	<b>43,810</b>	<b>43,810</b>	<b>43,810</b>
No inflation or compensation change is included in outyear projections.						
<b>Savings from Replacement of ActiveMONTGOMERY Shared Agency Booking System</b>	<b>0</b>	<b>(54)</b>	<b>(54)</b>	<b>(54)</b>	<b>(54)</b>	<b>(54)</b>
Represents the savings in transaction fees from the replacement of the ActiveMONTGOMERY shared booking system used by Recreation, Community Use of Public Facilities, and Parks.						
<b>Wheaton Redevelopment Office Move</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
The Department of Recreation's move to the Wheaton Redevelopment facility is assumed to be in FY21. Expenses at the Wheaton facility include utilities, maintenance, and parking.						
<b>Labor Contracts</b>	<b>0</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>	<b>135</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Kennedy Shriver Aquatic Center Building Envelope Improvement (P721503)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>191</b>
<b>South County Regional Recreation and Aquatic Center (P721701)</b>	<b>0</b>	<b>0</b>	<b>1,333</b>	<b>3,346</b>	<b>3,346</b>	<b>3,346</b>
<b>Subtotal Expenditures</b>	<b>43,810</b>	<b>43,897</b>	<b>45,230</b>	<b>47,243</b>	<b>47,307</b>	<b>47,625</b>
<b>RECREATION NON-TAX SUPPORTED</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>

## Community and Neighborhood Recreation and Senior Centers

1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
6. Wheaton
15. Long Branch
25. North Potomac

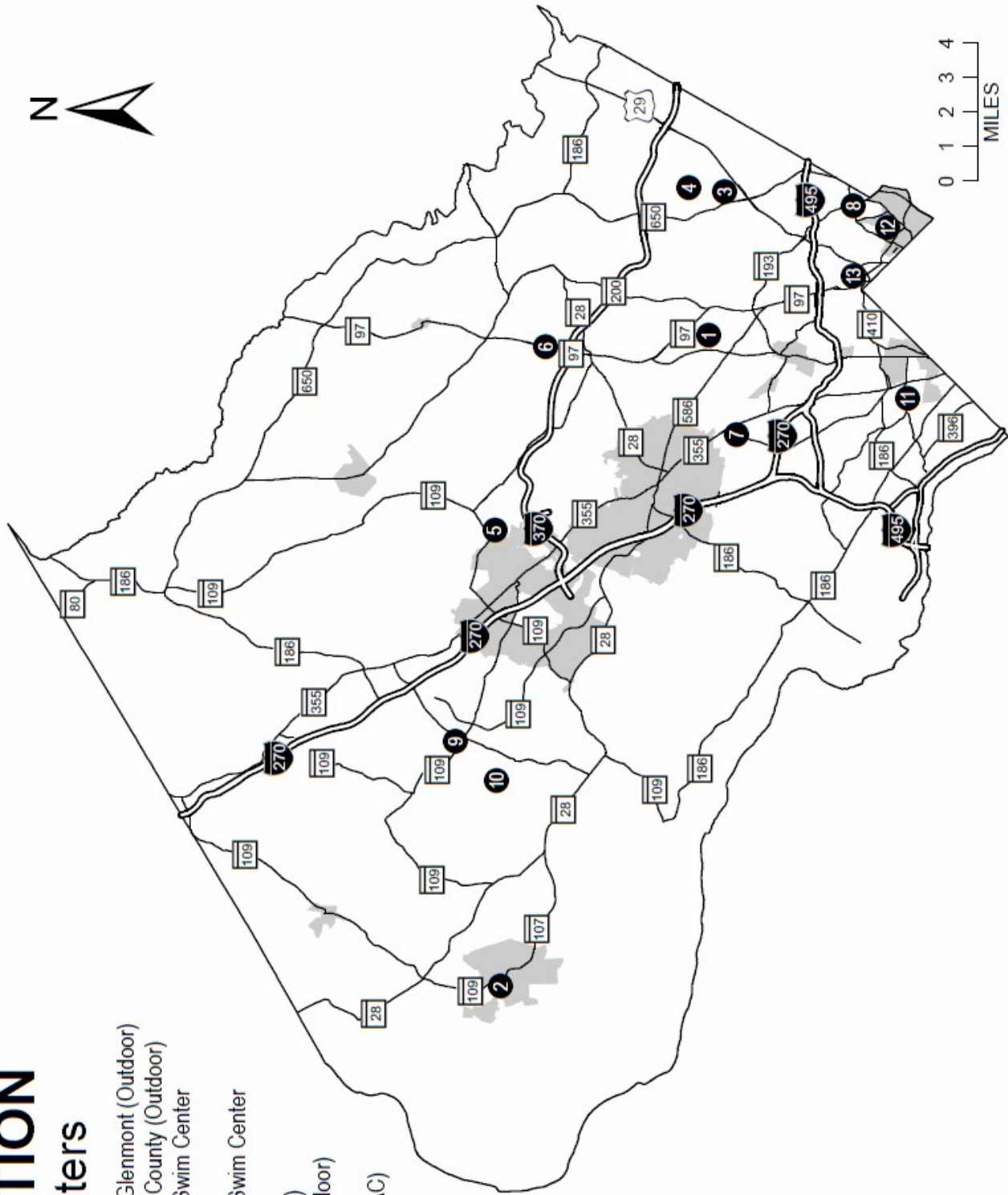
4. Wisconsin Place
5. White Oak
6. Wheaton
7. Upper County
8. Scotland
9. Ross Boddy
10. Potomac
11. Plum Gar
12. Mid-County
13. Marilyn Praisner
14. Longwood
15. Long Branch
16. Jane Lawton
17. Gwendolyn Coffield
18. Good Hope
19. Germantown
20. East County
21. Damascus
22. Clara Barton
23. Bauer Drive
24. Ken Gar
25. Nancy H. Dacek North Potomac
26. South County



# RECREATION

## Aquatic Centers

1. Hector Ayala Wheaton/Glenmont (Outdoor)
2. Sarah E. Auer Western County (Outdoor)
3. Martin Luther King, Jr. Swim Center (Indoor)
4. Martin Luther King, Jr. Swim Center (Outdoor)
5. Upper County (Outdoor)
6. Olney Swim Center (Indoor)
7. Kennedy-Shriver Aquatic Center (KSAC) (Indoor)
8. Long Branch (Outdoor)
9. Germantown (Outdoor)
10. Germantown (Indoor)
11. Bethesda (Outdoor)
12. Piney Branch (Indoor)
13. South County (Indoor)



Map produced by: Montgomery County DTS GIS Team, Dec. 2019

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# Agriculture

## RECOMMENDED FY21 BUDGET

\$1,001,611

## FULL TIME EQUIVALENTS

4.15

 JEREMY V. CRISS, DIRECTOR

## MISSION STATEMENT




The Office of Agriculture (OAG) was created in July 2016 and exists to promote agriculture as a viable component of the County's economic sector, as well as to preserve farmland as a resource for future agricultural production. The goal of the OAG is to promote Montgomery County as a leader in the agricultural industry by providing support to our farm community and working to educate our residents.

## BUDGET OVERVIEW




The total recommended FY21 Operating Budget for the Office of Agriculture is \$1,001,611, a decrease of \$4,761 or 0.47 percent from the FY20 Approved Budget of \$1,006,372. Personnel Costs comprise 68.21 percent of the budget for eight full-time position(s) and one part-time position(s), and a total of 4.15 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 31.79 percent of the FY21 budget.

## 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**
-  **A Greener County**
-  **A Growing Economy**

## INITIATIVES

-  Encouraging a "culture of yes" through a partnership with the Department of Permitting Services to formalize the Farm Alcohol Production process. This initiative provides additional opportunities for the expansion of agricultural enterprises and further emphasizes the value proposition of Montgomery County and articulates a pro-business message.
-  Securing a new source of funding (\$2.7 Million Grant) to purchase additional agricultural preservation easements.
-  Continuation of commodity cover crop program in partnership with the Department of Environmental Protection.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Through a partnership with Department of Technology Services, the Office of Agriculture launched a new and improved website. The new website is more customer focused and provides better support for the local economy by making it easier for residents to locate Montgomery County made products and buy local.

## PROGRAM CONTACTS

Contact Jeremy Criss of the Office of Agriculture at 240-590-2830 or Jane Mukira of the Office of Management and Budget at 240-777-2754 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Agricultural Services

The Office of Agriculture (OAG) serves in a variety of capacities to provide the following services: implement agricultural policies and programs; technical assistance to farmers; manage agricultural education programs; financial and staff support to our partner agencies; serve as a liaison between the Executive Branch and the agricultural community via the Agricultural Advisory, Agricultural Preservation, and Montgomery County Farm Bureau Boards; oversee the various land preservation programs; co-sponsor farmers' markets, an annual farm tour, and other activities that promote agricultural businesses and products; and provide mentoring and specialized business training programs. Additionally, the OAG is responsible for the coordination of programs offered by its partner agencies, which are all co-located at the Agricultural History Farm Park in Derwood. These Federal, State, and local partners include University of Maryland-Extension, the Montgomery Soil Conservation District, the Natural Resource Conservation Service, and the Farm Service Agency.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Technical assistance contacts with farmers	649	731	650	700	700
Acres of land under easements inspected by Agricultural Services	3,650	6,017	5,000	5,000	5,000
Percent of easement acres under most restrictive easement disallowing development	31.7%	31.7%	31.7%	31.7%	31.7%
Percent of participants who learned or benefitted from Agricultural Services event, training, or farm tour <sup>1</sup>	N/A	N/A	90%	90%	90%

<sup>1</sup> Data for this measure not collected prior to FY20

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>610,589</b>	<b>2.25</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(15,523)	0.00
<b>FY21 Recommended</b>	<b>595,066</b>	<b>2.25</b>

### Soil Conservation

This Program is comprised of staff and other resources from Federal, State and local Agricultural agencies. It provides technical and outreach educational assistance to farmers/rural landowners for implementing best management and conservation practices.

The District (MSCD) assists the County which is required to achieve the nationally mandated, state assigned, Rural MS4 Permit -

Chesapeake Bay Nutrient Diet - Watershed Implementation Program (WIP-III) Goals. The three funding partners (Federal - NRCS State - MDA, and County - MSCD) have not allocated sufficient resources including staff to meet these new goals. Failure to achieve the WIP-III Goals will likely result in the Federal - EPA instituting the backstop measure which will negatively impact the County and the Agricultural community by denying all permits moving forward and harming our County's rural economy/infrastructure.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Soil conservation contacts with farmers and landowners to provide technical assistance	154	191	164	176	174
Water quality plans completed	18	32	32	32	32
Percent of interagency site visits coordinated within one business day of agricultural complaint	85%	90%	90%	95%	100%
Pounds of nitrogen reduced through conservation and best management practices	26,818	26,155	34,394	29,000	33,350
<b>FY21 Recommended Changes</b>			<b>Expenditures</b>		<b>FTEs</b>
<b>FY20 Approved</b>			<b>238,562</b>		<b>1.90</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			10,762		0.00
<b>FY21 Recommended</b>			<b>249,324</b>		<b>1.90</b>

## University of Maryland-Extension (UMD-Extension)

The Montgomery County Extension Office serves as the agricultural outreach and education component of the University of Maryland. This agency is funded cooperatively through local, State, and Federal governments. Farmers, families, and youth are the primary audiences of the Extension Office. Educational programs for farmers include raising crops and livestock, protecting the environment, farm and business management, marketing commodities, and pest management. Programs for families and youth include: home horticulture, family budgeting, and consumer education, with a focus on promoting positive parenting, nutrition education and healthy lifestyles, leadership development, and traditional 4-H youth development programs. The Extension Office's professional staff has an extensive network of volunteers to assist them in program delivery. Extension Office staff manage a diverse group of over 3,000 volunteers to respond to over 100,000 information requests each year. Outreach education programs are delivered informally through one-on-one contacts, telephone assistance, the Internet, classes and workshops, field days, radio, television, and print media.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Nutrient management plans completed	94	108	120	120	120
4-H youth development program participants	7,610	7,326	5,291	6,000	6,000
Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment <sup>1</sup>	N/A	N/A	49%	49%	49%
Percent of Food Supplement Nutrition Education youth participants who try new healthy food <sup>2</sup>	42%	42%	42%	42%	42%
Percent of participants who purchase produce they learn about from Food Supplement Nutrition Education farmers market programming <sup>3</sup>	92%	92%	92%	92%	92%

<sup>1</sup> Data for this measure not collected prior to FY20

<sup>2</sup> FY19 actual data not yet available.

<sup>3</sup> FY19 actual data not yet available.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>157,221</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>157,221</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	465,770	512,205	474,839	526,493	2.8 %
Employee Benefits	163,197	172,884	169,609	156,723	-9.4 %
<b>County General Fund Personnel Costs</b>	<b>628,967</b>	<b>685,089</b>	<b>644,448</b>	<b>683,216</b>	<b>-0.3 %</b>
Operating Expenses	288,507	321,283	342,938	318,395	-0.9 %
<b>County General Fund Expenditures</b>	<b>917,474</b>	<b>1,006,372</b>	<b>987,386</b>	<b>1,001,611</b>	<b>-0.5 %</b>
<b>PERSONNEL</b>					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	4.15	4.15	4.15	4.15	—
<b>REVENUES</b>					
Miscellaneous Revenues	12,401	0	0	0	—
Other Intergovernmental	60,328	97,000	97,000	97,000	—
<b>County General Fund Revenues</b>	<b>72,729</b>	<b>97,000</b>	<b>97,000</b>	<b>97,000</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>1,006,372</b>	<b>4.15</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	9,217	0.00
Increase Cost: Annualization of FY20 Compensation Increases	7,050	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	3,673	0.00
Increase Cost: Print and Mail Adjustment	63	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(2,410)	0.00
Decrease Cost: Motor Pool Adjustment	(2,951)	0.00
Decrease Cost: Retirement Adjustment	(19,403)	0.00
<b>FY21 RECOMMENDED</b>	<b>1,001,611</b>	<b>4.15</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Agricultural Services	610,589	2.25	595,066	2.25
Soil Conservation	238,562	1.90	249,324	1.90
University of Maryland-Extension (UMD-Extention)	157,221	0.00	157,221	0.00
<b>Total</b>	<b>1,006,372</b>	<b>4.15</b>	<b>1,001,611</b>	<b>4.15</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Environmental Protection	Water Quality Protection	361,902	2.10	348,201	2.10
CIP	Capital Fund	222,762	2.25	229,184	2.25
<b>Total</b>		<b>584,664</b>	<b>4.35</b>	<b>577,385</b>	<b>4.35</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>1,002</b>	<b>1,002</b>	<b>1,002</b>	<b>1,002</b>	<b>1,002</b>	<b>1,002</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>1,002</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>

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# Economic Development Fund

## RECOMMENDED FY21 BUDGET

\$5,481,458

## FULL TIME EQUIVALENTS

1.00

 MICHAEL COVEYOU, DIRECTOR

## MISSION STATEMENT

The mission of the Economic Development Fund (EDF) is to assist private employers who are located, plan to locate, or substantially expand operations in the County. Each program under the EDF is administered by the Department of Finance. EDF staff work in conjunction with the Montgomery County Economic Development Corporation (MCEDC), a nonprofit economic development organization created by the County in 2015, to identify prospects for many of these programs.

## BUDGET OVERVIEW



The total recommended FY21 Operating Budget for the Economic Development Fund is \$5,481,458, an increase of \$42,097 or 0.77 percent from the FY20 Approved Budget of \$5,439,361. Personnel Costs comprise 2.98 percent of the budget for no full-time position(s) and no part-time position(s), and a total of 1.00 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 97.02 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

### A Growing Economy

## INITIATIVES

-  Add funds to implement economic development grant agreements for retention and expansion of jobs and business activities that will support economic growth in Montgomery County through a variety of programs.
-  Continue funding support for all economic development programs provided through the Economic Development Fund for financial and/or technical assistance to eligible businesses.

## PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Pofen Salem of the Office of Management and Budget at

## PROGRAM DESCRIPTIONS

### Economic Development Fund

The Economic Development Fund consolidates all economic development programs into one program providing effective management and support. The consolidated programs are: Economic Development Grant and Loan Program, Biotech Credit Supplement, MOVE Program, Small Business Assistance Program, CyberSecurity Credit Supplemental Grant, the Small Business Innovation Research and Small Business Technology Transfer Matching Grant Program, Microloan Program, and the Impact Assistance Fund.

- The Economic Development Grant and Loan Program was established in FY96 to assist private employers who will either retain jobs already in the County or create additional jobs in the County through the expansion of current operations or relocation of new operations in the County. This program is administered by the Department of Finance through its Fiscal Management Division. Montgomery County Economic Development Corporation (MCEDC) identifies and develops prospects that meet the criteria for a grant or loan from the Economic Development Fund (EDF) and works with Finance to develop an assistance package. Frequently, MCEDC and Finance work in close cooperation and coordination with the State of Maryland. The County Executive submits an annual report by March 15 on the status and use of the EDF as required by Chapter 20-76 (b) of the Montgomery County Code.
- The Biotech Credit Supplement authorizes the County to provide a local supplement to the State of Maryland's Biotechnology Investment Tax Credit Program. Applicants that have received final tax credits under the State program and have invested in a company that has located its headquarters and base operations in Montgomery County are eligible for a 'piggyback' grant payment from the County of up to 50 percent of the State tax credit, with the final amount dependent and subject to the annual appropriations by the County Council.
- The MOVE Program is designed to accelerate business attraction, thereby reducing vacant office spaces in the County. It also provides an additional benefit for leasing vacant office space and renovating aging commercial buildings in targeted areas of the County. The program is limited to businesses that are new to the County, including craft breweries, cideries, wineries, and distillers that occupy class A and B office space.
- The Small Business Assistance Program (SBAP) assists certain small businesses located in the County who are adversely impacted by a County-funded redevelopment project or a redevelopment project located on County-owned property, as required by Bill 6-12 adopted by the Montgomery County Council in 2012. Currently, affected small businesses located near Parking Lot 13 in Wheaton are eligible under this program.
- The CyberSecurity Supplement awards local supplemental grants to qualified investors who receive a final tax credit certificate from the State of Maryland's CyberSecurity Investment Incentive Tax Credit Program.
- The Microloan Program provides loans ranging from \$500 to \$15,000 for County residents needing additional help to start and grow small businesses.
- The Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) Matching Grant Program allows Montgomery County companies that have been awarded a SBIR or STTR Phase I or Phase II grant from the National Institutes of Health (NIH) and that conduct at least 51 percent of their research & development operations in

Montgomery County to apply for a local Montgomery County match.

- The Impact Assistance Fund (IAF) is a program that provides financial assistance and/or technical assistance to financially healthy small businesses in designated areas of the County that are adversely impacted by a redevelopment project initiated by the County, on County-owned property, or of a County facility. Currently, there are designated geographic areas in Silver Spring, Bethesda, and Clarksburg.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,739,361</b>	<b>1.00</b>
Realignment of Programs	1,700,000	0.00
Increase Cost: Funding Disbursement Based on ViaSat Prior Agreement	250,000	0.00
Increase Cost: Funding Disbursement Based on Federal Realty Investment Trust Prior Agreement	250,000	0.00
Increase Cost: Funding Disbursement Based on Autolus Limited Prior Agreement	200,000	0.00
Increase Cost: Funding Disbursement Based on Aurinia Pharma Prior Agreement	140,000	0.00
Increase Cost: Funding Disbursement Based on REGENXBIO Prior Agreement	100,000	0.00
Decrease Cost: Adjust Operating Expenses Based on Estimated Income Investment	(62,710)	0.00
Decrease Cost: Final Payment for the Foulger-Pratt Project Agreement Concluded in FY20	(114,773)	0.00
Decrease Cost: Final Payment for the Choice Hotel Agreement Concluded in FY20	(176,000)	0.00
Decrease Cost: Eliminate One-time Disbursement for Booz Allen Hamilton	(250,000)	0.00
Decrease Cost: Eliminate One-time Disbursement for Host Hotels & Resorts	(300,000)	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.	5,580	0.00
<b>FY21 Recommended</b>	<b>5,481,458</b>	<b>1.00</b>

## REALIGNED PROGRAMS

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

### Biotech Credit Supplement

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>500,000</b>	<b>0.00</b>
Realignment of Programs	(500,000)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### MOVE Program

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>750,000</b>	<b>0.00</b>
Realignment of Programs	(750,000)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Small Business Assistance Program

FY21 Recommended Changes	Expenditures	FTEs
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FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>450,000</b>	<b>0.00</b>
Realignment of Programs	(450,000)	0.00
<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>ECONOMIC DEVELOPMENT FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	121,989	124,300	126,277	128,872	3.7 %
Employee Benefits	30,203	32,746	32,199	34,463	5.2 %
<b>Economic Development Fund Personnel Costs</b>	<b>152,192</b>	<b>157,046</b>	<b>158,476</b>	<b>163,335</b>	<b>4.0 %</b>
Operating Expenses	4,693,391	5,282,315	9,280,885	5,318,123	0.7 %
<b>Economic Development Fund Expenditures</b>	<b>4,845,583</b>	<b>5,439,361</b>	<b>9,439,361</b>	<b>5,481,458</b>	<b>0.8 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
<b>REVENUES</b>					
Investment Income	152,057	159,010	127,250	96,300	-39.4 %
Loan Payments	247,232	134,438	134,438	134,438	—
<b>Economic Development Fund Revenues</b>	<b>399,289</b>	<b>293,448</b>	<b>261,688</b>	<b>230,738</b>	<b>-21.4 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>ECONOMIC DEVELOPMENT FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>5,439,361</b>	<b>1.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Funding Disbursement Based on ViaSat Prior Agreement [Economic Development Fund]	250,000	0.00
Increase Cost: Funding Disbursement Based on Federal Realty Investment Trust Prior Agreement [Economic Development Fund]	250,000	0.00
Increase Cost: Funding Disbursement Based on Autolus Limited Prior Agreement [Economic Development Fund]	200,000	0.00
Increase Cost: Funding Disbursement Based on Aurinia Pharma Prior Agreement [Economic Development Fund]	140,000	0.00
Increase Cost: Funding Disbursement Based on REGENXBIO Prior Agreement [Economic Development Fund]	100,000	0.00
Increase Cost: FY21 Compensation Adjustment	5,580	0.00
Decrease Cost: Adjust Operating Expenses Based on Estimated Income Investment [Economic Development Fund]	(62,710)	0.00
Decrease Cost: Final Payment for the Foulger-Pratt Project Agreement Concluded in FY20 [Economic Development Fund]	(114,773)	0.00
Decrease Cost: Final Payment for the Choice Hotel Agreement Concluded in FY20 [Economic Development Fund]	(176,000)	0.00
Decrease Cost: Eliminate One-time Disbursement for Booz Allen Hamilton [Economic Development Fund]	(250,000)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Eliminate One-time Disbursement for Host Hotels & Resorts [Economic Development Fund]	(300,000)	0.00
<b>FY21 RECOMMENDED</b>	<b>5,481,458</b>	<b>1.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Biotech Credit Supplement	500,000	0.00	0	0.00
Economic Development Fund	3,739,361	1.00	5,481,458	1.00
MOVE Program	750,000	0.00	0	0.00
Small Business Assistance Program	450,000	0.00	0	0.00
<b>Total</b>	<b>5,439,361</b>	<b>1.00</b>	<b>5,481,458</b>	<b>1.00</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>ECONOMIC DEVELOPMENT FUND</b>					
CIP	Capital Fund	120,000	1.00	0	0.00

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>ECONOMIC DEVELOPMENT FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>5,481</b>	<b>5,481</b>	<b>5,481</b>	<b>5,481</b>	<b>5,481</b>	<b>5,481</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>5,481</b>	<b>5,483</b>	<b>5,483</b>	<b>5,483</b>	<b>5,483</b>	<b>5,483</b>

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# Housing and Community Affairs

## RECOMMENDED FY21 BUDGET

\$66,297,423

## FULL TIME EQUIVALENTS

101.00

 ASEEM NIGAM, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Housing and Community Affairs (DHCA) is to prevent and correct problems that contribute to the physical decline of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; increase the supply of affordable housing; and maintain existing housing in a safe and sanitary condition.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Housing and Community Affairs is \$66,297,423, an increase of \$7,536,514 or 12.83 percent from the FY20 Approved Budget of \$58,760,909. Personnel Costs comprise 18.47 percent of the budget for 106 full-time position(s) and one part-time position(s), and a total of 101.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 81.53 percent of the FY21 budget.

DHCA expects the total signed agreements for affordable housing projects through the Payment in lieu of Taxes (PILOT) program to abate \$19.1 million in taxes in FY21.

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:

-  **An Affordable, Welcoming County for a Lifetime**
-  **A Greener County**
-  **Effective, Sustainable Government**

## INITIATIVES

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- ★ Provide the highest level of affordable housing funding in County history by allocating \$84.7 million in affordable housing. This includes \$52.7 million in the Montgomery Housing Initiative (MHI) Fund, \$22 million in FY21 for the Affordable Housing Acquisition and Preservation CIP project, and \$10 million for the new Affordable Housing Opportunity Fund. This increases dedicated funding and provides for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents, services to the "Building Neighborhoods to Call Home" and "Housing First" programs, and creation of mixed-income housing.
  - ★ Provide new resources to streamline affordable housing underwriting, Accessory Dwelling Unit (ADU) navigation and production, tenant advocacy and support, and assistance for the Distressed Community Task Force.
  - ★ Continue to protect lower-income residents living near transit corridors from rent increases by working with nonprofits to identify and preserve at-risk naturally-occurring affordable housing (NOAH) and actively engaging purchasers with rental agreements to preserve affordable rents.
  - ★ Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Four developments, including one senior and three family projects, have already been identified with another thirteen under consideration. These four developments would preserve or produce over 1,000 total and 800 affordable units.
  - ★ Create a Countywide Facade Easement Capital Improvement Program to revitalize commercial areas, with a focus on older commercial property, throughout Montgomery County to stimulate local economic growth. The objective is to provide support to small business and to encourage private investment. Improvements will include gateway signage, pedestrian lighting, connectivity, streetscape elements, plant material installation, acquisition of long-term facade and center signage easements, and other amenities. DHCA has initially identified five commercial areas, including Montgomery Village, Hillandale, Downtown Wheaton, Glenmont, and Layhill Shopping Centers. This program may also be expanded to other areas of the County.
  - ★ Collaborate with Health and Human Services (HHS) and the Housing Opportunities Commission (HOC) to provide rental assistance programs to the County's most vulnerable residents. Over 4,500 households are projected to be assisted in FY21. A renewed focus will be on eviction prevention including targeted assistance and financial literacy seminars in areas experiencing high evictions.
  - ★ Receive additional funding from Federal grants (i.e., Community Development Block Grant - CDBG, the HOME Investment Partnership Grant, and the Emergency Solutions Grant), which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Hosted a developer's forum to provide clarity on the County's housing objectives and affordable housing project review process, and to solicit recommendations from development partners. With this information, DHCA developed a point-based affordable housing loan application scoring system, created a housing advisory committee to review and make county funding recommendations, and announced the County's first Notice of Funding Availability (NoFA). This innovative approach provides structure and transparency throughout the loan review process.
- ★ DHCA's technology team continues to update its core application portfolio with additional or improved functionalities to support new and existing business needs. Specific examples include implementing full-text search of the Commission on Common Ownership Communities (CCOC) decisions and creating a new system to support electronic citation writing and management. DHCA is currently undertaking a project to address the growing housing inspection volume through route optimization and workload management improvements.
- ★ Continued efforts to co-locate housing projects with County facilities with requirements that these projects provide units for very low and low income tenants.

- ★ Planning the deployment of a new Internet-facing affordable housing search application called "Market Place". The Market Place leverages the most recent web application development standards providing users with an intuitive and efficient interface. The application emphasizes speed, accuracy, and responsiveness.
- ★ Implemented the Code Enforcement Handbook to provide property owners and residents with detailed, illustrated information about housing code requirements and enforcement. The Code Enforcement Handbook will be available online to provide an easy access to resources and references.

## PROGRAM CONTACTS

Contact Tim Goetzinger of the Department of Housing and Community Affairs at 240.777.3728 or Pofen Salem of the Office of Management and Budget at 240.777.2773 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

### ★ Administration

This program provides overall direction, administration, and managerial support to the Department. Activities include budgeting, financial management, asset management, personnel management and administration, program oversight, training, automated systems management, and policy/program development and implementation.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Asset Management - Loan repayments billed / received <sup>1</sup>	\$12,617,188	\$14,169,659	\$10,000,000	\$11,000,000	\$12,000,000
Department MC311 Service Requests (SR)	19,892	22,247	24,000	25,000	26,000
Department MC311 Service Request success rate	83.22%	87.30%	93.02%	94.00%	95.00%
NACo Awards earned	0	5	3	4	4

<sup>1</sup> FY18/19 spike in loan repayments includes several large refinancing payoffs.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,193,362</b>	<b>13.20</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	31,080	0.00
<b>FY21 Recommended</b>	<b>2,224,442</b>	<b>13.20</b>

### ★ Affordable Housing Programs

This program creates and preserves affordable single-family housing units. It enforces Chapter 25A of the County Code to ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for resale control. The Code requires that 12.5 percent to 15.0 percent of an approved development of 20 dwelling units or more be MPDUs, depending on the amount of

density bonus achieved. The housing units produced are marketed at controlled prices, which makes them affordable to moderate-income households. Additional single-family housing programs provide funding to replace and rehabilitate single-family housing units, and provide energy efficiency solutions and savings. Also, this program is responsible for the Work Force Housing Program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Affordable Housing Program - Number of MC311 Service Requests	816	889	854	875	900
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	94.98%	98.65%	98.76%	98.76%	100.00%
Number of affordable housing units produced and available for occupancy (at no cost to the County)	98	373	286	300	315
Number of housing units improved/rehabilitated <sup>1</sup>	3	212	230	230	230

<sup>1</sup> Program includes group home rehab, single family rehab and weatherization. In FY17 and FY18, only the group home program was operational. In FY19, DHCA began administering a new weatherization program, which will continue through FY22.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>925,082</b>	<b>10.50</b>
Re-align: Personnel FTE Adjustment	0	2.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	89,572	(4.60)
<b>FY21 Recommended</b>	<b>1,014,654</b>	<b>8.50</b>

## Common Ownership Community Program

The Common Ownership Community (COC) program ensures fair and equitable relations between the governing bodies of homeowner associations, condominium associations, and cooperatives, and the individuals living within these common ownership communities, and encourages the maintenance and improvement of housing. Activities include mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Common Ownership Communities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
COC Program Customer Service - Number of MC311 Service Requests	596	775	754	800	850
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	76.17%	99.10%	99.65%	99.65%	100.00%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	45%	45%	46%	47%	46%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>695,524</b>	<b>4.15</b>
Add: COC Program Office Service Coordinator for Distressed Communities Initiative and Records Processing	60,818	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.	11,651	1.00
<b>FY21 Recommended</b>	<b>767,993</b>	<b>5.15</b>

## Grants Administration - Federal Programs

Staff provides management and oversight to ensure compliance with all regulatory requirements for Federal funding awarded to Montgomery County by the U.S. Department of Housing and Urban Development (HUD) for the Community Development

Block Grant, the HOME Investment Partnership Grant, and the Emergency Solutions Grant programs. Funds from these programs support both operating activities and capital projects. Activities funded may include property acquisition, new construction, housing rehabilitation, commercial area revitalization, and handicapped accessibility improvements. Staff administers contracts with the cities of Rockville and Takoma Park, as well as nonprofit organizations awarded funding to provide a variety of public services involving assistance to low-income persons.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of contracts awarded and monitored	42	43	43	43	43
Funding awarded to CDBG public service contracts <sup>1</sup>	\$540,000	\$532,000	\$600,000	\$600,000	\$600,000
CDBG public service contract compliance rate	100%	100%	100%	100%	100%
CDBG public service contract non-housing beneficiaries <sup>2</sup>	1,411	4,369	2,500	3,000	3,500

<sup>1</sup> FY19 spike includes funding for two medical providing assistance to homeless/AIDS patients and other health services.

<sup>2</sup> DHCA partners with the Community Development Advisory Committee, which provides funding recommendations for public service contracts. The beneficiaries of these contracts fluctuate annually based on the type of services provided.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,332,277</b>	<b>5.70</b>
Increase Cost: Federal Community Development Block Grant	538,397	0.00
Shift: Funding from Community Grants to the Department's Base Budget	245,000	0.00
Increase Cost: Federal HOME Grant	57,894	0.00
Increase Cost: Federal Emergency Solutions Grant	49,258	0.00
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Career Focused Pre-Apprenticeship Youth Program in Wheaton	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Middle School Afterschool Program in Wheaton and Takoma Park	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program	45,000	0.00
Add: Community Development Block Grant: The Ethiopian Community Center, Inc. - African Immigrant Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: EveryMind, Inc. - Stabilizing Adults through Situational Support (SASS) Program	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - National Capital Region Information Technology Job Training	45,000	0.00
Add: Community Development Block Grant: The Montgomery County Coalition for the Homeless, Inc. - Provide a Diversion Specialist at the Home Builders Care Assessment Center	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Expand Mansfield Kaseman Health Clinic through A New Diabetes Center	43,567	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - IW Connections Program to Provide Bilingual Outreach Coordinators	40,543	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expand Family Planning Options for Uninsured, Low-income Women	40,000	0.00
Add: Community Development Block Grant: Community Bridges, Incorporated - College and Career Planning Program and Alumnae Program	30,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County, Inc. - Mental Health Promotion for the Low-income Latino Community	27,500	0.00
Add: Community Development Block Grant: Artpreneurs, Inc. - Library Lanterns Program	25,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Food Services Program	24,457	0.00
Add: Takoma Park Contract	10,302	0.00

FY21 Recommended Changes	Expenditures	FTEs
Re-align: Personnel FTE Adjustment	0	(3.30)
Decrease Cost: Adjustment for Individual Grants	(591,067)	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.	(13,960)	1.60
<b>FY21 Recommended</b>	<b>7,219,168</b>	<b>4.00</b>

## Housing Administration

This program provides management and oversight to support activities within the housing division including single and multi-family housing programs, and landlord tenant mediation. This program was formerly included as part of Housing Development and Loan Programs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Affordable housing units produced in the production pipeline	959	847	469	117	80
Number of affordable housing units in the preservation pipeline	703	58	497	541	368
Cost per unit of affordable housing units preserved	5,035	10,810	7,190	7,118	4,018
Cost per unit of affordable housing units produced	33,603	60,546	31,097	59,211	30,106
Percent of affordable units created or preserved serving households under 50% AMI <sup>1</sup>	62.0%	13.0%	30.0%	32.5%	35.0%

<sup>1</sup> DHCA's underwriting criteria was recently updated to reflect a goal of providing a certain attainable and consistent level of affordable housing for very low income households.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>496,725</b>	<b>3.95</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(18,739)	0.00
<b>FY21 Recommended</b>	<b>477,986</b>	<b>3.95</b>

## Housing Code Enforcement

This program enforces Chapter 26 of the County Code, *Housing Maintenance*, by inspecting rental condominiums, multi-family apartments, and single-family housing to ensure safe and sanitary conditions; Chapter 48, *Solid Wastes*; and Chapter 58, *Weeds*, the County's residential weeds and rubbish codes. Approximately 80 percent of the single-family inspections result from tenant and/or neighbor complaints; other inspections are the result of concentrated code enforcement efforts in specific areas. The multi-family inspections are based on a requirement for triennial inspections and in response to tenant and/or neighbor complaints. This program is supported by the collection of single-family and apartment/condominium licensing fees.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of Housing Code Enforcement inspections <sup>1</sup>	30,217	38,789	42,750	44,000	44,000
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests	7,870	8,997	9,000	9,250	9,500
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	73.24%	69.63%	78.52%	82.00%	85.00%
Code Enforcement - Number of violations per unit	1.21	1.16	1.30	1.15	1.14
Code Enforcement - Average severity of violations per unit	1.43	1.58	1.68	1.60	1.56

<sup>1</sup> Per the requirements of Bill 19-15, beginning FY18 DHCA will undertake an intensive two-year housing code enforcement initiative.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>4,340,479</b>	<b>38.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	197,950	0.00
<b>FY21 Recommended</b>	<b>4,538,429</b>	<b>38.50</b>

## Landlord-Tenant Mediation

This program ensures fair and equitable relations between landlords and tenants and encourages the maintenance and improvement of housing. Activities including mediating and arbitrating disputes; providing information and technical assistance to all parties; and taking legal action as necessary, including referring unresolved complaints to the Montgomery County Commission on Landlord-Tenant Affairs.

<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 Landlord Tenant meditations	714	724	728	730	730
Landlord Tenant Affairs Program - Number of MC311 Service Requests	6,133	6,927	7,895	8,000	8,500
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.20%	99.05%	99.05%	99.00%	100.00%
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	99%	98%	98%	98%	98%
Number of evictions prevented due to Landlord & Tenant Affairs' intervention	433	469	500	700	800

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>1,426,357</b>	<b>8.00</b>
Add: Office Services Coordinator for Improving Landlord Tenant Relations	60,818	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.	(6,599)	1.00
<b>FY21 Recommended</b>	<b>1,480,576</b>	<b>9.00</b>

## Licensing and Registration

This program issues licenses to all rental housing (apartments, condominiums, and single-family) and registers all housing units within common ownership communities.

<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>
Licensing and Registration Program - Number of MC311 Service Requests	4,460	4,645	5,110	5,000	5,250
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	77.71%	99.89%	99.9%	99.9%	100.00%
Number of rental licenses issued	103,831	107,283	110,210	113,516	116,921

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>455,826</b>	<b>3.20</b>
Add: Program Manager for Accessory Dwelling Unit Navigation and Compliance	79,534	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.	(35,533)	1.00
<b>FY21 Recommended</b>	<b>499,827</b>	<b>4.20</b>

## Multi-Family Housing Programs

This program creates and preserves affordable multi-family housing units. Loans are made to the HOC, nonprofit organizations, property owners, and for-profit developers. This program provides funding to:

- preserve existing affordable housing units;
- construct and acquire affordable housing units;
- rehabilitate existing rental housing stock;
- participate in housing or mixed-use developments that will include affordable housing;
- acquire land to produce affordable housing; and
- provide low-income rental housing assistance.

Major funding for these projects is provided from the Montgomery Housing Initiative Fund, the Federal HOME Grant, the Federal Community Development Block Grant, and State grants. The program emphasizes the leveraging of County funds with other public and private funds in undertaking these activities.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of affordable housing units preserved and available for occupancy (County funded)	3,644	6,019	5,264	5,290	4,952
Number of affordable housing units produced and available for occupancy (County funded) <sup>1</sup>	468	403	621	585	150
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	1.07	4.54	9.49	4.85	5.00
Total affordable housing units produced	1,525	1,623	1,376	1,002	544
Total affordable housing units preserved <sup>2</sup>	4,390	6,077	6,118	6,205	5,713

<sup>1</sup> Out year projections may fluctuate based on current pipeline activity and certain assumptions on preservation / production strategies.

<sup>2</sup> Preservation increases projected in FY18-20 due to increases in MHI rental assistance funding.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>40,024,810</b>	<b>6.90</b>
Increase Cost: Affordable Housing Initiative	6,915,992	0.00
Increase Cost: Operating Expenses to Reflect Adjusted Revenue Estimates	605,499	0.00
Add: Capital Improvement Manager for the Right of First Refusal and Preservation Housing Projects	93,530	1.00
Decrease Cost: Operating Expenses to Offset Personnel Cost Increase	(93,530)	0.00
Decrease Cost: Operating Expenses to Reflect Adjusted Debt Service Transfer	(1,303,400)	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.	(26,618)	0.00
<b>FY21 Recommended</b>	<b>46,216,283</b>	<b>7.90</b>

## Neighborhood Revitalization

This program provides planning and implementation for neighborhood revitalization in targeted areas. Activities include commercial revitalization (physical and economic) in both local retail centers and central business districts as well as assistance to address other community concerns, including issues related to housing and public services. Primary funding for these activities is provided from the County's Capital Improvements Program and from other Federal and State funds, including Community Development Block Grants and State Community Legacy Grants.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Focused Neighborhood Assistance Activity (expenditures) <sup>1</sup>	\$399,778	\$398,421	\$3,087,943	\$646,756	\$242,675
Facade Program - Private dollars leveraged	\$421,600	\$0	\$0	\$100,000	\$200,000
Focused Neighborhood Assistance Active projects	3	4	5	2	1
Focused Neighborhood Assistance beneficiaries <sup>2</sup>	107	179	730	96	15
Facade Program - Number of businesses benefited	2	0	0	1	2

<sup>1</sup> FY20 activity includes four active projects (Kimberly Place Balconies and Drainage, Montclair Manor and Montgomery Village). FY21 assumes activity at Kimberly Place Balconies and Wedgewood. FY22 assumes activity only Kimberly Place Balconies.

<sup>2</sup> FY20 activity includes four active projects (Kimberly Place Balconies and Drainage, Montclair Manor and Montgomery Village). FY21 assumes activity at Kimberly Place Balconies and Wedgewood. FY22 assumes activity only Kimberly Place Balconies.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,870,467</b>	<b>6.60</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(12,402)	0.00
<b>FY21 Recommended</b>	<b>1,858,065</b>	<b>6.60</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,634,720	5,118,117	5,145,925	5,658,201	10.6 %
Employee Benefits	1,623,448	1,885,472	1,793,521	1,788,369	-5.2 %
<b>County General Fund Personnel Costs</b>	<b>6,258,168</b>	<b>7,003,589</b>	<b>6,939,446</b>	<b>7,446,570</b>	<b>6.3 %</b>
Operating Expenses	1,155,336	1,399,519	1,471,952	1,570,864	12.2 %
<b>County General Fund Expenditures</b>	<b>7,413,504</b>	<b>8,403,108</b>	<b>8,411,398</b>	<b>9,017,434</b>	<b>7.3 %</b>
PERSONNEL					
Full-Time	102	106	106	106	—
Part-Time	2	1	1	1	—
FTEs	59.25	62.65	62.65	65.25	4.2 %
REVENUES					
Board of Appeals Fees	4,125	6,000	6,000	8,624	43.7 %
Common Ownership Community Fees	725,641	715,000	715,000	717,500	0.3 %
Landlord-Tenant Fees	6,103,845	6,278,180	6,599,600	6,998,040	11.5 %
Miscellaneous Revenues	(12,351)	6,500	6,500	6,500	—
Other Charges/Fees	3,418	75,600	75,600	74,250	-1.8 %
Other Fines/Forfeitures	36,881	40,000	40,000	40,000	—
Other Licenses/Permits	0	813,420	492,000	492,000	-39.5 %
<b>County General Fund Revenues</b>	<b>6,861,559</b>	<b>7,934,700</b>	<b>7,934,700</b>	<b>8,336,914</b>	<b>5.1 %</b>

## MONTGOMERY HOUSING INITIATIVE

### EXPENDITURES

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Salaries and Wages	1,356,906	1,700,781	1,791,347	1,917,444	12.7 %
Employee Benefits	460,102	616,499	525,933	563,591	-8.6 %
<b>Montgomery Housing Initiative Personnel Costs</b>	<b>1,817,008</b>	<b>2,317,280</b>	<b>2,317,280</b>	<b>2,481,035</b>	<b>7.1 %</b>
Operating Expenses	46,557,314	38,966,297	38,961,979	45,068,879	15.7 %
<b>Montgomery Housing Initiative Expenditures</b>	<b>48,374,322</b>	<b>41,283,577</b>	<b>41,279,259</b>	<b>47,549,914</b>	<b>15.2 %</b>

### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	15.20	17.05	17.05	18.05	5.9 %

### REVENUES

Asset Management Fee	10,680	70,200	70,200	70,200	—
Commitment Fee	0	200,000	200,000	200,000	—
Investment Income	3,677,262	2,765,250	2,562,870	1,939,470	-29.9 %
Loan Payments	5,891,105	2,700,000	2,700,000	2,900,000	7.4 %
MHI Transfer Tax	67,140	100,000	100,000	100,000	—
Miscellaneous Revenues	88,850	75,006	75,006	75,006	—
MPDU Alternative Payments	0	360,000	360,000	360,000	—
MPDU Revenues	1,813,744	1,250,000	1,250,000	1,610,000	28.8 %
Other Financing Sources	13,727	56,750	54,400	52,050	-8.3 %
Recordation Tax	16,024,635	16,367,562	16,365,594	17,717,608	8.2 %
<b>Montgomery Housing Initiative Revenues</b>	<b>27,587,143</b>	<b>23,944,768</b>	<b>23,738,070</b>	<b>25,024,334</b>	<b>4.5 %</b>

## GRANT FUND - MCG

### EXPENDITURES

Salaries and Wages	1,545,282	1,778,599	1,778,599	1,788,640	0.6 %
Employee Benefits	530,636	603,863	603,863	531,848	-11.9 %
<b>Grant Fund - MCG Personnel Costs</b>	<b>2,075,918</b>	<b>2,382,462</b>	<b>2,382,462</b>	<b>2,320,488</b>	<b>-2.6 %</b>
Operating Expenses	7,751,419	6,691,762	6,691,762	7,409,587	10.7 %
<b>Grant Fund - MCG Expenditures</b>	<b>9,827,337</b>	<b>9,074,224</b>	<b>9,074,224</b>	<b>9,730,075</b>	<b>7.2 %</b>

### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.00	21.00	21.00	17.70	-15.7 %

### REVENUES

Federal Grants	7,726,183	6,816,697	6,816,697	7,462,246	9.5 %
Investment Income	617,563	0	0	0	—
Loan Payments	2,399,235	2,000,000	2,000,000	2,000,000	—
Miscellaneous Revenues	76,585	0	0	0	—
Other Intergovernmental	305,423	257,527	257,527	267,829	4.0 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
State Grants	(35,957)	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>11,089,032</b>	<b>9,074,224</b>	<b>9,074,224</b>	<b>9,730,075</b>	<b>7.2 %</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>65,615,163</b>	<b>58,760,909</b>	<b>58,764,881</b>	<b>66,297,423</b>	<b>12.8 %</b>
<b>Total Full-Time Positions</b>	<b>102</b>	<b>106</b>	<b>106</b>	<b>106</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>97.45</b>	<b>100.70</b>	<b>100.70</b>	<b>101.00</b>	<b>0.3 %</b>
<b>Total Revenues</b>	<b>45,537,734</b>	<b>40,953,692</b>	<b>40,746,994</b>	<b>43,091,323</b>	<b>5.2 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>8,403,108</b>	<b>62.65</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Program Manager for Accessory Dwelling Unit Navigation and Compliance [Licensing and Registration]	79,534	0.00
Add: Office Services Coordinator for Improving Landlord Tenant Relations [Landlord-Tenant Mediation]	60,818	0.00
Add: COC Program Office Service Coordinator for Distressed Communities Initiative and Records Processing [Common Ownership Community Program]	60,818	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Shift: Funding from Community Grants to the Department's Base Budget [Grants Administration - Federal Programs]	245,000	0.00
Increase Cost: FY21 Compensation Adjustment	162,623	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	147,640	0.00
Increase Cost: Annualization of FY20 Compensation Increases	73,045	0.00
Increase Cost: Print and Mail Adjustment	4,136	0.00
Re-align: Personnel FTE Adjustment [Affordable Housing Programs]	0	2.60
Decrease Cost: Elimination of One-Time Items Approved in FY20	(13,760)	0.00
Decrease Cost: Motor Pool Adjustment	(70,331)	0.00
Decrease Cost: Retirement Adjustment	(135,197)	0.00
<b>FY21 RECOMMENDED</b>	<b>9,017,434</b>	<b>65.25</b>

### MONTGOMERY HOUSING INITIATIVE

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>41,283,577</b>	<b>17.05</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Capital Improvement Manager for the Right of First Refusal and Preservation Housing Projects [Multi-Family Housing Programs]	93,530	1.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Affordable Housing Initiative [Multi-Family Housing Programs]	6,915,992	0.00
Increase Cost: Operating Expenses to Reflect Adjusted Revenue Estimates [Multi-Family Housing Programs]	605,499	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	66,349	0.00
Increase Cost: FY21 Compensation Adjustment	42,355	0.00
Increase Cost: Annualization of FY20 Compensation Increases	11,968	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(24,079)	0.00
Decrease Cost: Retirement Adjustment	(48,347)	0.00
Decrease Cost: Operating Expenses to Offset Personnel Cost Increase [Multi-Family Housing Programs]	(93,530)	0.00
Decrease Cost: Operating Expenses to Reflect Adjusted Debt Service Transfer [Multi-Family Housing Programs]	(1,303,400)	0.00
<b>FY21 RECOMMENDED</b>	<b>47,549,914</b>	<b>18.05</b>

### GRANT FUND - MCG

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>9,074,224</b>	<b>21.00</b>
<b><u>Federal/State Programs</u></b>		
Add: Community Development Block Grant: A Wider Circle, Inc. - Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program	45,000	0.00
Add: Community Development Block Grant: The Ethiopian Community Center, Inc. - African Immigrant Workforce Development Program	45,000	0.00
Add: Community Development Block Grant: EveryMind, Inc. - Stabilizing Adults through Situational Support (SASS) Program	45,000	0.00
Add: Community Development Block Grant: CASA de Maryland, Inc. - Career Focused Pre-Apprenticeship Youth Program in Wheaton	45,000	0.00
Add: Community Development Block Grant: The Montgomery County Coalition for the Homeless, Inc. - Provide a Diversion Specialist at the Home Builders Care Assessment Center	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Middle School Afterschool Program in Wheaton and Takoma Park	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - National Capital Region Information Technology Job Training	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Expand Mansfield Kaseman Health Clinic through A New Diabetes Center	43,567	0.00
Add: Community Development Block Grant: Interfaith Works, Inc. - IW Connections Program to Provide Bilingual Outreach Coordinators	40,543	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expand Family Planning Options for Uninsured, Low-income Women	40,000	0.00
Add: Community Development Block Grant: Community Bridges, Incorporated - College and Career Planning Program and Alumnae Program	30,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County, Inc. - Mental Health Promotion for the Low-income Latino Community	27,500	0.00
Add: Community Development Block Grant: Artpreneurs, Inc. - Library Lanterns Program	25,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Food Services Program	24,457	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Takoma Park Contract	10,302	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Federal Community Development Block Grant [Grants Administration - Federal Programs]	538,397	0.00
Increase Cost: Federal HOME Grant [Grants Administration - Federal Programs]	57,894	0.00
Increase Cost: Federal Emergency Solutions Grant [Grants Administration - Federal Programs]	49,258	0.00
Re-align: Personnel FTE Adjustment [Grants Administration - Federal Programs]	0	(3.30)
Decrease Cost: Adjustment for Individual Grants [Grants Administration - Federal Programs]	(591,067)	0.00
<b>FY21 RECOMMENDED</b>	<b>9,730,075</b>	<b>17.70</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	2,193,362	13.20	2,224,442	13.20
Affordable Housing Programs	925,082	10.50	1,014,654	8.50
Common Ownership Community Program	695,524	4.15	767,993	5.15
Grants Administration - Federal Programs	6,332,277	5.70	7,219,168	4.00
Housing Administration	496,725	3.95	477,986	3.95
Housing Code Enforcement	4,340,479	38.50	4,538,429	38.50
Landlord-Tenant Mediation	1,426,357	8.00	1,480,576	9.00
Licensing and Registration	455,826	3.20	499,827	4.20
Multi-Family Housing Programs	40,024,810	6.90	46,216,283	7.90
Neighborhood Revitalization	1,870,467	6.60	1,858,065	6.60
<b>Total</b>	<b>58,760,909</b>	<b>100.70</b>	<b>66,297,423</b>	<b>101.00</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>COUNTY GENERAL FUND</b>					
Permitting Services	Permitting Services	128,103	1.00	129,922	1.00
Recycling and Resource Management	Solid Waste Disposal	831,165	5.50	664,094	5.50
CIP	Capital Fund	193,668	1.70	192,592	1.40
<b>Total</b>		<b>1,152,936</b>	<b>8.20</b>	<b>986,608</b>	<b>7.90</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
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### COUNTY GENERAL FUND

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>9,017</b>	<b>9,017</b>	<b>9,017</b>	<b>9,017</b>	<b>9,017</b>	<b>9,017</b>
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No inflation or compensation change is included in outyear projections.

<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>77</b>	<b>77</b>	<b>77</b>	<b>77</b>	<b>77</b>
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New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.

<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>
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Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.

<b>Labor Contracts</b>	<b>0</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>9,017</b>	<b>9,143</b>	<b>9,143</b>	<b>9,143</b>	<b>9,143</b>	<b>9,143</b>
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### MONTGOMERY HOUSING INITIATIVE

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>47,550</b>	<b>47,550</b>	<b>47,550</b>	<b>47,550</b>	<b>47,550</b>	<b>47,550</b>
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No inflation or compensation change is included in outyear projections.

<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>
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New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.

<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>
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Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.

<b>Labor Contracts</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>47,550</b>	<b>47,593</b>	<b>47,593</b>	<b>47,593</b>	<b>47,593</b>	<b>47,593</b>
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## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager for Accessory Dwelling Unit Navigation and Compliance	77,434	0.00	107,892	0.00
Office Services Coordinator for Improving Landlord Tenant Relations	58,718	0.00	81,814	0.00
Capital Improvement Manager for the Right of First Refusal and Preservation Housing Projects	91,430	1.00	127,390	1.00
COC Program Office Service Coordinator for Distressed Communities Initiative and Records Processing	58,718	0.00	81,814	0.00

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
<b>Total</b>	<b>286,300</b>	<b>1.00</b>	<b>398,910</b>	<b>1.00</b>

FY21-26 PUBLIC SERVICES PROGRAM: FISCAL PLAN		Montgomery Housing Initiative					
FISCAL PROJECTIONS	FY20 ESTIMATE	FY21 REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	1.4%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%
Investment Income Yield	1.9%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
<b>BEGINNING FUND BALANCE</b>	17,227,281	9,570,240	2,250,000	1,330,000	410,000	0	0
<b>REVENUES</b>							
Taxes	16,485,594	17,817,608	18,731,167	19,789,157	20,870,075	22,067,750	23,397,201
Charges For Services	70,200	70,200	71,330	72,471	73,616	74,764	75,915
Miscellaneous	7,202,276	7,136,526	7,064,856	7,062,436	7,069,716	7,015,206	7,015,206
<b>Subtotal Revenues</b>	23,738,070	25,024,334	25,867,353	26,924,064	28,013,407	29,157,720	30,488,322
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	15,242,985	20,369,303	19,375,217	17,875,117	16,270,717	14,676,817	13,069,417
Transfers To Debt Service Fund	(9,623,700)	(10,827,100)	(11,918,400)	(13,418,500)	(15,022,900)	(16,616,800)	(18,224,200)
MHI Property Acquisition	(9,623,700)	(10,927,100)	(11,918,400)	(13,418,500)	(15,022,900)	(16,616,800)	(18,224,200)
Transfers To The General Fund	(476,191)	(482,465)	(485,251)	(485,251)	(485,251)	(485,251)	(485,251)
Indirect Costs	(476,191)	(482,465)	(485,251)	(485,251)	(485,251)	(485,251)	(485,251)
Transfers From The General Fund	25,342,876	31,758,868	31,758,868	31,758,868	31,758,868	31,758,868	31,758,868
From General Fund	25,342,876	31,758,868	31,758,868	31,758,868	31,758,868	31,758,868	31,758,868
<b>TOTAL RESOURCES</b>	56,208,336	54,963,877	47,492,570	46,129,181	44,694,124	43,834,537	43,557,739
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(3,222,280)	(3,386,035)	(3,386,035)	(3,386,035)	(3,386,035)	(3,386,035)	(3,386,035)
Debt Service: Other (Non-Tax Funds only)	(54,400)	(52,050)	(49,650)	(47,230)	(54,510)	0	0
Labor Agreements	n/a	0	(7,545)	(7,545)	(7,545)	(7,545)	(7,545)
Rental Assistance Program (RAP)	(16,365,594)	(17,217,608)	(18,131,167)	(19,189,157)	(20,270,075)	(21,467,750)	(22,797,201)
Affordable Housing Loans	(8,679,445)	(13,936,681)	(10,977,693)	(9,478,734)	(7,875,479)	(6,015,667)	(4,409,418)
HHS Housing Programs	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)
Neighborhoods to Call Home	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)	(1,251,340)
Homeownership Assistance Program	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	(41,279,259)	(47,549,914)	(45,509,630)	(45,066,241)	(44,551,184)	(43,834,537)	(43,557,739)
<b>OTHER CLAIMS ON FUND BALANCE</b>	(5,358,837)	(5,163,963)	(652,940)	(652,940)	(142,940)	0	0
<b>TOTAL USE OF RESOURCES</b>	(46,638,096)	(52,713,877)	(46,162,570)	(45,719,181)	(44,694,124)	(43,834,537)	(43,557,739)
<b>YEAR END FUND BALANCE</b>	9,570,240	2,250,000	1,330,000	410,000	0	0	0
Affordable Housing and Acquisition and Preservation CIP Project #P760100	(22,440,000)	(22,000,000)	(22,000,000)	(22,000,000)	(22,000,000)	(22,000,000)	(22,000,000)
Affordable Housing Opportunity Fund CIP Project #P762101		(10,000,000)	(10,000,000)				
<b>TOTAL ALLOCATION IN AFFORDABLE HOUSING (MHI Fund + CIP Projects)</b>	(69,078,096)	(84,713,877)	(78,162,570)	(67,719,181)	(66,694,124)	(65,834,537)	(65,557,739)
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	17.0%	4.1%	2.8%	0.9%	0.0%	0.0%	0.0%

**Assumptions:**

1. A total of \$84.7 million will be allocated in affordable housing, including expenditures of \$52.7 million reflected in this fund, \$22 million for the Affordable Housing Acquisition and Preservation CIP Project #760100, and \$10 million for Affordable Housing Opportunity Fund CIP Project # 762101. The CIP fund assumes the issuance of \$13.29 million of debt, \$8.71 million in estimated loan repayments, and \$10 million funded with Recordation Tax Premium in FY21. The funding provides a continued high level of support for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents and mixed-income housing, and a variety of services for permanent supportive housing and community development.
2. The new Affordable Housing Opportunity Fund CIP is to address the urgent challenge of preservation and development of affordable housing in areas at risk of rent escalation to higher market rents, including County transit corridors.
3. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) of the equivalent to 2.5 percent of actual General Fund property taxes from two years prior to the upcoming fiscal year for the purpose of maintaining and expanding the supply of affordable housing. However, the actual transfer from the General Fund will be determined each year based on the availability of resources.

**Notes:**

1. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates.
2. The Executive recommends an additional \$6.42 million to be transferred from the General Fund to the MHI fund, compared to the FY20 amount. A combination totaling \$31.76 million transferred from the General Fund and the additional Recordation Tax Premium collected from property sales of \$3 million and above will reach the 2.5% policy goal.
3. Operating budget includes personnel costs, contracts for homeownership education, and miscellaneous expenses for consultants, technology

## AFFORDABLE HOUSING SUPPORT SUMMARY

Funding Sources	Total County Resources (FY08 - FY19)	10-Yr Avg (FY10- FY19)	FY20 CC Approved Budget	FY21 CE Recommended Budget	Projected Creation / Preservation of Affordable Housing (FY21)	Notes
<b>Operating Budget Expenditures</b>						
DHCA - MHI Operating Budget	322,548,663	26,575,044	41,293,021	47,549,914		
DHCA - MHI Debt Service (interest only)	27,883,864	2,788,386	4,173,700	4,546,700		
HHS - General Fund - Housing Programs	110,777,417	11,077,742	14,570,278	17,682,411	2,000	Clients Served
HOC - Non-Departmental Account	73,510,777	6,163,885	6,788,019	6,962,075		
<b>Total Operating Budget</b>	<b>534,720,721</b>	<b>46,605,057</b>	<b>66,825,018</b>	<b>76,741,100</b>		
<b>Affordable Housing Acquisition and Preservation Project (CIP)</b>						
MHI	4,775,000					
HIF Revolving Loan Program	140,931,000	11,593,100	20,559,000	13,293,000		
Loan Repayment Proceeds (actual)	53,549,507	5,354,951	1,881,000	8,707,000		
G.O. Bonds	0					
Recordation Tax Premium						
<b>DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total</b>	<b>203,795,507</b>	<b>17,629,551</b>	<b>22,440,000</b>	<b>22,000,000</b>		
<b>Affordable Housing Opportunity Fund (CIP)</b>						
DHCA - Payment in Lieu of Taxes (Non-HOC PILOTs)	134,223,825	11,982,383	18,162,389	19,070,508	6,749	Incl. MHI & CIPS In support of operating cost for Non-profits and Senior housing
DHCA - Payment in Lieu of Taxes (HOC PILOTs)	106,033,032	9,073,362	9,833,474	10,079,311	300	
DGS - Discounted Land Value	37,823,483	9,455,871	-	-	50	
<b>Total Affordable Housing Support</b>	<b>1,016,596,568</b>	<b>94,746,223</b>	<b>117,260,881</b>	<b>137,890,919</b>	<b>9,099</b>	Units Captured in DHCA

Note: 1). As transmitted in the FY21-26 Full CIP, the Executive's budget recommendations include reallocating \$0.44 million loan repayments in FY20 for the Affordable Housing Acquisition and Preservation CIP Project (P760100).

2). HHS-General Funded housing programs do not include related personnel costs. If personnel costs were included to provide permanent housing supportive services to County residents in need, the total HHS-General Funded amount would be \$21,868,640 for FY20 and \$25,350,458 for FY21.

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# Permitting Services

## RECOMMENDED FY21 BUDGET

\$41,447,971

## FULL TIME EQUIVALENTS

246.90

 HADI MANSOURI, ACTING DIRECTOR

## MISSION STATEMENT




The Department of Permitting Services' (DPS) primary mission is to promote the health, safety, welfare, and economic wellbeing of residents, businesses, and communities of Montgomery County with timely, professional, transparent, and consistent review and processing of plans and permits and through inspections of structures, rights-of-way, and development. DPS protects the public through application and enforcement of national, State, and local codes for fire and life safety, electrical, mechanical, energy, accessibility, building, and other public safety and zoning codes. DPS protects residential and business communities and users of public rights-of-way through inspections of work within public rights-of-way to assure adherence to approved site plans and special exceptions. DPS strives to promote economic well-being and customer service through ongoing process improvements, timely response, and service, while ensuring that structures are safe for occupants and visitors, sustainable for future generations and that development is consistent with requirements to protect the environment.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Permitting Services is \$41,447,971, a decrease of \$440,816 or 1.05 percent from the FY20 Approved Budget of \$41,888,787. Personnel Costs comprise 74.87 percent of the budget for 240 full-time position(s) and two part-time position(s), and a total of 246.90 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 25.13 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES

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

-  **Easier Commutes**
-  **A Greener County**
-  **Effective, Sustainable Government**
-  **A Growing Economy**

## INITIATIVES

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- ★ Relocate Department of Permitting Services offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.
  - ★ Integrate all communication and outreach and develop a comprehensive communication program to inform and engage Department staff, County agencies, County Council, advocacy groups, news media, and the public about the Department's initiatives, programs, and events. This integration will be achieved through development and implementation of a strategic plan for communications; use of various forms of communication including social media, websites, presentations, and speeches; and outreach to County residents.
  - ★ Participate in the development of National Fire Protection Association (NFPA) code 915 governing remote inspections. Department staff are in the early stages of accepting video inspections for certain permitting jobs including decks and reinspections. Having a staff member on the code development committee allows the Department to contribute to the code and keep aware of the latest developments and requirements for remote inspections.
  - ★ Improve Quality Control (QC) by implementing monthly Department of Permitting Services manager ridealongs to observe and document Residential inspections.
  - ★ Develop a process to implement collaboration between the Department of Permitting Services plans examiners and inspectors prior to permit issuance by identifying complex projects well-suited for a collaborative approach; coordinating through meetings and on-site inspections before, during, and after plan reviews; and capturing data from the collaboration to measure the impact on customer service.
  - ★ Transition from paper plans to electronic submissions increasing efficiency, decreasing review times, and moving toward a more environmentally-friendly method of processing plans in support of the County Executive's "A Greener County" initiative.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Performed over 5,936 Plan Inspections on over 150 Maryland-National Capital Park and Planning Commission (M-NCPPC) Certified Site Plan Projects, including 3,210 Site Plan Inspections, 1,569 Building Inspections, 709 Commercial Building Inspections, and 448 Use & Occupancy Inspections.
- ★ Other accomplishments include 1,146 Conditional Use and Special Exception Inspections, 28,015 Zoning Reviews, issuing 266 Zoning Confirmation Letters, and serving 20,199 walk-in customers.
- ★ Implemented OneDrive Solution for Maryland Public Information Act requests.
- ★ Upgrade to newest Project Dux platform that will allow greater flexibility to move additional permit types to electronic plans submissions.
- ★ Processed over 210 telecommunication related permits related to ZTA 18-44.

## PROGRAM CONTACTS

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Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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.

The department combines department and applicant time components when measuring "total time to issue a permit." These times may be impacted by satisfaction of related preconditions such as sediment control submissions, approvals, and outside agency approvals.

## PROGRAM DESCRIPTIONS

### ☀ Administration

The Administration program provides policy development and leadership for all programs within the Department. Staff specialists are responsible for a full range of administrative, financial, and budgetary tasks, including daily operations, revenue collection (fees and development taxes and charges), reporting and management, automation, human resources, fleet management, training, safety, quality assurance, legislative coordination, space management, historic files maintenance, and management services. This program provides outreach, customer service satisfaction, and case management, which coordinates Department disciplines engaged in plan reviews on complex projects or projects needing a higher level of assistance such as "green tape" projects (i.e., affordable housing; and areas such as the Silver Spring, Wheaton, and Long Branch enterprise zones; strategic economic development projects; strategic redevelopment areas such as White Flint, and faith-based institutions). This program receives complaints, processes information requests, maintains the Department of Permitting Services' website, publishes the Department's newsletter, and coordinates outreach events and seminars for residents, civic organizations, and professionals.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>13,180,092</b>	<b>33.10</b>
Increase Cost: Wheaton Relocation Operating Budget Impact	922,385	0.00
Increase Cost: Furniture for Wheaton Move	167,428	0.00
Increase Cost: Senior Executive Administrative Assistant for Chief Operating Officer	66,033	1.00
Technical Adj: Adjust Ombudsman Charges from the Office of the County Executive from 1.0 to 0.9 FTE	0	(0.10)
Decrease Cost: Retiree Health Insurance Pre-Funding	(3,870)	0.00
Decrease Cost: IT Equipment Replacement	(300,000)	0.00
Shift: Transfer Seven FTEs from Administration to Residential Division	(800,852)	(7.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(701,977)	0.00
<b>FY21 Recommended</b>	<b>12,529,239</b>	<b>27.00</b>

### ☀ Commercial Building Construction

The Commercial Construction program is responsible for ensuring public safety through the effective application of commercial building, structural, electrical, mechanical, fire-safety, and energy conservation codes and standards. This is accomplished through plan reviews and construction inspections for compliance with approved plans and codes. This program processes applications for and issues Building, Mechanical and Electrical Permits. The program also handles construction complaints during natural and other disasters and provides assistance in disaster recovery.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Commercial Permits - Number of final permit approvals issued	1,821	2,517	2,200	2,200	2,200
Commercial Permits - Percent of commercial construction inspections completed on the scheduled day	96.7%	97.0%	97.0%	95.0%	95.0%
Percent of commercial plans first full review completed in 30 days	92.0%	92.2%	95.0%	95.0%	95.0%
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>5,712,807</b>			<b>43.50</b>	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	73,975			1.00	
<b>FY21 Recommended</b>	<b>5,786,782</b>			<b>44.50</b>	

## Fire Prevention and Code Compliance

The Fire Prevention and Fire Code Compliance program is responsible for ensuring public safety through enforcement of the National Fire Codes and Standards, the Montgomery County Fire Code and the Maryland State Fire Prevention Codes. For new construction, this is done through plans review, permits issuance, and inspections of fire protection systems and fire alarm systems. For existing occupied facilities, the program is responsible for preventive inspections. This program issues Fire Code Compliance permits and operational permits for all businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies. This program responds to and investigates code violations through a complaints program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of fire protection systems plans approved	3,034	3,924	3,300	3,300	3,300
Percent of fire systems inspections completed on the scheduled day (Fire Prevention and Code Compliance)	98.5%	90.0%	95.0%	95.0%	95.0%
Percent of commercial establishments compliant with the Fire Code	72.2%	59.7%	70.0%	80.0%	90.0%
<b>FY21 Recommended Changes</b>	<b>Expenditures</b>			<b>FTEs</b>	
<b>FY20 Approved</b>	<b>4,526,549</b>			<b>33.00</b>	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,995			0.00	
<b>FY21 Recommended</b>	<b>4,560,544</b>			<b>33.00</b>	

## Land Development

The Land Development Program ensures the protection of the County's land and water resources, the environment, and the safety of residents and the businesses that operate in the County. This is accomplished through its engineering and inspection functions related to stormwater management; sediment control; floodplain management; special protection areas; well and septic systems approval; storm drain design and construction; roadside tree protection; tree canopy enhancement; record plat approval; and work in the public right-of-way.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Land Development permits issued	4,293	4,127	4,200	4,200	4,200
Percent of record plat reviews completed 2 business days or less	99%	99%	99%	99%	99%

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management <sup>1</sup>	Yes	N/A	Yes	N/A	Yes

<sup>1</sup> Sediment Control Delegation reviews are performed biennially, with the next review scheduled in July 2020.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,568,224</b>	<b>63.50</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(26,541)	0.00
<b>FY21 Recommended</b>	<b>8,541,683</b>	<b>63.50</b>

## Residential Building Construction & Intake

The Residential Building and Intake Program is responsible for ensuring public safety through plan review of applications and inspections services during construction. This program issues all commercial, fire protection, and residential permits and is responsible for code enforcement activities and abatement of dangerous or substandard buildings or structures; aids in recovery during natural and other disasters and incidents; assists in project completions, reduces un-permitted construction activities, collects impact fees to support a growing economy while safeguarding homeowners' life and property.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Residential Permits - Number of permits issued <sup>1</sup>	34,552	34,204	35,770	35,000	35,000
Residential Permits - Percent of inspections completed on the scheduled day	98.9%	97.8%	98.0%	95.0%	95.0%
Residential (Home) Fast Track -- Percent of permits serviced within 2.5 hours	95.44%	92.44%	93.00%	95.00%	95.00%

<sup>1</sup> This is total number of permits issued by DPS permitting technicians under the Residential Program as totaled by a current report; this report is not limited to residential permits nor is it a count of all DPS permits.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,285,023</b>	<b>40.90</b>
Shift: Transfer Seven FTEs from Administration to Residential Division	800,852	7.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(462,759)	(1.00)
<b>FY21 Recommended</b>	<b>5,623,116</b>	<b>46.90</b>

## Zoning and Site Plan Enforcement

The Zoning and Site Plan Enforcement program protects the quality of life in Montgomery County and the public health, safety, welfare, and comfort through the effective application and enforcement of zoning code standards and Maryland-National Capital Park and Planning Commission certified site plan requirements. This division reviews plans prior to permit issuance, conducts inspections, and investigates and responds to complaints to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code. This program regulates the size, shape, height, and mass of a building; the uses that are allowed on the property; and signage.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of signs approved	553	531	550	575	600
Percent of plans approved for compliance with Zoning Ordinance	92.9%	92.3%	92.0%	90.0%	90.0%

Permitting Services *Community Development and Housing* 65-5

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of sites compliant with zoning ordinance within 14 days of initial inspection	97%	98%	95%	90%	90%
<b>FY21 Recommended Changes</b>			<b>Expenditures</b>	<b>FTEs</b>	
<b>FY20 Approved</b>			<b>4,616,092</b>	<b>32.00</b>	
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.			(209,485)	0.00	
<b>FY21 Recommended</b>			<b>4,406,607</b>	<b>32.00</b>	

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>PERMITTING SERVICES</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	22,611,457	23,531,841	23,012,458	23,921,656	1.7 %
Employee Benefits	7,636,152	8,020,750	7,993,755	7,109,592	-11.4 %
<b>Permitting Services Personnel Costs</b>	<b>30,247,609</b>	<b>31,552,591</b>	<b>31,006,213</b>	<b>31,031,248</b>	<b>-1.7 %</b>
Operating Expenses	8,029,079	10,295,570	9,202,684	10,376,097	0.8 %
Capital Outlay	0	40,626	40,626	40,626	—
<b>Permitting Services Expenditures</b>	<b>38,276,688</b>	<b>41,888,787</b>	<b>40,249,523</b>	<b>41,447,971</b>	<b>-1.1 %</b>
<b>PERSONNEL</b>					
Full-Time	236	239	239	240	0.4 %
Part-Time	2	2	2	2	—
FTEs	243.75	246.00	246.00	246.90	0.4 %
<b>REVENUES</b>					
Automation Enhancement Fee	89,571	0	0	0	—
Building Permits	25,032,702	24,261,450	22,814,403	23,208,332	-4.3 %
Electrical Permits and Licenses	4,418,780	4,200,000	4,440,021	4,200,000	—
Fire Code Compliance	0	1,187,437	0	0	-100.0 %
Fire Code Enforcement Permits	2,572,530	2,405,943	3,004,166	2,975,042	23.7 %
Grading/Storm Drains/Paving/Driveway Permits	3,881,390	4,200,000	3,222,294	3,500,000	-16.7 %
Information Requests	0	0	145,525	110,000	—
Investment Income	904,945	880,000	756,400	200,000	-77.3 %
Mechanical Construction Permit	1,576,079	1,648,328	2,405,684	1,670,000	1.3 %
Miscellaneous Revenues	4,432	0	0	0	—
Occupancy Permits	597,011	633,880	600,756	600,000	-5.3 %
Other Charges/Fees	718,395	1,661,907	1,418,696	1,400,000	-15.8 %
Other Fines/Forfeitures	87,008	89,772	41,400	90,000	0.3 %
Other Licenses/Permits	492,741	638,329	699,136	507,845	-20.4 %
Sediment Control Permits	3,171,598	3,101,270	2,894,976	3,101,270	—
Sign Permits	207,873	262,500	232,634	260,500	-0.8 %
Special Exception Fee	281,153	242,076	242,076	242,076	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Stormwater Mgmt and Water Quality Plan Fee	263,167	288,814	263,344	288,814	—
Well and Septic	410,462	274,308	295,362	274,308	—
<b>Permitting Services Revenues</b>	<b>44,709,837</b>	<b>45,976,014</b>	<b>43,476,873</b>	<b>42,628,187</b>	<b>-7.3 %</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	2,218	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>2,218</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

#### PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

#### REVENUES

State Grants	2,218	0	0	0	—
<b>Grant Fund - MCG Revenues</b>	<b>2,218</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>38,278,906</b>	<b>41,888,787</b>	<b>40,249,523</b>	<b>41,447,971</b>	<b>-1.1 %</b>
<b>Total Full-Time Positions</b>	<b>236</b>	<b>239</b>	<b>239</b>	<b>240</b>	<b>0.4 %</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>243.75</b>	<b>246.00</b>	<b>246.00</b>	<b>246.90</b>	<b>0.4 %</b>
<b>Total Revenues</b>	<b>44,712,055</b>	<b>45,976,014</b>	<b>43,476,873</b>	<b>42,628,187</b>	<b>-7.3 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>PERMITTING SERVICES</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>41,888,787 246.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Wheaton Relocation Operating Budget Impact [Administration]	922,385	0.00
Shift: Transfer Seven FTEs from Administration to Residential Division [Residential Building Construction & Intake]	800,852	7.00
Increase Cost: FY21 Compensation Adjustment	588,865	0.00
Increase Cost: Annualization of FY20 Compensation Increases	273,138	0.00
Increase Cost: Furniture for Wheaton Move [Administration]	167,428	0.00
Increase Cost: Risk Management Adjustment	84,648	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY20 Lapsed Positions	79,114	0.00
Increase Cost: Senior Executive Administrative Assistant for Chief Operating Officer [Administration]	66,033	1.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	27,078	0.00
Increase Cost: Print and Mail Adjustment	3,873	0.00
Technical Adj: Adjust Ombudsman Charges from the Office of the County Executive from 1.0 to 0.9 FTE [Administration]	0	(0.10)
Decrease Cost: Retiree Health Insurance Pre-Funding [Administration]	(3,870)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY20	(12,000)	0.00
Decrease Cost: Motor Pool Adjustment	(175,957)	0.00
Decrease Cost: IT Equipment Replacement [Administration]	(300,000)	0.00
Decrease Cost: OPEB Adjustment	(610,320)	0.00
Decrease Cost: Retirement Adjustment	(665,948)	0.00
Shift: Transfer Seven FTEs from Administration to Residential Division [Administration]	(800,852)	(7.00)
Decrease Cost: Annualization of FY20 Personnel Costs	(885,283)	0.00
<b>FY21 RECOMMENDED</b>	<b>41,447,971</b>	<b>246.90</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	13,180,092	33.10	12,529,239	27.00
Commercial Building Construction	5,712,807	43.50	5,786,782	44.50
Fire Prevention and Code Compliance	4,526,549	33.00	4,560,544	33.00
Land Development	8,568,224	63.50	8,541,683	63.50
Residential Building Construction & Intake	5,285,023	40.90	5,623,116	46.90
Zoning and Site Plan Enforcement	4,616,092	32.00	4,406,607	32.00
<b>Total</b>	<b>41,888,787</b>	<b>246.00</b>	<b>41,447,971</b>	<b>246.90</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>PERMITTING SERVICES</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>41,448</b>	<b>41,448</b>	<b>41,448</b>	<b>41,448</b>	<b>41,448</b>	<b>41,448</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(170)</b>	<b>(170)</b>	<b>(170)</b>	<b>(170)</b>	<b>(170)</b>
Items recommended for one-time funding in FY21 will be eliminated from the base in the outyears.						
<b>IT Maintenance Costs</b>	<b>0</b>	<b>7</b>	<b>15</b>	<b>24</b>	<b>33</b>	<b>43</b>
Represents additional maintenance costs for the system upgrades and post-warranty maintenance for servers, scanners, and printers.						
<b>IT Replacement Plan</b>	<b>0</b>	<b>(100)</b>	<b>(160)</b>	<b>(160)</b>	<b>115</b>	<b>515</b>
Key components of Permitting Service's technology replacement plan include: FY21 \$160,000 in Scanners, and FY22 \$60,000 in printers.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(39)</b>	<b>(91)</b>	<b>(89)</b>	<b>(96)</b>	<b>(20)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>	<b>154</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Wheaton Move Operating Budget Impact</b>	<b>0</b>	<b>(2,890)</b>	<b>(2,891)</b>	<b>(2,890)</b>	<b>(2,875)</b>	<b>(2,875)</b>
OBIs for Wheaton move include elimination of rent payment at 255 Rockville Pike and maintenance and utility expenses at Wheaton Building.						
<b>Subtotal Expenditures</b>	<b>41,448</b>	<b>38,431</b>	<b>38,326</b>	<b>38,338</b>	<b>38,630</b>	<b>39,116</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Senior Executive Administrative Assistant for Chief Operating Officer	61,693	1.00	82,258	1.00
<b>Total</b>	<b>61,693</b>	<b>1.00</b>	<b>82,258</b>	<b>1.00</b>

FY21-26 PUBLIC SERVICES PROGRAM: FISCAL PLAN			Permitting Services				
FISCAL PROJECTIONS	FY20 ESTIMATE	FY21 REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
<b>ASSUMPTIONS</b>							
CPI (Fiscal Year)	1.4%	1.6%	1.6%	1.6%	1.6%	1.6%	1.5%
Investment Income Yield	1.9%	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
Enterprise Fund Stabilization Factor (EFSF)	1.05	1.05	1.05	1.11	1.12	1.12	1.13
<b>BEGINNING FUND BALANCE</b>	<b>19,053,351</b>	<b>15,549,415</b>	<b>9,731,813</b>	<b>6,903,440</b>	<b>6,413,657</b>	<b>6,340,148</b>	<b>6,329,232</b>
<b>REVENUES</b>							
Licenses & Permits	41,114,852	40,828,187	40,828,187	40,828,187	40,828,187	40,828,187	40,828,187
Charges For Services	1,564,221	1,510,000	1,510,000	1,510,000	1,510,000	1,510,000	1,510,000
Fines & Forfeitures	41,400	90,000	90,000	90,000	90,000	90,000	90,000
Miscellaneous	756,400	200,000	200,000	200,000	200,000	200,000	200,000
<b>Subtotal Revenues</b>	<b>43,476,873</b>	<b>42,628,187</b>	<b>42,628,187</b>	<b>42,628,187</b>	<b>42,628,187</b>	<b>42,628,187</b>	<b>42,628,187</b>
<b>EFSF Fee Increase</b>		<b>0</b>	<b>0</b>	<b>2,232,941</b>	<b>2,660,633</b>	<b>2,763,802</b>	<b>3,258,869</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(6,479,116)</b>	<b>(6,745,648)</b>	<b>(6,774,558)</b>	<b>(6,773,914)</b>	<b>(6,774,190)</b>	<b>(6,773,455)</b>	<b>(6,773,547)</b>
Transfers To The General Fund	(6,479,116)	(5,784,225)	(5,812,859)	(5,812,859)	(5,812,859)	(5,812,859)	(5,812,859)
Indirect Costs	(6,479,116)	(5,784,225)	(5,812,859)	(5,812,859)	(5,812,859)	(5,812,859)	(5,812,859)
Transfers To Debt Service Fund	0	(961,423)	(961,639)	(961,055)	(961,331)	(960,596)	(960,688)
Wheaton Debt Service	0	(961,423)	(961,639)	(961,055)	(961,331)	(960,596)	(960,688)
<b>TOTAL RESOURCES</b>	<b>56,051,108</b>	<b>51,431,954</b>	<b>45,585,442</b>	<b>42,757,712</b>	<b>42,267,654</b>	<b>42,194,880</b>	<b>42,183,873</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(40,249,523)	(41,447,971)	(41,447,971)	(41,447,971)	(41,447,971)	(41,447,971)	(41,447,971)
FFI - Labor Agreement	0	0	(153,618)	(153,618)	(153,618)	(153,618)	(153,618)
FFI - Retiree Health Insurance Pre-Funding	0	0	38,850	90,890	89,010	95,560	19,660
FFI - Annualizations and One-Time	0	0	149,813	149,813	149,813	149,813	149,813
FFI -Wheaton Move Operating Budget Impact	n/a	n/a	2,890,247	2,890,615	2,890,339	2,874,653	2,874,561
FFI - IT Replacement Plan	n/a	n/a	100,000	160,000	160,000	(115,000)	(515,000)
FFI - IT Maintenance Costs	n/a	n/a	(7,153)	(14,556)	(23,541)	(32,887)	(42,606)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(40,249,523)</b>	<b>(41,447,971)</b>	<b>(38,429,832)</b>	<b>(38,324,827)</b>	<b>(38,335,968)</b>	<b>(38,629,450)</b>	<b>(39,115,161)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(252,170)</b>	<b>(252,170)</b>	<b>(252,170)</b>	<b>(252,170)</b>	<b>(252,170)</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(40,501,693)</b>	<b>(41,700,141)</b>	<b>(38,682,002)</b>	<b>(38,576,997)</b>	<b>(38,588,138)</b>	<b>(38,629,450)</b>	<b>(39,115,161)</b>
<b>YEAR END FUND BALANCE</b>	<b>15,549,415</b>	<b>9,731,813</b>	<b>6,903,440</b>	<b>6,413,657</b>	<b>6,340,148</b>	<b>6,329,232</b>	<b>6,327,581</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>27.7%</b>	<b>18.9%</b>	<b>15.1%</b>	<b>15.0%</b>	<b>15.0%</b>	<b>15.0%</b>	<b>15.0%</b>
<b>Assumptions:</b> 1. The Enterprise Fund Stabilization Factor (EFSF) is the factor by which the fee calculation is adjusted to cover DPS labor and operating expenses in accordance with the DPS reserve policy of 15 to 20 percent of total resources, as set by the 2002 Principles of the Fiscal Management of the Permitting Services Fund. 2. It is assumed there will be no change in the EFSF in FY21. The EFSF in FY20 was 1.05, a 5% increase over the previous year. 3. The projections are based on the Executive's recommended budget and include CPI, revenue, and resource assumptions in that budget. The projected future revenues and fund balances may vary based on changes to the EFSF, future labor agreements, increases in County administrative expenses, lease and maintenance expenses, and other factors not assumed here. 4. DPS contributed \$21 million in current revenue in prior years to fund its proportional share of the Wheaton Redevelopment CIP# P361701. DPS will support \$14.6 million in non-taxable debt for this project. 5. Other claims on fund balance represents GASB 75 OPEB liability.							



# Environmental Protection

## RECOMMENDED FY21 BUDGET

\$33,111,860

## FULL TIME EQUIVALENTS

108.40

 ADAM ORTIZ, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable way while fostering smart growth, a thriving economy, and healthy communities.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Department of Environmental Protection is \$33,111,860, an increase of \$1,161,328 or 3.63 percent from the FY20 Approved Budget of \$31,950,532. Personnel Costs comprise 36.13 percent of the budget for 92 full-time position(s) and one part-time position(s), and a total of 108.40 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 63.87 percent of the FY21 budget.

The debt service for the Water Quality Protection Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the debt service, a transfer of funds from the Water Quality Protection Fund to the Debt Service Fund of \$8,172,350 is required in FY21 for Water Quality Protection Bonds.



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**

## INITIATIVES

-  Expand the use of grants issued through the Chesapeake Bay Trust to local watershed organizations. These grants provide funds to many local partners to implement watershed improvement projects that target the reduction of pollutants from private properties.
-  Increase funding from the Tree Canopy Fund to allow an additional 550 trees to be planted on private property through the Tree Montgomery Program. This initiative allows for credit under the MS4 permit as well as helps address issues related to

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adapting to climate change impacts.

- ★ Provide funding for targeted outreach to property owners with wells or septic systems, reminding them of proper maintenance and informing them of what County services are available.
- ★ Add funding for outreach surrounding the County's pesticide law, which restricts what kinds of pesticides may be used in the County.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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- ★ Successfully reorganized the Department of Environmental Protection (DEP) with a focus on operational efficiency. This includes integrating all watershed management functions within DEP into the Watershed Restoration Division, centrally managing enterprise functions such as procurement, IT and budget, and reorienting the focus of the previous Solid Waste Division to be focused on movement towards zero waste.
- ★ Developed a Geographic Information System (GIS) Suitability Model to create science-based geographic targeting maps for implementing stormwater management best management practices (BMPs) and other DEP programs. These targeting maps will guide the County's efforts to meet future MS4 permit requirements, achieve biological uplift, ensure project longevity, and address environmental justice issues.
- ★ Re-developed the Tree Montgomery database to manage all aspects of the Tree Montgomery Program, including customer applications, planting locations and tree species, ordering with the planting contractor, inspections and invoicing, and coordinating after-care services. The total number of trees planted through the program increased significantly by mid-year, earning impervious area restoration credits under the MS4 permit.
- ★ Relocate Department of Environmental Protection offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.

## PROGRAM CONTACTS

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Contact Patrice Bubar of the Department of Environmental Protection at 240.777.7786 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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### ★ Administration

The Office of the Director provides for overall management of departmental programs to ensure safe and efficient operations, including contract administration management for the department, continuity of operations, and oversight of operational programs

at the County's waste management facilities (including the Transfer Station and Resource Recovery Facility). The Director's Office manages the revenue from the Water Quality Protection Charge, which funds many environmental programs around the County. The Director's Office also oversees the development of the fee for services charges to County residents related to recycling and trash collection services.

The Office provides strategic direction and support on IT systems and infrastructure for departmental operations and programs, oversees the human resources and human capital programs for the department, and manages other supporting functions such as fleet vehicles. The Office provides for management of partnerships with multiple county departments with which DEP cooperates, including DPS, DOT, and DGS, as well as external groups including faith-based institutions, MNCPCP and WSSC. The Office develops water and wastewater policies and updates the County's comprehensive water and sewer plan.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,073,960</b>	<b>5.26</b>
Add: Outreach to Owners of On-site Water and Wastewater Treatment Systems (Wells and Septic Systems)	20,000	0.00
Increase Cost: IT Equipment for Wheaton Building	12,888	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.	284,518	1.59
<b>FY21 Recommended</b>	<b>1,391,366</b>	<b>6.85</b>

## Energy, Climate and Compliance

The Energy, Climate and Compliance Division enforces County laws and regulations related to air and water pollution, illegal dumping, noise control, pesticides and other environmental laws. The division implements programs that educate and assist County residents with ensuring their properties are energy efficient. These programs include extensive outreach and assistance with understanding tools and financing available to increase energy efficiency. The Division is responsible for oversight and implementation of the Benchmarking Law which requires certain commercial property owners to benchmark the energy efficiency of their properties and report that to the County. The Division develops programs that will assist with reducing greenhouse gas emissions in the County, including support to the working groups for clean energy and building efficiency, created as part of the initiative to develop a Climate Action and Resiliency Plan. It also oversees programs that provide financial support to property owners to improve energy efficiency such as PACE and the Green Bank, and manages the Green Business Certification Program which recognizes businesses that adapt practices that enhance sustainability.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of outreach impressions to educate residents on Energy Efficiency and Renewable Energy	7,872	8,283	9,000	9,500	10,000
Percent of commercial buildings in compliance with the building benchmarking law <sup>1</sup>	N/A	N/A	85%	95%	95%
Average days to close environmental cases	31	27	30	30	30
Percent of customers rating themselves as satisfied with DEP's response to environmental complaints	75%	84%	80%	80%	80%

<sup>1</sup> CY18 data are still being submitted, and CY19 data is not yet available. CY17 is County buildings = 50,000 sf + private buildings = 50,000 sf (58%). The total number of buildings required to comply is uncertain due to inaccurate/conflicting data sources. Figures for buildings in compliance include buildings filing exemptions/waivers as authorized under the law.

FY21 Recommended Changes	Expenditures	FTEs
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<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>2,116,885</b>	<b>11.44</b>
Increase Cost: Increase Cost of Noise Waiver Public Notifications	4,500	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	(66,700)	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	(500,000)	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.	(155,281)	(2.00)
<b>FY21 Recommended</b>	<b>1,399,404</b>	<b>9.44</b>

## Watershed Restoration

The Watershed Restoration Division leads the County's efforts to improve stream health and water quality through the targeted planning, design, construction, inspection and maintenance of best management practices (BMP) built to manage stormwater runoff. The Watershed Restoration Division supports watershed-based monitoring and reporting to achieve County stream protection goals (Montgomery County Code Chapter 19, Article IV) and comply with the Federal Clean Water Act NPDES Municipal Separate Storm Sewer System (MS4) permit. Staff conducts baseline stream monitoring, storm drain discharge monitoring, and public outreach activities that increase awareness and promote citizen involvement in stream stewardship. The program also assesses land development impacts on water resources and the effectiveness of BMPs that mitigate those impacts within the County's designated "Special Protection Areas". The Division implements programs to extend stewardship and BMPs beyond streams and facilities by targeting private property owners. These programs include Tree Montgomery (Chapter 55, Article 3), RainScapes, and pet waste. The Division oversees the carry out bag tax program, which helps address issues with litter in streams.

The Watershed Restoration Division successfully implements these programs through extensive partnerships with the Maryland Department of Natural Resources, Maryland Department of the Environment, Maryland Department of Agriculture, Montgomery County Public Schools, Montgomery County Departments of Transportation and General Services, Maryland National Capital Park and Planning Commission, the Towns of Chevy Chase, Kensington, Somerset and Poolesville, and the Villages of Chevy Chase and Friendship Heights, watershed organizations, home-owner associations, businesses, and private property owners. The long-term goal is to protect and improve water resources for Montgomery County residents and the Chesapeake Bay.

Revenue for this program is generated by the Water Quality Protection Charge, applied to all residential and non-residential properties except for those owned by the State and County government and those in the cities of Gaithersburg, Rockville, and Takoma Park. Revenue from the carry out bag tax is also provided to support these programs.

<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>
Pounds of sediment reduced (thousands) <sup>1</sup>	N/A	532	984	1,830	2,212
Pounds of nitrogen reduced <sup>2</sup>	N/A	463	1,274	2,170	3,000
Percent of stormwater management triennial inspections completed <sup>3</sup>	95%	64%	95%	95%	95%
Percent of stormwater management facility maintenance work orders completed	93%	82%	99%	100%	100%

<sup>1</sup> FY19 shows the beginning of an anticipated new MS4 Permit requirement for nitrogen reduction. Past performance data no available as this is a new permit requirement. MDE does not anticipate issuing a permit until Summer 2020. However, DEP continues to implement restoration projects

based on the approved CIP budget. These projects will contribute to the success of the new permit when it is issued.

<sup>2</sup> FY19 shows the beginning of an anticipated new MS4 Permit requirement for nitrogen reduction. Past performance data no available as this is a new permit requirement. MDE does not anticipate issuing a permit until Summer 2020. However, DEP continues to implement restoration projects based on the approved CIP budget. These projects will contribute to the success of the new permit when it is issued.

<sup>3</sup> Does not include triennial inspections of BMPs on Single Family Residential (SFR) properties, which are covered under a separate inspection program.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>28,759,687</b>	<b>93.17</b>
Increase Cost: Wheaton Redevelopment Project Operating Budget Impacts	537,343	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	500,000	0.00
Enhance: Additional Tree Planting Funded Through the Tree Montgomery Program (Tree Canopy Fund)	250,000	0.00
Increase Cost: Watershed Montintoring	151,350	0.00
Add: Outreach and Education Campaign for County Pesticide Law	125,000	0.00
Enhance: Increase in Rainscapes Program to Meet Program Demand	100,000	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program	66,700	0.00
Add: Countywide Anti-Litter Outreach Campaign	50,000	0.00
Enhance: Watershed Grant Funding to Non-Profits	50,000	0.00
Increase Cost: IT Equipment for Wheaton Building	26,588	0.00
Increase Cost: Storm Drain Maintenance	25,506	0.00
Enhance: Pet Waste Station Implementation	10,000	0.00
Technical Adj: Property Tax Billing Chargeback from Finance	(9,920)	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.	(321,164)	(1.06)
<b>FY21 Recommended</b>	<b>30,321,090</b>	<b>92.11</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,178,617	1,584,064	1,418,054	1,636,408	3.3 %
Employee Benefits	411,191	505,077	431,608	467,472	-7.5 %
<b>County General Fund Personnel Costs</b>	<b>1,589,808</b>	<b>2,089,141</b>	<b>1,849,662</b>	<b>2,103,880</b>	<b>0.7 %</b>
Operating Expenses	756,243	1,035,004	1,211,924	1,436,890	38.8 %
<b>County General Fund Expenditures</b>	<b>2,346,051</b>	<b>3,124,145</b>	<b>3,061,586</b>	<b>3,540,770</b>	<b>13.3 %</b>
<b>PERSONNEL</b>					
Full-Time	46	46	46	46	—
Part-Time	0	0	0	0	—
FTEs	16.50	16.70	16.70	16.29	-2.5 %
<b>REVENUES</b>					
Other Charges/Fees	3,137	60,400	60,400	60,400	—
Other Fines/Forfeitures	15,900	15,000	15,000	15,000	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
Other Licenses/Permits	20,025	10,000	20,000	20,000	100.0 %
Tree Canopy	847,000	500,000	500,000	500,000	—
<b>County General Fund Revenues</b>	<b>886,062</b>	<b>585,400</b>	<b>595,400</b>	<b>595,400</b>	<b>1.7 %</b>

### WATER QUALITY PROTECTION FUND

#### EXPENDITURES

Salaries and Wages	6,533,355	7,476,220	6,961,451	7,543,768	0.9 %
Employee Benefits	1,925,643	2,456,943	2,122,272	2,316,419	-5.7 %
<b>Water Quality Protection Fund Personnel Costs</b>	<b>8,458,998</b>	<b>9,933,163</b>	<b>9,083,723</b>	<b>9,860,187</b>	<b>-0.7 %</b>
Operating Expenses	16,920,414	18,893,224	19,093,224	19,710,903	4.3 %
<b>Water Quality Protection Fund Expenditures</b>	<b>25,379,412</b>	<b>28,826,387</b>	<b>28,176,947</b>	<b>29,571,090</b>	<b>2.6 %</b>

#### PERSONNEL

Full-Time	45	46	46	46	—
Part-Time	0	1	1	1	—
FTEs	91.47	93.17	93.17	92.11	-1.1 %

#### REVENUES

Bag Tax	2,566,990	2,471,921	2,471,921	2,500,000	1.1 %
Investment Income	808,871	934,070	934,070	750,000	-19.7 %
Other Charges/Fees	391,310	50,000	50,000	47,500	-5.0 %
Water Quality Protection Charge	38,307,412	37,515,190	37,767,816	39,175,960	4.4 %
<b>Water Quality Protection Fund Revenues</b>	<b>42,074,583</b>	<b>40,971,181</b>	<b>41,223,807</b>	<b>42,473,460</b>	<b>3.7 %</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>27,725,463</b>	<b>31,950,532</b>	<b>31,238,533</b>	<b>33,111,860</b>	<b>3.6 %</b>
<b>Total Full-Time Positions</b>	<b>91</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>—</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>107.97</b>	<b>109.87</b>	<b>109.87</b>	<b>108.40</b>	<b>-1.3 %</b>
<b>Total Revenues</b>	<b>42,960,645</b>	<b>41,556,581</b>	<b>41,819,207</b>	<b>43,068,860</b>	<b>3.6 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>3,124,145 16.70</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Additional Tree Planting Funded Through the Tree Montgomery Program (Tree Canopy Fund) [Watershed Restoration]	250,000	0.00
Add: Outreach and Education Campaign for County Pesticide Law [Watershed Restoration]	125,000	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Outreach to Owners of On-site Water and Wastewater Treatment Systems (Wells and Septic Systems) [Administration]	20,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Watershed Restoration]	500,000	0.00
Increase Cost: FY21 Compensation Adjustment	33,308	0.00
Increase Cost: Annualization of FY20 Compensation Increases	19,427	0.00
Increase Cost: IT Equipment for Wheaton Building [Administration]	12,888	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,810	0.00
Increase Cost: Increase Cost of Noise Waiver Public Notifications [Energy, Climate and Compliance]	4,500	0.00
Increase Cost: Print and Mail Adjustment	365	0.00
Decrease Cost: Motor Pool Adjustment	(10,867)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(12,888)	(0.41)
Decrease Cost: Retirement Adjustment	(29,918)	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Energy, Climate and Compliance]	(500,000)	0.00
<b>FY21 RECOMMENDED</b>		<b>3,540,770 16.29</b>

## WATER QUALITY PROTECTION FUND

	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>28,826,387 93.17</b>
<b>Changes (with service impacts)</b>		
Enhance: Increase in Rainscapes Program to Meet Program Demand [Watershed Restoration]	100,000	0.00
Add: Countywide Anti-Litter Outreach Campaign [Watershed Restoration]	50,000	0.00
Enhance: Watershed Grant Funding to Non-Profits [Watershed Restoration]	50,000	0.00
Enhance: Pet Waste Station Implementation [Watershed Restoration]	10,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Wheaton Redevelopment Project Operating Budget Impacts [Watershed Restoration]	537,343	0.00
Increase Cost: Watershed Monitoring [Watershed Restoration]	151,350	0.00
Increase Cost: FY21 Compensation Adjustment	125,961	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Watershed Restoration]	66,700	0.00
Increase Cost: Annualization of FY20 Compensation Increases	65,168	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	33,460	0.00
Increase Cost: IT Equipment for Wheaton Building [Watershed Restoration]	26,588	0.00
Increase Cost: Storm Drain Maintenance [Watershed Restoration]	25,506	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	9,099	0.00
Decrease Cost: Print and Mail Adjustment	(4,249)	0.00
Technical Adj: Property Tax Billing Chargeback from Finance [Watershed Restoration]	(9,920)	0.00
Shift: Move Tree Montgomery Program from Energy, Climate, and Compliance program to Watershed Restoration Program [Energy, Climate and Compliance]	(66,700)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(68,242)	0.00
Decrease Cost: Motor Pool Adjustment	(82,653)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(274,708)	(1.06)
<b>FY21 RECOMMENDED</b>	<b>29,571,090</b>	<b>92.11</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	1,073,960	5.26	1,391,366	6.85
Energy, Climate and Compliance	2,116,885	11.44	1,399,404	9.44
Watershed Restoration	28,759,687	93.17	30,321,090	92.11
<b>Total</b>	<b>31,950,532</b>	<b>109.87</b>	<b>33,111,860</b>	<b>108.40</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>WATER QUALITY PROTECTION FUND</b>					
CIP	Capital Fund	2,580,971	19.20	2,494,750	18.35

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>3,541</b>	<b>3,541</b>	<b>3,541</b>	<b>3,541</b>	<b>3,541</b>	<b>3,541</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(138)</b>	<b>(138)</b>	<b>(138)</b>	<b>(138)</b>	<b>(138)</b>
Items recommended for one-time funding in FY21 will be eliminated from the base in the outyears. In FY21, this represents IT equipment for the Wheaton Office Building and outreach related to the County's pesticide law.						
<b>Labor Contracts</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Stormwater Management Retrofit: Countywide (P808726)</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Subtotal Expenditures</b>	<b>3,541</b>	<b>3,406</b>	<b>3,556</b>	<b>3,556</b>	<b>3,556</b>	<b>3,556</b>

## WATER QUALITY PROTECTION FUND

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>29,571</b>	<b>29,571</b>	<b>29,571</b>	<b>29,571</b>	<b>29,571</b>	<b>29,571</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>
Items recommended for one-time funding in FY21 will be eliminated from the base in the outyears. In FY21, this represents IT equipment for the Wheaton Office Building.						
<b>Building Lease Operating Budget Impacts</b>	<b>0</b>	<b>(733)</b>	<b>(733)</b>	<b>(733)</b>	<b>(733)</b>	<b>(733)</b>
Reduction of lease costs in FY21 - FY25 to reflect move to Wheaton in Fall 2020						
<b>Wheaton Building Operating Costs</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>14</b>	<b>14</b>
<b>Labor Contracts</b>	<b>0</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>28</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>29,571</b>	<b>28,846</b>	<b>28,846</b>	<b>28,846</b>	<b>28,853</b>	<b>28,853</b>

FY21-26 PUBLIC SERVICES PROGRAM: FISCAL PLAN Water Quality Protection Fund							
FISCAL PROJECTIONS	FY20 ESTIMATE	FY21 CE REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	2.32%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Investment Income Yield	2.45%	1.40%	1.35%	1.35%	1.35%	1.35%	1.35%
Number of Equivalent Residential Units (ERUs) Billed	365,000	367,400	367,400	368,000	368,000	369,000	369,000
Water Quality Protection Charge (\$/ERU)	\$104.25	\$108.10	\$113.50	\$117.50	\$120.00	\$125.00	\$125.00
Collection Factor for Charge	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
<b>BEGINNING FUND BALANCE</b>	<b>15,833,546</b>	<b>10,121,767</b>	<b>3,777,548</b>	<b>1,885,647</b>	<b>1,793,463</b>	<b>2,795,295</b>	<b>4,290,259</b>
<b>REVENUES</b>							
Charges For Services	37,767,816	39,175,960	41,137,400	42,657,200	43,559,900	45,499,380	45,499,380
Bag Tax Receipts	2,471,921	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Miscellaneous	984,070	797,500	797,500	797,500	797,500	797,500	797,500
<b>Subtotal Revenues</b>	<b>41,223,807</b>	<b>42,473,460</b>	<b>44,434,900</b>	<b>45,954,700</b>	<b>46,857,400</b>	<b>48,796,880</b>	<b>48,796,880</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(8,187,380)</b>	<b>(11,040,589)</b>	<b>(11,749,415)</b>	<b>(12,186,525)</b>	<b>(12,256,429)</b>	<b>(12,262,336)</b>	<b>(12,259,923)</b>
Transfers To General Fund	(2,037,980)	(1,837,940)	(1,837,940)	(1,837,940)	(1,837,940)	(1,837,940)	(1,837,940)
Indirect Costs	(2,037,980)	(1,837,940)	(1,837,940)	(1,837,940)	(1,837,940)	(1,837,940)	(1,837,940)
Transfers to Debt Service Fund (Non-Tax)	(6,149,400)	(9,202,649)	(9,911,475)	(10,348,585)	(10,418,489)	(10,424,396)	(10,421,983)
<b>TOTAL RESOURCES</b>	<b>48,869,973</b>	<b>41,554,638</b>	<b>36,463,032</b>	<b>35,653,822</b>	<b>36,394,434</b>	<b>39,329,838</b>	<b>40,827,216</b>
<b>CIP CURRENT REVENUE APPROPRIATION</b>	<b>(4,334,000)</b>	<b>(8,206,000)</b>	<b>(4,856,000)</b>	<b>(3,786,000)</b>	<b>(3,146,000)</b>	<b>(4,196,000)</b>	<b>(3,206,000)</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(28,176,947)	(29,571,090)	(29,288,947)	(29,656,397)	(30,035,177)	(30,425,617)	(30,828,057)
Annualizations and One-Time (PC)	0	0	(164,476)	0	0	0	0
Labor Contracts	0	0	(49,779)	(49,779)	(49,779)	(49,779)	(49,779)
Labor Contracts Other	0	0	21,817	21,817	21,817	21,817	21,817
FFI - Rainscapes Rebates Program	0	0	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)
FFI - Watershed Restoration Grant Program for Non-Profits	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Operating Impacts of CIP Projects (CE Recommended FY21-26 PDFs)	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(28,176,947)</b>	<b>(29,571,090)</b>	<b>(29,721,385)</b>	<b>(30,074,359)</b>	<b>(30,453,139)</b>	<b>(30,843,579)</b>	<b>(31,246,019)</b>
<b>OTHER CLAIMS ON FUND BALANCE</b>	<b>(6,237,259)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(38,748,206)</b>	<b>(37,777,090)</b>	<b>(34,577,385)</b>	<b>(33,860,359)</b>	<b>(33,599,139)</b>	<b>(35,039,579)</b>	<b>(34,452,019)</b>
<b>YEAR END FUND BALANCE</b>	<b>10,121,767</b>	<b>3,777,548</b>	<b>1,885,647</b>	<b>1,793,463</b>	<b>2,795,295</b>	<b>4,290,259</b>	<b>6,375,197</b>
<b>END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES</b>	<b>20.7%</b>	<b>9.1%</b>	<b>5.2%</b>	<b>5.0%</b>	<b>7.7%</b>	<b>10.9%</b>	<b>15.6%</b>
<b>NET REVENUE</b>	<b>11,008,880</b>	<b>11,064,430</b>	<b>12,875,575</b>	<b>14,042,401</b>	<b>14,566,321</b>	<b>16,115,361</b>	<b>15,712,921</b>
<b>DEBT SERVICE COVERAGE RATIO</b>	<b>1.79</b>	<b>1.20</b>	<b>1.30</b>	<b>1.36</b>	<b>1.40</b>	<b>1.55</b>	<b>1.51</b>
<b>Assumptions:</b> 1. These projections are based on the County Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. 2. Stormwater facilities transferred into the maintenance program will be maintained to permit standards as they are phased into the program. 3. Operating costs for new facilities to be completed or transferred and Operating Budget Impacts of Stormwater CIP projects between FY22 and FY26 have been incorporated in the future fiscal impact (FFI) rows. 4. The operating budget includes planning and implementation costs for compliance with the Municipal Separate Storm Sewer System (MS-4) permit, which was issued by the Maryland Department of the Environment in February 2010 and remains administratively extended until a new permit is in place (expected at the end of 2020). Debt service on bonds and loans that will be used to finance the CIP project costs of MS-4 compliance has been shown as a transfer to the Debt Service Fund. The Department of Finance issued \$37.8 million in Water Quality Protection Charge Revenue Bonds dated July 18, 2012 (Series 2012A) and \$46.5 million dated April 6, 2016 (Series 2016A). In December 2019, the County closed on \$50.7 million in Water Quality State Revolving Fund (WQSRF) Loans from the MD Department of the Environment (MDE). The actual debt service costs for the Series 2012A and 2016A bond issuances and the anticipated MDE Water Quality Revolving Loan debt service in years FY21-26 are included in the fiscal plan. Actual debt service costs may vary depending on the size and timing of future loan and bond issues. Current revenue may be used to offset future borrowing requirements. Future WQPC rates are subject to change based on the timing and size of future debt issuance, State Aid, and legislation. 5. Charges are adjusted to fund the planned service program and maintain net revenues sufficient to cover 1.25 times debt service costs (1.20 in FY21). 6. The Water Quality Protection fund balance minimum policy target is 5% of resources.							



# Recycling and Resource Management

## RECOMMENDED FY21 BUDGET

\$131,231,547

## FULL TIME EQUIVALENTS

114.56

 ADAM ORTIZ, DIRECTOR

## MISSION STATEMENT

The mission of the Department of Environmental Protection (DEP) is to enhance the quality of life in our community by protecting and improving Montgomery County's air, water, and land in a sustainable way while fostering smart growth, a thriving economy, and healthy communities.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Recycling and Resource Management is \$131,231,547, an increase of \$15,497,722 or 13.39 percent from the FY20 Approved Budget of \$115,733,825. Personnel Costs comprise 10.06 percent of the budget for 86 full-time position(s) and two part-time position(s), and a total of 114.56 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 89.94 percent of the FY21 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**

## INITIATIVES

-  Continues to implement initiatives and programs that resulted from the Strategic Plan to Advance Composting, Compost Use, and Food Scraps Diversion in Montgomery County. The department is currently implementing a composting program for major producers of food scraps, and in FY21 is both planning a pilot residential food scraps collection program as well as provide compost bins for interested homeowners throughout the County.
-  Partner with the Wheaton Urban District as well as the Mid-County Regional Services Center to address the lack of recycling bins in the Urban Districts. This partnership strives to increase the number of recycling bins along the streetscapes and

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sidewalks to improve compliance with recycling mandates, set an example for others in the public and private sector to follow.

- ★ Reduce contamination and increase recycling, DEP is fully implementing a program that sends DEP field inspectors out to communities to monitor customers' blue bins prior to collection. Recycling staff provide educational materials to the target area, while personnel at the Materials Recovery Facility to sort material from the targeted area to determine if our efforts reduced contamination over time. This program yielded positive results in its pilot phase, showing a decrease in contamination and an increase in recycling.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Installed a new electric screening system at the Dickerson Compost Facility. This new system has no hydraulic lines or motors, consumes less diesel fuel, and is projected to increase in LeafGro production and reduce screening costs. The department estimates a gain in production hours and an increase in LeafGro sales.
- ★ Established a Safety and Health Work Group for the Transfer Station. The purpose of this work group is to coordinate with the contractors responsible for operations at the facility to address safety issues and initiatives across the site, and to make health and safety an integral part of standard operating procedures, cultures, and programs. Three positions are added to ensure County oversight of the property during all hours of operation as well.
- ★ Relocate Department of Environmental Protection offices to Wheaton as part of a Countywide initiative to centralize government services to support business growth and development. This move was planned as part of the Wheaton Redevelopment Program, which will encourage private reinvestment in Wheaton through targeted, complementary public investment.

## PROGRAM CONTACTS

Contact Patrice Bubar of the Recycling and Resource Management at 240.777.7786 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 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

### ★ Administration and Support

This program provides support to the Department's Division of Resource Recovery and Management's operations, programs, and mission, and overall management and policy direction to the core professional services of budget and financial management. The program

- develops and evaluates CIP and operating budgets in a strategic and economically responsible manner for fair and equitable rate structures;

- maintains solid waste enterprise funds in a financially prudent manner through efficient financial management;
- assists with execution of procurement actions on a timely basis and at the best possible value;
- reviews and develops policies and procedures that strengthen internal controls; and
- identifies efficiencies across the department using metrics, quantitative and financial models, and forecasting tools to analyze the fiscal impact of proposed changes to the solid waste management activities.

The Department of Housing and Community Affairs provides staff to respond to resident complaints dealing with storage and removal of solid waste, illegal solid waste dumping, storage of unregistered or inoperable vehicles on private property, improper screening of dumpsters (particularly those in shopping areas), and control and regulation of weeds throughout the County.

Furthermore, "Clean or Lien" provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required. Department of Environmental Protection staff in Energy and Environment Compliance Division provide surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports air monitoring at the Resource Recovery Facility (RRF).

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	5,620,249	35.95
Increase Cost: Revenue Analysis and System Evaluation	266,172	0.00
Increase Cost: Wheaton Building Operating Costs	220,493	0.00
Decrease Cost: Reduced Finance Chargeback	(13,636)	0.00
Decrease Cost: FY20 Budgeted Debt Service for a Project That Will Not Move Forward	(1,817,000)	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.	2,354,096	3.21
<b>FY21 Recommended</b>	<b>6,630,374</b>	<b>39.16</b>

## Disposal

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Renewable energy in the form of electricity is generated and sold into the competitive energy market. This program also includes costs for related operations at the Transfer Station and for the transportation of waste from the Transfer Station to the RRF. Also, it provides for the operation of the receiving, processing, and shipping facility for municipal solid waste generated within the County.

In addition, the program provides for the rail shipment of ash residue from the RRF to Fulton Rail Yard near Richmond, Virginia, where it is unloaded and transported by truck to the Old Dominion Landfill, a contracted landfill where the ash is processed for further metals removal and recycling. Ash is beneficially reused as alternate daily cover and road base within the lined areas of Old Dominion Landfill. This program also provides for the shipment of non-processible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities, rubble landfills, or other contracted landfills. It provides for the operation of a satellite drop-off site at the Poolesville Highway Services Depot and funds the proper disposal of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

The program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include managing landfill gas through collection, flaring, and gas-to-energy systems, and maintaining leachate storage and pre-treatment facilities. This program also provides for the acceptance and treatment of waste generated by the cleanout of storm water oil/grit separators. Finally, the program maintains the closed Gude Landfill, including monitoring of air and water quality around the landfill. In addition, planning for remediation mandated by the Maryland Department of the Environment to minimize potentially adverse environmental impacts and the design of post-completion uses for the site that serve the community are part of this program.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of customers dropping off household hazardous waste at the Transfer Station	125,160	113,985	119,684	125,668	131,952
Percent of total municipal solid waste sent to landfill	11.7%	9.7%	10.1%	10.1%	10.8%
Percent of non-residential municipal solid waste recycled	57.9%	58.5%	59.6%	60.6%	61.8%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	53,874,995	21.04
Increase Cost: Change Order and other Contract Increases	12,372,628	0.00
Increase Cost: Funding for Out of County Haul	1,293,632	0.00
Enhance: Add Three Code Enforcement Positions for Full Time County Employee Coverage of Transfer Station	196,847	3.00
Increase Cost: Landfill Maintenance (Gude, Oaks, and Site 2)	174,886	0.00
Increase Cost: Recycling Outreach and Education	12,797	0.00
Increase Cost: Other Miscellaneous Adjustments	1,437	0.00
Shift: Reduced Department of Environmental Protection Chargebacks Following Reorganization	(27,772)	0.00
Decrease Cost: Adjustment to Household Hazard Waste Program	(30,271)	0.00
Decrease Cost: Adjustment to Transfer Station Based on Experience	(731,949)	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.	(178,455)	0.11
<b>FY21 Recommended</b>	<b>66,958,775</b>	<b>24.15</b>

## Materials and Collection

This program provides for collection of refuse from single family residences in the southern parts of the County (Subdistrict A) and the funds to secure, administer, monitor, and enforce contracts with private collectors for collection of residential refuse and recyclables for the entire County. It also responds to the residents' service needs.

In addition, the program enforces the County's recycling regulations as they apply to single-family residences, and other waste generators, and enforcement of requirements of Chapter 48 of the County Code. It also supports solid waste program goals and ensures the success of recycling initiatives and progress to achieve the County's recycling goal. Also, the program provides for mandatory recycling and waste reduction for multi-family properties, for all businesses, and for broadly educating everyone living, visiting, and working in the County. Program efforts include technical support, assistance, education, outreach, and training.

It provides for the separation, processing, and marketing of recyclable materials at the Recycling Center (MRF). The MRF receives recyclable material collected under the County curbside collection program from all single-family residences as well as some materials from municipalities, multi-family properties, and non-residential properties that have established recycling

programs. The materials are then sorted, baled, and shipped to markets for recycling. The program also provides for the processing, baling, and shipping of the County's residential and some non-residential mixed paper and corrugated paper (cardboard) as well.

The processing, transporting, composting, and marketing of yard trim received by the County is also included in this program, including leaves received from the County's Leaf Vacuuming Program. Processing includes grinding brush to produce mulch at the Transfer Station and composting of all leaves and grass, sold wholesale as LeafGro in bulk and bagged forms.

The program promotes recycling of food scraps as part of the County's overall effort to increase recycling and to reduce the amount of food waste within the County. The program includes initiatives to recycle food scraps and other acceptable organic materials generated by the single-family residential, multi-family residential, and commercial sectors, through composting and/or other technologies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of site visits to provide recycling assistance to businesses	5,378	5,365	4,680	4,680	4,680
Average number of refuse collections missed per week, not picked up within 24 hours	11.9	10.5	9.9	9.8	9.7
Average number of recycling collections missed per week, not picked up within 24 hours	20.3	14.2	14.1	14.0	13.9
Percent of single-family municipal solid waste recycled	66.7%	67.8%	68.1%	68.3%	68.6%
Percent of multi-family municipal solid waste recycled <sup>1</sup>	30.3%	30.3%	30.7%	30.9%	31.4%
Percent of total municipal solid waste recycled <sup>2</sup>	61.6%	62%	63%	63.5%	64%
Single-family recycling (tonnages)	268,765	273,359	275,531	276,111	278,996
Multi-family recycling (tonnages)	28,551	29,495	30,741	31,999	32,788
Non-residential recycling (tonnages)	323,195	329,563	339,120	349,102	360,089
Total recycling (tonnage)	620,510	632,417	645,392	657,213	671,874

<sup>1</sup> 1. This reporting is performed on a calendar year basis. 2. CY18 data has been submitted on the MRA Tonnage Report to the State of Maryland, Maryland Department of the Environment (MDE) for their review.

<sup>2</sup> CY18 data has been submitted on the MRA Tonnage Report to the State of Maryland, Maryland Department of the Environment (MDE) for their review.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	56,238,581	49.25
Increase Cost: Collection Contracts for Refuse	832,478	0.00
Increase Cost: Miscellaneous Recycling Program Adjustment (Residential, Multi-family, Commercial)	684,316	0.00
Increase Cost: Recycling Center Operations Contracts	422,999	0.00
Add: Implementation of the Commercial Food Waste Program	417,599	0.00
Enhance: Pilot of Single Family Food Waste Program	408,000	0.00
Enhance: Provide Three Field Inspectors to Reduce Recycling Contamination in the Field	341,439	3.00
Decrease Cost: Adjustment in Cost for Mixed Paper Recycling	94,837	0.00
Enhance: Recycling Bins for Wheaton	78,000	0.00
Add: Provide Bins to Single Family Homes for At-Home Food Waste Composting	40,000	0.00
Increase Cost: Volunteer Program Adjustment	2,120	0.00
Increase Cost: Yard Trim Reduction Program	1,910	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.	(1,919,881)	(1.00)
<b>FY21 Recommended</b>	<b>57,642,398</b>	<b>51.25</b>

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## REALIGNED PROGRAMS

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

### Administration and Support

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,780,732</b>	<b>20.02</b>
Realignment of Programs	(3,780,732)	(20.02)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Commercial Recycling

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,008,483</b>	<b>10.00</b>
Realignment of Programs	(2,008,483)	(10.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Dickerson Compost Facility

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,329,030</b>	<b>1.15</b>
Realignment of Programs	(5,329,030)	(1.15)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Dickerson Master Plan Implementation

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>84,301</b>	<b>0.51</b>
Realignment of Programs	(84,301)	(0.51)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Enforcement

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,355,947</b>	<b>9.93</b>
Realignment of Programs	(1,355,947)	(9.93)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Food Waste Organics Recycling

FY21 Recommended Changes	Expenditures	FTEs
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FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,002,280</b>	<b>1.00</b>
Realignment of Programs	(1,002,280)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Gude Landfill

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>755,541</b>	<b>1.00</b>
Realignment of Programs	(755,541)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Household & Small Quantity Hazardous Waste Management

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,179,946</b>	<b>0.00</b>
Realignment of Programs	(1,179,946)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Multi-Family Recycling

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>991,876</b>	<b>5.00</b>
Realignment of Programs	(991,876)	(5.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Oaks Landfill

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,141,939</b>	<b>1.23</b>
Realignment of Programs	(2,141,939)	(1.23)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Out Of County Refuse Disposal

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>13,903,133</b>	<b>1.00</b>
Realignment of Programs	(13,903,133)	(1.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

### Recycling Center

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>10,152,280</b>	<b>4.50</b>
Realignment of Programs	(10,152,280)	(4.50)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Recycling Outreach And Education

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>589,863</b>	<b>2.00</b>
Realignment of Programs	(589,863)	(2.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Residential Collection

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>36,028,007</b>	<b>29.00</b>
Realignment of Programs	(36,028,007)	(29.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Resource Recovery Facility & Related Waste Transfer

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>26,985,832</b>	<b>1.20</b>
Realignment of Programs	(26,985,832)	(1.20)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Satellite Sites

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>248,667</b>	<b>1.70</b>
Realignment of Programs	(248,667)	(1.70)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Site 2

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>159,366</b>	<b>0.40</b>
Realignment of Programs	(159,366)	(0.40)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Support for Recycling Volunteers

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>146,681</b>	<b>0.00</b>
Realignment of Programs	(146,681)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Transfer Station

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,416,270</b>	<b>14.00</b>
Realignment of Programs	(8,416,270)	(14.00)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Waste System Planning

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>398,147</b>	<b>2.60</b>
Realignment of Programs	(398,147)	(2.60)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Yard Trim Reduction

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>75,504</b>	<b>0.00</b>
Realignment of Programs	(75,504)	0.00
<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>SOLID WASTE DISPOSAL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	7,689,139	8,004,639	7,493,109	8,812,998	10.1 %
Employee Benefits	2,391,149	2,791,967	2,618,247	2,731,801	-2.2 %
<b>Solid Waste Disposal Personnel Costs</b>	<b>10,080,288</b>	<b>10,796,606</b>	<b>10,111,356</b>	<b>11,544,799</b>	<b>6.9 %</b>
Operating Expenses	83,330,740	90,374,283	90,374,283	105,597,810	16.8 %
Capital Outlay	3,577,111	4,979,216	4,979,216	3,610,610	-27.5 %
<b>Solid Waste Disposal Expenditures</b>	<b>96,988,139</b>	<b>106,150,105</b>	<b>105,464,855</b>	<b>120,753,219</b>	<b>13.8 %</b>
<b>PERSONNEL</b>					
Full-Time	76	76	76	82	7.9 %
Part-Time	2	2	2	2	—
FTEs	94.78	94.78	94.78	102.78	8.4 %

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
REVENUES					
Investment Income	2,015,311	1,719,840	1,684,500	1,274,760	-25.9 %
Miscellaneous Revenues	1,007,288	45,000	45,000	320,000	611.1 %
Other Charges/Fees	272,013	190,000	190,000	295,000	55.3 %
Other Fines/Forfeitures	33,669	35,000	35,000	36,000	2.9 %
Other Licenses/Permits	10,440	10,000	10,000	12,000	20.0 %
Property Rentals	0	38,500	38,500	5,000	-87.0 %
Sale of Recycled Materials	3,984,055	6,149,327	6,149,327	3,977,791	-35.3 %
Solid Waste Disposal Fees/Operating Revenues	29,359,385	29,119,333	27,893,752	29,019,751	-0.3 %
Systems Benefit Charge	66,376,952	68,439,293	68,427,348	71,088,902	3.9 %
<b>Solid Waste Disposal Revenues</b>	<b>103,059,113</b>	<b>105,746,293</b>	<b>104,473,427</b>	<b>106,029,204</b>	<b>0.3 %</b>

## SOLID WASTE COLLECTION

### EXPENDITURES

Salaries and Wages	1,266,256	1,187,740	1,189,768	1,268,724	6.8 %
Employee Benefits	330,244	404,544	404,544	390,201	-3.6 %
<b>Solid Waste Collection Personnel Costs</b>	<b>1,596,500</b>	<b>1,592,284</b>	<b>1,594,312</b>	<b>1,658,925</b>	<b>4.2 %</b>
Operating Expenses	7,193,005	7,991,436	7,989,408	8,819,403	10.4 %
<b>Solid Waste Collection Expenditures</b>	<b>8,789,505</b>	<b>9,583,720</b>	<b>9,583,720</b>	<b>10,478,328</b>	<b>9.3 %</b>

### PERSONNEL

Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.46	11.46	11.46	11.78	2.8 %

### REVENUES

Investment Income	115,756	65,540	96,760	73,220	11.7 %
Miscellaneous Revenues	20,794	0	12,000	0	—
Other Charges/Fees	13,841	0	0	0	—
Systems Benefit Charge	7,089,239	8,818,850	8,736,845	9,885,837	12.1 %
<b>Solid Waste Collection Revenues</b>	<b>7,239,630</b>	<b>8,884,390</b>	<b>8,845,605</b>	<b>9,959,057</b>	<b>12.1 %</b>

## DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>105,777,644</b>	<b>115,733,825</b>	<b>115,048,575</b>	<b>131,231,547</b>	<b>13.4 %</b>
<b>Total Full-Time Positions</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>86</b>	<b>7.5 %</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>106.24</b>	<b>106.24</b>	<b>106.24</b>	<b>114.56</b>	<b>7.8 %</b>
<b>Total Revenues</b>	<b>110,298,743</b>	<b>114,630,683</b>	<b>113,319,032</b>	<b>115,988,261</b>	<b>1.2 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
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## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>SOLID WASTE DISPOSAL</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>106,150,105 94.78</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Implementation of the Commercial Food Waste Program [Materials and Collection]	417,599	0.00
Enhance: Pilot of Single Family Food Waste Program [Materials and Collection]	408,000	0.00
Enhance: Provide Three Field Inspectors to Reduce Recycling Contamination in the Field [Materials and Collection]	341,439	3.00
Enhance: Add Three Code Enforcement Positions for Full Time County Employee Coverage of Transfer Station [Disposal]	196,847	3.00
Enhance: Recycling Bins for Wheaton [Materials and Collection]	78,000	0.00
Add: Provide Bins to Single Family Homes for At-Home Food Waste Composting [Materials and Collection]	40,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Change Order and other Contract Increases [Disposal]	12,372,628	0.00
Increase Cost: Funding for Out of County Haul [Disposal]	1,293,632	0.00
Increase Cost: Miscellaneous Recycling Program Adjustment (Residential, Multi-family, Commercial) [Materials and Collection]	684,316	0.00
Increase Cost: Recycling Center Operations Contracts [Materials and Collection]	422,999	0.00
Increase Cost: Revenue Analysis and System Evaluation [Administration and Support]	266,172	0.00
Increase Cost: Annualization of FY20 Personnel Costs	236,982	2.00
Increase Cost: Wheaton Building Operating Costs [Administration and Support]	220,493	0.00
Increase Cost: FY21 Compensation Adjustment	189,341	0.00
Increase Cost: Landfill Maintenance (Gude, Oaks, and Site 2) [Disposal]	174,886	0.00
Increase Cost: Annualization of FY20 Compensation Increases	95,177	0.00
Decrease Cost: Adjustment in Cost for Mixed Paper Recycling [Materials and Collection]	94,837	0.00
Increase Cost: Risk Management Adjustment	77,251	0.00
Increase Cost: Recycling Outreach and Education [Disposal]	12,797	0.00
Increase Cost: Volunteer Program Adjustment [Materials and Collection]	2,120	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	2,099	0.00
Increase Cost: Yard Trim Reduction Program [Materials and Collection]	1,910	0.00
Increase Cost: Other Miscellaneous Adjustments [Disposal]	1,437	0.00
Increase Cost: Print and Mail Adjustment	1,262	0.00
Decrease Cost: Reduced Finance Chargeback [Administration and Support]	(13,636)	0.00
Shift: Reduced Department of Environmental Protection Chargebacks Following Reorganization [Disposal]	(27,772)	0.00
Decrease Cost: Motor Pool Adjustment	(29,910)	0.00
Decrease Cost: Adjustment to Household Hazard Waste Program [Disposal]	(30,271)	0.00
Decrease Cost: Retirement Adjustment	(177,192)	0.00
Decrease Cost: OPEB Adjustment	(201,380)	0.00
Decrease Cost: Adjustment to Transfer Station Based on Experience [Disposal]	(731,949)	0.00
Decrease Cost: FY20 Budgeted Debt Service for a Project That Will Not Move Forward [Administration and Support]	(1,817,000)	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY21 RECOMMENDED</b>	<b>120,753,219</b>	<b>102.78</b>
<b>SOLID WASTE COLLECTION</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>9,583,720</b>	<b>11.46</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Collection Contracts for Refuse [Materials and Collection]	832,478	0.00
Increase Cost: Annualization of FY20 Personnel Costs	55,696	0.32
Increase Cost: FY21 Compensation Adjustment	25,171	0.00
Increase Cost: Risk Management Adjustment	24,506	0.00
Increase Cost: Annualization of FY20 Compensation Increases	14,314	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	1,108	0.00
Increase Cost: Print and Mail Adjustment	32	0.00
Decrease Cost: OPEB Adjustment	(10,330)	0.00
Decrease Cost: Motor Pool Adjustment	(18,719)	0.00
Decrease Cost: Retirement Adjustment	(29,648)	0.00
<b>FY21 RECOMMENDED</b>	<b>10,478,328</b>	<b>11.78</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration and Support	0	0.00	6,630,374	39.16
Administration and Support	3,780,732	20.02	0	0.00
Commercial Recycling	2,008,483	10.00	0	0.00
Dickerson Compost Facility	5,329,030	1.15	0	0.00
Dickerson Master Plan Implementation	84,301	0.51	0	0.00
Disposal	0	0.00	66,958,775	24.15
Enforcement	1,355,947	9.93	0	0.00
Food Waste Organics Recycling	1,002,280	1.00	0	0.00
Gude Landfill	755,541	1.00	0	0.00
Household & Small Quantity Hazardous Waste Management	1,179,946	0.00	0	0.00
Materials and Collection	0	0.00	57,642,398	51.25
Multi-Family Recycling	991,876	5.00	0	0.00
Oaks Landfill	2,141,939	1.23	0	0.00
Out Of County Refuse Disposal	13,903,133	1.00	0	0.00
Recycling Center	10,152,280	4.50	0	0.00
Recycling Outreach And Education	589,863	2.00	0	0.00
Residential Collection	36,028,007	29.00	0	0.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Resource Recovery Facility & Related Waste Transfer	26,985,832	1.20	0	0.00
Satellite Sites	248,667	1.70	0	0.00
Site 2	159,366	0.40	0	0.00
Support for Recycling Volunteers	146,681	0.00	0	0.00
Transfer Station	8,416,270	14.00	0	0.00
Waste System Planning	398,147	2.60	0	0.00
Yard Trim Reduction	75,504	0.00	0	0.00
<b>Total</b>	<b>115,733,825</b>	<b>106.24</b>	<b>131,231,547</b>	<b>114.56</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY20 Total\$	FY20 FTEs	FY21 Total\$	FY21 FTEs
<b>SOLID WASTE DISPOSAL</b>					
General Services	General Fund	254,618	0.00	287,570	0.00
Parking District Services	Bethesda Parking	68,959	0.00	64,324	0.00
Parking District Services	Silver Spring Parking	129,559	0.00	124,627	0.00
Parking District Services	Montgomery Hills Parking	0	0.00	0	0.00
Parking District Services	Wheaton Parking	12,538	0.00	12,061	0.00
Alcohol Beverage Services	Liquor	20,069	0.00	16,603	0.00
<b>Total</b>		<b>485,743</b>	<b>0.00</b>	<b>505,185</b>	<b>0.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>SOLID WASTE DISPOSAL</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>120,753</b>	<b>120,753</b>	<b>120,753</b>	<b>120,753</b>	<b>120,753</b>	<b>120,753</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>134</b>	<b>134</b>	<b>134</b>	<b>134</b>	<b>134</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(192)</b>	<b>(192)</b>	<b>(192)</b>	<b>(192)</b>	<b>(192)</b>
Items recommended for one-time funding in FY21, including vehicles for Field Inspector positions and recycling bins for downtown Wheaton, will be eliminated from the base in the outyears.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(13)</b>	<b>(29)</b>	<b>(29)</b>	<b>(31)</b>	<b>(6)</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>Labor Contracts</b>	<b>0</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>120,753</b>	<b>120,720</b>	<b>120,704</b>	<b>120,704</b>	<b>120,702</b>	<b>120,727</b>

### SOLID WASTE COLLECTION

#### EXPENDITURES

<b>FY21 Recommended</b>	<b>10,478</b>	<b>10,478</b>	<b>10,478</b>	<b>10,478</b>	<b>10,478</b>	<b>10,478</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>(1)</b>	<b>(2)</b>	<b>0</b>
<b>Labor Contracts</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>10,478</b>	<b>10,483</b>	<b>10,482</b>	<b>10,483</b>	<b>10,482</b>	<b>10,484</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Provide Three Field Inspectors to Reduce Recycling Contamination in the Field	204,939	3.00	273,252	3.00
Add Three Code Enforcement Positions for Full Time County Employee Coverage of Transfer Station	196,847	3.00	262,463	3.00
<b>Total</b>	<b>401,786</b>	<b>6.00</b>	<b>535,715</b>	<b>6.00</b>

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## SOLID WASTE ENTERPRISE FUND

### RATES AND FISCAL PROJECTIONS FOR FY21-26

#### Assumptions:

- In FY21, the County Executive recommends the following solid waste system service charges:  
  
Single-Family:     \$223.26  
Multi-Family:     \$16.45  
Non-Residential:   \$611.48  
(medium category)
- Refuse collection services are maintained at their current levels, with the annual collection charge increasing \$12.00 (12.6%) from \$95.00/ household in FY20 to \$107.00/household in FY21.
- The disposal fee for municipal solid waste received at the Transfer Station (known as the “Tipping Fee”) and waste delivered in open-top roll-off boxes is unchanged at \$60 per ton, and \$70 per ton, respectively.
- Expenditures for certain programs, such as the Resource Recovery Facility, Transfer Station, and Out-of-County Haul are Base Systems Costs and calculated based on waste generation estimates for each sector. Expenditures for programs such as the Recycling Center, Recycling Collection, and Dickerson Compost Facility are Incremental Costs and calculated based on the cost of the incremental services received by each sector. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

RESOURCES & USE OF RESOURCES		Solid Waste Collection					
	FY20 Estimate	FY21 Projection	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	20.45%	18.64%	18.64%	18.64%	18.64%	18.64%	18.64%
CPI (Fiscal Year)	2.32%	1.59%	1.61%	1.60%	1.58%	1.56%	1.54%
Number of Households (mid-FY)	92,115	92,391	92,667	92,943	93,219	93,495	93,932
<b>Charge Per Household</b>	<b>\$ 95.00</b>	<b>\$ 107.00</b>	<b>\$ 122.00</b>	<b>\$ 137.00</b>	<b>\$ 146.00</b>	<b>\$ 146.00</b>	<b>\$ 146.00</b>
Percent Rate Increase (Decrease)	23.38%	12.63%	14.02%	12.30%	6.57%	0.00%	0.00%
<b>BEGINNING NET ASSETS</b>	<b>(1,875,686)</b>	<b>(2,956,311)</b>	<b>(3,800,411)</b>	<b>(3,601,005)</b>	<b>(2,390,431)</b>	<b>(626,298)</b>	<b>746,589</b>
<b>REVENUES</b>							
Charges for Services	8,736,845	9,885,837	11,305,374	12,733,191	13,609,974	13,650,270	13,714,072
Investment Income (per Dept. of Finance)	96,760	73,220	70,610	70,610	70,610	70,610	70,610
Miscellaneous	12,000						
<b>Subtotal Revenues</b>	<b>8,845,605</b>	<b>9,959,057</b>	<b>11,375,984</b>	<b>12,803,801</b>	<b>13,680,584</b>	<b>13,720,880</b>	<b>13,784,682</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(331,905)</b>	<b>(314,224)</b>	<b>(325,387)</b>	<b>(336,921)</b>	<b>(348,803)</b>	<b>(361,043)</b>	<b>(373,647)</b>
<b>TOTAL RESOURCES</b>	<b>6,638,014</b>	<b>6,688,523</b>	<b>7,250,186</b>	<b>8,865,875</b>	<b>10,941,350</b>	<b>12,733,539</b>	<b>14,157,624</b>
<b>OPERATING BUDGET APPROP/EXPENSES</b>							
Operating Budget	(9,583,720)	(10,478,328)	(10,803,419)	(11,209,403)	(11,531,321)	(11,950,722)	(12,626,087)
OMB Adjustments - Labor Adjustments			(71,724)	(71,724)	(71,724)	(71,724)	(71,724)
OMB Adjustments Labor Contracts other			33,916	33,916	33,916	33,916	33,916
OMB Adjustments - Retiree Health Insurance OPEB			640	1,510	1,480	1,580	330
Other Claims against Net Assets	(10,605)	(10,605)	(10,605)	(10,605)			
<b>Subtotal PSP Oper. Budget Approp / Exp.</b>	<b>(9,594,325)</b>	<b>(10,488,933)</b>	<b>(10,851,191)</b>	<b>(11,256,306)</b>	<b>(11,567,648)</b>	<b>(11,986,950)</b>	<b>(12,663,565)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(9,594,325)</b>	<b>(10,488,933)</b>	<b>(10,851,191)</b>	<b>(11,256,306)</b>	<b>(11,567,648)</b>	<b>(11,986,950)</b>	<b>(12,663,565)</b>
<b>YEAR END - NET ASSETS*</b>	<b>(2,956,311)</b>	<b>(3,800,411)</b>	<b>(3,601,005)</b>	<b>(2,390,431)</b>	<b>(626,298)</b>	<b>746,589</b>	<b>1,494,058</b>
<b>End-of-Year Earnings as a % of Resources</b>	<b>-44.5%</b>	<b>-56.8%</b>	<b>-49.7%</b>	<b>-27.0%</b>	<b>-5.7%</b>	<b>5.9%</b>	<b>10.6%</b>
<b>Ending Cash Balance</b>	<b>2,127,427</b>	<b>1,283,327</b>	<b>682,733</b>	<b>1,093,308</b>	<b>2,057,440</b>	<b>2,630,327</b>	<b>2,577,797</b>

Notes:

1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending net asset balance between 10 percent and 15 percent of resources at the end of the six-year planning period. Year-end fund balances in FY21-26 are projections only and will change with the change in the underlying assumptions (ie. growth in house counts, CPI, investment income yield) in future fiscal plans.
2. These projections are based on the Executive's recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here.
3. The fund balance is negative in FY21-23 because of a \$4 million liability that results from a FY18 loan from the Disposal Fund. This \$4 million loan was executed to more gradually phase in the increases in collection contract costs. The cash balance of the fund remains positive across the six-year period. Refuse collection charges will be adjusted annually to achieve cost recovery, pay back the loan, and progress toward the fund balance policy target of between 10 percent and 15 percent.

FY21-26 DIVISION OF SOLID WASTE SERVICES							
FISCAL PROJECTIONS	PROJECTED FY20	PROJECTED FY21	PROJECTED FY22	PROJECTED FY23	PROJECTED FY24	PROJECTED FY25	PROJECTED FY26
Single-Family Charges (\$/Household)	213.26	223.26	245.47	288.27	324.72	350.92	373.78
% change in rate from previous year	4.0%	4.7%	9.9%	17.4%	12.6%	8.1%	6.5%
Multi-Family Charges (\$/Dwelling Unit)	16.06	16.45	16.70	16.87	17.17	17.37	17.80
% change in rate from previous year	0.0%	2.4%	1.5%	1.1%	1.8%	1.2%	2.4%
Nonresidential Charges (medium "category" charge)	596.13	611.48	625.86	637.41	640.89	641.19	643.38
% change in rate from previous year	0.0%	2.6%	2.4%	1.8%	0.5%	0.0%	0.3%
<b>OPERATIONS CALCULATION</b>							
<b>REVENUES</b>							
Disposal Fees	35,747,454	33,553,289	34,250,045	34,978,532	36,087,698	37,230,495	38,405,432
Charges for Services/SBC	56,524,189	59,903,457	65,685,956	75,981,620	85,067,577	91,251,350	96,384,231
Miscellaneous	10,517,284	11,297,698	11,315,822	11,340,233	11,359,640	11,379,056	11,403,410
Investment Income	1,684,500	1,274,760	1,229,230	1,229,230	1,229,230	1,229,230	1,229,230
<b>Subtotal Revenues</b>	<b>104,473,427</b>	<b>106,029,204</b>	<b>112,481,053</b>	<b>123,529,615</b>	<b>133,744,145</b>	<b>141,090,131</b>	<b>147,422,303</b>
<b>INTERFUND TRANSFERS</b>	<b>(600,945)</b>	<b>112,449</b>	<b>434,338</b>	<b>418,425</b>	<b>102,597</b>	<b>113,289</b>	<b>409,132</b>
<b>EXPENDITURES</b>							
Personnel Costs	(10,111,356)	(11,544,799)	(11,980,955)	(12,412,269)	(12,856,628)	(13,180,957)	(13,647,563)
Operating Expenses	(90,374,283)	(105,597,810)	(111,578,204)	(115,081,581)	(120,365,152)	(127,386,882)	(131,519,233)
Capital Outlay	(4,979,216)	(3,610,610)	(2,519,634)	(1,048,826)	(1,186,442)	(1,301,118)	(1,081,562)
Other Expenditure Restrictions							
<b>Subtotal Expenditures</b>	<b>(105,464,855)</b>	<b>(120,753,219)</b>	<b>(126,078,793)</b>	<b>(128,542,676)</b>	<b>(134,408,222)</b>	<b>(141,868,957)</b>	<b>(146,248,358)</b>
<b>CURRENT RECEIPTS TO CIP</b>	<b>(707,000)</b>	<b>(456,000)</b>	<b>(18,329,000)</b>	<b>(7,845,000)</b>	-	-	-
<b>OTHER CLAIMS ON FUND BALANCE - OPEB</b>	-	-	12,570	29,420	28,810	30,930	6,360
<b>POTENTIAL FUTURE EXPENDITURES - LABOR CONTRACTS</b>	-	-	(37,808)	(37,808)	(37,808)	(37,808)	(37,808)
<b>PAYOUT OF GUDE REMEDIATION</b>	<b>707,000</b>	<b>456,000</b>	<b>18,329,000</b>	<b>7,847,815</b>	-	-	-
<b>CY GUDE REMEDIATION</b>	-	-	-	-	-	-	-
<b>PAYOUT OF CLOSURE COSTS (Non-CIP)</b>	<b>1,815,518</b>	<b>1,858,390</b>	<b>1,840,526</b>	<b>1,872,232</b>	<b>1,904,152</b>	<b>1,936,280</b>	<b>1,968,608</b>
<b>CY ACCRUED CLOSURE COSTS</b>	<b>(38,575)</b>	<b>(31,612)</b>	<b>(32,099)</b>	<b>(31,706)</b>	<b>(31,920)</b>	<b>(32,128)</b>	<b>(32,328)</b>
<b>SET ASIDE: FUTURE NEEDS</b>	<b>(84,842)</b>	<b>(84,842)</b>	<b>(84,842)</b>	<b>(84,842)</b>			
<b>NET CHANGE</b>	<b>99,728</b>	<b>(12,869,630)</b>	<b>(11,465,057)</b>	<b>(2,844,527)</b>	<b>1,301,752</b>	<b>1,231,736</b>	<b>3,487,908</b>
<b>CASH POSITION</b>							
<b>ENDING CASH &amp; INVESTMENTS</b>							
Unrestricted Cash	65,982,619	52,218,368	20,316,518	9,058,127	7,288,955	8,043,494	9,739,283
Restricted Cash	30,884,328	32,485,985	33,014,812	33,752,001	35,197,486	36,182,269	36,254,862
<b>Subtotal Cash &amp; Investments</b>	<b>96,866,947</b>	<b>84,704,353</b>	<b>53,331,330</b>	<b>42,810,129</b>	<b>42,486,441</b>	<b>44,225,763</b>	<b>45,994,145</b>
<b>RESERVE &amp; LIABILITY REQUIREMENTS</b>							
Management Reserve	(25,156,921)	(26,266,415)	(26,779,724)	(28,001,713)	(29,556,033)	(30,468,408)	(30,468,408)
Debt Service Reserve	-	-	-	-	-	-	-
Future System Contingency Reserve	-	-	-	-	-	-	-
Research & Development Reserve	-	-	-	-	-	-	-
Renewal & Replacement Reserve	(4,356,771)	(4,426,044)	(4,497,303)	(4,569,261)	(4,641,453)	(4,713,861)	(4,786,454)
Stability Reserve	(1,370,636)	(1,793,526)	(1,737,784)	(1,181,027)	(1,000,000)	(1,000,000)	(1,000,000)
<b>Subtotal Reserve Requirements</b>	<b>(30,884,328)</b>	<b>(32,485,985)</b>	<b>(33,014,812)</b>	<b>(33,752,001)</b>	<b>(35,197,486)</b>	<b>(36,182,269)</b>	<b>(36,254,862)</b>
Closure/Postclosure Liability	(14,422,354)	(12,595,577)	(10,787,151)	(9,007,553)	(7,196,249)	(5,353,025)	(3,477,673)
Gude Remediation Liability	(26,632,815)	(26,176,815)	(7,847,815)	(0)	(0)	(0)	(0)
Current Liabilities Not Including Debt/Closure	-	-	-	-	-	-	-
<b>Subtotal Reserve &amp; Liability Requirements</b>	<b>(71,939,497)</b>	<b>(71,258,377)</b>	<b>(51,649,778)</b>	<b>(42,759,554)</b>	<b>(42,393,735)</b>	<b>(41,635,294)</b>	<b>(39,732,535)</b>
<b>CASH &amp; INVESTMENTS OVER/(UNDER) RESERVE &amp; LIABILITY REQUIREMENTS</b>	<b>24,927,450</b>	<b>13,445,976</b>	<b>1,681,552</b>	<b>50,575</b>	<b>92,706</b>	<b>2,690,469</b>	<b>6,261,610</b>
<b>Net Assets</b>							
<b>ENDING NET ASSETS</b>							
Less: Reserve Requirements	(30,884,328)	(32,485,985)	(33,014,812)	(33,752,001)	(35,197,486)	(36,182,269)	(36,254,862)
<b>NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS</b>	<b>57,942,394</b>	<b>46,501,252</b>	<b>35,782,893</b>	<b>31,899,180</b>	<b>31,803,994</b>	<b>32,384,494</b>	<b>35,720,429</b>

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## FY21 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

**Base Systems Benefit Charge** - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and “stand-by” disposal capacity.

**Incremental Systems Benefit Charge** - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

**Disposal Charges** - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the “Tipping Fee” for accepting municipal solid waste for disposal.

**Leaf Vacuuming Charge** - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

**Refuse Collection Charge** - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit	Incremental Systems Benefit	Disposal Charge	Leaf Vacuuming Charge	Refuse Collection Charge
Unincorporated Single-Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single-Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY21 SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING																				
	Base Charge (\$/ton)	x	Billing Rate (tons/HH)	=	Disposal Charge	+	Base Systems Benefit Charge	+	Incremental Systems Benefit Charge	+	Refuse Collection Charge	+	Leaf Vacuuming Charge	=	Total Bill					
Code Reference	48-32(a)(1)				48-32(c)(2)		48-8A(b)(2)(A)		48-8A(b)(2)(B)		48-29		48-47							
<b>SUBDISTRICT A (Refuse Collection District)*</b>																				
Inside Leaf Vacuuming District	\$ 60.00		0.84838		\$ 50.90		\$ 31.10		\$ 141.26		\$ 107.00		\$ 116.46		\$ 446.72					
Outside Leaf Vacuuming District	\$ 60.00		0.84838		\$ 50.90		\$ 31.10		\$ 141.26		\$ 107.00				\$ 330.26					
Incorporated							\$ 31.10								\$ 31.10					
<b>SUBDISTRICT B SINGLE-FAMILY**</b>																				
Incorporated							\$ 31.10								\$ 31.10					
Inside Leaf Vacuuming District																				
Unincorporated	\$ 60.00		0.84838		\$ 50.90		\$ 31.10		\$ 141.26				\$ 116.46		\$ 339.72					
Outside Leaf Vacuuming District																				
Unincorporated	\$ 60.00		0.84838		\$ 50.90		\$ 31.10		\$ 141.26						\$ 223.26					
<b>MULTI-FAMILY RESIDENTIAL**</b>																				
Incorporated							\$ 4.87		\$ 11.58						\$ 16.45					
Unincorporated																				
Outside Leaf Vacuuming District							\$ 4.87		\$ 11.58						\$ 16.45					
Inside Leaf Vacuuming District							\$ 4.87		\$ 11.58				\$ 4.54		\$ 20.99					
<b>NONRESIDENTIAL - \$/2,000 SQ. FT. ***</b>																				
<b>Code Reference</b>																				
Waste Generation Categories																				
Low							\$ 87.59		\$ 34.71						\$ 122.30					
Medium Low							\$ 262.77		\$ 104.12						\$ 366.89					
Medium							\$ 437.94		\$ 173.54						\$ 611.48					
Medium High							\$ -		\$ -						\$ -					
High							\$ 788.29		\$ 312.37						\$ 1,100.66					
<b>OTHER FY21 SOLID WASTE FEES</b>																				
Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee")					\$ 60.00	/disposal ton														
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity per Section 48-32(c)(2):					\$0.00/disposal ton	Solid Waste Service Charges (Section 48-32(a)(2)):					Paper and Commingled Containers					\$0.00	/ton			
						Solid Waste Service Charges (Section 48-32(b)(2)):					All Yard Trim received at the Transfer Station (weighing > 500 pounds/load)					\$46.00	/ton			
Waste delivered in open-top roll-off box					\$ 70.00	/disposal ton										Miscellaneous (48-31(f)):		Compost Bins	\$0.00	each

\* Note: Base Systems Benefit Charges are set to cover County Base Systems Costs net of Disposal Charges.

\*\* With respect to Base and Incremental Systems Benefit Charges, this category includes dwellings in buildings of six or fewer households.

\*\*\* The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

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# Alcohol Beverage Services

## RECOMMENDED FY21 BUDGET

\$64,707,546

## FULL TIME EQUIVALENTS

442.50

 ROBERT DORFMAN, DIRECTOR

## MISSION STATEMENT

The mission of Alcohol Beverage Services (ABS) is to provide licensing, wholesale and retail sales of beverage alcohol products, enforcement and effective education and training programs, while promoting moderation and responsible behavior in all phases of distribution and consumption. The Department diligently promotes, enforces, and obeys all laws and regulations governing beverage alcohol while generating revenue for the benefit of Montgomery County's General Fund. The Department strives to provide its customers with the added benefits inherent with the oversight provided by the Montgomery County Government.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Alcohol Beverage Services is \$64,707,546, an increase of \$664,765 or 1.04 percent from the FY20 Approved Budget of \$64,042,781. Personnel Costs comprise 57.92 percent of the budget for 312 full-time position(s) and 144 part-time position(s), and a total of 442.50 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 42.08 percent of the FY21 budget.

In FY21, Alcohol Beverage Services will transfer \$30.5 million to the General Fund and make \$9.3 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of \$39.8 million.

The above projections and proposed expenditures form the basis for working capital decisions concerning the ABS Enterprise Fund.

The following information is provided to facilitate County Council and public input for final County Executive decisions on the determination of adequate working capital within, and use of resources in, the Liquor Enterprise Fund and net proceeds to be deposited to the General Fund. Consistent with Article 2B, Section 15-207, the County Executive must make resource allocation decisions for the Fund.

## COUNTY PRIORITY OUTCOMES





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



- 
-  **Effective, Sustainable Government**
  -  **Safe Neighborhoods**
  -  **A Growing Economy**





## INITIATIVES

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-  Enhance store operations by renovating select stores, piloting new store concepts, and implementing a retail training program.
-  Implement technology such as proof of delivery and electronic eyes in our Warehouse to improve delivery accuracy and efficiency.
-  Addition of a Loss Prevention Specialist to reduce inventory shrinkage and improve overall security.
-  Implementation of new point of sale system across all retail stores to improve customer experience.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

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-  Full implementation of voice picking technology that has significantly expedited the loading of products and reduced errors in the process.
-  Implemented the Top 1,800 program to ensure all retail stores are stocked with our customers' most demanded products.
-  Expanded marketing and outreach efforts to promote many of the existing features of Alcohol Beverage Services.
-  Implemented a customer service tracking system that allows for real time tracking of the customer satisfaction in the stores.

## PROGRAM CONTACTS

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Contact Courtney Orsini of the Alcohol Beverage Services at 240.777.1921 or Estela Boronat de Gomes of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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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

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### Administration

The Administration Program provides comprehensive leadership for the Department including strategic planning, policy development and implementation, accountability, maintenance of partnerships with non-governmental service providers and human resource management. This program also provides all accounting, financial, procurement and information technology services for the department. Finance and accounting staff perform special analyses, reporting, and preparation and monitoring of

the department's budget, as well as oversight of procurement and contract management. Information and technology staff provide the design, operation, maintenance, and protection of all information technology initiatives for the department.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total sales overall	\$294,864,912	\$293,663,852	\$300,993,163	\$305,138,498	\$309,506,226
Transfer to General Fund	\$21,163,320	\$22,975,809	\$26,474,980	26,774,980	\$26,000,000
Gross Profit	\$88,700,748	\$88,573,116	\$91,180,293	\$96,812,959	\$98,749,218
Average Licensee Satisfaction Score from Annual Survey (scale of 1-5) <sup>1</sup>	3.5	3.2	3.8	3.9	4.0

<sup>1</sup> The Annual Licensee Customer Satisfaction Survey (FY17-FY19 ) has had a response rate of 8.4-10.6%. The Department has committed to increasing the response rate through active outreach to Licensees in FY20-FY21.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>13,641,311</b>	<b>21.20</b>
Realignment of Programs	770,357	2.00
Shift: New Positions Approved in FY20 Budget from Retail sales operations and Licensure, Regulation and Education	158,388	2.00
Decrease Cost: Debt Service	(17,150)	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.	80,368	0.00
<b>FY21 Recommended</b>	<b>14,633,274</b>	<b>25.20</b>

## Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of unique licensees affected by a delivery discrepancy (monthly average)- licensees only	494	502	498	498	498
Number of unique licensees affected by a delivery discrepancy of stock Items (monthly average)- licensees only	395	408	403	400	395
Number of unique licensees affected by a delivery discrepancy of special order Items (monthly average)- licensees only	299	294	281	271	260
Percent of items shipped on time and intact- licensees only	98.1%	97.9%	98.0%	98.1%	98.2%

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>7,182,371</b>	<b>83.00</b>
Enhance: Upgrade Delivery Fleet (Two New Trucks)	300,000	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.	(454,343)	0.00
<b>FY21 Recommended</b>	<b>7,028,028</b>	<b>83.00</b>

## Licensure, Regulation and Education

This program includes issuance of beverage alcohol licenses; inspecting and investigating licensed facilities to ensure compliance with all applicable laws, rules, regulations; and serving as support staff and providing expert testimony at hearings for issuance, fining, suspension, or revocation of licenses. This program also encompasses community partnerships by defining issues and strategies, and monitoring efforts with various agencies, departments, civic organizations, businesses, and individuals to provide

and coordinate innovative programs and measures to ensure safe and vibrant communities relative to the service and consumption of beverage alcohol.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of annual alcohol compliance checks to minors (under 21)	400	400	400	400	400
Number of licensed business inspections	4,567	3,884	4,000	4,000	4,000
Number of valid licensed businesses registered with ABS	1,048	1,046	1,050	1,050	1,050
Percent of licensees that fail compliance checks (Number of establishments that fail/Number of total compliance checks)	28.0%	30.0%	28.0%	27.0%	25.0%
Rating of licensed businesses satisfied with ALERT training (scale of 1-5)	4.6	4.8	4.8	4.9	4.9
Rating of licensees satisfied with Licensing Application Process (scale of 1-5 )	4.5	4.8	4.8	4.9	4.9

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,938,327</b>	<b>11.39</b>
Shift: New Positions Approved in FY20 Budget - Reallocation to Administration Program	(79,194)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,496	0.00
<b>FY21 Recommended</b>	<b>1,892,629</b>	<b>10.39</b>

## Marketing

This program leads the marketing efforts for the Department, including design and branding, advertising, internal and external communications, merchandising, retail pricing, events, promotions, and highly allocated product selection.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Transfer from Warehouse Personnel to New Marketing Program	200,638	2.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	701,018	2.00
<b>FY21 Recommended</b>	<b>901,656</b>	<b>4.00</b>

## Retail Sales Operations

This program oversees sales of distilled spirits, wine, and beer to retail customers and licensees through the operation of retail stores that are located throughout Montgomery County.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Total retail stores sales	\$145,175,253	\$140,865,450	\$149,719,157	\$154,286,348	\$159,286,348
Same Store Sales Year over Year	\$144,735,894	\$149,039,371	\$156,450,000	\$160,987,000	\$165,655,000
Average Licensee Satisfaction Score from Annual Survey- Retail Operations (scale of 1-5) <sup>1</sup>	3.63	3.65	3.70	3.75	3.80

<sup>1</sup> The Annual Licensee Customer Satisfaction Survey (FY17-FY19 ) has had a response rate of 8.4-10.6%. The Department has committed to increasing the response rate through active outreach to Licensees in FY20-FY21.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>30,139,807</b>	<b>210.88</b>

FY21 Recommended Changes	Expenditures	FTEs
Enhance: Two New Retail Stores - Spirit Only	1,433,681	12.80
Enhance: Retail Point of Sale System	551,520	0.00
Increase Cost: Retail Store Leases	807	0.00
Add: Retail Staffing Plan	0	2.00
Shift: Approved with FY20 Budget - Reallocation to Administration Program	(79,194)	(1.00)
Shift: Transfer Building Improvements to CIP - ABS Retail Stores Refresh	(1,335,881)	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.	(301,741)	0.00
<b>FY21 Recommended</b>	<b>30,408,999</b>	<b>224.68</b>

## Warehouse Operations

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of over 35,000 different stock and special order items.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of shipped items returned - licensees only	1.0%	0.8%	0.8%	0.8%	0.7%
Percent of items shipped on time and intact- stock products- licensees only	98.7%	98.5%	98.7%	98.8%	98.9%
Percent of items shipped on time and intact- special order products- licensees only	90.2%	90.8%	91.0%	92.0%	93.0%
Average licensee satisfaction score from annual survey- Wholesale Operations (scale of 1-5) <sup>1</sup>	3.59	3.56	3.70	3.75	3.80

<sup>1</sup> The Annual Licensee Customer Satisfaction Survey (FY17-FY19) has had a response rate of 8.4-10.6%. The Department has committed to increasing the response rate through active outreach to Licensees in FY20-FY21.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>9,741,825</b>	<b>97.23</b>
Enhance: Improvement of Warehouse Conveyor System	150,000	0.00
Shift: Transfer Warehouse Existing Personnel to New Marketing Program	(200,638)	(2.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	151,773	0.00
<b>FY21 Recommended</b>	<b>9,842,960</b>	<b>95.23</b>

## REALIGNED PROGRAMS

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

## Office of the Director

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,399,140</b>	<b>4.00</b>
Realignment of Programs	(1,399,140)	(4.00)
<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>LIQUOR CONTROL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	26,836,360	26,110,171	26,632,945	27,596,827	5.7 %
Employee Benefits	9,273,096	9,995,920	9,669,631	9,882,979	-1.1 %
<b>Liquor Control Personnel Costs</b>	<b>36,109,456</b>	<b>36,106,091</b>	<b>36,302,576</b>	<b>37,479,806</b>	<b>3.8 %</b>
Operating Expenses	18,096,007	17,235,209	17,302,321	16,754,290	-2.8 %
Capital Outlay	174,439	1,436,681	1,436,681	1,225,800	-14.7 %
Debt Service Other	9,836,714	9,264,800	8,850,750	9,247,650	-0.2 %
<b>Liquor Control Expenditures</b>	<b>64,216,616</b>	<b>64,042,781</b>	<b>63,892,328</b>	<b>64,707,546</b>	<b>1.0 %</b>
<b>PERSONNEL</b>					
Full-Time	307	302	302	312	3.3 %
Part-Time	148	138	138	144	4.4 %
FTEs	442.20	427.70	427.70	442.50	3.5 %
<b>REVENUES</b>					
Bag Tax	7,019	0	0	0	—
Investment Income	145,294	41,410	41,410	91,900	121.9 %
Liquor Licenses	1,744,540	1,732,993	1,732,993	1,724,222	-0.5 %
Liquor Sales	88,573,116	90,446,885	91,180,293	96,812,959	7.0 %
Miscellaneous Revenues	102,145	0	0	0	—
Other Charges/Fees	19,519	23,418	23,418	23,887	2.0 %
Other Fines/Forfeitures	255,830	316,916	316,916	316,916	—
Other Licenses/Permits	73,200	159,229	159,229	168,000	5.5 %
<b>Liquor Control Revenues</b>	<b>90,920,663</b>	<b>92,720,851</b>	<b>93,454,259</b>	<b>99,137,884</b>	<b>6.9 %</b>
<b>GRANT FUND - MCG</b>					
<b>EXPENDITURES</b>					
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	18,708	0	0	0	—
<b>Grant Fund - MCG Expenditures</b>	<b>18,708</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>Grant Fund - MCG Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>64,235,324</b>	<b>64,042,781</b>	<b>63,892,328</b>	<b>64,707,546</b>	<b>1.0 %</b>
<b>Total Full-Time Positions</b>	<b>307</b>	<b>302</b>	<b>302</b>	<b>312</b>	<b>3.3 %</b>

<b>Total Part-Time Positions</b>	<b>148</b>	<b>138</b>	<b>138</b>	<b>144</b>	<b>4.3 %</b>
<b>Total FTEs</b>	<b>442.20</b>	<b>427.70</b>	<b>427.70</b>	<b>442.50</b>	<b>3.5 %</b>
<b>Total Revenues</b>	<b>90,920,663</b>	<b>92,720,851</b>	<b>93,454,259</b>	<b>99,137,884</b>	<b>6.9 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
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### LIQUOR CONTROL

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>64,042,781</b>	<b>427.70</b>
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#### Changes (with service impacts)

Enhance: Two New Retail Stores - Spirit Only [Retail Sales Operations]	1,433,681	12.80
Enhance: Retail Point of Sale System [Retail Sales Operations]	551,520	0.00
Enhance: Upgrade Delivery Fleet (Two New Trucks) [Delivery Operations]	300,000	0.00
Enhance: Improvement of Warehouse Conveyor System [Warehouse Operations]	150,000	0.00
Add: Retail Staffing Plan [Retail Sales Operations]	0	2.00

#### Other Adjustments (with no service impacts)

Increase Cost: FY21 Compensation Adjustment	740,705	0.00
Increase Cost: Annualization of FY20 Compensation Increases	519,226	0.00
Shift: Transfer from Warehouse Personnel to New Marketing Program [Marketing]	200,638	2.00
Shift: New Positions Approved in FY20 Budget from Retail sales operations and Licensure, Regulation and Education [Administration]	158,388	2.00
Increase Cost: Risk Management Adjustment	92,530	0.00
Increase Cost: Annualization of FY20 Lapsed Positions	69,537	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	14,630	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	807	0.00
Increase Cost: Print and Mail Adjustment	419	0.00
Decrease Cost: Annualization of FY20 Operating Expenses	(7,390)	0.00
Decrease Cost: Debt Service [Administration]	(17,150)	0.00
Decrease Cost: Motor Pool Adjustment	(38,275)	0.00
Shift: Approved with FY20 Budget - Reallocation to Administration Program [Retail Sales Operations]	(79,194)	(1.00)
Shift: New Positions Approved in FY20 Budget - Reallocation to Administration Program [Licensure, Regulation and Education]	(79,194)	(1.00)
Shift: Transfer Warehouse Existing Personnel to New Marketing Program [Warehouse Operations]	(200,638)	(2.00)
Decrease Cost: Retirement Adjustment	(260,566)	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(353,498)	0.00
Decrease Cost: OPEB Adjustment	(1,195,530)	0.00
Shift: Transfer Building Improvements to CIP - ABS Retail Stores Refresh [Retail Sales Operations]	(1,335,881)	0.00

<b>FY21 RECOMMENDED</b>	<b>64,707,546</b>	<b>442.50</b>
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### GRANT FUND - MCG

<b>FY20 ORIGINAL APPROPRIATION</b>	<b>0</b>	<b>0.00</b>
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## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>FY21 RECOMMENDED</b>	<b>0</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	13,641,311	21.20	14,633,274	25.20
Delivery Operations	7,182,371	83.00	7,028,028	83.00
Licensure, Regulation and Education	1,938,327	11.39	1,892,629	10.39
Marketing	0	0.00	901,656	4.00
Office of the Director	1,399,140	4.00	0	0.00
Retail Sales Operations	30,139,807	210.88	30,408,999	224.68
Warehouse Operations	9,741,825	97.23	9,842,960	95.23
<b>Total</b>	<b>64,042,781</b>	<b>427.70</b>	<b>64,707,546</b>	<b>442.50</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>LIQUOR CONTROL</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>64,708</b>	<b>64,708</b>	<b>64,708</b>	<b>64,708</b>	<b>64,708</b>	<b>64,708</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY21</b>	<b>0</b>	<b>215</b>	<b>215</b>	<b>215</b>	<b>215</b>	<b>215</b>
New positions in the FY21 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(1,677)</b>	<b>(1,677)</b>	<b>(1,677)</b>	<b>(1,677)</b>	<b>(1,677)</b>
Items recommended for one-time funding in FY21, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
<b>Debt Service</b>	<b>0</b>	<b>1,603</b>	<b>1,229</b>	<b>1,018</b>	<b>959</b>	<b>583</b>
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(71)</b>	<b>(166)</b>	<b>(163)</b>	<b>(174)</b>	<b>(36)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>351</b>	<b>351</b>	<b>351</b>	<b>351</b>	<b>351</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>64,708</b>	<b>65,129</b>	<b>64,660</b>	<b>64,452</b>	<b>64,382</b>	<b>64,144</b>

## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY21 Recommended		FY22 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Two New Retail Stores - Spirit Only	643,681	12.80	858,241	12.80
<b>Total</b>	<b>643,681</b>	<b>12.80</b>	<b>858,241</b>	<b>12.80</b>

FY21-26 PUBLIC SERVICES PROGRAM: FISCAL PLAN				Alcohol Beverage Services			
FISCAL PROJECTIONS	FY20 ESTIMATE	FY21 REC	FY22 PROJECTION	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION
BEGINNING FUND BALANCE	2,282,883	1,376,262	3,130,986	6,067,268	9,299,636	12,268,820	14,164,909
REVENUES							
Licenses & Permits	1,892,222	1,892,222	1,922,687	1,953,450	1,984,314	2,015,269	2,046,304
Charges For Services	23,418	23,887	24,272	24,660	25,050	25,441	25,833
Fines & Forfeitures	316,916	316,916	322,018	327,170	332,339	337,523	342,721
Miscellaneous	91,221,703	96,904,859	98,837,838	100,812,823	102,827,307	104,882,080	106,977,950
Subtotal Revenues	93,454,259	99,137,884	101,106,815	103,118,103	105,169,010	107,260,313	109,392,808
INTERFUND TRANSFERS (Net Non-CIP)							
Transfers To The General Fund	(30,100,899)	(30,522,961)	(29,783,097)	(30,783,097)	(31,783,097)	(32,783,097)	(33,783,097)
Indirect Costs	(3,625,919)	(3,747,981)	(3,783,097)	(3,783,097)	(3,783,097)	(3,783,097)	(3,783,097)
Earnings Transfer	(26,474,980)	(26,774,980)	(26,000,000)	(27,000,000)	(28,000,000)	(29,000,000)	(30,000,000)
TOTAL RESOURCES	65,636,243	69,991,185	74,454,704	78,402,274	82,685,548	86,746,037	89,774,619
CIP CURRENT REVENUE APPROP.	0	(1,785,000)	(1,267,000)	(781,000)	(957,000)	(1,435,000)	(607,000)
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(55,041,578)	(55,459,896)	(57,082,657)	(58,753,019)	(60,486,562)	(62,224,142)	(64,026,603)
Debt Service: Other (Non-Tax Funds only)	(8,850,750)	(9,247,650)	(9,247,650)	(9,247,650)	(9,247,650)	(9,247,650)	(9,247,650)
Labor Agreement	n/a	0	(351,166)	(351,166)	(351,166)	(351,166)	(351,166)
Annualizations and One-Time	n/a	n/a	1,461,520	1,461,520	1,461,520	1,461,520	1,461,520
Retiree Health Insurance Pre-funding	n/a	n/a	70,920	165,930	162,530	174,470	35,880
Debt Service	n/a	n/a	(1,603,750)	(1,229,600)	(1,018,400)	(959,160)	(582,610)
Subtotal PSP Oper Budget Approp / Exp's	(63,892,328)	(64,707,546)	(66,752,783)	(67,953,985)	(69,459,728)	(71,146,128)	(72,710,629)
OTHER CLAIMS ON FUND BALANCE	(367,653)	(367,653)	(367,653)	(367,653)	0	0	0
TOTAL USE OF RESOURCES	(64,259,981)	(66,860,199)	(68,387,436)	(69,102,638)	(70,416,728)	(72,581,128)	(73,317,629)
YEAR END FUND BALANCE	1,376,262	3,130,986	6,067,268	9,299,636	12,268,820	14,164,909	16,456,990
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	2.1%	4.5%	8.1%	11.9%	14.8%	16.3%	18.3%
<p><b>Assumptions:</b></p> <ol style="list-style-type: none"> <li>These projections are based on the Executive's recommended budget. The projected future expenditures, revenues and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements, and other factors.</li> <li>Fund balance policy equals one month's operating expenses, one payroll, and \$1,500,000 for inventory in cash balance.</li> <li>Operating expenditures grow with CPI. Revenues projections reflect ABS gross profit forecasts.</li> <li>OPEB Liability 5 year allocation is shown as a claim on fund balance in FY20-FY23.</li> </ol>							



# Cable Television Communications Plan

## RECOMMENDED FY21 BUDGET

\$16,705,753

## FULL TIME EQUIVALENTS

30.85



GAIL M. ROPER, CHIEF INFORMATION OFFICER/DIRECTOR

## MISSION STATEMENT

The Cable Television Communication Plan is a special revenue fund. Revenue is provided by cable franchise agreements and fees from the Transmission Facility Coordinating Group, and funding to passed through for: operation of the Office of Broadband Program's (OBP), Community Engagement, Community Technology, and FiberNet programs; Public Educational Government (PEG) programming by the Office of Public Information (PIO), the County Council, the Maryland-National Capital Park and Planning Commission (M-NCPPC), Montgomery College, Montgomery County Public Schools (MCPS), and Montgomery Community Media; PEG equipment; and municipal franchises administered by the County. The mission of the Cable Television Communications Plan is to provide effective management of the Fund and the County's cable franchise agreements; quality PEG programming; broadband governance, planning, execution, and operation of FiberNet, the County's communications network; and effective management of deployment of wireless facilities throughout Montgomery County. Additional funding for OBP is provided and described in the Department of Technology Services budget.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Office of Broadband Programs is \$16,705,753, an increase of \$333,748 or 2.04 percent from the FY20 Approved Budget of \$16,372,005. Personnel Costs comprise 26.37 percent of the budget for 18 full-time position(s) and no part-time position(s), and a total of 30.85 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 73.63 percent of the FY21 budget.

The FY21 Cable Television Communications Plan includes four elements

- The Office of Broadband Programs, Media PEG operating and equipment, and Municipal transfers (\$16,393,035)
- Transfers to the General Fund for indirect costs (\$879,676)
- Transfers for PEG programming including Montgomery County Public Schools (\$1,799,775) and Montgomery College (\$1,764,321)
- Transfers to County Capital Improvements Programs (CIP) including FiberNet (\$3,750,000) and ultraMontgomery (\$680,000)

The Office of Broadband Programs and the Office of Management and Budget are developing and evaluating strategies to address

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projected declines in cable franchise fees.

This Fund's CIP requires Current Revenue funding, using restricted funds from the Cable Television Communications Plan.

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**
- ◆ **Effective, Sustainable Government**
- ◆ **A Growing Economy**

## INITIATIVES

- ★ Complete preparation and launch Comcast and Verizon cable franchise renewal negotiations.
- ★ Implement FiberNet3, third generation network design, to enable a ten-fold expansion of bandwidth capacity and support expansion of service capabilities.
- ★ Expand community engagement and content creation, social media outreach including podcasting, cablecasting of fresh content in evening hours on CCM, and live social media coverage of County and State meetings and events in Montgomery County.
- ★ Apply for Federal funding and continue to support public/private partnerships to bring broadband to underserved areas of the County's Agricultural Reserve.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Improved speed, public input and transparency for small-cell deployments in commercial areas to reasonably manage deployments, facilitate community input, and comply with requirements of Federal and State law to enable provisions of new wireless communications services.
- ★ Eliminated bandwidth chokepoint between Montgomery County Government (MCG) and Montgomery County Public Schools (MCPS) to exponentially increase Internet bandwidth capacity and resiliency of broadband networking services provided to education use by MCPS students and administration.
- ★ Added critical timing equipment to improve the reliability of public safety radio communications.
- ★ Launched fixed wireless service connections to dramatically improve broadband capacity and reduce broadband costs at remote County facilities.

## PROGRAM CONTACTS

Contact Helen Ni of the Department of Technology Services at 240.777.2807 or Alison Dollar of the Office of Management and Budget at 240.777.2769 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

### ☀ Media - MCPS-TV

Montgomery County Public Schools Television (MCPS-TV) is a full-service television and multimedia facility that produces TV programs for students, staff, parents, and the general community produced in multiple languages to reach the district's growing multicultural community. MCPS-TV regular programming includes live Board of Education meetings, live webstreaming events from schools, new curriculum training and staff development, live call-in and interactive programs on topical issues, student-produced in class programs, technology training, and televised instruction in a variety of academic content areas.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	421	419	427	436	445

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

**Note(s):** Funding for MCPS-TV and Montgomery College Television is provided as a fund transfer to the MCPS and Montgomery College budgets.

### ☀ Media - Montgomery College

Montgomery College Television creates videos for Montgomery College educational cable channels, website, and social media. Funds are used for staff, equipment, operating expenses, and training student interns using hands on, real life production techniques and facilities. Videos educate, inform, and support student success (i.e. closing the achievement gap, dual enrollment, retention, completion, transfer and academic excellence.) MCTV produces videos in Spanish, Amharic, Vietnamese, French, and Korean, and provides outreach to targeted underserved populations, engaging first generation college students, non-native English speakers, immigrants, veterans, single parents, and those who are food insecure. Videos explore careers, economic development, and workforce preparedness. Additional funds are provided through the Montgomery College operating budget.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced and acquired Montgomery College MC-ITV programming	290	315	200	200	200
Hours of Montgomery College student-assisted original programming	175	140	145	145	145

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

**Note(s):** Funding for MCPS-TV and Montgomery College Television is provided as a fund transfer to the MCPS and Montgomery College budgets.

## ☀ Media - PEG Network

The Montgomery County Public, Education, and Government (PEG) Governance Board facilitates collaboration among the local PEG stations to promote meaningful and relevant PEG programming and media services to the Montgomery County community using current and emerging technologies. The PEG Governance Board (PGB) collaboratively works to expand community engagement, Spanish language programming, and access to digital media content featuring County residents, organizations, and institutions. The budget for PEG includes funds for the purchase of equipment, promotion and outreach support to increase channel awareness and viewership, and strategic planning.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,303,149</b>	<b>0.00</b>
Shift: Public Educational and Government (PEG) Operating Costs to Office of Broadband Programs Community Engagement	(91,000)	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.	(272,165)	0.00
<b>FY21 Recommended</b>	<b>939,984</b>	<b>0.00</b>

## ☀ Media - PIO, Council, M-NCPPC

This program provides funding for the Office of Public Information, the County Council, and the Maryland-National Capital Park and Planning Commission to create content for the County's cable channel CCM, social media, and live Internet streaming, including County Council and Planning Board meetings, press conferences, town hall meetings, special events, feature programs, and video on demand. Each entity has separate production staff and controls content produced, and all are supported by the Office of Broadband Programs Community Engagement program. This program was formerly part of County Cable Montgomery.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	1,871,787	10.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,652	1.00
<b>FY21 Recommended</b>	<b>1,906,439</b>	<b>11.60</b>

## ☀ Municipal Support

Cable operator franchise fees and PEG support obligations to participating municipalities within Montgomery County are paid by cable operators to the County for administrative efficiency and auditing effectiveness and then redistributed by the County to the City of Rockville, the City of Takoma Park, and the Montgomery County Chapter of the Maryland Municipal League (MML). The County has a contractual obligation to pass through fees owed to municipalities and no discretion to alter these payments. Municipalities may use franchise fees for any purpose. Under the terms of the franchise agreements, participating municipalities must use PEG Access Operating Support funding to support PEG programming operations, and PEG capital support must be used for PEG and institutional network equipment, facilities and related capital expenditures.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,563,900</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>3,563,900</b>	<b>0.00</b>

## ☼ Office of Broadband Programs Digital Equity

Digital Equity is necessary for civic and cultural participation, employment, lifelong learning, and access to essential services. OBP Digital Equity works to ensure individuals and communities have the information technology knowledge and confidence needed for full participation in our society, democracy and economy. It supports providing technology training for older adults, and youth media programs to empower young people to engage with the community through digital media. See the DTS budget for additional funding provided by DTS to support digital equity as part of the ultraMontgomery program. This program was formerly part of the County Cable Montgomery program.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	311,106	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(10,819)	0.00
<b>FY21 Recommended</b>	<b>300,287</b>	<b>1.00</b>

## ☼ Office of Broadband Programs Community Engagement

OBP Community Engagement provides channel management for the County's cable television station (CCM) and its three cable channels, and a Technical Operations Center to support transmission of 13 local PEG channels over three cable systems. CCM program content is created by the County Council, PIO, Maryland-National Capital Park and Planning Commission (M-NCPPC). Community Engagement provides production services to record and transmit programming from the Council Office Building, production support for offsite Council Town Halls and County Executive Forums, closed captioning of programs, dynamic promotion of channel and video programming across multiple media platforms, engineering staff for the Technical Operations Center to monitor the audio and video signals provided to the Comcast, RCN and Verizon cable systems, contract administration, and liaison and support services for other municipal and community media channels PEG Channels in the County. This program was formerly part of the County Cable Montgomery and Public Educational Government (PEG) Operations programs.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	2,731	3,164	3,259	3,357	3,457
Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours <sup>1</sup>	1.20%	0.94%	1.70%	20%	25%
Percent of English language first-run programs closed captioned in Spanish	0%	0%	0%	75%	95%
Percent of English and Spanish language first-run programs closed captioned in English	100%	100%	100%	100%	100%

<sup>1</sup> Peak viewing hours are 6-10 p.m.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,928,172</b>	<b>17.60</b>
Realignment of Programs	(1,016,089)	(12.60)

FY21 Recommended Changes	Expenditures	FTEs
Shift: Public Educational Government (PEG) Operating Costs from PEG Network	91,000	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.	(1,017,075)	(1.00)
<b>FY21 Recommended</b>	<b>986,008</b>	<b>4.00</b>

## Office of Broadband Programs Community Technology

OBP Community Technology manages use of public rights-of-ways in Montgomery County by cable television providers, negotiates and enforces obligations in cable franchise agreements, provides consumer assistance with cable issues and complaints, and supports County policies addressing compensation for use of public rights-of-way by communications providers.

Community Technology manages the Transmission Facility Coordinating Group to provide engineering review of applications to deploy towers and antennas for wireless services in Montgomery County, and coordination for deployment of wireless facilities among department and agencies.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Transmission facility applications processed	242	306	350	350	350
Cable infrastructure inspections <sup>1</sup>	3,042	3,412	70,000	70,000	70,000
Transmission facility applications processed	255	306	350	350	350
Average number of days to process applications for siting wireless towers	34	36	35	35	35
Percent of customers satisfied with Community Technology complaint handling	94.3%	94.0%	94.0%	94.0%	94.0%

<sup>1</sup> In FY20, Community Technology revised its inspection calculation methodology. Previously, a site was counted as an inspection only if a violation was found. Beginning in FY20, all site visits to inspect cable infrastructure are counted as inspections. In addition, if there are two or more cable provider facilities on the same utility pole, and the inspector reviews both providers' facilities, it is counted as two inspections.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,062,185</b>	<b>8.50</b>
Realignment of Programs	(392,888)	(2.00)
Add: Funding for Contract Support for Cable Franchise Renewal	100,000	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.	42,920	0.00
<b>FY21 Recommended</b>	<b>1,812,217</b>	<b>6.50</b>

## Office of Broadband Programs FiberNet (Cable Fund)

FiberNet is the County's critical infrastructure communications network that enables all email, video, Internet access, and Cloud services, and supports County voice telephony, access to County business systems, County e-payments and forms, transport of public safety communications, and broadband and networking for MCPS, Montgomery College, Housing Opportunities Commission, M-NCPPC, and the Washington Suburban Sanitary Commission. This program operates and maintains FiberNet, provides new applications over FiberNet, expands FiberNet infrastructure to new locations, operates a 24 hour/365 days a year Network Operations Center, and is upgrading the third generation of FiberNet (FiberNet3). Investments in FiberNet staffing and operations will help prevent and shorten network outages, avoid degradation in public safety communications, speed ability to add new services (including applications relying on Cloud services, deployment of robust public WiFi, and broadband capacity for education) and provide an operational foundation earn revenue through FiberNet provision of services and infrastructure leasing.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
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Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
New sites added to FiberNet	11	20	15	5	5
<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			4,307,902	7.75	
Increase Cost: Passive Optical Network Equipment Maintenance Support Contract			17,000	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.			42,955	0.00	
<b>FY21 Recommended</b>			<b>4,367,857</b>	<b>7.75</b>	

## Office of Broadband Programs Montgomery Community Media

Montgomery County supports community media and digital equity training through a contract with Montgomery Community Television, doing business as Montgomery Community Media (MCM). MCM operates two community media cable television channels, provides media technology training to County residents and community organizations, and produces independent, diverse and informative cable programming for County residents. MCM's mission is to provide media, television production and technology training that empowers residents and organizations and provides them with the opportunity to interact, engage and influence the County government and the community by using the powerful media of television and the Internet.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Hours of first run locally produced, block, and acquired Montgomery Community Media (MCM) programming	2,231	2,163	2,240	2,245	2,245
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	13,720	20,035	23,000	13,000	13,000
<b>FY21 Recommended Changes</b>			<b>Expenditures</b>	<b>FTEs</b>	
<b>FY20 Approved</b>			<b>2,735,930</b>	<b>0.00</b>	
Increase Cost: Increased Personnel Costs and Operational Expenses			93,131	0.00	
<b>FY21 Recommended</b>			<b>2,829,061</b>	<b>0.00</b>	

## REALIGNED PROGRAMS

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

## FiberNet

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>3,778,669</b>	<b>4.75</b>
Realignment of Programs	(3,778,669)	(4.75)
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
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## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>CABLE TELEVISION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,004,493	3,265,049	3,004,071	3,422,244	4.8 %
Employee Benefits	936,342	1,016,089	1,016,089	983,067	-3.3 %
<b>Cable Television Personnel Costs</b>	<b>3,940,835</b>	<b>4,281,138</b>	<b>4,020,160</b>	<b>4,405,311</b>	<b>2.9 %</b>
Operating Expenses	11,404,535	12,090,867	12,209,727	12,300,442	1.7 %
<b>Cable Television Expenditures</b>	<b>15,345,370</b>	<b>16,372,005</b>	<b>16,229,887</b>	<b>16,705,753</b>	<b>2.0 %</b>
<b>PERSONNEL</b>					
Full-Time	14	13	13	18	38.5 %
Part-Time	0	0	0	0	—
FTEs	31.85	30.85	30.85	30.85	—
<b>REVENUES</b>					
Franchise Fees	16,661,388	16,235,000	15,989,000	15,273,000	—
Gaithersburg PEG Contribution	77,794	144,000	0	0	-100.0 %
Investment Income	251,098	263,000	210,000	159,000	-39.5 %
PEG Capital Revenue	6,182,025	5,932,000	5,912,000	5,718,000	-3.6 %
PEG Operating Revenue	3,854,409	3,848,000	3,615,000	3,380,000	-12.2 %
Tower Application Fees	159,500	150,000	125,000	250,000	66.7 %
<b>Cable Television Revenues</b>	<b>27,186,214</b>	<b>26,572,000</b>	<b>25,851,000</b>	<b>24,780,000</b>	<b>-6.7 %</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>CABLE TELEVISION</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>16,372,005</b>	<b>30.85</b>
<b><u>Changes (with service impacts)</u></b>		
Add: Funding for Contract Support for Cable Franchise Renewal [Office of Broadband Programs Community Technology ]	100,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Increased Personnel Costs and Operational Expenses [Office of Broadband Programs Montgomery Community Media]	93,131	0.00
Shift: Public Educational Government (PEG) Operating Costs from PEG Network [Office of Broadband Programs Community Engagement ]	91,000	0.00
Increase Cost: FY21 Compensation Adjustment	68,798	0.00
Increase Cost: Annualization of FY20 Personnel Costs	63,395	0.00
Increase Cost: Annualization of FY20 Compensation Increases	50,050	0.00
Increase Cost: Passive Optical Network Equipment Maintenance Support Contract [Office of Broadband Programs FiberNet (Cable Fund)]	17,000	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	875	0.00

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Print and Mail Adjustment	(556)	0.00
Decrease Cost: Retirement Adjustment	(58,945)	0.00
Shift: Public Educational and Government (PEG) Operating Costs to Office of Broadband Programs Community Engagement [Media - PEG Network]	(91,000)	0.00
<b>FY21 RECOMMENDED</b>	<b>16,705,753</b>	<b>30.85</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
FiberNet	3,778,669	4.75	0	0.00
Media - MCPS-TV	0	0.00	0	0.00
Media - Montgomery College	0	0.00	0	0.00
Media - PEG Network	1,303,149	0.00	939,984	0.00
Media - PIO, Council, M-NCPPC	0	0.00	1,906,439	11.60
Municipal Support	3,563,900	0.00	3,563,900	0.00
Office of Broadband Programs Digital Equity	0	0.00	300,287	1.00
Office of Broadband Programs Community Engagement	2,928,172	17.60	986,008	4.00
Office of Broadband Programs Community Technology	2,062,185	8.50	1,812,217	6.50
Office of Broadband Programs FiberNet (Cable Fund)	0	0.00	4,367,857	7.75
Office of Broadband Programs Montgomery Community Media	2,735,930	0.00	2,829,061	0.00
<b>Total</b>	<b>16,372,005</b>	<b>30.85</b>	<b>16,705,753</b>	<b>30.85</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>CABLE TELEVISION</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>16,706</b>	<b>16,706</b>	<b>16,706</b>	<b>16,706</b>	<b>16,706</b>	<b>16,706</b>
No inflation or compensation change is included in outyear projections.						
<b>Elimination of One-Time Items Recommended in FY21</b>	<b>0</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
Items recommended for one-time funding in FY21, including funding for contract support for the Cable Franchise renewal, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>16,706</b>	<b>16,630</b>	<b>16,630</b>	<b>16,630</b>	<b>16,630</b>	<b>16,630</b>

**FY21 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)**

		ACT FY19	APP FY20	Est FY20	REC FY21	Proj. FY22	Proj. FY23	Proj. FY24	Proj. FY25	Proj. FY26
1	BEGINNING FUND BALANCE	443	90	346	998	903	572	(647)	(2,983)	(6,448)
2	REVENUES									
3	Franchise Fees	16,661	16,235	15,989	15,273	14,570	13,868	13,169	12,470	12,284
4	Gaithersburg PEG Contribution	78	144	-						
5	PEG Operating Grant	3,854	3,848	3,615	3,380	3,793	3,786	3,784	3,782	3,782
6	PEG Capital Grant	6,182	5,932	5,912	5,718	5,662	5,526	5,391	5,255	5,255
7	Interest Earned	251	263	210	159	153	153	153	153	153
8	TFCG Application Review Fees	160	150	125	250	350	350	300	300	250
9	Miscellaneous	-	-	-	-	-	-	-	-	-
10	TOTAL ANNUAL REVENUES	27,186	26,572	25,851	24,780	24,528	23,683	22,797	21,960	21,724
11	TOTAL RESOURCES-CABLE FUND	27,629	26,662	26,197	25,778	25,431	24,255	22,150	18,977	15,276
12	EXPENDITURE OF RESTRICTED FUNDS									
13	A. EXPENDITURE OF RESTRICTED CAPITAL FUNDS									
14	Municipal Capital Support									
15	Rockville Equipment	863	847	847	817	368	359	350	342	342
16	Takoma Park Equipment	205	198	198	191	189	184	180	175	175
17	Municipal League Equipment	205	198	198	191	189	184	180	175	175
18	MUNICIPAL PEG/INET CAPITAL SUBTOTAL	1,273	1,243	1,243	1,198	745	727	709	692	692
19	PEG Network Capital Grant	737	759	759	759	759	759	759	759	759
20	NON-CIP PEG CAPITAL SUBTOTAL	737	759	759	759	759	759	759	759	759
21	ultraMontgomery - CIP	680	680	680	680	680	680	680	680	680
22	FiberNet - CIP	3,840	3,750	3,750	3,081	3,496	3,496	3,496	3,496	3,496
23	CIP EXPENDITURE SUBTOTAL	4,520	4,430	4,430	3,761	4,176	4,176	4,176	4,176	4,176
24	CAPITAL SUBTOTAL (Must be > or = to Line 6)	6,530	6,431	6,432	5,718	5,680	5,662	5,644	5,627	5,627
25	B. EXPENDITURE OF RESTRICTED MUNICIPAL FUNDS									
26	Municipal Franchise Fee Distribution									
27	City of Rockville	753	739	739	773	665	633	601	569	561
28	City of Takoma Park	231	227	227	237	204	194	184	175	172
29	Other Municipalities	257	250	250	261	220	210	199	189	186
30	SUBTOTAL	1,241	1,216	1,216	1,270	1,089	1,037	984	932	918
31	Municipal Operating Support									
32	Rockville PEG Support	260	250	250	220	247	246	246	246	246
33	Takoma Park PEG Support	441	428	399	376	421	421	420	420	420
34	Muni. League PEG Support	441	428	399	376	421	421	420	420	420
35	SUBTOTAL	1,142	1,105	1,048	971	1,089	1,087	1,087	1,086	1,086
36	SUBTOTAL	2,383	2,321	2,264	2,241	2,179	2,124	2,071	2,019	2,005
37	TOTAL EXPENDITURES OF RESTRICTED FUNDS	8,913	8,753	8,696	7,959	7,859	7,787	7,716	7,646	7,632
38	NET TOTAL ANNUAL REVENUES	18,273	17,819	17,156	16,822	16,669	15,897	15,081	14,314	14,092
39	NET TOTAL RESOURCES-CABLE FUND	18,717	17,909	17,501	17,820	17,572	16,469	14,434	11,331	7,644
40	EXPENDITURES OF NON-RESTRICTED FUNDS									
41	OFFICE BROADBAND PROGRAMS									
42	C. OBP FIBERNET OPERATING									
43	FiberNet - DTS Personnel Charges	547	609	970	1,181	1,217	1,253	1,291	1,330	1,370
44	FiberNet - DTS Operations & Maintenance	1,331	1,374	1,374	1,399	1,399	1,399	1,399	1,399	1,399
45	FiberNet - DTS Network Operations Center	560	910	910	910	910	910	910	910	910
46	FiberNet - DOT Personnel Charges	122	109	110	99	115	119	122	126	130
47	FiberNet - DOT Operations & Maintenance	316	291	290	300	291	291	291	291	291
48	FiberNet - DOT Miss Utility	622	489	489	479	488	488	488	488	488
49	SUBTOTAL	3,499	3,782	4,142	4,368	4,420	4,460	4,501	4,543	4,587
50	D. OBP COMMUNITY TECHNOLOGY									
51	TFCG Application Review	177	230	195	230	350	350	300	300	250
53	Personnel Costs - OBP Community Technology	960	1,098	699	748	771	794	818	842	868
54	Personnel Costs - Charges for County Atty	122	121	120	114	118	121	125	128	132
55	Operating	116	68	68	244	144	144	144	144	144
56	Engineering & Inspection Services	177	78	78	-	-	-	-	-	-
56	Legal and Professional Services	185	475	475	475	475	250	250	250	250
57	SUBTOTAL	1,737	2,070	1,634	1,812	1,858	1,660	1,637	1,665	1,644
58	E. OBP DIGITAL EQUITY									
59	Personnel Costs			211	200	206	212	219	225	232
60	Operating			100	100	100	100	100	100	100
61	SUBTOTAL	-	-	311	300	306	312	319	325	332
62	F. OBP COMMUNITY ENGAGEMENT									
64	Personnel Costs	835	882	668	546	562	579	597	614	633
65	Operating Expenses	37	31	32	262	262	262	262	262	262
66	Contracts - TV Production	36	87	87	178	78	78	78	78	78
	Community Engagement			91						
	Closed Captioning			163						
	Technical Operations Center (TOC)			9						
	New Media, Webstreaming & VOD Services	32	58	58						
67	SUBTOTAL	940	1,059	1,109	986	902	919	937	955	973
68	G. MEDIA - PEG NETWORK									
69	Operating Expenses	134	181	181	181	181	181	181	181	181
	Community Engagement	91	91							
	Closed Captioning	95	163							
	Technical Operations Center (TOC)	27	9							
	Youth and Arts Community Media	100	100	-						
70	SUBTOTAL	447	544	181	181	181	181	181	181	181

**FY21 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in \$000's)**

	ACT FY19	APP FY20	Est FY20	REC FY21	Proj. FY22	Proj. FY23	Proj. FY24	Proj. FY25	Proj. FY26
71 H. MEDIA - PIO, COUNCIL, M-NCPPC									
72 Public Information Office									
73 Personnel Costs	714	842	837	845	871	897	924	952	980
74 Operating Expenses	4	11	11	11	11	11	11	11	11
75 SUBTOTAL	718	853	848	857	882	908	935	963	991
76 County Council									
77 Personnel Costs	641	641	637	663	680	700	721	743	765
78 Operating Expenses	17	11	11	11	11	11	11	11	11
79 Contracts - TV Production	88	153	153	153	153	153	153	153	153
80 General Sessions and Committee Meetings	100	100	100	100	100	100	100	100	100
81 SUBTOTAL	845	904	900	927	943	964	985	1,006	1,029
82 MNCPPC									
83 Operating Expenses	24	24	24	24	24	24	24	24	24
84 Contracts - TV Production	98	99	99	99	99	99	99	99	99
85 SUBTOTAL	122	123	123	123	123	123	123	123	123
86 SUBTOTAL	1,686	1,881	1,872	1,906	1,948	1,995	2,043	2,092	2,143
87 I. MEDIA - MONTGOMERY COLLEGE									
88 Personnel Costs	1,506	1,555	1,555	1,588	1,636	1,685	1,735	1,787	1,841
89 Operating Expenses	221	209	209	209	209	209	209	209	209
90 SUBTOTAL	1,727	1,764	1,764	1,797	1,844	1,894	1,944	1,996	2,050
91 J. MEDIA - MONTGOMERY CO PUBLIC SCHOOLS									
92 Personnel Costs	1,657	1,679	1,678	1,648	1,698	1,749	1,801	1,855	1,911
93 Operating Expenses	133	121	121	121	121	121	121	121	121
94 SUBTOTAL	1,790	1,800	1,800	1,770	1,819	1,870	1,923	1,977	2,032
95 K. MEDIA - MONTGOMERY COMMUNITY MEDIA									
96 Personnel Costs	2,096	2,166	2,166	2,240	2,307	2,376	2,448	2,521	2,597
97 Operating Expenses	65	54	54	54	54	54	54	54	54
98 Rent & Utilities	459	493	493	535	513	523	533	544	555
99 New Media, Webstreaming & VOD Services	23	23	23						
99 SUBTOTAL	2,644	2,736	2,736	2,829	2,874	2,953	3,035	3,119	3,206
100 L. COMPENSATION ADJUSTMENTS									
101 MCG Personnel Cost Adjustments				124					
102 FY20 Collective Bargaining Agreement		(21)	(21)						
103 TOTAL EXPENDITURE OF UNRESTRICTED FUNDS	14,469	15,614	15,528	16,074	16,154	16,244	16,519	16,854	17,149
104 TOTAL EXPENDITURE OF RESTRICTED FUNDS	8,913	8,753	8,696	7,959	7,859	7,787	7,716	7,646	7,632
105 TOTAL EXPENDITURES - PROGRAMS	23,382	24,367	24,223	24,032	24,013	24,031	24,235	24,500	24,781
106 M. OTHER									
107 Telecom Transfer to the Gen Fund	5	-	-		-	-	-	-	-
108 Transfer to the General Fund	2,542	-	-		-	-	-	-	-
109 Legislative Community Communications NDA	540	-	-		-	-	-	-	-
110 Transfer to the Gen Fund-M-NCPPC	100	100	100		-	-	-	-	-
111 SUBTOTAL	3,944	975	975	843	846	872	898	925	952
112 TOTAL EXPENDITURES	27,326	25,342	25,199	24,875	24,859	24,903	25,133	25,425	25,733
113 N. ADJUSTMENTS									
114 Prior Year Adjustments	(42)	-	-	-	-	-	-	-	-
115 Encumbrance Adjustment	-	-	-	-	-	-	-	-	-
116 TOTAL ADJUSTMENTS	(42)	-	-	-	-	-	-	-	-
117 FUND BALANCE	346	1,320	998	903	572	(647)	(2,983)	(6,448)	(10,457)
118 FUND BALANCE PER POLICY GUIDANCE	1,366	1,332	1,306	1,255	1,206	1,150	1,090	1,034	1,015
119 O. SUMMARY - EXPENDITURES BY FUNDING SOURCE									
120 Transfer to Gen Fund-Indirect Costs	757	875	875	843	846	872	898	925	952
121 Transfer to Gen Fund-Mont College Cable Fund	1,727	1,764	1,764	1,797	1,844	1,894	1,944	1,996	2,050
122 Transfer to Gen Fund-Public Schools Cable Fund	1,790	1,800	1,800	1,770	1,819	1,870	1,923	1,977	2,032
123 Transfer to CIP Fund	4,520	4,430	4,430	3,761	4,176	4,176	4,176	4,176	4,176
124 Transfer to Gen Fund-Other	2,542	-	-	-	-	-	-	-	-
125 Transfer to Gen Fund-Telecom	5	-	-	-	-	-	-	-	-
126 Transfer to the General Fund-Legislative Branch NDA	540	-	-	-	-	-	-	-	-
127 Transfer to the Gen Fund-M-NCPPC	100	100	100	-	-	-	-	-	-
128 FUND TRANSFERS SUBTOTAL	11,980	8,970	8,969	8,170	8,686	8,811	8,940	9,073	9,210
129 Cable Fund Expenditure of Unrestricted Funds	10,952	12,050	11,964	12,507	12,490	12,481	12,653	12,881	13,067
130 Cable Fund Direct Expenditures	15,345	16,373	16,230	16,705	16,173	16,091	16,192	16,351	16,523
131 Cable Fund Personnel	3,941	4,281	4,231	4,522	4,540	4,676	4,816	4,961	5,110
132 Cable Fund Operating	11,404	12,091	11,999	12,183	11,633	11,415	11,376	11,390	11,413

**Notes:**

- These revenues and expenditures are based on the Executive's recommended budget. The projected future expenditures, revenues, transfers, and fund balances may vary based on changes not assumed here to fee or tax rates, usage, inflation, future labor agreements and other factors.
- Franchise fees and PEG revenues are subject to municipal pass-through payment. Municipal payments are estimates. Actual payments will be calculated based upon actual revenue received, subscriber numbers and formulas specified within the Municipal MOUs.
- Restricted revenue and expenditures: Certain Cable Fund revenues other than franchise fees, and corresponding expenditures (Municipal Franchise Fees/Pass-throughs, PEG Capital/Equipment Grants, and PEG Operating Revenue) are contractually required by franchise, municipal, and settlement agreements, and by the County Code, and may only be used for permissible federal purposes and in a manner consistent with applicable agreements.
- Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to provide community access media services.
- Fund balance per policy guidance is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).
- The Cable Television Communications Fund provides a fund transfer to Montgomery County Public Schools and Montgomery College and to support MCPS-TV and Montgomery College Television.
- Subtotals may be adjusted due to rounding.

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# Non-Departmental Accounts

## RECOMMENDED FY21 BUDGET

\$296,060,809

## FULL TIME EQUIVALENTS

12.51

## MISSION STATEMENT

Non-Departmental Accounts (NDAs) contain expenditure items essential to the operation of the County government which do not fall within the functional assignment of any department or agency, or which provide for expenditures related to more than one department or agency. In FY21, 52 NDAs are funded. Four NDAs receive no new funding: Inauguration and Transition Fund, Innovation Fund, Legislative Branch Communications Outreach, and Montgomery County Employee Retirement Plans and one new NDA is established: Labor Management Relations Committee. For FY21 the Community Grants: County Executive and Community Grants: County Council NDAs have been merged into a single Community Grants NDA.

## BUDGET OVERVIEW

The total recommended FY21 Operating Budget for the Non-Departmental Accounts is \$296,060,809, a decrease of \$34,693,502 or 10.49 percent from the FY20 Approved Budget of \$330,754,311. Personnel Costs comprise 1.40 percent of the budget for 21 full-time position(s) and one part-time position(s), and a total of 12.51 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 98.60 percent of the FY21 budget.

## PROGRAM CONTACTS

Contact Lindsay Lucas of the Office of Management and Budget at 240.777.2788 for more information regarding the operating budget for the Non-Departmental Accounts.

## PROGRAM DESCRIPTIONS

### Arts and Humanities Council

This NDA provides funding for the Arts and Humanities Council of Montgomery County (AHCMC), the County's designated local arts agency. Taxpayer support of the AHCMC includes general operating grants to arts and humanities organizations; program grants to arts and humanities organizations not receiving general operating support; project grants to individuals, scholars, groups, or small organizations; technical assistance and other support services for individuals and other organizations in the County; matching funds for awardees designated to match private donations, such as through power2give; and operating expenses for AHCMC. The County's contribution is implemented by a contract between the Department of Recreation and AHCMC.

Since 1976, AHCMC has been the County's designated local arts agency. The AHCMC, in partnership with the community, cultivates and supports excellence in the arts and humanities, expands access to cultural expression, and contributes to economic vitality in the region. AHCMC provides leadership that sustains arts and humanities organizations, artists and scholars, and inspires participation in our County's cultural assets. Through its programs and services, AHCMC provides the infrastructure and support necessary to maintain a robust creative community that includes over 500 cultural organizations and 2,000 artists and scholars. AHCMC annually distributes grants to organizations and individuals to help fund enriching cultural activities in our County ([www.creativemoco.com/grants/grants-awarded](http://www.creativemoco.com/grants/grants-awarded)).

AHCMC is headquartered in Silver Spring and receives support from the Maryland State Arts Council, corporations, organizations and individuals.

Funding for maintenance of public art is allocated in the Public Arts Trust Capital Improvements Program (CIP) project.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,623,159</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>5,623,159</b>	<b>0.00</b>

## Boards, Committees and Commissions

There are approximately 75 boards, committees, and commissions, created by law or resolution, which serve the County for a variety of purposes. These funds provide for the reimbursement of certain expenses incurred by eligible members of boards, committees, or commissions while on official business and/or for expenses related to the establishment of any new boards, committees, or commissions.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>22,950</b>	<b>0.00</b>
Increase Cost: Operating Expenses	50,000	0.00
<b>FY21 Recommended</b>	<b>72,950</b>	<b>0.00</b>

## Charter Review Commission

Section 509 of the County Charter requires that a Charter Review Commission be appointed by the County Council every four years, within six months of the Council assuming office, for the purpose of reviewing the Charter for notetial amendments. The Commission shall report at least once to the Council on the Commission's activities within one year after appointment. Commission reports shall be submitted no later than May 1 of every even-numbered year. The reports shall contain recommendations concerning proposed Charter amendments, if any. This NDA provides for the expenses of the Commission.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,150</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>1,150</b>	<b>0.00</b>

## Children's Opportunity Fund

The Children's Opportunity Fund (COF) NDA was established in partnership with the Greater Washington Community

Foundation in May 2016. COF provides funding to support policy priorities that address the social determinants that impact the achievement gap for vulnerable children and the barriers faced by their families.

The Fund is supported by a Policy Leadership Group made up of the County Executive, the Montgomery County Public School (MCPS) Superintendent, a member of the Board of Education, and a member of the County Council. This Policy Leadership Group is staffed by the Executive Director of COF and will advise the Fund's Steering Committee on policy priorities relating to children at risk of not succeeding in school, for the purpose of advising and guiding the Steering Committee in making recommendations for the Fund.

The Fund will direct resources to County inter-agency and cross system collaborations, promote public-private partnerships, and identify new funding sources in collaboration with the Community Foundation to aggressively close the achievement gap in Montgomery County and impact the social-economic determinants that affect outcomes for children and their families.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>375,000</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>375,000</b>	<b>0.00</b>

## Climate Change Planning

This NDA provides funding for the prioritization of greenhouse gas reduction strategies and the development of an implementation plan to meet the County's goal of an 80 percent reduction in greenhouse gas emissions by 2027 and a 100 percent reduction by 2035. Funding in this NDA can also be used to develop climate change adaptation strategies. Any excess appropriation available after the above work is completed may be used to fund other climate change-related initiatives

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>400,000</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>400,000</b>	<b>0.00</b>

## Climate Response

This program supports the County's mission to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons, bicycles and vehicles throughout the County in response to winter snow storms and severe wind/rain events.

Budgeted funds for this program support the costs for the Department of Transportation and Department of General Services when actual expenditures exceed their individual snow removal and storm cleanup budgeted amounts, which is a circumstance that occurs every year.

The snow removal and storm cleanup program is an integral part of coordinating the response to emergencies and severe weather events through the preparation, active response, and post storm/emergency cleanup. Tasks performed during these operations include snow pretreatment, roadway snow removal, sidewalk snow removal, salt application, post snow storm street sweeping, wind and rain storm debris removal, and immediate emergency repairs to damaged and unsafe infrastructure. Emergency operations often require rapid deployment of resources to clear debris/snow to ensure all transportation systems are passable for emergency first responders and the travelling public. During emergency events, this program operates the Storm Operations

Center which monitors and coordinates real-time activities County-wide with Fire and Rescue, Police, Emergency Management and Homeland Security, local utility companies, and other County agencies and local jurisdictions as needed. The primary goal for the emergency response component of this program is to keep the County residents and traveling public safe, while providing reliable access to the extensive transportation network. Emergency operations under this program are funded by approximately 50 percent of the programs proposed budget. Actual annual costs associated to the emergency response activities regularly exceed the approved budget by over 900 percent, therefore expenditures over the budgeted program amount are covered by the Climate Response Non-Departmental Account.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>2,884,990</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>2,884,990</b>	<b>0.00</b>

## Community Grants

This NDA provides one-time grants directly to organizations in the community. These community organizations are critical to an effective network of services and are often able to provide these services in a more cost-effective, culturally appropriate, and flexible way than County Government. They also are able to leverage community resources that may be unavailable to the County Government.

Prior to FY21, County Executive and County Council community grants were listed in separate non-departmental accounts (NDAs). Beginning with FY21, the County Executive recommends merging these separate programs into a single Community Grants NDA. The community grants listed below, represent renewed funding for specified community grants funded in FY18, FY19, or FY20, including some enhancements.

In addition to this list, the County Executive recommends moving 67 community grants funded as part of the FY20 budget (totaling \$3.8 million) into the base budgets of departments. The funding for those grants can be now found within those departments' budgets.

- Renewed Community Grants: funding to organizations that leverage Federal, State, and/or private funding or improve the quality of life for County residents- FY21 Community Grants total \$9,734,251.
- New Community Grant programs: the FY21 Recommended Budget includes a \$250,000 pool of funding for new Community Grant programs to be allocated through a joint process between the County Council and County Executive.
- Community Services Grants: one-time grants for capital purchases that support health and human service activities- FY21 Community Services Grants total \$60,987.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) are listed as follows totaling \$1,783,362.

A Wider Circle, Inc.: \$100,000; Audubon Naturalist Society of the Central Atlantic States, Inc.: \$200,000; CASA de Maryland, Inc.: \$150,000; Charles E. Smith Jewish Day School of Greater Washington, Inc.: \$100,000; Easter Seals Serving DC|MD|VA, Inc.: \$50,000; Family Services, Inc.: \$100,000; Friends House Retirement Community, Inc.: \$100,000; Great and Small: \$18,000; Hebrew Home of Greater Washington, Inc.: \$86,500; Islamic Center of Maryland: \$200,000; Jewish Foundation for Group Homes: \$100,000; National Capital Bnai Brith Assisted Housing Corporation: \$75,000; Organization For Advancement Of And

Service For Individuals With Special Needs (OASIS), Inc.: \$13,862; Rebuilding Together Montgomery County Inc.: \$30,000; Round House Theatre, Inc.: \$100,000; Sugarland Ethno-History Project, Inc.: \$25,000; The First Baptist Church of KenGar, Kensington: \$10,000; The Ivymount School, Inc.: \$125,000; The Olney Theatre for the Arts, Inc.: \$100,000; Warren Historic Site Committee, Inc.: \$50,000; and Warrior Canine Connection, Inc.: \$50,000.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>12,876,982</b>	<b>0.00</b>
Add: Community Grant: A Wider Circle, Inc. (Provide support for the Workforce Development Program.)	45,000	0.00
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provide a free summer camp program for culturally, economically, and geographically disadvantaged youth of the East Montgomery County community. )	50,000	0.00
Add: Community Grant: Adventist Community Services of Greater Washington, Inc. (Provide November and December holiday meals to economically vulnerable community members as part of the ACSGW Thrive Initiative.)	10,000	0.00
Add: Community Grant: African Communities Together, Inc. (Provide for a comprehensive citizenship program for African immigrants.)	25,000	0.00
Add: Community Grant: American Diversity Group, Inc. (Provide oral health treatment and education for elementary school students and the parents.)	25,375	0.00
Add: Community Grant: American Muslim Senior Society, Inc. (Provide tools, resources, and technical expertise for senior adults from diverse communities.)	35,000	0.00
Add: Community Grant: Asbury Foundation, Inc. (Provide support for the Gaithersburg Beloved Community Initiative.)	17,000	0.00
Add: Community Grant: Asian American LEAD Leadership, Empowerment and Development for Youth and Family, Inc. (Provide social programs and academic development for low-income/underserved Asian Pacific American youth.)	85,000	0.00
Add: Community Grant: Asian Indians for Community Service, Inc. (Address the vital needs and well-being of Asian seniors.)	15,000	0.00
Add: Community Grant: Asian Indians for Community Service, Inc. (Provide diabetes self-management training to Asian Americans who are diabetic, pre-diabetic, care-givers and family members through workshops.)	15,000	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (Provide legal assistance to low-income Asian immigrants seeking immigration relief.)	30,000	0.00
Add: Community Grant: Asylum Seeker Assistance Project Corporation (Provide a social service program to ensure asylum-seeking Montgomery County residents are able to meet their basic needs.)	35,000	0.00
Add: Community Grant: Audubon Naturalist Society of the Central Atlantic States, Inc. (Provide after-school nature education programs for Title 1 schools.)	18,000	0.00
Add: Community Grant: Avery Road Alumni Association, Inc. (Provide peer services and needed life skills to those new in substance abuse recovery or in need.)	20,000	0.00
Add: Community Grant: Ayuda, Inc. (Provide legal interpretation and document translation services to ensure equal access to justice for limited-English proficient and Deaf community members.)	50,000	0.00
Add: Community Grant: Bender JCC of Greater Washington, Inc. (Bender JCC's Parkinson's Wellness Initiative improves the quality of life for individuals living with Parkinson's disease, their families and caregivers.)	12,500	0.00
Add: Community Grant: Bender JCC of Greater Washington, Inc. (Provide kosher nutrition, health and wellness services, and socialization to at-risk seniors.)	40,000	0.00
Add: Community Grant: Bethesda Cares, Inc. (Provide emergency assistance for rent and utilities.)	45,000	0.00
Add: Community Grant: Bethesda Green, Inc. (Provide support for the Be Impact Initiative, a sustainable impact management program.)	10,000	0.00
Add: Community Grant: Bethesda Help, Inc. (Provide emergency assistance for rent, utilities and prescriptions to eligible residents of Southern Montgomery County.)	6,000	0.00
Add: Community Grant: Bethesda Help, Inc. (Provide emergency food assistance.)	8,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area, Inc. (Provide a one-to-one mentoring program.)	35,000	0.00
Add: Community Grant: Black Chamber of Commerce of Maryland (Provide technical assistance and training for minority business owners in Montgomery County.)	2,500	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc (Provide support for the Watkins Mill Boys & Girls Branch.)	70,000	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide Triple Play after-school program that focuses on fitness, nutrition, healthy lifestyle and positive relationship education for Germantown youth. )	25,000	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc. (Provide Germantown youth with comprehensive after-school academic enrichment program, Power Hour, including homework assistance, tutoring, and literacy support.)	20,000	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provide disadvantaged youth with opportunities for skills training, empowerment, and employment opportunities at the C&O Canal National Historical Park.)	19,000	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provide educational, recreational, and volunteer opportunities for county residents at the C&O Canal National Historical Park.)	30,000	0.00
Add: Community Grant: CaringMatters, Inc. (Provide effective delivery of end-of-life and bereavement services to the County's increasingly diverse population by removing culture and language barriers.)	20,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide financial assistance to support citizenship-eligible legal permanent residents in attaining citizenship.)	50,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide low-income primarily immigrant workers with vocational and workplace safety and health training that increases their employability and earning potential.)	45,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide outreach and education on the naturalization process, application assistance, and wraparound financial services to promote civic and economic integration.)	30,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provide outreach, training, mentoring, and counseling to support current and aspiring business owners in formalizing and/or strengthening their businesses.)	100,000	0.00
Add: Community Grant: CASA de Maryland, Inc. (Provides comprehensive immigration relief screenings, direct representation to DACA and other relief eligible beneficiaries, and direct referrals for complex cases.)	165,000	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide Spanish literacy education for non-literate, Spanish-speaking Montgomery County immigrant residents. )	15,883	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide a bilingual office supervisor to support emergency assistance, case management and referral services. )	58,853	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide a range of culturally competent social services for immigrant residents in crisis. )	48,926	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide administrative support for the successful operations of transitional housing services and a robust network of program volunteers.)	48,651	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide an Employment Case Manager to support employment and educational services in Montgomery County. )	56,096	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide employment referrals and job readiness workshops to Latino and new-immigrant residents. )	54,539	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide medical and dental services, health education and social services to low-income immigrant residents of Montgomery County. )	40,248	0.00
Add: Community Grant: Cedar Ridge Community Church, Inc. (Provide a food security and fresh produce program.)	1,700	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Center for Adoption Support and Education Inc. (Provide mental health/psychoeducational services to foster youth transitioning or recently transitioned to independence from County custody.)	40,000	0.00
Add: Community Grant: CentroNia, Inc. (Provide high-quality, full-day early childhood education to underserved children in Takoma Park, Maryland.)	55,000	0.00
Add: Community Grant: CentroNia, Inc. (Provide services to promote healthy habits in early learners through nutritional education and increased access to nourishing foods to children and adults.)	13,470	0.00
Add: Community Grant: Charles Koiner Center for Urban Farming (Provide hands-on learning opportunities for students at the Koiner Farm.)	20,000	0.00
Add: Community Grant: Child Center and Adult Services, Inc. (Provide the Healthy Mothers Healthy Babies Program for low-income and uninsured women with perinatal depression.)	65,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide preventive health services, such as labs and cancer screenings, to the uninsured and under insured county residents.)	23,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide support for the STOP B Program.)	120,000	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide culturally competent mental health education and direct services to the Asian immigrants community.)	45,000	0.00
Add: Community Grant: Circle of Rights, Inc. (Provide stroke prevention information to low-income County residents.)	18,000	0.00
Add: Community Grant: CollegeTracks, Inc. (Provide services to low-income, first-generation-to-college students to enroll, persist, and graduate from college or technical school.)	330,000	0.00
Add: Community Grant: Collegiate Directions, Inc. (Provide comprehensive support for low-income, first generation students in Montgomery County to access and complete college.)	27,500	0.00
Add: Community Grant: Columbia Lighthouse for the Blind, Inc. (Provide comprehensive rehabilitation services and Support Service Provider to Montgomery County residents who are deaf/blind.)	25,000	0.00
Add: Community Grant: Columbia Lighthouse for the Blind, Inc. (Provide independent living skills training to Montgomery County seniors suffering from vision loss.)	10,000	0.00
Add: Community Grant: Comfort Cases, Inc. (Provide new essential and comfort items to youth in foster care.)	25,000	0.00
Add: Community Grant: Community Bridges, Inc. (Provide mentoring, college and career planning, and mentoring support for low income girls and families.)	80,000	0.00
Add: Community Grant: Community Clinic, Inc. (Provide funding for electronic diagnostic equipment.)	43,703	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research, Inc. (Provide free summer enrichment, learning, and meals program in a nurturing environment for low income children in greater Takoma Park.)	45,000	0.00
Add: Community Grant: Community Health and Empowerment through Education and Research, Inc. (Provide services that expand and coordinate food resources and connect vulnerable Long Branch residents to healthy food and other health and wellness resources.)	30,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Enhance the Mansfield Kaseman Health Clinic's medical team with an in-house Medical Director.)	60,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Enhancing access to healthcare through patient navigation, specialty care referrals, and health education.)	65,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Provide permanent supportive housing for formerly homeless individuals at the Jefferson House Personal Living Quarters (men) and Rockland House (women).)	22,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Provide weekly in-home care services, home repairs/maintenance, and case management to enable lower income seniors to age in place.)	35,000	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Support Immigrant Education through the Naturalization Program and childcare/tutoring for the children of the English Language	28,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
education adult students.)		
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provide conflict resolution services to non-English-speaking residents through a program that provides services in Spanish and other languages.)	13,260	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provide conflict resolution/restorative practice services for Montgomery County schools, serving youth, families and school staff.)	25,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for an increase in conflict resolution services to inmates and their families.)	15,000	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for conflict resolution services to assist seniors and their families in Montgomery County.)	10,000	0.00
Add: Community Grant: Conservation Montgomery, Inc. (Provide Home Tree Care 101 workshops to teach homeowners how to maintain trees on their private property.)	10,000	0.00
Add: Community Grant: Court Watch Montgomery, Inc. (Provide court protections and services that reduce intimate partner violence.)	30,000	0.00
Add: Community Grant: Create Calm, Inc. (Provide enhanced education and leadership skills for socially disconnected young people through yoga and mindfulness classes and training.)	10,000	0.00
Add: Community Grant: Crossroads Community Food Network, Inc. (Expand an economic development program to support low-resource residents of the Takoma/Langley Crossroads in building successful local food businesses.)	30,000	0.00
Add: Community Grant: Crossroads Community Food Network, Inc. (Provide for the farmers market nutrition incentive program and complementary healthy eating education program.)	45,000	0.00
Add: Community Grant: Cultural & Diversity Enrichment Services-USA, Inc. (CADES-USA) (Provide cultural and diversity enrichment education and leadership skills for economically disadvantaged youth. )	44,000	0.00
Add: Community Grant: DC & MD Justice for our Neighbors, Inc. (To provide high-quality immigration legal services to low-income immigrants.)	20,000	0.00
Add: Community Grant: DC Diaper Bank (dba Greater DC Diaper Bank) (Provide support for low-income families and the community organizations that serve them by regularly supplying baby needs and hygiene products.)	20,000	0.00
Add: Community Grant: Devenio, Inc. (Provide a dance program for teens and adults with cognitive/developmental disabilities, marked by rigor, real opportunities to perform, and community-building experiences.)	10,000	0.00
Add: Community Grant: Diaspora Resources of Ethiopians in the America's Metropolises, DREAM North American Corp. (D.R.E.A.M.) (Provide for the senior DREAM program.)	22,608	0.00
Add: Community Grant: Easter Seals Serving DC MD VA, Inc. (Provide medical adult day services to Montgomery County low-income residents with special needs.)	25,000	0.00
Add: Community Grant: Easterseals Serving DC MD VA, Inc. (Provide inclusive early childhood education for children ages 6 weeks to 5 years in a unique intergenerational setting.)	70,000	0.00
Add: Community Grant: EduCare Support Services, Inc. (Provide supplemental food assistance to low-income families, seniors, persons with disabilities or chronic illness, and in other emergency situations.)	60,000	0.00
Add: Community Grant: Elite Soccer Youth Development Academy, Inc. (Provide support to youth participating in a Soccer Academy, Health Programs, and a Educational/Leadership Youth Development Program.)	100,000	0.00
Add: Community Grant: Equipment Connections for Children, Inc. (Provide support for the Equipment Donation Program for children with disabilities.)	15,000	0.00
Add: Community Grant: Ethiopian Community Center in Maryland, Inc. (Provide legal and immigration stress management services to low income Ethiopian community and underprivileged residents of Montgomery County.)	20,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Ethiopian Community Center in Maryland, Inc. (Provide preventive health screening, testing, counseling, trainings, and workshop services to improve health awareness among low income resident families.)	30,000	0.00
Add: Community Grant: Ethiopian Community Center, Inc. (Provide workforce and youth development programs to improve employment, academic, and socio-emotional outcomes for Ethiopian residents in the County.)	45,000	0.00
Add: Community Grant: EveryMind, Inc. (Provide Mental Health First Aid trainings to increase understanding of mental illness, addiction, and how to help someone in crisis.)	40,000	0.00
Add: Community Grant: FAIR Fund, Inc. (dba FAIR Girls) (Provide trafficking victims client-centered, trauma-informed case management, including safe housing, training community partners to create referral pathways.)	30,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provide career pathway through student internships, mentors/tutors facilitate peer academic/career readiness, leadership, community-service for disconnected youth struggling with achievement. )	45,000	0.00
Add: Community Grant: Family Learning Solutions, Inc. (Provide partnerships of College enrolled/College graduates meeting with highschool students to inform on post-highschool life expectations and goals.)	10,000	0.00
Add: Community Grant: Family Services, Inc. (Provide academic, social, and emotional support during and after school for at-risk minority males at Gaithersburg Middle School.)	40,000	0.00
Add: Community Grant: Family Services, Inc. (Provide support for the Neighborhood Safety Net Services Program to provide critical case management support to residents in Gaithersburg and East County.)	100,000	0.00
Add: Community Grant: Family Services, Inc. (Provide support for the Thriving Germantown Community HUB.)	80,000	0.00
Add: Community Grant: Fenton Village, Inc. (Provide enhanced public awareness of the business community in Fenton Village.)	20,000	0.00
Add: Community Grant: Finding Your FootPrint Foundation, Inc. (Provide yoga, meditation, and self-care practices for youth dealing with day to day social and behavioral issues.)	5,000	0.00
Add: Community Grant: First African Methodist Episcopal Church of Gaithersburg, Inc. (Provide support for the SHARE food program for low-income families.)	8,500	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington (Provide for a positive youth development program to empower vulnerable teen girls to overcome obstacles to academic and personal success.)	55,000	0.00
Add: Community Grant: Florence Crittenton Services of Greater Washington (Provide for a social and emotional learning program for middle school girls to develop skills that are essential for academic success.)	35,000	0.00
Add: Community Grant: Future Link, Inc. (Provide an extensive outreach program with individualized academic and career supports for at-risk youth.)	39,100	0.00
Add: Community Grant: Future Link, Inc. (Provide authentic internship work experiences for at-risk County youth keeping them motivated, persisting with their education, and on-track towards self-sufficiency.)	27,300	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide free rides to medical appointments and other essential destinations for seniors and persons with disabilities. )	8,000	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide support for the basic needs of food, diapers, and formula for low-income residents in Gaithersburg/Montgomery Village area.)	45,000	0.00
Add: Community Grant: GapBuster, Inc. (Provide workforce development and job training for Disconnected Youth targeting ages 14 to 24 through STEM/computer training.)	100,000	0.00
Add: Community Grant: Generation Hope, LLC (Provide teen parents with tuition support, mentoring, academic/life/professional skills, tutoring, and case management to make college a reality.)	15,000	0.00
Add: Community Grant: Girls on the Run of Montgomery County, MD, Inc. (Provide financial aid and shoes to under served girls in order for them participate in a positive youth development program. )	15,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Great and Small, Inc. (Provide operating support for equine-assisted activities serving individuals with special needs.)	10,000	0.00
Add: Community Grant: Greater Washington Jewish Coalition Against Domestic Abuse (Provide dating violence prevention programming to teens and young adults in Montgomery County.)	30,000	0.00
Add: Community Grant: Have A Dream, Inc. (Provide a six-week breakfast-and-lunch no-fee academic camp that bridges the gap from one school year to the next in Takoma Park.)	45,000	0.00
Add: Community Grant: Hebrew Home of Greater Washington, Inc. (Provide operating support for the ElderSAFE Center.)	50,000	0.00
Add: Community Grant: Heritage Tourism Alliance of Montgomery County, Inc. (Provide operating support for Heritage Montgomery.)	100,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (Provide youth development services including after school paid internships to underserved high school students and tutoring/mentoring services.)	30,000	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (Provides for operating support for BEST Business Empowerment Center.)	22,000	0.00
Add: Community Grant: Home Care Partners, Inc. (Provide for home aide services to help low-income seniors and adults with disabilities remain at home.)	40,000	0.00
Add: Community Grant: Horizons of Washington, Inc. (Provide out-of-school time academic enrichment for low-income K-8th grade students, with an emphasis on literacy and STEAM.)	10,000	0.00
Add: Community Grant: House of Divine Guidance, Inc. (Provide operating support for the Winter Haven Emergency Shelter for women and children.)	10,000	0.00
Add: Community Grant: House of Ruth Maryland, Inc. (Sustain full-time family/child therapist presence at the Montgomery County Family Justice Center serving victims of intimate partner violence.)	20,000	0.00
Add: Community Grant: Housing Opportunities Community Partners, Inc. (Provide environmental science/STEM activities to low-income middle-school youth at summer day camps.)	25,000	0.00
Add: Community Grant: Imagination Library of Montgomery County, Maryland, Inc. (Provides for mailing free, age-appropriate books to children from birth to age five.)	10,000	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide a community-centered approach to shape, support, and grow a network of micro-businesses and worker-owned cooperatives.)	30,000	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide high quality and accessible recreational sports programs in Long Branch, Wheaton and Aspen Hill.)	97,500	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide support for the Neighborhood Opportunity Network Initiative.)	222,640	0.00
Add: Community Grant: InterFaith Conference of Metropolitan Washington (Provides for Montgomery County faith communities to engage in climate change education, mitigation, and adaptation work through grassroots organizing.)	10,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Interfaith Clothing Center.)	60,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Interfaith Works Connections program.)	40,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Vocational Services Program.)	53,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support to assist faith communities in meeting community needs.)	77,308	0.00
Add: Community Grant: International Rescue Committee (IRC) Inc. (Provides for culturally proficient job placement and upgrade services with interpretation to ensure refugees residing in Montgomery County are economically self-sufficient.)	30,000	0.00
Add: Community Grant: Inwood House Development Corporation (Provide support for cleaning of apartments for disabled adults and seniors who are extremely low-income.)	16,800	0.00
Add: Community Grant: Japanese Americans' Care Fund, Inc. (Provide support for the library of Japanese language media and activities for Japanese Americans' of all age groups, especially the elderly.)	15,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide in-school and after-school intergenerational mentoring and tutoring for at-risk children and youth.)	50,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for JCA's early memory loss program, Kensington Club.)	40,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for the 50+ Employment Expo.)	75,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for VillageRides to expand and enhance volunteer driving in Montgomery County.)	40,000	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provides support for the Career Gateway program for Montgomery County residents age 50 and over.)	35,000	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a specialist serving adolescents and adults with disabilities, providing job coaching, training, and support to help them secure employment. )	42,500	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a Child and Adolescent therapist, co-located at community provider sites, who provides assessment, referral, and connection to services.)	36,050	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support for a Senior Services Care Manager to support expanded caseload of frail low-income seniors, allowing them to successfully age in place.)	41,200	0.00
Add: Community Grant: Jewish Social Service Agency (JSSA) (Provide support fore a clinical social worker, specializing in early childhood and evidence-based interventions, serves children (ages 2 to 7) with behavioral issues. )	56,560	0.00
Add: Community Grant: Junior Achievement of Greater Washington, Inc. A/K/A Junior Achievement of Greater Washington (Provide an experiential financial literacy program for middle school students in Montgomery County. )	25,000	0.00
Add: Community Grant: KEEN Greater DC, LLC (Provide free, non-competitive one-to-one programs of exercise, fitness and fun to youth with significant disabilities.)	10,000	0.00
Add: Community Grant: KIND, Inc. d/b/a Kids in Need of Defense (Provide pro-bono legal services for unaccompanied immigrant and refugee minors.)	50,000	0.00
Add: Community Grant: KindWorks, Inc. (Provide for operating support.)	30,000	0.00
Add: Community Grant: Korean Community Service Center Of Greater Washington, Inc. (Provide emergency financial assistance and wrap-around social services to low-income Asian American and immigrant residents.)	20,000	0.00
Add: Community Grant: Korean Community Service Center Of Greater Washington, Inc. (Provide for KCSCs Senior Empowerment Program to assist low-income senior Asians residing in Eastern Montgomery County.)	10,000	0.00
Add: Community Grant: Korean Community Service Center Of Greater Washington, Inc. (Provides support for the Keystone Project to assist victims of domestic violence in the Korean community.)	55,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Improve workforce readiness of youth ages 16-24 through internships, job readiness activities, industry-specific training and job placement services.)	45,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Provide a mentoring program for middle school boys of color.)	55,000	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Provide individual and family counseling, psychoeducational group sessions, and referrals to other mental health providers.)	65,000	0.00
Add: Community Grant: Latino Economic Development Corporation of Washington, DC (Provide entrepreneurship, workforce training and support services to promote self-sufficiency of immigrant, refugee, and low-income women.)	25,000	0.00
Add: Community Grant: Leadership Montgomery Education Foundation, Inc. (Provide programs to build capacity to address racial disparities and to advance racial equity in Montgomery County.)	40,000	0.00
Add: Community Grant: League of Women Voters of Montgomery County, MD, Inc. (Publish a Spanish edition of the general election Voters Guide.)	10,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Legal Aid Bureau, Inc. (Provide enhanced access to legal services for low-income families through a medical-legal partnership providing advocacy, outreach, and education.)	40,000	0.00
Add: Community Grant: Leveling The Playing Field, Inc. (Provide for operating support.)	20,000	0.00
Add: Community Grant: Leveling The Playing Field, Inc. (Provide resources to allow low-income kids to enjoy the mental and physical benefits of youth sports participation.)	25,000	0.00
Add: Community Grant: Liberty's Promise, Inc. (Provide an after-school civic engagement program and internships program for low-income immigrant youth in Montgomery County.)	102,050	0.00
Add: Community Grant: Literacy Council of Montgomery County, MD, Inc. (Provide under-skilled and under-credentialed adults with educational and workplace skills necessary to obtain family-sustaining jobs.)	20,000	0.00
Add: Community Grant: Lt. Joseph P. Kennedy Institute, Inc. (Provide nursing services and interest-based, community integration activities for adults with multiple and severe disabilities. )	45,000	0.00
Add: Community Grant: Lt. Joseph P. Kennedy Institute, Inc. (Provide therapeutic, community-integrated services to children and youth with disabilities.)	60,000	0.00
Add: Community Grant: Lutheran Social Services of the National Capital Area, Inc. (Provide emergency assistance for rent, utilities, health care for newly arrived refugees.)	42,000	0.00
Add: Community Grant: Madison House Autism Foundation, Inc. (Provide job readiness and life skills training for highly impacted county adults with Autism and other Intellectual/Developmental Disabilities.)	50,000	0.00
Add: Community Grant: Madison House Autism Foundation, Inc. (Provide off-campus educational experiences for neuro-typical and neuro-diverse Montgomery County youth at Madison Fields, Madison House Autism Foundation.)	25,000	0.00
Add: Community Grant: Mary's Center for Maternal and Child Care, Inc. (Provide support for four non-billable patient care positions at our new, expanded community health center at 344 University Boulevard W.)	45,000	0.00
Add: Community Grant: Maryland Senior Olympics Commission, LTD (Provide for operating support.)	25,000	0.00
Add: Community Grant: Maryland/Israel Development Center, Inc. (Provide support for promoting economic development between Montgomery County and Israel and attract Israeli high-tech, cyber security and bio-health companies to the County.)	40,000	0.00
Add: Community Grant: Meals On Wheels of Central Maryland, Inc. (Provide for expansion of HDMP program, including personnel expenses for a site coordinator and a driver and food and delivery costs.)	26,000	0.00
Add: Community Grant: Mercy Health Clinic, Inc. (Provide primary and specialty care for low-income, uninsured patients, and patients with Medicaid.)	85,000	0.00
Add: Community Grant: Mercy Health Clinic, Inc. (Provide support for the on-site pharmacy program serving low-income, uninsured residents of Montgomery County.)	35,000	0.00
Add: Community Grant: Mid-County United Ministries, Inc. (Provide emergency assistance for vital utility services for neediest neighbors in the highest poverty area.)	25,000	0.00
Add: Community Grant: Ministries United Silver Spring Takoma Park, Inc. (Provide housing, utilities, prescriptions, food and other types of assistance.)	20,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Partially fund MobileMedâ€™s Specialty Care Coordinator to help low-income, uninsured patients access and navigate essential specialty health resources.)	30,000	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Provide for development of a Quality Improvement program.)	60,000	0.00
Add: Community Grant: MOCO KIDSCO, Inc. dba KID Museum (Provide operating support for the KID Museum.)	195,000	0.00
Add: Community Grant: Montgomery Countryside Alliance, Inc. (Provide for operating support.)	25,000	0.00
Add: Community Grant: Montgomery County Language Minority Health Project, Inc. (Provide patient navigation services to facilitate access to age and gender appropriate cancer screenings to Proyecto's patient population. )	50,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Montgomery County Maryland Bar Foundation, Inc. (Provide legal services for pro bono case referrals and brief legal advice clinics to low income residents.)	50,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (Provide services to seniors to meet their social, intellectual, mental, and physical health needs.)	70,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (Provide support for Youth Empowerment Program.)	12,000	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (Provide Food assistance to needy and low income residents of Montgomery County.)	110,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provide compassionate, specialized medical and emotional care for children with life-limiting illnesses, keeping children in their homes surrounded by family.)	20,000	0.00
Add: Community Grant: Montgomery Hospice, Inc. (Provide volunteer services to support terminally-ill patients and their families.)	41,059	0.00
Add: Community Grant: Montgomery Housing Partnership, Inc. (Provide on-site after-school educational activities for children living in MHP's affordable rental units. )	183,718	0.00
Add: Community Grant: Montgomery Sister Cities, Inc. (Provide for operating support.)	20,000	0.00
Add: Community Grant: Most Valuable Kids, Inc. (Provide for upgraded IT systems.)	2,500	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County residents.)	40,000	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide for implementation of quality measures consistent with the standard of care for controlling diabetes and other chronic diseases.)	34,000	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide for increased access to quality eye care services for uninsured and underinsured Montgomery County residents.)	24,940	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide handicap access shuttle van transportation services for patients from major public transportation hub stands to and from the Clinic.)	60,288	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide increased access to gynecological services for better cancer screening for uninsured and underinsured Montgomery County residents.)	88,324	0.00
Add: Community Grant: National Capital Bnai Brith Assisted Housing Corporation (Provide funding to pay for extremely low income residents who cannot afford the Medication Administration fee and/or overnight security fee.)	33,000	0.00
Add: Community Grant: Nonprofit Montgomery, Inc. (Provide collaborative education and promotion of early care for children.)	50,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide food donations for at-risk youth. )	5,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide support for the Family Food Distribution Program, which provides food assistance to low to moderate income residents in the County.)	35,000	0.00
Add: Community Grant: Nourish Now, Inc. (Provide support for the Food Rescue Program. )	40,000	0.00
Add: Community Grant: Nueva Vida, Inc. (Deliver physical and behavioral health education workshops and events for disadvantaged Latino families.)	20,000	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency assistance for rent, utilities, and prescriptions.)	10,000	0.00
Add: Community Grant: Olney Help, Inc. (Provide emergency food assistance delivered to households.)	15,000	0.00
Add: Community Grant: One Montgomery Green, Inc. (Provide for operating support.)	55,000	0.00
Add: Community Grant: Opening New Doors Foundation, Inc. (Provide comprehensive, intensive case management and therapeutic services to victims and survivors of domestic violence and their children.)	35,000	0.00
Add: Community Grant: Organization for Advancement of and Services for Individuals with Special Needs (OASIS), Inc. (Provide funding to create an interactive curriculum demonstrating sustainable farm practices to increase independent participation of disabled groups and volunteers at OASIS farms.)	6,190	0.00
Add: Community Grant: Parent Encouragement Program, Inc. (Provides parent education programs to low income Latino parents to empower their children to succeed in school and life.)	20,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Passion for Learning, Inc. (Provide Information and Communication Technology (ICT) and college readiness programs for low-income middle school students.)	50,000	0.00
Add: Community Grant: Per Scholas, Inc. (Provide technology training, career development and job placement services for Montgomery County residents who are un/underemployed.)	50,000	0.00
Add: Community Grant: Poolesville Area Senior Center, Inc. (Provide for operating support.)	25,000	0.00
Add: Community Grant: Poolesville Green, Inc. (Provide environmental education and outreach program and to support the Poolesville Community Garden and PHS Green projects.)	5,000	0.00
Add: Community Grant: Potomac Community Resources, Inc. (Provide support for PCR's programs, which ensure "vital living" for Montgomery County residents with intellectual and developmental disabilities.)	30,000	0.00
Add: Community Grant: Pride Youth Services, Inc. (Provide youth development programming specifically for African American male teens ages 14-18 years old.)	2,500	0.00
Add: Community Grant: Queens Royal Priest Hood, Inc. (Provide tutoring, homework assistance, intro to robotics, games, and group activities to help students improve social skills while encouraging team work.)	10,000	0.00
Add: Community Grant: Red Wiggler Foundation, Inc. (Provide opportunities for people with and without disabilities to come together to work, learn, and grow healthy food.)	70,000	0.00
Add: Community Grant: Reginald S. Lourie Center for Infants and Young Children, Inc. (Provide for operating support.)	115,000	0.00
Add: Community Grant: Retouch International Ministries, Inc. (Provide an enrichment After School Program for girls in Montgomery County who are at risk of underachievement.)	10,000	0.00
Add: Community Grant: Rockville Economic Development, Inc. (Provide business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs.)	60,000	0.00
Add: Community Grant: Rockville Help, Inc. (Provide emergency assistance with food, rent, security deposits, utilities, and prescriptions to families in need in Rockville, Maryland.)	10,000	0.00
Add: Community Grant: Rosaria Communities Foundation, Inc. (Provide independent living opportunities for people with intellectual and physical disabilities within an involved community. )	30,000	0.00
Add: Community Grant: Scotland Storm Community Development, Inc. (Provide free academic and athletic after-school and summer programs for underserved youth from the historic Scotland Community in Potomac, Maryland.)	30,000	0.00
Add: Community Grant: Silver Spring Town Center Inc. (Provide for operating support.)	45,000	0.00
Add: Community Grant: So What Else, Inc. (Provide educational and recreational after-school programs each semester for underserved East County youth. )	25,000	0.00
Add: Community Grant: Spanish-Speaking Community of Maryland, Inc. (Provide consultations with case managers to address essential needs of low-income, limited English proficient families and immigrants.)	15,000	0.00
Add: Community Grant: Spirit Club Foundation, Inc. (Provide operating funds to develop and implement supportive exercise and fitness programs for people with disabilities.)	25,000	0.00
Add: Community Grant: Sunflower Bakery, Inc. (Provide skills training, employee development and job search guidance and expand outreach to potential students and employers.)	44,540	0.00
Add: Community Grant: The First Tee of Greater Washington, DC Corporation A/K/A First Tee of Washington, DC (Provide social, fun, healthy, and life enhancing opportunities for girls to keep them engaged and enjoying golf in Montgomery County.)	10,000	0.00
Add: Community Grant: The George B. Thomas, Sr. Learning Academy, Inc. (Provide support for the Rising Stars pre-K program.)	22,788	0.00
Add: Community Grant: The Ivymount School, Inc. (Provide vocational training and support for independent living for young adults with developmental disabilities.)	40,000	0.00
Add: Community Grant: The Latino Student Fund (Provide academic support for PreK-12th grade Hispanic youth and their adult family members.)	30,000	0.00

FY21 Recommended Changes	Expenditures	FTEs
Add: Community Grant: The Oasis Institute Corp. (Provide intergenerational literacy-based tutoring program serving older adults, students in grades K-5 and staff at twenty-one Montgomery County Public Schools. )	19,800	0.00
Add: Community Grant: The Shepherd's Table, Inc. (Provide daily meals for individuals experiencing homelessness, food insecurity, or in need of nourishment.)	35,000	0.00
Add: Community Grant: TLC-The Treatment and Learning Centers, Inc. (Provide employment readiness skills for youth with disabilities.)	7,774	0.00
Add: Community Grant: Torture Abolition and Survivors Support Coalition International (Provide culturally-sensitive, trauma-informed legal representation and career development services to advance equity for asylum seekers who are survivors of torture.)	75,000	0.00
Add: Community Grant: Unity Christian Fellowship, Inc. (Provide support for the Educational and Life Skills Program activities to help Montgomery County youth excel academically and socially.)	28,000	0.00
Add: Community Grant: Unity Christian Fellowship, Inc. (Provide support for the Game Changer Conference for Young Males.)	11,000	0.00
Add: Community Grant: Unity Christian Fellowship, Inc. (Provide support for tutoring, leadership mentoring, cultural enrichment, athletic recreation, and STEAM programs.)	51,610	0.00
Add: Community Grant: University of Maryland (Provide support for the Purple Line Corridor Coalition to lead the implementation of the Purple Line Community Development Agreement through a collective impact approach.)	40,000	0.00
Add: Community Grant: Upper Montgomery Assistance Network, Inc. (Provide emergency financial assistance to families facing homelessness or utility loss.)	50,000	0.00
Add: Community Grant: Us Helping Us, People Into Living, Inc. (Provide support for complimentary, comprehensive health screening to assess health risks among Montgomery County residents.)	40,000	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide improved health care access to the Vietnamese community in Montgomery County.)	50,400	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide services to Vietnamese seniors and sustain the first Vietnamese adult day care center in Montgomery County. )	35,000	0.00
Add: Community Grant: Village Youth & Family Center, Inc. (Provide afterschool programming for young women to build a healthy sense of self, community and belonging through yoga and art.)	5,000	0.00
Add: Community Grant: Washington Area Bicyclist Association, Inc. (Provide a youth bicycle safety program to Montgomery County's public school youth through the Excel Beyond the Bell after-school program.)	30,000	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (Provide educational and academic support for low-income immigrant students.)	50,000	0.00
Add: Community Grant: Winter Growth, Inc. (Provide supportive services to functionally and/or cognitively impaired seniors to help them age safely and with dignity in their community. )	17,500	0.00
Add: Community Grant: WUMCO Help, Inc. (Provide emergency assistance for rent/mortgage and utilities.)	10,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (Provide case management and training for volunteers in intensive one-on-one mentoring program for court-involved male and female youth of color.)	40,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (Provides at-risk youth with trauma-informed, academic-focused, out-of-school-time enrichment services, intensive homework help and mentoring, and other services for adults.)	70,000	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (To establish Long Branch Collective Action for Youth initiative, a collaborative effort to improve agency coordination and outcomes for youth.)	85,000	0.00
Add: Community Services Grant: CollegeTracks, Inc. (Provide IT resources to new staff members to better support for 2,100 minority and low income students. )	7,489	0.00
Add: Community Services Grant: Cornerstone Montgomery, Inc. (Provide IT resources for mobile access to new Electronic Health Record system and enhanced staff coordination.)	9,500	0.00

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
Add: Community Services Grant: Identity, Inc. (Purchase workstations with Windows 10 operating suite.)	10,000	0.00
Add: Community Services Grant: Interfaith Works, Inc. (Provide IT resources to improve program performance.)	9,495	0.00
Add: Community Services Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide age appropriate furniture for program participants.)	2,750	0.00
Add: Community Services Grant: Mary's Center for Maternal and Child Care, Inc. (Provide handicap accessible medical exam chair to give persons with disabilities better medical treatment.)	8,452	0.00
Add: Community Services Grant: Shri Mangal Mandir religious Educ & Charitable Trust (Provide medical equipment. )	2,400	0.00
Add: Community Services Grant: Silver Spring Village, Inc. (Provide IT resources, phones, and office furniture for to improve program performance.)	8,901	0.00
Add: Community Services Grant: Vietnamese Literary and Artistic Club (Provide IT resources to improve program performance.)	2,000	0.00
Add: Funding for New Community Grants	250,000	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.	(12,876,982)	0.00
<b>FY21 Recommended</b>	<b>10,045,238</b>	<b>0.00</b>

## Compensation and Employee Benefit Adjustments

This NDA contains a General Fund appropriation and a non-tax appropriation, and provides funding for certain personnel costs related to adjustments in employee and retiree benefits; pay-for-performance awards for employees in the Management Leadership Service, Police Leadership Service, and non-represented employees; deferred compensation management; and unemployment insurance.

**Non-Qualified Retirement Plan:** This provides funding for that portion of a retiree's benefit payment that exceeds the Internal Revenue Code's §415 limits on payments from a qualified retirement plan. Payment of these benefits from the County's Employees' Retirement System (ERS) would jeopardize the qualified nature of the County's ERS. The amount in this NDA will vary based on future changes in the Consumer Price Index (CPI) affecting benefit payments, new retirees with a non-qualified level of benefits, and changes in Federal law governing the level of qualified benefits.

**Deferred Compensation Management:** These costs are for management expenses required for administration of the County's Deferred Compensation program. Management expenses include legal and consulting fees, office supplies, printing and postage, and County staff support.

**Management Leadership Service Performance-Based Pay Awards:** In FY99, the County implemented the Management Leadership Service (MLS), which includes high-level County employees with responsibility for developing and implementing policy and managing County programs and services. The MLS was formed for a number of reasons, including improving the quality and effectiveness of service delivery through management training, performance accountability, and appropriate compensation; providing organizational flexibility to respond to organizational needs; allowing managers to seek new challenges; and developing and encouraging a government-wide perspective among the County's managers. In FY19, the County implemented the Police Leadership Service (PLS) to include lieutenants and captains in the Department of Police. MLS and PLS employees are not eligible for service increments. Performance-Based awards for MLS and PLS employees are funded in FY20.

Unemployment Insurance: The County is self-insured for unemployment claims resulting from separations of service.

Unemployment insurance is managed by the Office of Human Resources through a third party administrator who advises the County and monitors claims experience.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>2,752,385</b>	<b>1.05</b>
Add: Performance Based Pay	848,840	0.00
Increase Cost: Retirement Savings Plan Administrative Fee	340,000	0.00
Increase Cost: Collective Bargaining Compensation Changes	335,000	0.00
Re-align: Staffing and Resource Adjustment Between Deferred Compensation Management Funds	76,933	0.13
Increase Cost: FY21 Compensation Adjustment	3,058	0.00
Decrease Cost: Annualization of FY20 Personnel Costs	(3,741)	0.00
Decrease Cost: MLS/PLS Pay for Performance Adjustment	(848,840)	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.	683	0.00
<b>FY21 Recommended</b>	<b>3,504,318</b>	<b>1.18</b>

## Conference and Visitors Bureau

The Conference and Visitors Bureau (CVB) promotes Montgomery County as a destination for meetings/conferences, student group travel, group tours, leisure travel, and amateur sports events. The CVB develops and distributes publications on points of interest to tourists, implements public information campaigns promoting tourism and event facilitation in Montgomery County, and attends trade shows and sales missions in target markets. The CVB also serves as a resource center assisting small and large hospitality businesses considering new product development and/or expansions. The CVB coordinates with the Maryland Office of Tourism Development (Visit Maryland), Maryland Film Office, Capital Region USA (CRUSA), TEAM Maryland, and national and regional events to promote tourism growth, increased visitor spending, and visitation in Montgomery County. The CVB manages the tourism marketing grant provided annually by the Maryland Tourism Development Board. The CVB operates on contract with the Department of Finance. Funding is based on seven percent of the total hotel/motel tax revenues.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>1,584,260</b>	<b>0.00</b>
Increase Cost: Expenses for Hosting Additional Conferences and Events in Montgomery County	85,000	0.00
Increase Cost: Revenue from the Updated Hotel/Motel Taxes	48,574	0.00
<b>FY21 Recommended</b>	<b>1,717,834</b>	<b>0.00</b>

## Conference Center

Prior to FY06, the Conference Center NDA primarily provided for pre-opening expenses. Since the Conference Center opened in November 2004, the NDA has expanded its scope to fund:

- a full-time position to manage the operational and fiscal oversight of the Conference Center complex;
- non-routine repairs, alterations, improvements, renewals, and replacements; and
- the designated reserve required by the management agreement with Marriott International, Inc.

Funding is also included to reimburse the contractor for costs not covered by operations during accounting periods when losses

occur. These costs will be offset by contractor payments to the County during accounting periods with operating gains. To ensure fiscal and operational accountability, a management audit is conducted every two years and the program budget is increased by \$50,000 during the year such audit is scheduled. Revenues consisting of net operating income from the Conference Center and land rent from the hotel are deposited into the general fund. Twenty percent of the County's net proceeds from Conference Center operations is retained for investment in marketing and facility improvements to increase Conference Center usage. All proposed investment expenditures are reviewed and approved by the Conference Center Management Committee.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>661,531</b>	<b>1.00</b>
Shift: Partial Funding from Business Advancement Team to Support Conversion of a Term-to-Merit Position for Managing the Conference Center NDA	76,908	1.00
Re-align: Partial Funding for Conversion of a Term-to-Merit Position	42,649	0.00
Increase Cost: FY21 Compensation Adjustment	4,130	0.00
Re-align: Operating Expenses to Offset Personnel Cost Increase	(42,649)	0.00
Decrease Cost: Conference Center - Management Audit	(50,000)	0.00
Shift: Staff Reassigned from Finance to the County Executive Office to Manage Incubator Programs	(159,085)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,227	0.00
<b>FY21 Recommended</b>	<b>539,711</b>	<b>1.00</b>

### Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,391,000</b>	<b>0.00</b>
Increase Cost: County Contribution Based on Actuarial Valuation	132,000	0.00
<b>FY21 Recommended</b>	<b>5,523,000</b>	<b>0.00</b>

### Consolidated Retiree Health Benefit Trust - MCPS

This NDA provides consolidated funding for Montgomery County Public Schools' contribution to the Retiree Health Benefits Trust.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>78,533,000</b>	<b>0.00</b>
Decrease Cost: County Contribution Based on Actuarial Valuation	(9,174,121)	0.00
<b>FY21 Recommended</b>	<b>69,358,879</b>	<b>0.00</b>

### County Associations

This NDA funds Montgomery County membership dues to the National Association of Counties (NACo) and the Maryland Association of Counties (MACo).

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>74,728</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>74,728</b>	<b>0.00</b>

## ☀ Device Client Management

The Device Client Management (DCM) program oversees the annual replacement of personal computers (PCs); manages software patching, distribution and enterprise anti-malware systems which collectively help to secure the County's technology infrastructure; and, includes funding for Enterprise office productivity software. The program provides general IT support directly to departments and employees through the County's IT Help Desk, which receives over 30,000 requests for service annually. DCM is based on a best-practices approach to maintaining a modern and cost-effective computing environment.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,006,200</b>	<b>0.00</b>
Increase Cost: Public Safety Mobile Data Computers	1,140,000	0.00
Increase Cost: Software Maintenance	138,150	0.00
Enhance: Disaster Recovery/Continuity of Operations	43,560	0.00
<b>FY21 Recommended</b>	<b>9,327,910</b>	<b>0.00</b>

## ☀ Early Care and Education

This NDA will support the Early Care and Education Initiative by providing resources for the expansion, access, and sustainability of quality early care and education programs throughout the County. Its investments will be guided primarily by the recommendations of a four-year action plan developed by a cross agency working group with representatives from County Government, Montgomery County Public Schools, Montgomery College, and community partners.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,992,589</b>	<b>0.00</b>
Enhance: Early Care and Education Initiative	1,400,000	0.00
<b>FY21 Recommended</b>	<b>7,392,589</b>	<b>0.00</b>

## ☀ Future Federal/State/Other Grants

This NDA enables the County to implement new grant-funded programs up to \$200,000 each and provides funds for grant continuations and enhancements without having to process individual supplemental appropriations through the County Council. Upon approval by the County Executive, funds in this program are transferred to the receiving department's grant account.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>20,000,000</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>20,000,000</b>	<b>0.00</b>

## ☀ Grants To Municipalities in Lieu Of Shares Tax

This NDA funds payments required in accordance with State law. The 1968 Session of the General Assembly revised the tax structure to include a County income tax. As part of this restructuring, the shared tax on banks and financial institutions was eliminated, and a provision was adopted which requires counties to pay annually to municipalities the amount (\$28,020) that had been received by the municipalities in FY68.

FY21 Recommended Changes	Expenditures	FTEs
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<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>28,020</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>28,020</b>	<b>0.00</b>

## Group Insurance Retirees

Group insurance is provided to retired County employees and survivors, as well as retirees of participating outside agencies. Employees hired before January 1, 1987, are eligible upon retirement to pay 20 percent of the premium for health and life insurance for the same number of years (after retirement) that they were eligible to participate in the group insurance plan as an active employee. The County government pays the remaining 80 percent of the premium. Thereafter, these retirees pay 100 percent of the premium. Employees hired before January 1, 1987, are also offered the option at retirement to convert from the 20/80 arrangement to a lifetime cost sharing option.

Employees hired after January 1, 1987, are eligible upon retirement for a lifetime cost sharing option under which the County pays 70 percent of the premium and the retiree pays 30 percent of the premium for life for retirees who were eligible to participate in the County group insurance plan for 15 or more years as active employees. Minimum participation eligibility of five years as an active employee is necessary to be eligible for the lifetime plan. The County will pay 50 percent of the premium for retirees with five years of participation as an active employee. The County contribution to the payment of the premium increases by two percent for each additional year of participation up to the 70 percent maximum.

On March 5, 2002, the County Council approved a one-time opportunity for retirees still under the 20/80 arrangement with an expiration date to elect the lifetime cost sharing arrangement. The new percentage paid by the County for those electing this arrangement ranges from 50 percent to 68 percent, depending upon years of active eligibility under the plan and years since retirement. The cost sharing election process has been completed. The budget does not include employer contributions from participating outside agencies.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>46,113,000</b>	<b>0.00</b>
Increase Cost: Group Insurance Claims Costs Based on Actual Annual Claims	993,273	0.00
<b>FY21 Recommended</b>	<b>47,106,273</b>	<b>0.00</b>

## Historical Activities

This NDA provides funding for the Historical Society to support the Society's Education Program staff, educational and outreach programs for County residents, and to maintain the Historical Society's research library and museums.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>150,000</b>	<b>0.00</b>
Increase Cost: Operating Expenses	15,000	0.00
<b>FY21 Recommended</b>	<b>165,000</b>	<b>0.00</b>

## Homeowners' Association Road Maintenance Reimburse

This NDA provides a partial reimbursement to homeowners' associations (HOAs) for their maintenance of certain privately-owned roadways. The payment is currently restricted to through roadways, accessible to the public, which are one-quarter mile or longer and which provide vehicular access to more than four dwelling units. In FY97, an Executive Regulation was enacted allowing homeowners' associations to request that their roadways be deemed "private maintenance roads." This designation qualifies the HOAs for State reimbursement of their roadway maintenance costs. The County annually submits to the State its estimate of reimbursable miles, including those accepted as private maintenance roads. The State then reimburses the County and, subsequently, the County forwards the funds to HOAs.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>62,089</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>62,089</b>	<b>0.00</b>

## Housing Opportunities Commission

The Housing Opportunities Commission of Montgomery County (HOC) is a public body corporate and politic duly organized under Division II of the Housing and Community Development Article of the Annotated Code of Maryland, commonly known as the Housing Authorities Law. The Commission acts as a builder, developer, financier, owner, and manager of housing for people of low- and moderate- (eligible) income. The Commission also provides eligible families and individuals with affordable housing and supportive services.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>6,788,049</b>	<b>0.00</b>
Increase Cost: Annualization of Personnel Costs	137,382	0.00
Increase Cost: Reimbursement of Rental License Fees	36,644	0.00
<b>FY21 Recommended</b>	<b>6,962,075</b>	<b>0.00</b>

## Inauguration and Transition

The Montgomery County Charter provides for the quadrennial election of a County Executive and County Council. This NDA provides for a ceremony and smooth transition of the County Executive and County Council every four years.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Incubator Programs - Economic Development Partnership

This NDA provides for facility lease payments, program and portfolio management services for the County's Business Innovation Network (BIN) facilities, and program funding for the Business Incubator Without Walls Program (for the Down County area). The BIN consists of three physical locations: the Silver Spring Innovation Center (SSIC) on Georgia Avenue, the Rockville Innovation Center (RIC) in Rockville Town Square, (both owned by the County), and the Germantown Innovation Center (GIC, on the campus of Montgomery College under lease from the College Foundation until 2036). This NDA also supports the National Cybersecurity Center of Excellence (NCCoE), located at 9700 Great Seneca Highway in Rockville, as a partnership between the National Institute of Standards and Technology (NIST), the State of Maryland, and Montgomery County. The NDA also provides support for non-profit incubator organizations' operations, equipment, and training.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>3,025,173</b>	<b>1.00</b>
Add: County Sponsorship of Private Incubators	200,000	0.00
Shift: Staff Reassigned from Finance to the County Executive Office to Manage Incubator Programs	159,085	1.00
Increase Cost: Biohealth Innovation Initiatives	50,000	0.00
Increase Cost: FY21 Compensation Adjustment	587	0.00
Decrease Cost: Elimination of One-Time Item	(1,690)	0.00
Decrease Cost: County Grants for Supporting the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIMBL) due to State Actions	(50,000)	0.00
Decrease Cost: One-time Expenses for Incubator Network Studies	(182,740)	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.	6,331	0.00
<b>FY21 Recommended</b>	<b>3,206,746</b>	<b>2.00</b>

## Independent Audit

Section 315 of the County Charter requires the County Council to contract with a Certified Public Accountant for an independent post audit of all financial records and actions of the County government, its officials, and employees. By County Resolution, the Office of Legislative Oversight is the designated administrator for this contract, which also includes an independent audit of the basic financial statement of the Employee Retirement Plans; an independent audit of the Consolidated Retiree Health Benefits Trust; an independent audit of the basic financial statements of the Montgomery County Union Employees Deferred Compensation Plan; and additional services related to reviews, tests, and certifications.

<b>FY21 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY20 Approved</b>	<b>425,464</b>	<b>0.33</b>
Increase Cost: FY21 Compensation Adjustment	492	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.	1,052	0.00
<b>FY21 Recommended</b>	<b>427,008</b>	<b>0.33</b>

## Innovation Fund

The Innovation Fund is a new revolving loan fund internal to Montgomery County Government. The fund will make loans on a rolling basis for internal departmental initiatives with strong potential to improve customer service and performance results while at the same time reducing budgetary costs and/or increasing County revenue within three to five years. The fund will be administered by the Office of Performance and Innovation (formerly CountyStat), which will coordinate a rigorous application, review and approval process. A committee made up of community members, administration officials, and County Council representatives will review loan applications and advise the Chief Administrative Officer.

The Innovation Fund will complement the County's new "Lean" business process improvement initiative. Lean reviews bring front-line workers and supervisors to the table to find efficiencies and improve customer service in pursuit of continuous improvement. While the goal of Lean is to achieve as much improvement as possible at little or no cost, reaching peak performance may require investment in technology, equipment, training, etc.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>750,000</b>	<b>0.00</b>
Decrease Cost: Reduction of Operating Expenses	(750,000)	0.00
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

## Interagency Technology, Policy, and Coordination Commission

This NDA supports the operation of the Interagency Technology Policy and Coordination Committee (ITPCC). The ITPCC was chartered by the Montgomery County Council to promote strategic planning and coordination in the use of information technology across County agencies. The ITPCC reports biannually to the County Council. By regularly convening the agencies' chief executive and chief information officers, the ITPCC provides an effective forum for the coordinated implementation of technology policies and guidelines. Additionally, the ITPCC facilitates interagency communication, the evaluation and sharing of new technologies, and advises policy makers on the strategic uses of technology.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,000</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>3,000</b>	<b>0.00</b>

## Labor Management Relations Committee

The Labor Management Relations Committee (LMRC) was established to foster cooperative labor relations between the County and employees in the Municipal and County Government Employees Organization (MCGEO) union. The committee attempts to resolve matters that affect bargaining unit employees, both County-wide and department-specific. This NDA provides funds to implement the recommendations of the LMRC.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Shift: Labor Management Relations Committee Funding	100,000	0.00
Add: Additional LMRC Funding	50,000	0.00
<b>FY21 Recommended</b>	<b>150,000</b>	<b>0.00</b>

## Leases

This NDA provides the funds necessary to lease privately owned real estate to accommodate County programs. Real property leased by the County includes office, warehouse, and retail space; child care space in schools; parking spaces; and space for communication antennas. Leasing property allows the County the flexibility to locate programs in the communities they serve and provides space for programs to operate when there is no County-owned space available. Further, it is an economical way to procure highly specialized, location sensitive, and/or temporary space. For FY21, approximately 68 leased facilities are budgeted. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>21,146,823</b>	<b>0.00</b>
Increase Cost: Existing Rent Increases	1,048,606	0.00
Add: New Lease and Operating Costs for Wheaton Office Building	230,371	0.00
Increase Cost: New Leases Added in FY21	201,400	0.00

FY21 Recommended Changes	Expenditures	FTEs
Increase Cost: Maintenance Cost Increases	79,695	0.00
<b>FY21 Recommended</b>	<b>22,706,895</b>	<b>0.00</b>

## Legislative Branch Communications Outreach

This NDA provides funds to strengthen the capacity of five Legislative Branch offices (the Council Office, the Office of Legislative Oversight, the Board of Appeals, the Office of Zoning and Administrative Hearings, and the Office of the Inspector General) to inform constituent communities of issues that directly affect them and to ensure that these communities' concerns are effectively taken into account. Communications efforts supported by this NDA include expanded outreach in Spanish and other languages, greater use of web and social media resources, Open Government initiatives, and improved management of constituent requests.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>888,007</b>	<b>3.00</b>
Enhance: Charge Three New Council Staff Positions to NDA	230,853	3.00
Increase Cost: Charge One Existing Councilmember Staff Position to Legislative Branch Communications NDA	94,591	1.00
Increase Cost: FY21 Compensation Adjustment	9,041	0.00
Decrease Cost: Reduce Operating Expenses	(219,845)	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.	67,533	0.00
<b>FY21 Recommended</b>	<b>1,070,180</b>	<b>7.00</b>

## Metro Washington Council of Governments

The Metropolitan Washington Council of Governments (COG) is a voluntary association of major local governments in the Washington Metropolitan Area. COG seeks to provide regional answers to, and coordination of, area-wide issues such as air and water pollution, day care, housing, crime, water supply, land use, and transportation.

This NDA reflects Montgomery County's share of the organization's operation plus special COG initiatives. Additionally, the contribution supports the Cooperative Purchasing Program; the Anacostia Restoration Fund; and the Regional Environmental Fund.

As in previous years, the Washington Suburban Sanitary Commission will provide Montgomery County's contribution to support the Water Resources Management Planning Program and the Blue Plains Users Program.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,684,519</b>	<b>0.00</b>
Increase Cost: Increase Dues	88,046	0.00
Shift: Anacostia Restoration Fund	(88,046)	0.00
<b>FY21 Recommended</b>	<b>1,684,519</b>	<b>0.00</b>

## ☼ Montgomery Coalition for Adult English Literacy

This NDA provides funding for the Montgomery Coalition for Adult English Literacy (MCAEL). MCAEL's mission is to strengthen the Countywide adult English literacy providers' network with resources, training, collaborations, and advocacy to support a thriving community and an effective workforce. Funding for MCAEL supports grants to approximately 20 community organizations for 27 programs that provide adult English literacy classes. Additionally, MCAEL receives operating funding to provide technical assistance, coordination of new program initiatives, training, and networking opportunities to over 65 community organizations that improve program quality and coordination and provide critical information for the community to educate and engage them about the need for and benefits from adult English literacy classes. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,857,058</b>	<b>0.00</b>
Enhance: MCAEL Grants to Adult English as a Second Other Languages (ESOL) Programs and MCAEL Operating Initiatives	150,000	0.00
<b>FY21 Recommended</b>	<b>2,007,058</b>	<b>0.00</b>

## ☼ Montgomery County Economic Development Corporation

This is the private non-profit corporation established by Council Bill 25-15 that serves as Montgomery County's lead economic development organization. The Economic Development Corporation is responsible for implementing the County's economic development strategic plan and related programs that include marketing, business retention and attraction, entrepreneurship, and promoting the development of the County's economic base.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,007,750</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>5,007,750</b>	<b>0.00</b>

## ☼ Montgomery County Employee Retirement Plans

The mission of this NDA is to manage prudent investment programs for the members of the Employee Retirement Plans and their beneficiaries. Expenditures associated with this program are funded from the Employees' Retirement System (ERS), Retirement Savings Plan (RSP), and the General Fund on behalf of the Montgomery County Deferred Compensation Plan (DCP) trust funds and are, therefore, not appropriated here. This NDA manages the assets of the ERS through its investment managers in accordance with the Board's asset allocation strategy and investment guidelines. The Board also administers the investment programs for the RSP and DCP. The Board consists of 13 trustees including the Directors of Human Resources, Finance, and Management and Budget; the County Council Executive Director; one member recommended by each employee organization; one active employee not represented by an employee organization; one retired employee; two members of the public recommended by the County Council; and two members of the general public.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>0</b>	<b>0.00</b>

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## Motor Pool Fund Contribution

This NDA funds the acquisition of new, additional Motor Pool fleet vehicles, as opposed to replacement vehicles, which are financed through an established chargeback mechanism.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>283,861</b>	<b>0.00</b>
Add: Four Police Vehicles for New Positions in FY21	124,164	0.00
Add: Two Police Vehicles for New Positions in FY20	62,082	0.00
Add: Sheriff's Prisoner Van with ADA Capabilities	45,000	0.00
Add: Vehicle for Montgomery County Fire and Rescue Service Investigator	28,000	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.	(283,861)	0.00
<b>FY21 Recommended</b>	<b>259,246</b>	<b>0.00</b>

## Payments to Municipalities

The Montgomery County Tax Duplication Program, authorized by Chapter 30A of the Montgomery County Code, reimburses municipalities for those public services they provide that would otherwise be provided by the County. The current reimbursement policy current reimbursement policy goes beyond State law, Section 6-305, which requires the County to provide to municipalities only the Property Tax funded portion of those costs. County Council Resolution No. 9-1752, enacted April 27, 1982, increased the scope of program coverage from street-related expenditures to include other public services, such as police supplemental aid, animal control, elderly transportation, parks maintenance, Board of Appeals, and Human Rights.

This program was reviewed in FY96 and technical formula amendments were proposed. The changes were approved, and payment calculations since then are prepared in accordance with County Council Resolution No. 13-650, adopted September 10, 1996. Specifically, as the exact payment amount for the current year cannot be determined until both municipal and County books are closed, reimbursements are based on the final audited cost of performing eligible services during the fiscal year two years prior to the budget year.

For the FY21 payment, the County Executive recommends changing the payment formula so that municipalities would receive 60 percent of certain transportation-related expenditures, 95 percent of computed park expenditures, and certain police and crossing guard payments for Takoma Park.

Payment to Municipalities - FY21 Recommended	
Municipality	FY21 Payment
Brookeville	\$10,490
Chevy Chase, Sec. III	\$39,539
Chevy Chase View	\$53,550
Chevy Chase Village	\$127,890
Town of Chevy Chase	\$166,779
Drummond	\$5,985
Friendship Heights	\$95,647
Gaithersburg	\$1,505,143
Garrett Park	\$62,890
Glen Echo	\$26,933
Kensington	\$176,213
Laytonsville	\$19,766
Martin's Additions	\$34,808
North Chevy Chase	\$32,760
Oakmont	\$4,253
Poolesville	\$318,907
Rockville	\$3,001,159
Somerset	\$68,950
Takoma Park	\$3,612,429
Washington Grove	\$58,275
<b>TOTAL</b>	<b>\$9,422,365</b>

\* This does not include the estimated Municipalities' Speed Camera Allocation of \$129,344

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>8,314,330</b>	<b>0.00</b>
Increase Cost: Formula Calculation Adjustment	1,253,930	0.00
Decrease Cost: Reduction Projected Speed Camera Payments	(16,551)	0.00
<b>FY21 Recommended</b>	<b>9,551,709</b>	<b>0.00</b>

## Prisoner Medical Services

This NDA provides reimbursements to physicians and hospitals for medical care provided to individuals in the custody of any Montgomery County law enforcement agency, with the following exceptions:

- Offenders committed to the custody of the Department of Correction and Rehabilitation (DOCR) and receiving medical treatment paid for by the budget of that department,
- Medical treatment expenses covered by Workers' Compensation,
- Medical treatment expenses covered by personal medical insurance,
- Medical treatment expenses covered by the Federal Government,
- Medical treatment expenses covered by other appropriate and available outside resources.

The Department of Police manages this account with the assistance of the County Attorney. All bills are reviewed to determine the appropriateness of the medical expense reimbursement and to assess the responsible party for the medical expense.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>20,000</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>20,000</b>	<b>0.00</b>

## ☼ Productivity Improvements

This NDA recognizes cost efficiencies identified by Montgomery County Government staff through the evaluation of service delivery models, supervisory/management and workforce structures, relevant tools, equipment, and technologies, operating budgets, and contracts with outside vendors. The critical assessment of these factors and formulation of strategies to maintain, increase, or improve service delivery at a lower cost is a pillar of good government, especially in a fiscally challenging environment. The productivity and performance improvement effort is a collaborative initiative that involves County leadership, management, and represented employees.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Decrease Cost: Productivity Improvements	(10,000,000)	0.00
<b>FY21 Recommended</b>	<b>(10,000,000)</b>	<b>0.00</b>

## ☼ Public Elections Fund

Article IV of Chapter 16 of the County Code requires the Director of Finance to create a Public Election Fund to provide public campaign financing for qualified candidates for County Executive or County Council. The law is intended to encourage more candidates who do not have access to large contributions from interest groups or individuals to run for County elective offices. This NDA provides for the distribution of public contributions to qualified candidates in a contested election. This funding level was recommended by the Committee to Recommend Funding for Public Election Fund.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Increase Cost: Public Election Fund (2022 Elections)	1,500,000	0.00
<b>FY21 Recommended</b>	<b>1,500,000</b>	<b>0.00</b>

## ☼ Public Technology, Inc.

The Public Technology Institute (PTI) actively supports local government executives and elected officials through research, education, executive-level consulting services, and national recognition programs. As the only technology organization created by and for cities and counties, PTI works with a core network of leading local officials - the PTI membership - to identify research opportunities, provide thought leadership and professional development opportunities, share solutions, provide technology support services, recognize member achievements and address the many technology issues that impact local government.

Funds are budgeted each year to continue membership in PTI.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>20,000</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>20,000</b>	<b>0.00</b>

## ☼ Retiree Health Benefits Trust

Consolidated Retiree Health Benefits Trust: Beginning in FY08, the County implemented a plan to set aside funds for retiree health benefits, similar to the County's 50 year-old practice of prefunding for retiree pension benefits. Due to exponential growth

in expected retiree health costs, the County had determined the cost of funding these benefits, which were being paid out as the bills came due, would become unaffordable. Setting aside money now and investing it in a Trust Fund, which is invested in a similar manner as the pension fund, not only is a prudent and responsible approach but will result in significant savings over the long term.

The County's approach to address retiree health benefits funding is to determine an amount which, if set aside on an annual basis and actively invested through a trust vehicle, will build up over time and provide sufficient funds to pay future retiree health benefits and any accrued interest on unfunded liability. This amount, known as an Actuarially Determined Contribution or "ADC", normally consists of two pieces - the annual amount the County would usually pay out for health benefits for current retirees (the pay-as-you-go amount), plus the additional amount estimated to fund retirees' future health benefits (the pre-funding portion). The pay-as-you-go amount can be reasonably projected based on known facts about current retirees, and the pre-funding portion is estimated on an actuarial basis.

The County's policy is to pay the full amount of ADC each year. In FY11, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The Bill amended existing law and provided a funding mechanism to pay for other post employment benefits (OPEB) for employees of Montgomery County Public Schools and Montgomery County College. In FY15, the County and all other agencies implemented the Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015. This has reduced retiree drug insurance costs and the County's OPEB liability. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY20, these contributions were budgeted at \$34.7 million (County General Fund), \$78.5 million (MCPS Consolidated Trust), and \$5.4 million (Montgomery College Consolidated Trust).

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>34,680,830</b>	<b>0.00</b>
Decrease Cost: County Contribution Based on Actuarial Valuation	(22,425,170)	0.00
<b>FY21 Recommended</b>	<b>12,255,660</b>	<b>0.00</b>

## Risk Management (General Fund)

This NDA funds the General Fund contribution to the Liability and Property Coverage Self-Insurance Fund. The Self-Insurance Fund, managed by the Division of Risk Management in the Department of Finance, provides comprehensive insurance coverage to contributing agencies. Contribution levels are based on the results of an annual actuarial study. Special and Enterprise Funds, as well as outside agencies and other jurisdictions, contribute to the Self-Insurance Fund directly.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>19,791,523</b>	<b>0.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,439,501	0.00
<b>FY21 Recommended</b>	<b>22,231,024</b>	<b>0.00</b>

## Rockville Parking District

This NDA provides funding towards the redevelopment of the City of Rockville Town Center and the establishment of a parking district. The funding reflects a payment from the County to the City of Rockville for County buildings in the Town Center

development and is based on the commercial square footage of County buildings.

Also included are funds for the cost of library employee parking and the County's capital cost contribution for the garage facility as agreed in the General Development Agreement.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>420,000</b>	<b>0.00</b>
Decrease Cost: Rockville Parking District	(1,300)	0.00
<b>FY21 Recommended</b>	<b>418,700</b>	<b>0.00</b>

## Skills for the Future

The Skills for the Future Non-Departmental Account was established in May 2019 to provide funding for high-quality Science, Technology, Engineering, Arts, and Mathematics (STEAM) programming in both academic and recreational settings to low-income youth. The intent of this funding is to build a pipeline of technical talent that will ensure equitable access to high-paying jobs and allow Montgomery County to continue to offer one of the best educated work forces in the world. The Department of Recreation will administer these funds that will provide grants and pilot projects that give low-income youth access to STEAM programming.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>250,000</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>250,000</b>	<b>0.00</b>

## State Positions Supplement

This NDA provides for the County supplement to State salaries and fringe benefits for secretarial assistance for the resident judges of the Maryland Appellate Courts.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>60,756</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>60,756</b>	<b>0.00</b>

## State Property Tax Services

This NDA funds the reimbursement to the State for three programs that support the property tax billing administration conducted by the Department of Finance: the Montgomery County's Homeowners Credit Supplement, the Homestead Credit Certification Program, and the County's share of the cost of conducting property tax assessments by the State Department of Assessments and Taxation. This NDA also funds the County Renters' Property Tax Relief Supplement (Bill 21-15) enacted in 2016 and administered by the Department of Finance.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,565,615</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>3,565,615</b>	<b>0.00</b>

## ☀ State Retirement Contribution

This NDA provides for the County's payment of two items to the State Retirement System:

- Maryland State Retirement System: Unfunded accrued liability, as established by the Maryland State Retirement System (MSRS), for employees hired prior to July 1, 1984, who are members of the MSRS (including former Department of Social Services employees hired prior to July 1, 1984), and for those who have retired (all County employees participated in the State Retirement System until 1965.) The County's contribution for this account is determined by State actuaries. Beginning in FY81, the amount due was placed on a 40-year amortization schedule. The funding of the 40-year amortization schedule was completed in FY20.
- State Library Retirement: Accrued liability for retirement costs for three Montgomery County Public Library retirees who are receiving a State retirement benefit. These were County employees prior to 1966 who opted to stay in the State plan.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,596,360</b>	<b>0.00</b>
Eliminate: Ending of Amortization for Employer Contributions	(1,592,606)	0.00
<b>FY21 Recommended</b>	<b>3,754</b>	<b>0.00</b>

## ☀ Takoma Park Library Annual Payments

The annual amount provided in this NDA is a function of County expenditures for the Montgomery County Public Libraries (as a share of property tax-funded spending) and the City of Takoma Park's assessable base. The payment is authorized by Section 2-53 of the Montgomery County Code.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>188,329</b>	<b>0.00</b>
Decrease Cost: Formula Projection Adjustment	(2,356)	0.00
<b>FY21 Recommended</b>	<b>185,973</b>	<b>0.00</b>

## ☀ Takoma Park Police Rebate

The County provides financial support to the City of Takoma Park for police protection services in accordance with provisions of the County Code. This provision was enacted in 1949 and provides a payment to the City for protective services for the County residents of the City of Takoma Park. The payment is based on a formula, which uses \$0.048 per \$100 of assessable base tax rate with "full value assessment" levied on real property.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,126,765</b>	<b>0.00</b>
Increase Cost: Formula Projection Adjustment	100,807	0.00
<b>FY21 Recommended</b>	<b>1,227,572</b>	<b>0.00</b>

## ☀ Telecommunications

This NDA provides the operating expenses appropriations for telecommunication charges incurred by departments, including land-line charges and Private Branch Exchange System (PBX) maintenance and support charges. Prior to FY17, the Department of

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Technology Services charged individual departments and funds for expenses incurred.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>5,356,382</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>5,356,382</b>	<b>0.00</b>

### Vision Zero

This NDA provides for the planning and implementation of educational, enforcement, and engineering efforts to reduce the number of traffic related fatalities to zero. This could include activities such as targeted enforcement of distracted and aggressive driving; educational campaigns to increase driver awareness of pedestrians and bicyclists; or designing roadways to reduce conflicts and enhance safety.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>175,000</b>	<b>0.00</b>
Increase Cost: FY21 Compensation Adjustment	665	0.00
Technical Adj: Character Reallocation for New Vision Zero Coordinator	0	1.00
<b>FY21 Recommended</b>	<b>175,665</b>	<b>1.00</b>

### Working Families Income Supplement

This NDA provides funds to supplement the State's Refundable Earned Income Tax Credit (EITC). The intent of the Working Families Income Supplement is to provide financial assistance to low-income working families in Montgomery County. The County, through the NDA, reimburses the State for the cost of the refund and related administrative expenses.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>20,105,090</b>	<b>0.00</b>
<b>FY21 Recommended</b>	<b>20,105,090</b>	<b>0.00</b>

### WorkSource Montgomery, Inc

This is the private non-profit corporation authorized by Council Resolution 18-295 as the County's designated workforce development corporation. WorkSource Montgomery, Inc. has been designated to implement the County's workforce development policies established by the Workforce Development Board to promote job growth and talent attraction.

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,690,594</b>	<b>0.00</b>
Enhance: Summer Rise Program	180,000	0.00
Eliminate: Pepco/Excelon Merger Funds	(425,000)	0.00
<b>FY21 Recommended</b>	<b>1,445,594</b>	<b>0.00</b>

## BUDGET SUMMARY

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	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	601,676	2,226,225	1,681,311	3,156,080	41.8 %
Employee Benefits	(284,186)	131,836	188,838	365,864	177.5 %
<b>County General Fund Personnel Costs</b>	<b>317,490</b>	<b>2,358,061</b>	<b>1,870,149</b>	<b>3,521,944</b>	<b>49.4 %</b>
Operating Expenses	202,506,273	307,556,501	283,757,373	271,918,977	-11.6 %
Capital Outlay	0	219,861	219,861	0	-100.0 %
<b>County General Fund Expenditures</b>	<b>202,823,763</b>	<b>310,134,423</b>	<b>285,847,383</b>	<b>275,440,921</b>	<b>-11.2 %</b>
PERSONNEL					
Full-Time	18	20	20	21	5.0 %
Part-Time	0	0	0	1	—
FTEs	4.64	6.38	6.38	12.51	96.1 %
REVENUES					
Conference Center - Net Proceeds	2,441,577	2,000,000	2,400,000	2,400,000	20.0 %
Conference Center - Rental Income	319,100	319,100	319,100	319,100	—
Miscellaneous Revenues	0	431,171	431,171	431,171	—
Property Rentals	4,412,489	3,850,000	4,400,000	4,400,000	14.3 %
<b>County General Fund Revenues</b>	<b>7,173,166</b>	<b>6,600,271</b>	<b>7,550,271</b>	<b>7,550,271</b>	<b>14.4 %</b>
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	619,888	619,888	619,888	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund - MCG Personnel Costs</b>	<b>0</b>	<b>619,888</b>	<b>619,888</b>	<b>619,888</b>	<b>—</b>
Operating Expenses	0	20,000,000	20,000,000	20,000,000	—
<b>Grant Fund - MCG Expenditures</b>	<b>0</b>	<b>20,619,888</b>	<b>20,619,888</b>	<b>20,619,888</b>	<b>—</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
State Grants	0	20,000,000	20,000,000	20,000,000	—
<b>Grant Fund - MCG Revenues</b>	<b>0</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>20,000,000</b>	<b>—</b>
DEPARTMENT TOTALS					
<b>Total Expenditures</b>	<b>202,823,763</b>	<b>330,754,311</b>	<b>306,467,271</b>	<b>296,060,809</b>	<b>-10.5 %</b>
<b>Total Full-Time Positions</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>5.0 %</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>—</b>
<b>Total FTEs</b>	<b>4.64</b>	<b>6.38</b>	<b>6.38</b>	<b>12.51</b>	<b>96.1 %</b>
<b>Total Revenues</b>	<b>9,603,166</b>	<b>26,600,271</b>	<b>27,550,271</b>	<b>27,550,271</b>	<b>3.6 %</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Arts and Humanities Council	5,623,159	0.00	5,623,159	0.00
Boards, Committees and Commissions	22,950	0.00	72,950	0.00
Charter Review Commission	1,150	0.00	1,150	0.00
Children's Opportunity Fund	375,000	0.00	375,000	0.00
Climate Change Planning	400,000	0.00	400,000	0.00
Community Grants	12,876,982	0.00	10,045,238	0.00
Compensation and Employee Benefit Adjustments	2,752,385	1.05	3,504,318	1.18
Conference and Visitors Bureau	1,584,260	0.00	1,717,834	0.00
Conference Center	661,531	1.00	539,711	1.00
Consolidated Retiree Health Benefit Trust - College	5,391,000	0.00	5,523,000	0.00
Consolidated Retiree Health Benefit Trust - MCPS	78,533,000	0.00	69,358,879	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	8,006,200	0.00	9,327,910	0.00
Early Care and Education	5,992,589	0.00	7,392,589	0.00
Future Federal/State/Other Grants	20,000,000	0.00	20,000,000	0.00
Grants To Municipalities in Lieu Of Shares Tax	28,020	0.00	28,020	0.00
Group Insurance Retirees	46,113,000	0.00	47,106,273	0.00
Historical Activities	150,000	0.00	165,000	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	6,788,049	0.00	6,962,075	0.00
Inauguration and Transition	0	0.00	0	0.00
Incubator Programs - Economic Development Partnership	3,025,173	1.00	3,206,746	2.00
Independent Audit	425,464	0.33	427,008	0.33
Innovation Fund	750,000	0.00	0	0.00
Interagency Technology, Policy, and Coordination Commission	3,000	0.00	3,000	0.00
Labor Management Relations Committee	0	0.00	150,000	0.00
Productivity Improvements	0	0.00	(10,000,000)	0.00
Leases	21,146,823	0.00	22,706,895	0.00
Legislative Branch Communications Outreach	888,007	3.00	1,070,180	7.00
Metro Washington Council of Governments	1,684,519	0.00	1,684,519	0.00
Montgomery Coalition for Adult English Literacy	1,857,058	0.00	2,007,058	0.00
Montgomery County Economic Development Corporation	5,007,750	0.00	5,007,750	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	283,861	0.00	259,246	0.00
Payments to Municipalities	8,314,330	0.00	9,551,709	0.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	0	0.00	1,500,000	0.00
Public Technology, Inc.	20,000	0.00	20,000	0.00

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Retiree Health Benefits Trust	34,680,830	0.00	12,255,660	0.00
Risk Management (General Fund)	19,791,523	0.00	22,231,024	0.00
Rockville Parking District	420,000	0.00	418,700	0.00
Skills for the Future	250,000	0.00	250,000	0.00
Climate Response	2,884,990	0.00	2,884,990	0.00
State Positions Supplement	60,756	0.00	60,756	0.00
State Property Tax Services	3,565,615	0.00	3,565,615	0.00
State Retirement Contribution	1,596,360	0.00	3,754	0.00
Takoma Park Library Annual Payments	188,329	0.00	185,973	0.00
Takoma Park Police Rebate	1,126,765	0.00	1,227,572	0.00
Telecommunications	5,356,382	0.00	5,356,382	0.00
Vision Zero	175,000	0.00	175,665	1.00
Working Families Income Supplement	20,105,090	0.00	20,105,090	0.00
WorkSource Montgomery, Inc	1,690,594	0.00	1,445,594	0.00
<b>Total</b>	<b>330,754,311</b>	<b>6.38</b>	<b>296,060,809</b>	<b>12.51</b>

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# Utilities

## RECOMMENDED FY21 BUDGET

\$25,845,719

## FULL TIME EQUIVALENTS

0.00

 DAVID DISE, DIRECTOR

## MISSION STATEMENT

The goals of the County Government relating to utility consumption are to:

- achieve energy savings by the elimination of wasteful or inefficient operation of building systems;
- continue improvements in energy efficiency in all County operations; and
- obtain required energy fuels at the most favorable cost to the County.

The Department of General Services manages the payment for over 1,500 separately metered utility accounts for these County facilities, streetlights, and traffic control signalized intersections.

## BUDGET OVERVIEW

The FY21 Recommended Budget for the tax-supported Utilities NDA is \$25,845,719, a decrease of \$131,582 or 0.5 percent from the FY20 Approved Budget of \$25,977,301. Allocation of these utilities expenditures is approximately: electricity, 77.1 percent; natural gas, 9.6 percent; water and sewer, 9.5 percent; fuel oil, 0.1 percent; and propane, 0.1 percent. Renewable energy and other expenses total 3.6 percent.

The FY21 Recommended Budget includes County government utilities expenditures for both tax and non-tax supported operations. Tax-supported utilities expenditures related to the General Fund departments are budgeted in the Utilities NDA, while utilities expenditures related to special fund departments are budgeted in those funds. Some of these special funds, such as Recreation and portions of the Department of Transportation, are tax supported. Other special funds, such as Solid Waste, are supported through user fees or charges for services, instead of through taxes.

Utilities expenditures are also found in the budgets of other County agencies: Montgomery County Public Schools (MCPS), Montgomery College, the Washington Suburban Sanitary Commission (WSSC), and the Maryland-National Capital Park and Planning Commission (M-NCPPC). The total budget request for these outside agencies is \$72,793,448, which includes the entire bi-county area of WSSC.

The FY21 Recommended tax supported budget for Utilities Management, including both the General Fund NDA (\$25,845,719) and the other tax supported funds (\$3,955,772), is \$29,801,491, a decrease of \$119,082 or approximately 0.4 percent below the FY20

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Approved utilities budget. The FY21 Recommended Budget for non-tax supported utilities expenditures is \$4,895,566, an increase of \$316 above the FY20 Approved Budget.

Increased utilities expenditures result primarily from greater consumption due to new facilities or services, increased rates, and in some cases a more precise alignment of budgeted costs with actual prior year expenditures by utility type. Energy conservation and cost-saving measures (e.g., new building design, lighting technology, energy, and HVAC management systems) help offset increased utility consumption or unit costs. Renewable energy may include credits to offset fossil fuel purchases.

Unleaded gasoline, diesel, and compressed natural gas fuels are purchased from various providers, and are budgeted in the Department of General Services, Division of Fleet Management Services and not the General Fund Utilities NDA. The General Fund Utilities NDA also includes expenses (under the "Other" category) for consultant support and energy accounting software.

The following is a description of utility service requirements for departments which receive tax or non-tax supported appropriations for utilities expenditures. The utilities expenditures for the non-tax supported operations are appropriated within their respective operating funds but are described in the combined utilities presentation for reader convenience.

## **TAX SUPPORTED**

### **Department of General Services**

The Department of General Services is responsible for managing all utilities for general County operations including all County office buildings, police stations, libraries, health and human services facilities, correctional facilities, maintenance buildings, and warehouses.

### **Department of Transportation**

The Department of Transportation manages all County streetlights, traffic signals, traffic count stations, and flashing school signs. The utilities expenditures for these devices are budgeted here as this Department designs, installs, controls, and maintains them. In addition, minimal utility costs for the Operations Center and Highway Maintenance Depots are budgeted in the Traffic Engineering component of the General Fund NDA.

### **Division of Transit Services - Mass Transit**

The Department of Transportation Mass Transit Facilities Fund supports all utilities associated with the Ride On transit centers and Park and Ride Lots.

### **Department of Recreation**

The Department of Recreation funds all utility costs for its recreational facilities located throughout the County, such as swimming pools, community recreation centers, and senior centers.

## **NON-TAX SUPPORTED**

### **Fleet Management Services**

The Department of General Services - Fleet Management Services utility expenditures are displayed in the Special Fund Agencies - Non-Tax Supported section, to reflect that Fleet Management Services expenditures are appropriated in the budgets of other departments, and are not appropriated in Fleet Services.

The Department of General Services - Fleet Management Services Motor Pool Internal Service Fund supports all utilities associated with the vehicle maintenance garages in Rockville, Silver Spring, and Gaithersburg. Fuel for the County's fleet is also budgeted in that special fund, but these costs are not included in the utilities expenditures displayed in this section.

### Parking Districts

The Parking Districts fund utility expenditures associated with the operation of all County-owned parking garages and parking lots.

### Alcohol Beverage Services

Alcohol Beverage Services (formerly the Department of Liquor Control) funds utility expenditures associated with the operation of the liquor warehouse, administrative offices, and the County operated retail liquor stores.

### Department of Environmental Protection, Solid Waste Services

Solid Waste Services funds utility expenditures associated with the operation of the County's Solid Waste Management System. Utilities expenditures associated with the operation of the Oaks Sanitary Landfill maintenance building, the County's Recycling Center, the Resource Recovery Facility, and most of the Solid Waste Transfer Station are currently the responsibility of the operators. Only the site office and maintenance depot costs continue to be budgeted as an identifiable utilities expenditure in the Solid Waste Disposal Fund.

### Other Agencies

Utilities for MCPS, Montgomery College, WSSC (bi-county), and M-NCPPC are displayed in the charts on the following pages. These are the amounts requested in the budgets of those agencies.

## COUNTY PRIORITY OUTCOMES

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

-  **Easier Commutes**
-  **Safe Neighborhoods**

## PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services/Utilities Management at 240.777.6028 or Naeem Mia of the Office of Management and Budget at 240.777.2786 for more information regarding this department's operating budget.

### BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>County General Fund Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	25,638,023	25,977,301	25,187,301	25,845,719	-0.5 %
<b>County General Fund Expenditures</b>	<b>25,638,023</b>	<b>25,977,301</b>	<b>25,187,301</b>	<b>25,845,719</b>	<b>-0.5 %</b>
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY20 ORIGINAL APPROPRIATION</b>	<b>25,977,301</b>	<b>0.00</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Decrease Cost: Reduction in Utilities Costs [Utilities]	(131,582)	0.00
<b>FY21 RECOMMENDED</b>	<b>25,845,719</b>	<b>0.00</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>
No inflation or compensation change is included in outyear projections.						
<b>Subtotal Expenditures</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>	<b>25,846</b>

EXPENDITURES BY DEPARTMENT/AGENCY							
	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	APPROVED FY20	RECOMMENDED FY21	CHANGE BUD/REC	% CHANGE BUD/REC
<b>COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS</b>							
<b>NON-DEPARTMENTAL ACCOUNT</b>							
Facilities	18,610,750	18,038,873	18,082,084	17,260,105	17,805,914	545,809	3.2%
Traffic Signals and Streetlighting	8,992,294	8,480,641	8,480,641	8,717,198	8,039,805	(677,391)	-7.8%
<b>GENERAL FUND NDA EXPENDITURES</b>	<b>25,603,044</b>	<b>24,519,514</b>	<b>24,562,705</b>	<b>25,977,301</b>	<b>25,845,719</b>	<b>(131,582)</b>	<b>-0.5%</b>
<b>OTHER TAX SUPPORTED OPERATIONS</b>							
Transit Services	147,383	145,044	24,529	188,700	201,200	12,500	6.6%
Recreation	3,675,506	3,661,407	3,618,163	3,754,572	3,754,572	0	0.0%
<b>SUBTOTAL</b>	<b>3,822,889</b>	<b>3,806,451</b>	<b>3,642,692</b>	<b>3,943,272</b>	<b>3,956,772</b>	<b>12,500</b>	<b>0.3%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>29,425,913</b>	<b>28,325,965</b>	<b>28,205,397</b>	<b>29,920,573</b>	<b>29,801,491</b>	<b>(119,082)</b>	<b>-0.4%</b>
<b>COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS</b>							
Fleet Management Services	997,885	1,034,918	362,824	1,630,392	1,630,392	0	0.0%
Parking Districts	2,441,011	2,486,172	2,175,297	2,358,396	2,358,396	0	0.0%
Alcohol Beverage Services	713,674	715,910	700,605	725,810	725,810	0	0.0%
Environmental Protection (Solid Waste Services)	160,147	122,019	122,020	180,652	180,968	316	0.2%
<b>TOTAL NON-TAX SUPPORTED</b>	<b>4,312,717</b>	<b>4,359,019</b>	<b>3,360,747</b>	<b>4,895,250</b>	<b>4,895,566</b>	<b>316</b>	<b>0.0%</b>
<b>SUMMARY - COUNTY GOVERNMENT</b>							
<b>TOTAL TAX SUPPORTED</b>	<b>29,425,913</b>	<b>28,325,965</b>	<b>28,205,397</b>	<b>29,920,573</b>	<b>29,801,491</b>	<b>(119,082)</b>	<b>-0.4%</b>
<b>TOTAL NON-TAX SUPPORTED</b>	<b>4,312,717</b>	<b>4,359,019</b>	<b>3,360,747</b>	<b>4,895,250</b>	<b>4,895,566</b>	<b>316</b>	<b>0.0%</b>
<b>TOTAL COUNTY GOVERNMENT</b>	<b>33,738,630</b>	<b>32,684,984</b>	<b>31,566,143</b>	<b>34,815,823</b>	<b>34,697,057</b>	<b>(118,766)</b>	<b>-0.3%</b>
<b>OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS</b>							
Montgomery County Public Schools	37,634,363	38,544,627	37,955,846	40,062,130	40,479,040	416,910	1.0%
Montgomery College	7,540,902	7,533,147	7,461,385	7,830,311	7,467,066	(363,245)	-4.6%
Washington Suburban Sanitary Commission	22,510,591	20,302,204	19,897,561	19,784,417	20,708,400	923,983	4.7%
M-NCPPC	3,182,797	3,223,435	3,421,877	3,499,895	4,138,942	639,247	18.3%
<b>TOTAL OTHER AGENCIES EXPENDITURES</b>	<b>70,868,653</b>	<b>69,603,413</b>	<b>68,736,669</b>	<b>71,176,553</b>	<b>72,793,448</b>	<b>1,616,895</b>	<b>2.3%</b>
<b>TOTAL UTILITIES EXPENDITURES</b>	<b>104,607,283</b>	<b>102,288,397</b>	<b>100,302,812</b>	<b>105,992,376</b>	<b>107,490,505</b>	<b>1,498,129</b>	<b>1.4%</b>

EXPENDITURES BY ENERGY SOURCE							
	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	APPROVED FY20	RECOMMENDED FY21	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT							
Electricity	21,301,895	20,408,033	19,915,118	19,671,955	19,926,929	254,974	1.3%
Water & Sewer	2,470,889	2,122,577	2,122,577	3,153,116	2,455,120	(697,996)	-22.1%
Fuel Oil	51,198	6,091	6,091	91,829	33,833	(57,996)	-63.2%
Natural Gas	1,747,702	1,982,939	1,982,939	1,930,838	2,491,488	560,650	29.0%
Propane	31,382	19,874	19,874	63,402	16,872	(46,530)	-73.4%
Renewable Energy	0	0	129,936	239,782	228,158	(11,624)	-4.8%
Other	0	0	406,170	826,582	693,339	(133,243)	-16.1%
<b>GENERAL FUND NDA EXPENDITURES</b>	<b>25,603,044</b>	<b>24,519,514</b>	<b>24,562,705</b>	<b>25,977,304</b>	<b>25,845,719</b>	<b>(131,585)</b>	<b>-0.5%</b>
OTHER TAX SUPPORTED OPERATIONS							
Electricity	2,655,166	2,438,611	2,281,110	2,681,840	2,694,340	12,500	0.5%
Water & Sewer	670,521	797,245	786,298	533,822	533,822	0	0.0%
Fuel Oil	4,791	11,135	11,135	9,628	9,628	0	0.0%
Natural Gas	449,634	498,852	479,844	616,679	616,679	0	0.0%
Propane	42,757	62,608	62,608	57,910	57,910	0	0.0%
Renewable Energy	0	0	0	0	0	0	0.0%
Other	0	0	21,697	43,393	43,393	0	0.0%
<b>SUBTOTAL</b>	<b>3,822,869</b>	<b>3,806,451</b>	<b>3,642,662</b>	<b>3,943,272</b>	<b>3,955,772</b>	<b>12,500</b>	<b>0.3%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>29,425,913</b>	<b>28,325,965</b>	<b>28,205,367</b>	<b>29,920,576</b>	<b>29,801,491</b>	<b>(119,085)</b>	<b>-0.4%</b>
NON-TAX SUPPORTED OPERATIONS							
Electricity	3,831,897	3,832,139	3,182,562	4,277,259	4,277,574	315	0.0%
Water & Sewer	179,439	204,621	38,396	211,235	211,235	0	0.0%
Fuel Oil	1,592	3,617	3,888	4,162	4,162	0	0.0%
Natural Gas	299,544	318,342	97,435	354,727	354,727	0	0.0%
Propane	0	0	0	1,040	1,040	0	0.0%
Renewable Energy	0	0	0	0	0	0	0.0%
Other	0	0	38,467	46,827	46,829	2	0.0%
<b>TOTAL NON-TAX SUPPORTED</b>	<b>4,312,472</b>	<b>4,359,019</b>	<b>3,360,747</b>	<b>4,895,250</b>	<b>4,895,567</b>	<b>317</b>	<b>0.0%</b>
SUMMARY - COUNTY GOVERNMENT							
Electricity	27,788,958	26,678,783	25,378,790	26,631,054	26,898,843	267,789	1.0%
Water & Sewer	3,320,829	3,124,743	2,947,271	3,898,173	3,200,177	(697,996)	-17.9%
Fuel Oil	57,579	20,843	21,113	105,619	47,623	(57,996)	-54.9%
Natural Gas	2,496,880	2,778,133	2,540,218	2,902,044	3,482,874	580,830	19.3%
Propane	74,139	82,482	82,482	122,352	75,822	(46,530)	-38.0%
Renewable Energy	0	0	129,936	239,782	228,158	(11,624)	-4.8%
Other	0	0	486,333	916,802	783,561	(133,241)	-14.5%
<b>TOTAL COUNTY GOVERNMENT</b>	<b>33,738,385</b>	<b>32,684,984</b>	<b>31,566,143</b>	<b>34,815,826</b>	<b>34,697,058</b>	<b>(118,768)</b>	<b>-0.3%</b>
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Electricity	57,578,814	55,090,789	54,934,998	56,003,004	56,922,748	919,742	1.6%
Water & Sewer	6,484,799	6,344,748	6,888,725	7,236,591	8,259,848	1,023,057	14.1%
Fuel Oil	57,738	312,692	218,622	125,242	150,028	24,786	19.8%
Natural Gas	6,504,738	7,552,826	6,392,977	7,397,292	7,043,357	(353,935)	-4.8%
Propane	242,564	302,358	246,965	308,607	319,530	10,923	3.5%
Renewable Energy	0	0	54,384	105,817	98,139	(7,678)	-7.3%
Other	0	0	0	0	0	0	0.0%
<b>SUBTOTAL</b>	<b>70,868,653</b>	<b>69,603,413</b>	<b>68,736,689</b>	<b>71,176,553</b>	<b>72,793,448</b>	<b>1,616,895</b>	<b>2.3%</b>
TOTAL UTILITIES EXPENDITURES							
Electricity	85,367,772	81,769,572	80,313,788	82,634,058	83,821,589	1,187,531	1.4%
Water & Sewer	9,805,628	9,469,491	9,835,998	11,134,764	11,459,825	325,061	2.9%
Fuel Oil	115,317	333,535	239,735	230,861	197,651	(33,210)	-14.4%
Natural Gas	9,001,618	10,330,959	8,933,195	10,299,336	10,506,231	206,895	2.0%
Propane	316,703	384,840	329,447	430,959	395,352	(35,607)	-8.3%
Renewable Energy	0	0	184,320	345,599	326,297	(19,302)	-5.6%
Other	0	0	486,333	916,802	783,561	(133,241)	-14.5%
<b>TOTAL UTILITIES EXPENDITURES</b>	<b>104,607,038</b>	<b>102,288,397</b>	<b>100,302,812</b>	<b>105,992,379</b>	<b>107,490,506</b>	<b>1,498,127</b>	<b>1.4%</b>



# Climate Change

## LINKAGE TO COUNTY RESULTS AREAS

- A Greener County
- A Growing Economy
- Thriving Youth and Families
- Effective, Sustainable Government

## PROGRAM CONTACTS

Contact Adriana Hochberg, Climate Change Coordinator, at 240.777.2548, or Patrice Bubar, Deputy Director of the Department of Environmental Protection at 240.777.2786 for more information.

### Program Overview

Montgomery County is undertaking a climate planning process to combat the climate emergency and meet our goal of 100 percent reduction of greenhouse gas (GHG) emissions by 2035 and 80 percent reduction by 2027. The Administration is actively seeking public input on strategies through which the government, the business sector, and County residents can help reduce GHG emissions. Everybody can be good stewards of the energy we consume, the products we use, and the waste we produce.

In FY21, the Montgomery County will continue to transition the County fleet to electric vehicles (EVs), with plans to procure more electric buses and electric administrative and motor pool vehicles. The County will continue to install solar panels on County facilities through public-private partnerships, including 5.3 megawatts on the closed Oaks landfill, which will be used to power County facilities and provide community solar benefits to low-and-moderate income residents. Energy efficiency projects will continue to be implemented at County facilities as well.

The County plans to expand public transportation options to encourage the use of non-auto travel modes. For example, the e-bikes and e-scooters pilot program will continue, with residents and visitors encouraged to use them for short trips and to connect to mass transit. FY21 will also be the first year of operations for FLASH, Montgomery County's new express bus service along US 29 (Colesville Road). The successful Kids Ride Free program will continue as well, allowing all youth ages 18 and under to ride for free on our local buses, and the Seniors Ride Free program, offering free rides on local buses during off-peak periods. Employer incentives will be enhanced so they can buy down the cost of transit and vanpooling for their employees through the FareShare Program, and use of the Transportation Demand Management will be expanded beyond the current Transportation Management Districts by implementing the recently passed NextGen Transportation Demand Management legislation. The County is also building an extensive network of bikeway facilities, including protected bike lanes. These include facilities related to the Purple Line and Bethesda Metro Station transit projects and those in Bicycle and Pedestrian Priority Areas (BiPPA) and master plan areas.

To support the transition to EVs, the County will increase availability of EV charging stations in our public parking facilities and at other County facilities. In addition, guidelines will be implemented for offering on-street EV charging in residential neighborhoods that don't have off-street alternatives for siting EV charging stations.

The County will develop energy-performance requirements for both new and existing buildings with a goal to get new commercial and multi-family buildings to achieve net-zero energy use by 2030. And support is increased for the Tree Montgomery Program, a tree-planting program which installs trees on private properties free of charge.

Montgomery County will improve efforts to respond to, prevent, and mitigate risks for flooding with an additional FTE with

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hydrologic expertise to educate the public about changing flood risk and encourage Flood Insurance program participation. This position will also assist dam owners prepare for the impacts of climate change, and develop and use data such as GIS to better understand our changing flood risk.

## **FY21 Initiatives**

- Complete the County's Climate Action and Resilience Plan to guide the County's actions to address climate change.
- Use of the Climate Change Non-departmental Account to fund technical analysis and begin implementation of the County's Climate Change Workgroup recommendations.
- Plant more trees by increasing funding to address the backlog of tree requests in the Tree Montgomery Program.
- Creation of new position in the Office of Emergency Management and Homeland Security to add hydrologic expertise to the County, improving our ability to predict and respond to flooding events.
- Install solar panels on the closed Oaks Landfill, generating 5.3 megawatts of electricity.
- Develop energy performance standards for both new and existing buildings.
- Procure electric buses and electric administrative and motor pool vehicles.
- Complete Phase I of the Brookeville Bus Depot electric bus charging station installation.
- Increase the availability of electric vehicle charging stations at public parking facilities and other County locations.
- Extend the e-bike and e-scooter pilot program and promote their use for short trips and to connect to transit in more areas of the County.
- Begin the first year of operations for FLASH, Montgomery County's new express bus service along US-29 (Colesville Road).
- Enhance incentives for employers to buy-down the cost of transit and vanpooling for their employees through the FareShare program
- Expand the use of Transportation Demand Management (TDM) beyond the current Transportation Management Districts by implementing the recently passed NectGen TDM legislation.
- Continue to build an extensive network of bikeway facilities including protected bike lanes, including those associated with the Purple Pine and Bethesda Metro Station projects and those in BiPPa and master plan areas.

## **ONGOING EFFORTS**

### Department of Environmental Protection (DEP)

- Green Business Certification Program: A voluntary program that recognizes and encourages businesses to take steps to reduce their ecological footprint.
- The County's Benchmarking Law: Building owners are to use a standard metric to measure energy usage, identifying energy savings opportunities. DEP offers assistance to building owners with compliance.
- Energy Connection: A program whose goal is to be a trusted source of information about home energy efficiency and renewable energy options.
- Tree Montgomery Program: A program that plants shade trees for property owners, free of charge, and implemented in partnership with the Department of Transportation.
- County Recycling Programs: DEP collects recycling from single family properties and processes recyclables from the entire County (single family homes, multi-family properties, businesses, etc.).

### Department of Transportation

- Ride On: The County's public bus system provides an affordable alternative to driving.
- Capital Bikeshare, e-scooters, and e-bikes: Capital Bikeshare offers stations throughout the County, providing a

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low-carbon alternative for short trips. The e-scooter and e-bike pilot program are another option for residents and visitors.

- Commuter Services: Facilitate and encourage the use of public transportation with programs like FareShare, the Commuter Choice Tax Credit, and Get In.
- Express bus programs: FLASH (starting in 2020) and Ride On Route 101 provide fast, reliable bus service along major County corridors.

#### Department of General Services (DGS)

- Office of Energy and Sustainability: Ensures County operations are environmentally sensitive and integrates sustainability into County decision making.
- Solar installations: Over 7.6 megawatts (MW) of electricity is generated from solar panels on County facilities. An additional 5.3 MW are planned for the decommissioned Oaks Landfill.
- Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses.

#### Office of Emergency Management and Homeland Security (OEMHS)

- Hydrologic Expertise: As climate change increases the intensity of rain events, a new position at OEMHS will help identify areas that will become prone to flooding and help the County prepare for the impacts.
- Grant Funding: OEMHS assists DEP and other County agencies pursue State and Federal grants to prepare for the effects of climate change.

#### Department of Permitting Services

- Green Building Program Review: Enforces the County's requirement for new construction, additions, and alterations to conform to the International Energy Construction Code. New commercial construction and additions of 5,000 square feet or greater must conform to the International Green Construction Code.

#### Department of Housing and Community Affairs

- Weatherization Assistance Program: Assists homeowners low-income residents in reducing home energy use by providing energy inspections, air leak identification, insulation, and energy efficient lighting.

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# Services for Seniors

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## LINKAGE TO COUNTY RESULTS AREAS

- Thriving Youth and Families
- A More Affordable and Welcoming County for a Lifetime

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## PROGRAM CONTACTS

Contact Raymond L. Crowel, PSY.D. of the Department of Health and Human Services at 240.777.1266 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 for more information.

### **FY21 RECOMMENDED ENHANCEMENTS**

The FY21 Recommended Budget includes approximately \$26 million in tax supported resources identified for seniors, including funds for community organizations that augment County services for seniors. In addition, the approved budget includes \$24 million in non-tax supported resources for seniors.

#### **Enhancements in the FY21 Recommended Budget include:**

- Increase staff in the Department of Health and Human Services to investigate complaints of maltreatment of abuse and neglect against seniors, secure resources, and provide surrogate decision-making for adults adjudicated through the courts, and
- Expand Senior Transportation in the Department of Recreation to include Friday service and add service to North Potomac Recreation Center.

#### **Non-Departmental Account Community Grants**

- The FY21 Recommended Budget provides grants to community partners of \$1.2M for services benefiting seniors. These community organizations are critical to an effective network of services and are sometimes able to provide these services in a more cost-effective, culturally appropriate, and flexible way. They are also able to leverage community resources that may be unavailable to County Government.

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## DEPARTMENTAL PROGRAMS

Services benefiting seniors are incorporated in the general department program offerings, as well as targeted services. Below are some of the major County government programs currently supporting County seniors.

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### Department of Recreation

- Operate seven Senior Centers.
- Operate a Senior Transportation Service providing limited range age-friendly access to six Senior Centers.
- Operate Active Adult Centers for those 55 and older, where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Operate a Senior Nutrition Program at eight facilities in cooperation with HHS.
- Operate the Senior Sneaker Exercise Program that provides for adults over 55 years of age access to quality exercise and fitness rooms at Recreation Department Community Centers with a reduced annual membership fee.
- Offer Senior Outdoor Adventures in Recreation day trip programs for active adults over 55 years of age.

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- Continue the popular senior mini-trip program. Each senior center and Active Adult Program now receives three trips per year to take seniors to local destinations of interest.
  - Works with other agencies, departments, hospitals, and non-profits to provide a variety of programs, classes, and services identified as community needs to the residents age 55+ of Montgomery County. This includes such programs as World Elder Abuse Awareness Day, Tech Fairs, Health and Wellness Expos, Bone Builders, Senior Fit classes, and a huge variety of ongoing classes and programs.

## Department of Health and Human Services

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- Prevent or reverse nursing home placement for Medicaid eligible persons of all ages by providing supports planning, nurse monitoring, and community based services.
- Transport seniors using Transit Services Ride On buses during off-peak hours to provide transportation to County community recreation centers at least once per week and to grocery stores for a limited number of senior housing complexes one time each week.
- Provide supportive contractual services to seniors including "friendly visitor" services, escorted grocery shopping, legal assistance, and Alzheimer's support services.
- Continue the Escorted Transportation Project with the Jewish Council for the Aging to expand and coordinate new and existing escorted transportation services.
- Promote and expand transportation options available to seniors and people with disabilities through the County Mobility and Transportation Manager who works with advocates and public and private service providers.
- Offer one-stop, hands-on assistance and outreach to County residents regarding services for seniors, persons with disabilities, and their families and caregivers to clarify their needs and identify and access resources.
- Help protect more than 8,900 County residents in 226 assisted living facilities and 34 nursing homes by maintaining a regular presence, investigating complaints, and advocating for seniors' rights.
- Guarantee that seniors over the age of 60 have access to meals, nutrition education, and the opportunity for socialization at community and senior centers and senior apartment buildings.
- Provide home delivered meals to chronically ill clients, age 60 and above, to address the nutritional needs of the County's most frail and vulnerable seniors who are home-bound due to illness or disability and cannot get out or prepare healthful meals on their own. Special consideration is given to low-income individuals, minority individuals, those in rural communities, those with limited English proficiency, and those at risk of institutional care.
- Investigate complaints of maltreatment for abuse and neglect against seniors, secure resources, and provide surrogate decision-making for adults adjudicated through the courts.
- Provide in-home support services to help vulnerable seniors remain safe and cared for in the community and to prevent premature and/or inappropriate institutionalization.
- Offer the Home Care Chore Services Program, which is targeted to low-income, frail, elderly and people with disabilities who need help with light cleaning, vacuuming, laundry, and/or meal preparation in order to remain in their own homes and in the community.
- Maintain funding for respite care services for older adults and persons with disabilities.
- Continue support in the Adult Protective Services/Social Services to Adults Program to address an increase in investigations of financial exploitation resulting from new mandatory reporting requirements for banks.
- Provide Heavy Chore Services to serve seniors with hoarding behaviors to prevent evictions, condemnation, or to correct health and safety conditions. Services include heavy commercial cleaning and pest fumigation.
- Offer short-term respite services to caregivers who provide ongoing care to frail elders.
- Provide Senior Mental Health Services for home-bound seniors and coordinate medication with medical providers.
- Help meet older adult challenges of remaining independent in their homes as they age in their communities through the "Village" model, a grassroots, consumer driven, and volunteer first model. The Village Coordinator assists 28 current and five emerging "Villages" and promotes the creation of new ones.
- Implement a Senior Home Sharing program that matches senior home providers who have a spare room with home seekers

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interested in a long-term housing option.

## Department of Transportation - Transit Services

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- Subsidize taxi service for low-income seniors, age 65 and older, to allow for greater mobility and quality of life.
- Provide information and linkage to transportation resources to senior citizens, maintain a database of resources, help callers fill out forms for transportation programs, and link callers with transportation providers.
- Provide free public transit travel training classes for seniors, increasing their travel options and comfort level with public transportation.
- Continue ongoing advertising campaigns and distribution of senior transportation services.
- Conduct on-site outreach events and presentations about senior transportation options and resources at locations where seniors frequent or reside.
- Provide fixed route service (Ride On) to many senior centers and make Senior SmarTrip cards available through multiple channels.
- Transport seniors to four senior centers and for grocery shopping trips from 12 residential facilities during Ride On's off-peak period.
- Provide free bus service on Ride On and Metrobus during off-peak periods (Monday-Friday 9:30 AM to 3:00 PM and Saturday 8:30 AM to 4:00 PM) and half price fares at all other times.
- Improve bus stops as part of Ride On's safety, ADA compliance, and accessibility program.
- Improve pedestrian crossings by re-timing all traffic signals to extend pedestrian crossing times to accommodate slower walking speeds, upgrade some traffic signals to include accessible/countdown pedestrian signals.
- Continue to improve pedestrian access by using high visibility ladder bar style at crosswalks, focus on pedestrian access safety in work zones and continue converting street lights to LED.

## Department of Public Libraries (MCPL)

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- Provide programs specifically designed to engage patrons over 50 years of age that promote creativity, learning, education, healthy living and social interaction. These activities are essential to vital living, and provided via grant funding, staff work, and partnerships with Montgomery College's Lifelong Learning Institute, HHS, and other agencies.
- Provide diverse programs relevant to the County's population over age 50. Topics include book discussions, intergenerational opportunities, financial security, professional development, business, retirement, taxes, health, employment, technology, consumer issues, English language learning, and others.
- Provide online lifelong learning services and materials, including our seniors-focused web page, and training on how to use e-books and computers.
- Offer large print library materials and other accessibility equipment and services for seniors - assistive technology workstations with desktop magnifiers and computers with screen reading and magnifying software (JAWS and Magic software), adjustable tables, audio induction loop system in meeting rooms (selected branches), and Communication Access Real-Time Translation Services (CART).
- Provide Metro Senior SmarTrip cards for purchase at all library branches.
- Provide Books@Home service, delivering library materials to Montgomery County residents who cannot visit the library because of physical disability, health issue or frailty.
- Provide substantial volunteer opportunities that are frequently utilized by people over 50 at every branch, such as Service Corps for Retired Executives business counseling and Volunteer Center.
- Market library services and resources in newspaper venues focusing on people over 50, such as The Beacon.

## Department of Technology Services (DTS)

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- Senior Planet Montgomery provides technology training for older adults to enable them to use the Internet for daily living,

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extend their ability to live independently, and to find employment and be entrepreneurs in digital economy. Ten-week and five-week training courses and single-day technology exploration lectures are offered throughout the County at senior centers, libraries, the Gilchrist Immigrant Resource Center, WorkSource Montgomery, and recreation centers. In FY20, the Department of Environmental Protection will partner with Senior Planet Montgomery to offer workshops and information to seniors about energy efficiency and ways to reduce energy expenses. Programs outcomes demonstrate that these training programs enable seniors to feel more connected to their families, friends, and communities, feel more optimistic about their future, and have better access to health information and employment opportunities.

### Fire and Rescue Service (MCFRS)

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- To address the disproportionate increase in the number of repeat low acuity 911 calls by seniors, MCFRS implemented the Mobile Integrated Healthcare Pilot Program. In its first year, the pilot program reduced non-emergency calls by 55% for the population served by the program. This collaborative initiative of HHS and MCFRS holistically incorporates the skills of fire/rescue personnel, clinical social workers, and community health nurses to better meet the needs of patients who utilize EMS services frequently and reducing the burden on 911, emergency medical personnel and emergency rooms while still providing superior care.
- Identify strategies to reduce fire risk among the elderly.
- Identify homebound seniors and those with disabilities to provide information on fire safety and risk reduction assistance including the installation of approved smoke alarms appropriate for their needs.
- Continue to partner and expand collaborative partnerships between MCFRS, County agencies and departments, and professional organizations providing services to seniors.
- Continue public education and awareness campaign to educate and inform residents regarding legislative changes to Maryland's Smoke Alarm Law and new County requirements for Carbon Monoxide Alarms.
- Continue appointment-based and door-to-door safety campaigns offering department services to seniors including the evaluation of existing residential smoke alarm equipment, replacement of smoke alarms, and general injury prevention information and education.
- Offer free residential safety evaluations and smoke alarm checks for seniors.
- Assist and partner with communities and neighborhood organizations regarding fire safety, the development of home fire evacuation and escape plans and general injury prevention and emergency preparedness information.
- Continue to support the County's "Villages" model designed to assist residents who are "aging in place" with fire safety, injury prevention and in-home safety, and smoke alarm checks.
- Provide education and training to recruit classes and first responders to increase awareness of the needs, health issues and risks faced by senior citizens.

### Department of Housing and Community Affairs

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- Continue partnering with "Rebuilding Together" by funding some administrative costs for a highly leveraged program that provides home repairs for low-income homeowners, most of whom are seniors and unable to undertake home repairs on their own.
- Continue partnering with the Housing Opportunities Commission of Montgomery County to provide rental assistance to low-income seniors.

### Office of the State's Attorney

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- Aggressively prosecute crimes against seniors and vulnerable adults through the Crimes Against Seniors and Vulnerable Adults Unit of the Office of the State's Attorney.
- Continue to collaborate closely with Adult Protective Services and the Police Department to address crimes against seniors in an efficient and timely manner that holds offenders accountable for their criminal activity.
- Continue to chair the Montgomery County Elder/Vulnerable Adult Abuse Task Force, which brings together representatives from County Agencies to discuss cases of concern and hosts an annual event on World Elder Abuse Awareness Day to promote

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education/prevention of senior abuse.

- Collect data on metrics to include the number of investigations opened, inter-agency collaborations, and prosecutions.

## Community Engagement Cluster

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- Partner with community organizations to provide free tax preparation assistance to low-to-moderate income Montgomery County residents with special attention to seniors age 60+.
- Support opportunities for adults age 60+ to increase access to community activities, socialization, and lifelong learning.
- Provide individual and couples senior counseling services.
- Recognize senior volunteer contributions annually by honoring two seniors with the Neal Potter Path of Achievement Award.
- Continue the Senior Fellows program which taps the experience and skills of retired seniors across a range of issues from affordable housing to transportation options.

## Office of Consumer Protection

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- Continue to recruit seniors and retired professionals to work at Office of Consumer Protection as volunteers providing administrative and investigative assistance.
- Provide Office of Consumer Protection outreach initiatives to provide consumer education regarding consumer scams that target seniors and vulnerable adults.
- Collaborate with legislators and consumer organizations to enact and enhance laws designed to protect seniors from deceptive trade practices.

## Office Human Resources

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- Offer the Senior Fellows Program to augment the County's workforce by tapping into the skill sets of highly talented, experienced, and seasoned professionals which includes seniors.

## Department of Environmental Protection

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- Apply for an exemption for curbside refuse and recycling services available to any individual who because of physical limitations (disability or age) is unable to bring containers to the curb.

## Office of Public Information

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- Produce "Seniors Today," a monthly cable television show highlighting services and programs of interest to seniors.
- Manage seniors website, a central portal offering timely information to seniors and caregivers about County services and programs: <http://www.montgomerycountymd.gov/senior/>.

## Montgomery County Police Department (MCPD)

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- Maintain "Keeping Seniors Safe" crime prevention outreach program, which addresses financial and other frauds and scams; identity theft; shopping safety; and emergency preparedness through presentations from Community Outreach Officers and command staff, and brochures distributed widely.
- Conduct home security surveys in seniors homes.
- Manage Project Lifesaver to help locate seniors with dementia/Alzheimer's Disease.

**Services for Seniors**  
**FY21 Approved Operating Budget**  
**Tax-Supported**

		<b>FY21</b>
<b>Department</b>	<b>Project/Program</b>	<b>Recommended</b>
Health and Human Services	Adult Foster Care	922,359
	Adult Protective Services/SSTA/Public Guardianship	4,548,920
	Aging and Disability Services Resource Unit	228,126
	CFC Nurse Monitoring	2,078,619
	CFC Supports Planning	690,681
	Mental Health Services for Seniors and Persons with Disabilities	76,109
	Ombudsman Services	605,914
	Respite Services	513,121
	Senior Community Programs	1,986,241
	Senior Dental Services	219,337
	Senior Food Program	1,053,720
	The Adult Day Care Subsidies Initiative	321,565
	The Home Care Services program	2,455,791
	The Medical Assistance Eligibility Services	311,814
<b>Sub-total, Health and Human Services</b>		<b>16,012,317</b>
Recreation	Damascus Senior Center	173,446
	Holiday Park Senior Center	505,795
	JCA Senior Transportation	585,683
	Long Branch Senior Center	154,540
	Senior Services	167,291
	North Potomac Senior Center	183,911
	Schweinhaut Senior Center	245,177
	Senior Mini Trips	53,062
	Senior Neighborhood Programs	150,060
	Senior Outdoor Adventure Recreation	259,061
	Wheaton Senior Center	286,863
	White Oak Community Recreation Center Senior programs	197,270
<b>Sub-total, Recreation</b>		<b>2,962,159</b>
Transportation	Call N Ride Program	3,855,442
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	131,196
	Seniors/Disabled Ride Free Program	323,200
<b>Sub-total, Transportation</b>		<b>4,463,698</b>
Other Departments	Community Engagement Cluster - Senior Corps RSVP	64,166
	Community Engagement Cluster - Senior Volunteer Network	40,000
	Community Grants NDA - Grants for Senior Services	1,204,108
	Fire and Rescue -Mobile Integrated Health for Seniors	293,867
	Human Resources - Senior Fellows	50,000
	Police - Project Lifesaver Program	12,500
	Public Information - Senior Beacon Advertising	28,000
	State's Attorney - Crimes Against Seniors and Vulnerable Adults Unit	892,035
	Technology Services - Senior Planet Montgomery	180,000
<b>Sub-total, Other Departments</b>		<b>2,764,676</b>
<b>Total Tax-Supported</b>		<b>26,202,850</b>
<b>Total Non-Tax Supported</b>		<b>23,910,338</b>
<b>Grand Total</b>		<b>50,113,188</b>

Note: Appropriations reported for programs in the Department of Transportation and Community Grants include funds supporting both seniors and the disabled, except Jewish Council on Aging/Connect-A Ride which serves older adults (50+). All other appropriations reflect only funds attributed to senior services.

## Non-Tax Supported

		FY21
Department	Project/Program	Recommended
Health and Human Services	Adult Foster Care	334,995
	Adult Protective Services/SSTA/ Public Guardianship	1,005,033
	Aging and Disability Services Resource Unit	675,131
	Ombudsman Services	283,170
	Respite Services	87,384
	Senior Community Programs	1,093,578
	Senior Food Program	2,176,478
	Senior Group Homes	513,542
	The Home Care Services program	821,425
	The Medical Assistance Long Term Care program	3,761,109
<b>Sub-total, Health and Human Services</b>		<b>10,751,845</b>
Other Departments	Department of Housing and Community Affairs - Knowles Avenue Senior	8,900,000
	Department of Transportation - Call N Ride Program	379,107
	Department of Transportation - Medicaid Special Transportation	3,879,386
<b>Sub-total, Other Departments</b>		<b>13,158,493</b>
<b>Total Non-Tax Supported</b>		<b>23,910,338</b>

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# Vision Zero

## MISSION STATEMENT

Human life takes priority over mobility and other objectives of the road system. Human error is inevitable and the transportation system should be designed to anticipate error so the consequences are not serious or fatal injuries. Through the use of data-informed and equitable approaches, Montgomery County will systematically update the roadway network and utilize targeted education and enforcement to build a culture of safety to eliminate serious and fatal collisions from Montgomery County roadways by 2030.

## LINKAGE TO COUNTY RESULT AREAS

- **Safe Neighborhoods**
- **Easier Commutes**

## PROGRAM CONTACTS

Contact Wade Holland, Vision Zero Coordinator at 240.777.2623, Michael Paylor of the Department of Transportation at 240.777.2190, Capt. David McBain of the Department of Police at 240.773.5952, Neil Greenberger of the Public Information Office at 240.777.6532, or Brady Goldsmith of the Office of Management and Budget at 240.777.2793 for more information regarding this initiative's operating budget.

## PROGRAM DESCRIPTION

Vision Zero is an international movement that relies on data-informed and equitable approaches to improve the design of roads, conduct targeted education and enforcement, and change policies to end serious and fatal traffic crashes. Montgomery County adopted Vision Zero as the successor to the successful Pedestrian Safety Initiative in 2016. The County's Action Plan recommits the county to improving pedestrian safety and expands the collaborative effort to improving safety for drivers and cyclists. The goal of the 2020 Action Plan is to reduce serious and fatal collisions by 40 percent compared to the prior 2012-2016 average. The target will be achieved by completing 32 action items in the areas of engineering, enforcement, education, traffic incident management, and law/policy/advocacy. To learn more about Vision Zero and to read the 2020 Action Plan, visit <https://montgomerycountymd.gov/visionzero/>.

## RESULTS

Preliminary 2019 data show 265 serious and fatal collisions, a 28 percent reduction from the 2012-2016 average. To continue moving towards our long-term goal of zero serious and fatal crashes, the top ten County-maintained roadway segments along the High Injury Network (HIN) were identified and studied, with short- and long-term improvements to be implemented by the Montgomery County Department of Transportation (MCDOT). During the 2018-19 Action Plan, MCDOT improved pedestrian crossings by installing pedestrian beacons and setting a 3.5 feet per second crossing standard at all traffic signals. MCDOT continued installing protected bicycle lanes across the county including the first protected intersection in the Mid-Atlantic. Educational efforts have been conducted in HINs, pedestrian collision hot spots, as well as targeted to high-risk groups. These efforts were conducted in coordination with enforcement efforts and have been used to change unsafe pedestrian and driver behaviors. Engineering improvements, along with education and enforcement, have modified perceptions of risk and responsibility

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on the roads and sidewalks.

The County Executive recommends \$98.6 million in FY21 expenditures in support of Vision Zero. The FY21 Recommended Operating Budget includes \$54.7 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes \$43.9 million in expenditures for FY21.

Services dedicated to improving traffic safety include general program offerings, as well as targeted services. These services address current critical needs and the desired outcome of reducing serious and fatal collisions. Below are some of the major County government programs currently supporting Vision Zero:

## Department of Transportation

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- Continued expansion of pedestrian signals to increase visibility and safety - High-Intensity Activated crossWalk beacons (HAWKS) were installed at Muddy Branch & Harmony Hall, Aspen Hill Road & Northgate Shopping Center, Tuckerman Lane & The Bethesda Trolley Trail, Willard & The Hills Plaza. Four additional beacons are planned for installation in 2020. Pedestal Beacons were installed along the new PEPCO Natural Trail at Schaeffer, Black Rock, MD 118, and MD 28.
- Conducted Bus Stop Audits along corridors throughout the County: Middlebrook Road, MD 355, Randolph Road, and Wheaton Central Business District (MD 97, MD 193, and MD 586) that focus on HIN corridors and seek to improve safety and accessibility for transit users.
- Increase the ability of students to walk or bike to school safely through improved facilities as part of the Safe Routes to Schools program. Also, evaluate and assess traffic and operational safety issues at County schools.
- Participate in the regional Street Smart pedestrian safety education campaign. The campaigns use transit shelters and bus advertising throughout the County to promote safe pedestrian behaviors and to raise awareness of drivers and pedestrians about the importance of bicycle and pedestrian safety. The twice yearly, four-week media campaigns are also coordinated with targeted enforcement actions. Since FY16, this campaign was modified and broadened to a County-wide, year-round effort to also reach the teen and senior populations. Undertook partnerships to conduct Street Smart Virtual Reality Challenge safety campaigns at Westfield Wheaton Mall, Westfield Montgomery Mall, Veterans Plaza, and Blair High School and with the Maryland Highway Safety Office on more Street Smart safety outreach campaigns.
- Implemented traffic calming improvements by installing pedestrian refuge islands, curb extensions, speed humps, and improved signage and markings, such as current projects under design or construction on Wickham Road, Old Baltimore Road, Arlington Road, Lockwood Drive, Brunette Avenue, East Franklin Street, Lamberton Drive at Belgrade Road, Ray Drive at Gist Avenue, Spring Street at Fairview Road, and Grubb Road at Lyttonsville Road. Where traffic calming has been employed in areas with collisions, there has been a measurable reduction in speeding and a 44 percent reduction in pedestrian collisions.
- Implement pedestrian signal timing improvements to provide pedestrians with more time to safely cross streets. This program has thus far completed retiming of all County pedestrian signals, ahead of the November 2019 deadline.
- Improve sidewalk connectivity to transportation, commercial, and employment areas, and medical facilities throughout the County.
- Provide curb ramps for sidewalks and other accessibility barriers on County roadways through the ADA compliance program.
- Built the first protected intersection in the Mid-Atlantic region at Second Ave and Spring Street in Downtown Silver Spring. The rebuilt intersection allows pedestrians and bicyclists additional protection from turning vehicles and crossing time. Increasing cycling usage has been correlated with increased safety in other cities. The narrower travel lanes have also reduced speeds in the corridor, especially at key locations where islands have been installed to benefit pedestrians. Other safety benefits include shorter crossing distances for pedestrians, islands to improve pedestrian safety and visibility, corner islands to reduce turning speed, and floating transit stops which remove the conflict between cyclists and buses making service stops.
- Design and construct an extension from the end of the existing trail in Takoma Park and the Silver Spring Transit Center through the Metropolitan Branch Trail project.
- Conduct both countywide and targeted pedestrian safety education campaigns in HIN's and police district hot spots by

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coordinating with enforcement actions by Montgomery County Police Department, the creation of a 30-member volunteer brigade to conduct bilingual education on the streets, and bilingual education teams to reach at-risk groups within the High Incidence Areas. High school pedestrian safety education was expanded through the Walk Your Way Program and the "YOLO Walk Safe" Campaign with expanded use of social media and school partnering. Additionally held the Don't Be Distracted contest to raise awareness of the dangers of driving distracted. Conducted a Public Service Announcement campaign in Spanish on Univision reaching Hispanic populations by zip code focused on pedestrian and driver safety information. A similar program has been scheduled for Telemundo.

- Conduct evaluations of pedestrian and bicycle facilities in eight of the County's twenty-eight Bicycle and Pedestrian Priority Areas (BiPPAs) and construct improvements to pedestrian and bicycle connectivity and safety in these BiPPAs.
- Updating lighting, signing, marking, and signals standards and investigating complete street guidelines that seek to address crucial Vision Zero core concepts.
- Coordinated with M-NCPPC to review and approve trail crossings and intersections, projects that enhanced safety at many mid-block crossings throughout the County.
- Began coordination with the State Highway Administration (SHA) to implement many safety improvements throughout important High Injury Network corridors in Wheaton and Aspen Hill. The improvements involve many of Vision Zero's core principles of a safe and forgiving infrastructure that accommodates and protects all users.
- Performed corridor lighting studies designed to determine lighting sufficiency and needs to improve safety for drivers, pedestrians and bicyclists. Coordinated with SHA as appropriate on lighting improvements.

## Department of Police

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- Manage and analyze a database of collision data used to inform policy and program decisions through the Police Traffic Division, such as the identification of high crash locations, locations for traffic calming improvements, and groups and areas at high risk of being involved in serious and fatal collisions.
- Target enforcement of pedestrian safety and traffic safety laws in the High Injury Network and areas around elementary, middle, and high schools in coordination with MCDOT's pedestrian safety education activities.
- Continue to implement countywide speed, red light, and school bus camera enforcement to slow traffic to posted speed limits.
- Engage shoppers in parking lots with the "Shop with a Cop" program, where police distribute high-visibility shopping bags and safety tip brochures to address pedestrian collisions that occur in parking lots.
- Work with property managers and property owners to implement improvements that will improve pedestrian safety in parking lots, where 30 percent of the County's pedestrian collisions occur.
- Overall, enhanced enforcement of pedestrian and traffic safety laws helps modify perceptions of risk and responsibility on the road, can change behavior and contribute to building a culture of safety. From calendar year 2012 to calendar year 2019, MCPD increased the number of citations and warnings given to drivers violating pedestrian safety by 192 percent and pedestrians by 17percent.
- Montgomery County Police have been instrumental in helping reduce the number of pedestrian collisions by:
  - o Administering special pedestrian crosswalks, operating safe streets corridors, holiday and school enforcements; and
  - o Dedicating regular on-duty police enforcement in HINs to issue warnings to pedestrians and motorists.

## Public Information Office

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- Coordinated with Police, Transportation, Fire and Rescue, and the County Executive's Office the "Be Safe, Be Seen" campaign in the fall to alert drivers and pedestrians about the dangers that come with reduced daylight. The campaign reached 10,000 residents at high traffic commuter stations and county high schools.
- Continue the bilingual education of the public, in cooperation with Montgomery County Police Department and all departments represented on the Vision Zero Steering Committee regarding the three main causes of fatal and serious-injury crashes:

- o distracted drivers
- o impaired drivers, cyclists and pedestrians;
- o crosswalk issues, i.e., drivers turning right (or left) into pedestrians and pedestrians crossing mid-block on major roadways.

<b>County Executive's Vision Zero Initiative - All Funding Sources FY21 CE Recommended Capital Improvements Program and Operating Budget</b>		
Department	Project/Program	FY21 Recommended
<i>Capital Improvements Program (CIP)</i>		
<b>Maryland-National Capital Park and Planning Commission</b>	Trails: Hard Surface Design and Construction	\$ 300,000
	Trails: Natural Surface & Resource-based Recreation	300,000
	Trails: Hard Surface Renovation	550,000
	Vision Zero	500,000
	<b>Total M-NCPPC</b>	<b>\$ 1,650,000</b>
<b>Department of Transportation</b>	Pedestrian Facilities/Bikeways	29,953,000
	Intersection and Spot Improvements	2,000,000
	Pedestrian Safety Program	2,750,000
	Traffic Signals	5,335,000
	Guardrail Projects	315,000
	Neighborhood Traffic Calming	310,000
	Streetlighting	1,370,000
	Streetlight Enhancements CBD/Town Center	250,000
	<b>Total Department of Transportation</b>	<b>\$ 42,283,000</b>
<b>Total FY21 CIP</b>		<b>\$ 43,933,000</b>
<i>Operating Budget (PSP)</i>		
<b>Department of Transportation</b>	Community/Transportation Safety	4,935,800
	Transportation Infrastructure Construction & Maintenance	16,910,506
	Transportation Policy, Planning, and Project Development	2,109,346
	Transportation Management, Operations and Emergency/Storm Response	6,665,947
	<b>Total Department of Transportation</b>	<b>\$ 30,621,599</b>
<b>Department of Police</b>	Police Enforcement for HIAs - Overtime	180,000
	Police Enforcement for HIAs - Data Analyst	93,023
	School Safety Program/General Fund	6,537,533
	Automated Traffic Enforcement	17,250,964
	<b>Total Department of Police</b>	<b>\$ 24,061,520</b>
<b>Total FY21 PSP</b>		<b>\$ 54,683,119</b>
<b>TOTAL FY21 RECOMMENDED EXPENDITURES (CIP &amp; PSP)</b>		<b>\$ 98,616,119</b>

Source: CE Recommended FY21 Operating and Capital Budgets

**Note:** Safety is a central element of the mission of these departments and nearly all of their programs contribute to achieving Vision Zero. The programs with a significant emphasis on safety are listed above. It should be noted that these programs are also addressing other needs as well.



# Community Grants to Base Budget

## Community Grant Programs Shifting to Departments' Base Budgets FY21 CE Recommended Operating Budget

Organization	Purpose	FY21 Recommended
<i>Department of Health and Human Services</i>		
Bender JCC of Greater Washington, Inc.	Provides transportation for the Camp JCC inclusion Program for children and young adults with disabilities.	\$30,000
Bethesda Metro Area Village, Inc.	Provide for operating support.	\$15,225
Bradley Hills Village, Inc.	Provide for operating support.	\$12,500
Capital Area Food Bank, Inc.	Provide low-income seniors with monthly groceries including shelf-stable items, fresh produce, and nutrition and health resources.	\$40,600
Capital Area Food Bank, Inc.	Provide healthy food to enrolled families through Family Markets, a school-based, client choice pantry program.	\$60,900
Caribbean Help Center, Inc.	Provides immigration services, public awareness and elderly assistance program.	\$40,600
Caribbean Help Center, Inc.	Provide for operating support.	\$30,450
CASA de Maryland, Inc.	Provide public program enrollment assistance and case management leading to improved access to community resources that support wellness and self-sufficiency.	\$120,612
Lt. Joseph P. Kennedy Institute, Inc.	Provide support for Community Companions after-school, respite, and summer camp program for children and youth with disabilities and their families.	\$152,250
EveryMind, Inc.	Provide suicide prevention and crisis intervention services.	\$45,675
EveryMind, Inc.	Provide support for the Serving Together program providing coordinated community resources for veterans, active duty service members, and their families.	\$152,250
Family Services, Inc.	Provide for the Creating Healthy Bonds program to reduce the impacts of parental incarceration on children and families of inmates at the Montgomery County Correctional Facility.	\$35,525
Greater Stonegate Village, Inc.	Provide for operating support.	\$10,150
Identity, Inc.	Provide case management services to low-income, primarily Latino youth and families to connect them with resources and safety-net services.	\$133,475
Identity, Inc.	Provide support to the Family Reunification and Strengthening Program.	\$126,875
Identity, Inc.	Provide support for the expansion of mental health counseling services to the families of low-income, high need Latino youth in Identity out-of-school-time programs.	\$80,000
Interfaith Works, Inc.	Provide operational support for the Interfaith Works Women's Center.	\$50,750
Kemp Mill Village, Inc.	Provide for operating support.	\$10,150
Kentlands Community Foundation, Inc.	Provide for operating support.	\$10,150
Kids In Need Distributors, Inc.	Provide weekend food to grades K-8 students who receive Free And Reduced Meals at MCPS schools.	\$20,300
Korean Community Service Center Of Greater Washington, Inc.	Provides support for the Strengthening Asian Families through Empowerment and Services (SAFES) program.	\$55,825
Little Falls Village Corp.	Provide for operating support.	\$30,450
Manna Food Center, Inc.	Provides locally grown produce to County residents experiencing food insecurity.	\$40,000
Manna Food Center, Inc.	Provide food support and nutrition education to underserved areas via a mobile kitchen and pop up pantry.	\$45,000
Manna Food Center, Inc.	Provide healthy foods for weekend meals to elementary school students experiencing hunger and food insecurity.	\$54,810
Montgomery County Food Council, Inc.	Provide for staff to support and expand Food Council initiatives to foster a healthy and sustainable local food system.	\$60,900
NAMI Montgomery County (MD), Inc.	Provide educational classes, support groups, and outreach presentations for caregivers of and individuals living with mental illness in Montgomery County.	\$15,225
NAMI Montgomery County (MD), Inc.	Provide mental health education and support for teachers and youth through presentation and an evidence based suicide prevention program.	\$20,300
National Center for Children and Families, Inc.	Provide support for the Futurebound Transitional Housing program.	\$101,622
National Center for Children and Families, Inc.	Provides emergency shelter and comprehensive services to homeless families to support their transition to stable housing.	\$279,125
Nonprofit Montgomery, Inc.	Provide training for County nonprofits in program evaluation so they can better measure and assess program impact.	\$50,750
Olney Home For Life, Inc.	Provide free transportation, friendly daily calls, weekly visits, information events and social contact to seniors in Olney and surrounding areas.	\$13,000
Potomac Community Resources, Inc.	Provide respite care programs for teens and adults with profound to moderate intellectual and developmental disabilities and complex medical needs.	\$50,000
Rainbow Place Shelter for Homeless Women, Inc.	Provide on site case management for people transitioning out of homelessness.	\$45,675
Rockville Area Village Exchange, Inc.	Provide resources, information and operational financial support to local Montgomery County community groups to establish and build their local Village.	\$10,000

Organization	Purpose	FY21 Recommended
Silver Spring Village, Inc.	Provide for operating support.	\$30,450
St. Camillus Catholic Church	Provide nutritionally adequate, culturally appropriate food to be distributed to families in need.	\$25,375
St. Joseph's House, Ltd.	Provide for home-based care provider for students with intellectual and developmental disabilities.	\$20,300
Stepping Stones Shelter Inc.	Provide emergency shelter to households with minor children in Montgomery County.	\$36,462
Stepping Stones Shelter, Inc.	Provide employment counseling to homeless and formerly homeless families.	\$55,825
The Arc Montgomery County, Inc.	Provide medical child care tuition waivers for low- to moderate-income families experiencing temporary financial crises.	\$30,000
The Dwelling Place, Inc.	Provide housing and case management to homeless families with children.	\$25,375
The Montgomery County Coalition for The Homeless, Inc.	Provide permanent supportive housing for formerly homeless adults in CHIP who were frequent users of costly emergency and corrections systems.	\$70,000
The Montgomery County Coalition for The Homeless, Inc.	Provide 24/7 emergency shelter and supportive services.	\$152,250
The Senior Connection of Montgomery County, Inc.	Provide for the expansion of a transportation network for seniors in Montgomery County.	\$50,750
The Tree House Child Advocacy Center of Montgomery County MD, Inc.	Provide forensic medical services for child victims of abuse and neglect.	\$50,750
The Tree House Child Advocacy Center of Montgomery County MD, Inc.	Provide in-home, trauma-informed therapy to children immediately upon their placement into the foster care system.	\$25,375
Upcounty Community Resources, Inc.	Provide social, respite, therapeutic, fitness and enrichment activities for adults with developmental and intellectual disabilities.	\$72,573
Village of Takoma Park, Inc.	Provide for operating support.	\$10,150
Villages of Kensington MD, Inc.	Provide for operating support.	\$10,150
Women Who Care Ministries, Inc.	Provide operating support for the Kids Weekend Meal Program.	\$192,850
<b>Sub-total, Health and Human Services</b>		<b>\$2,909,754</b>
<b>Department of Housing and Community Affairs</b>		
CASA de Maryland, Inc.	Provide tenant outreach and education, legal services, and community-building activities to improve housing conditions, landlord-tenant relations and public safety.	\$15,000
Community Reach of Montgomery County, Inc.	Provide financial assistance to residents facing eviction/utility termination, prescription cost assistance, and referrals for dental/vision services, clothing, and food.	\$20,000
Eastern Montgomery Emergency Assistance Network	Provide emergency housing, utility or prescription assistance to referred customers in Eastern Montgomery County.	\$25,000
Habitat for Humanity Metro Maryland, Inc.	Provide improvements and critical repairs of residences of low-income, non-senior households.	\$40,000
Housing Unlimited, Inc.	Provide funding to expand the organization's permanent affordable housing for persons who are homeless and have psychiatric disabilities.	\$80,000
Rebuilding Together Montgomery County, Inc.	Provide critical home repairs and accessibility modifications to low-income qualified homeowners throughout Montgomery County	\$65,000
<b>Sub-total, Department of Housing and Community Affairs</b>		<b>\$245,000</b>
<b>Department of Recreation</b>		
Identity, Inc.	Provide funding for the Saving Lives Through Soccer program.	\$160,000
<b>Sub-total, Recreation</b>		<b>160,000</b>
<b>Department of Technology Services</b>		
Gandhi Brigade, Inc.	Provide youth leadership and employment potential through media training, community engagement, and community service.	\$70,000
<b>Sub-total, Department of Technology Services</b>		<b>\$70,000</b>
<b>Sheriff's Department</b>		
Catholic Charities of the Archdiocese of Washington, Inc.	Provides pro bono immigration legal services for survivors of violence and abuse through direct services and pro bono training.	\$74,000
DVS Legal Services, Inc.	Provide free legal representation to survivors of domestic violence for protective order and family law cases.	\$20,000
Greater Washington Jewish Coalition Against Domestic Abuse	Provide clinical and legal services to victims of intimate partner violence, sexual assault, stalking, and elder abuse, in Montgomery County.	\$200,000
Montgomery County Family Justice Foundation, Inc.	Provide for operating support.	\$50,000
Montgomery County Family Justice Foundation, Inc.	Promote respect in teen dating relationships and raise community awareness about the prevalence of teen dating violence.	\$5,000
Muslim Community Center, Inc.	Provide culturally and linguistically competent domestic violence awareness, prevention and counseling services for Muslims and people of all other faiths.	\$35,464
Asian-Pacific Islander Domestic Violence Resource Project	Provide culturally and linguistically specific services to Asian/Pacific Islander residents of Montgomery County who are survivors of domestic/sexual violence.	\$25,000
The CareerCatchers, Inc.	Provide individualized and sustained career counseling to Domestic Violence victims and their families.	\$60,000
<b>Sub-total, Sheriff's Department</b>		<b>\$469,464</b>
<b>Grand Total</b>		<b>3,854,218</b>



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# Multi-Agency Summary Schedules

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The multi-agency summary schedules include data for Montgomery County Government (MCG), Montgomery County Public Schools (MCPS), Montgomery College, Maryland-National Capital Park and Planning Commission (M-NCPPC), and for Debt Service. Not included are: the Washington Suburban Sanitary Commission (WSSC), the Housing Opportunities Commission (HOC), and the Montgomery County Revenue Authority.

## SCHEDULE A, FISCAL SUMMARY BY FUND

This schedule presents information organized by tax supported funds, special funds, and enterprise (self-supporting) funds. More detail is shown for Montgomery County Government, which has more special funds, than is shown for the other agencies. Fund balances expected to be available to fund the coming budget are shown, along with the new revenues estimated for that year, the inter-fund transfers that affect the net revenue available, the County Council's approved appropriations, and the fund balances projected to be on hand at the end of the coming year.

## SCHEDULE A-1, BUDGET SUMMARY BY AGENCY

This schedule displays a summary by agency, separating tax supported, grant supported, and self-supported fund appropriations for the coming fiscal year, and comparing them to the current fiscal year.

## SCHEDULE A-2, TAX SUPPORTED FUND BALANCES

This schedule summarizes the estimated fund balances for the end of the current fiscal year and the next fiscal year for all tax supported funds.

## SCHEDULE A-3, CAPITAL IMPROVEMENTS PROGRAM CURRENT REVENUE REQUIREMENTS

This schedule displays the current revenue requirements of County agencies, by fund, across the years of the Capital Improvements Program (CIP). Each year, specific CIP projects are funded with current revenues rather than with general obligation bonds or other revenue sources. The current revenue amount also includes pay as you go (PAYGO) contributions made as direct offsets to debt obligations to maintain the County's debt within safe boundaries. Inflation is an unallocated amount to cover increased costs due to inflation.

## SCHEDULE A-4, FISCAL SUMMARY BY FUND

This schedule displays resources and use of resources data for all funds, including beginning and ending fund balance,

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revenues, transfers, expenditures, appropriations, and claims on fund.

## SCHEDULE A-5, INTER-FUND TRANSFERS

This schedule shows more detailed information concerning transfers to and from each fund by agency and fund type (tax or non-tax supported).

## SCHEDULE A-6, CONTRIBUTIONS TO/FROM OTHER FUNDS

This schedule displays necessary movements of funds between agencies to support appropriations.



# Schedule A

## FY21 RECOMMENDED FISCAL SUMMARY BY FUND (\$0000)

(A)	(B)	(C)	(D)	(E)	(F)	(G)			(I)	(J)	(K)	(L)
						GO & LTL Debt Service	FY21 Operating Budget Agy/Fund Approp.	Total Approp.				
Agencies By Fund	FY20 Est Fund Bal	FY21 Est Revenue	Net Inter-Fund Transfers	FY21 Total Resources	CIP Current Revenue & PAYGO							
GENERAL FUND: TAX SUPPORTED												
County Government	155,257	3,625,442	(349,548)	3,431,151	48,590	236,506	1,263,740	1,500,247		1,548,837	0	0
Debt Service: Non-Agency	0	791	414,412	415,203	0	(6,425)	0	(6,425)		(6,425)	0	0
Montgomery County Public Schools	25,000	786,096	0	811,096	9,770	156,380	2,603,673	2,760,053		2,769,823	0	0
Montgomery College	24,342	118,066	500	142,908	12,276	28,741	268,916	297,657		309,933	0	0
SUBTOTAL GENERAL FUND	204,599	4,530,395	65,364	4,800,358	70,636	415,203	4,136,329	4,551,532		4,622,168	0	178,190
OTHER FUNDS: TAX SUPPORTED												
County Government												
Urban Districts	146	2,395	7,618	10,160	0	0	9,905	9,905		9,905	0	255
Fire	(21,761)	268,625	(13,331)	233,533	3,933	0	229,414	229,414		233,347	0	186
Mass Transit	(2,027)	219,968	(47,749)	170,192	18,001	0	151,896	151,896		169,897	0	295
Recreation	(198)	56,356	(12,127)	44,030	0	0	43,810	43,810		43,810	0	221
Economic Development	0	231	10,751	10,981	5,500	0	5,481	5,481		10,981	0	0
M-NCPPC	2,946	145,378	(1,926)	146,399	450	7,308	133,766	141,074		141,524	0	4,875
SUBTOTAL OTHER TAX SUPPORTED	(20,894)	692,953	(56,764)	615,296	27,884	7,308	574,273	581,581		609,465	0	5,831
TOTAL AVAIL TAX SUPPORTED	183,705	5,223,348	8,600	5,415,654	98,520	422,511	4,710,601	5,133,113		5,231,633	0	184,021
Revenue Stabilization (Designated)	382,171	4,583	4,000	390,754	0	0	0	0		0	390,754	0
TOTAL TAX SUPPORTED (W/RSF)	565,876	5,227,932	12,600	5,806,408	98,520	422,511	4,710,601	5,133,113		5,231,633	390,754	184,021
GRANT FUNDS												
County Government	0	127,998	0	127,998	0	0	128,618	128,618		128,618	0	(620)
Montgomery County Public Schools	0	109,138	0	109,138	0	0	109,138	109,138		109,138	0	0
Montgomery College	0	18,782	0	18,782	0	0	18,782	18,782		18,782	0	0
M-NCPPC	0	550	0	550	0	0	550	550		550	0	0
FEE SUPPORTED FUNDS												
Cable TV	993	24,780	(4,410)	21,363	3,761	0	16,706	16,706		20,467	0	896
Montgomery Housing Initiative	9,570	25,024	20,369	54,964	0	0	47,550	47,550		47,550	5,164	2,250
Water Quality Protection Fund	10,122	42,473	(11,041)	41,555	8,206	0	29,571	29,571		37,777	0	3,778
Recreation-NonTax Supported	3,633	8,100	(4,500)	7,233	0	0	3,600	3,600		3,600	0	3,633
ENTERPRISE FUNDS												
County Government												
Community Use of Public Facilities	5,644	12,041	(1,074)	16,611	904	0	11,934	11,934		12,838	32	3,741
Parking Districts	28,803	36,192	(5,886)	59,109	10,162	0	28,155	28,155		38,317	46	20,747
Permitting Services	15,549	42,628	(6,746)	51,432	0	0	41,448	41,448		41,448	252	9,732
Solid Waste Collection	(2,956)	9,959	(314)	6,689	0	0	10,478	10,478		10,478	11	(3,800)
Solid Waste Disposal	0	106,029	112	106,142	456	0	120,753	120,753		121,209	(2,198)	(12,870)
Vacuum Leaf Collection	69	8,627	(1,983)	6,713	0	0	6,434	6,434		6,434	0	279
Liquor Control	1,376	99,138	(30,523)	69,991	1,785	0	64,708	64,708		66,493	368	3,131
Non-Tax Supported Debt Service	0	0	21,450	21,450	0	21,450	0	21,450		21,450	0	0
Montgomery County Public Schools	12,073	70,728	11,970	94,771	0	0	82,698	82,698		82,698	0	12,073
Montgomery College	22,522	28,550	(203)	50,869	0	0	30,650	30,650		30,650	0	20,218
M-NCPPC	17,559	18,384	1,015	36,957	2,550	0	19,574	19,574		22,124	0	14,834
SUBTOTAL NON-TAX SUPPORTED	124,958	789,122	(11,763)	902,317	27,824	21,450	771,346	792,797		820,621	3,674	78,022

**FY21 RECOMMENDED FISCAL SUMMARY BY FUND (\$000)**

TOTAL BUDGET (with Revenue Stabilization)	690,834	6,017,054	838	6,708,725	126,344	443,962	5,481,948	5,925,909	6,052,253	394,428	262,043
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# Schedule A-1

## BUDGET SUMMARY BY AGENCY

(in millions)

(A) Fiscal Year	(B) Tax Supported	(C) Grant Supported	(D) Self Supported	(E) Grand Total
<b>MONTGOMERY COUNTY GOVERNMENT</b>				
FY20 Approved	1,690.8	119.8	358.5	2,169.1
FY21 Recommended	1,704.2	128.6	381.3	2,214.2
Percent Change From FY20	0.8%	7.3%	6.4%	2.1%
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>				
FY20 Approved	2,514.3	89.5	76.8	2,680.6
FY21 Recommended	2,603.7	109.1	82.7	2,795.5
Percent Change From FY20	3.6%	21.9%	7.7%	4.3%
<b>MONTGOMERY COLLEGE</b>				
FY20 Approved	265.5	21.1	28.1	314.7
FY21 Recommended	268.9	18.8	30.7	318.3
Percent Change From FY20	1.3%	-11.2%	9.2%	1.2%
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>				
FY20 Approved	132.4	0.6	18.3	151.3
FY21 Recommended	133.8	0.6	19.6	153.9
Percent Change From FY20	1.1%	----	6.7%	1.7%
<b>ALL AGENCIES WITHOUT DEBT SERVICE</b>				
FY20 Approved	4,603.0	231.0	481.7	5,315.7
FY21 Recommended	4,710.6	257.1	514.3	5,481.9
Percent Change From FY20	2.3%	11.3%	6.8%	3.1%
<b>DEBT SERVICE: GENERAL OBLIGATION &amp; LONG TERM LEASES</b>				
FY20 Approved	430.0		16.0	446.0
FY21 Recommended	422.5		21.5	444.0
Percent Change From FY20	-1.7%	----	34.2%	-0.5%
<b>TOTAL BUDGETS</b>				
FY20 Approved	5,033.0	231.0	497.6	5,761.7
FY21 Recommended	5,133.1	257.1	535.7	5,925.9
Percent Change From FY20	2.0%	11.3%	7.7%	2.9%

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# Schedule A-2

## SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY20

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
<b>Beginning Fund Balance</b>	103,316,700	47,700	74,659	139,351	0	11,040	(10,099,677)
Revenues	3,593,995,088	926,792	1,153,308	275,927	0	200,410,348	237,664,921
Net Transfers	(362,578,803)	2,408,585	2,533,484	1,637,736	0	(44,798,485)	(10,672,132)
<b>TOTAL RESOURCES</b>	<b>3,334,732,985</b>	<b>3,383,077</b>	<b>3,761,451</b>	<b>2,053,014</b>	<b>0</b>	<b>155,622,903</b>	<b>216,893,112</b>
Contributions	(1,872,606,937)	0	0	0	0	0	0
To CIP: Current Revenue	(56,214,000)	0	0	0	0	(13,889,000)	(1,011,000)
Expenditures	(1,250,655,386)	(3,101,705)	(3,700,916)	(2,248,531)	0	(143,761,270)	(237,642,804)
<b>TOTAL USE OF RESOURCES</b>	<b>(3,179,476,323)</b>	<b>(3,101,705)</b>	<b>(3,700,916)</b>	<b>(2,248,531)</b>	<b>0</b>	<b>(157,650,270)</b>	<b>(238,653,804)</b>
<b>ESTIMATED FY20 ENDING FUND BALANCE</b>	<b>155,256,662</b>	<b>281,372</b>	<b>60,535</b>	<b>(195,517)</b>	<b>0</b>	<b>(2,027,367)</b>	<b>(21,760,692)</b>
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
<b>Projected Undesignated Fund Balance To Fund FY21</b>	<b>155,256,662</b>	<b>281,372</b>	<b>60,535</b>	<b>(195,517)</b>	<b>0</b>	<b>(2,027,367)</b>	<b>(21,760,692)</b>

## SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY21

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
<b>Beginning Fund Balance</b>	155,256,662	281,372	60,535	(195,517)	0	(2,027,367)	(21,760,692)
Revenues	3,625,442,025	940,927	1,172,638	281,282	0	219,968,462	268,625,114
Net Transfers	(349,547,809)	2,339,612	2,811,630	2,467,153	0	(47,748,803)	(13,331,290)
<b>TOTAL RESOURCES</b>	<b>3,431,150,878</b>	<b>3,561,911</b>	<b>4,044,803</b>	<b>2,552,918</b>	<b>0</b>	<b>170,192,292</b>	<b>233,533,132</b>
Contributions	(1,938,541,747)	0	0	0	0	0	0
To CIP: Current Revenue	(70,636,000)	0	0	0	0	(18,001,000)	(3,933,000)
Expenditures	(1,263,740,078)	(3,473,394)	(3,941,861)	(2,489,504)	0	(151,896,463)	(229,414,483)
<b>TOTAL USE OF RESOURCES</b>	<b>(3,272,917,825)</b>	<b>(3,473,394)</b>	<b>(3,941,861)</b>	<b>(2,489,504)</b>	<b>0</b>	<b>(169,897,463)</b>	<b>(233,347,483)</b>
<b>ESTIMATED FY21 ENDING FUND BALANCE</b>	<b>158,233,053</b>	<b>88,517</b>	<b>102,942</b>	<b>63,414</b>	<b>0</b>	<b>294,829</b>	<b>185,649</b>
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	0	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
<b>Projected Undesignated Fund Balance To Fund FY22</b>	<b>158,233,053</b>	<b>88,517</b>	<b>102,942</b>	<b>63,414</b>	<b>0</b>	<b>294,829</b>	<b>185,649</b>



# Schedule A-2

## SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY20

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
2,125,907	4,458,686	341,545,046	441,619,412	0	30,443,689	19,470,777	6,145,907	497,679,785
51,552,895	261,688	6,056,660	4,092,297,627	22,681,686	748,565,070	114,000,444	137,853,631	5,115,398,458
(12,564,488)	4,718,987	34,568,978	(384,746,138)	392,565,523	0	1,500,000	(1,492,235)	7,827,150
41,114,314	9,439,361	382,170,684	4,149,170,901	415,247,209	779,008,759	134,971,221	142,507,303	5,620,905,393
0	0	0	(1,872,606,937)	0	1,726,807,241	145,799,696	0	0
0	0	0	(71,114,000)	0	0	0	(350,000)	(71,464,000)
(41,312,531)	(9,439,361)	0	(1,691,862,504)	(415,247,209)	(2,480,816,000)	(256,429,009)	(139,211,040)	(4,983,565,762)
(41,312,531)	(9,439,361)	0	(3,635,583,441)	(415,247,209)	(754,008,759)	(110,629,313)	(139,561,040)	(5,055,029,762)
(198,217)	0	382,170,684	513,587,460	0	25,000,000	24,341,908	2,946,263	565,875,631
0	0	(382,170,684)	(382,170,684)	0	0	0	0	(382,170,684)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
(198,217)	0	0	131,416,776	0	25,000,000	24,341,908	2,946,263	183,704,947

## SCHEDULE A-2: TAX SUPPORTED FUND BALANCES Fiscal Year FY21

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
(198,217)	0	382,170,684	513,587,460	0	25,000,000	24,341,908	2,946,263	565,875,631
56,355,952	230,738	4,583,420	4,177,600,558	791,060	786,095,879	118,065,964	145,378,385	5,227,931,846
(12,127,472)	10,750,720	4,000,000	(400,386,259)	414,412,150	0	500,000	(1,925,581)	12,600,310
44,030,263	10,981,458	390,754,104	4,290,801,759	415,203,210	811,095,879	142,907,872	146,399,067	5,806,407,787
0	0	0	(1,938,541,747)	0	1,792,577,051	145,964,696	0	0
0	(5,500,000)	0	(98,070,000)	0	0	0	(450,000)	(98,520,000)
(43,809,617)	(5,481,458)	0	(1,704,246,858)	(415,203,210)	(2,603,672,930)	(268,915,660)	(141,074,033)	(5,133,112,691)
(43,809,617)	(10,981,458)	0	(3,740,858,605)	(415,203,210)	(811,095,879)	(122,950,964)	(141,524,033)	(5,231,632,691)
220,646	0	390,754,104	549,943,154	0	0	19,956,908	4,875,034	574,775,096
0	0	(390,754,104)	(390,754,104)	0	0	0	0	(390,754,104)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
220,646	0	0	159,189,050	0	0	19,956,908	4,875,034	184,020,992



# Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM										
March 16, 2020										
TAX SUPPORTED APPROPRIATIONS (\$000s)	ACTUAL FY18 Exp	ACTUAL FY19 Exp	LATEST FY20 APPROVED	RECOMMENDED 6 YR	RECOMMENDED FY21 Approp.	RECOMMENDED FY22	RECOMMENDED FY23	RECOMMENDED FY24	RECOMMENDED FY25	RECOMMENDED FY26
GENERAL REVENUE SUPPORTED										
MCG	10,573	12,068	(1,701)	75,887	10,927	13,783	13,478	13,531	12,351	11,817
M-NCPPC PARKS	2,131	2,258	3,612	25,903	3,913	4,398	4,398	4,398	4,398	4,398
PUBLIC SCHOOLS (MCPS)	25,000	3,347	7,369	123,582	9,770	19,677	27,657	21,602	22,438	22,438
MONTGOMERY COLLEGE	12,709	15,302	13,584	89,696	12,276	14,384	16,434	16,434	15,084	15,084
HOC	-	-	1,350	8,000	1,750	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	34,000	33,000	32,000	177,000	32,000	31,000	29,000	29,000	28,000	28,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	34,000	33,000	32,000	177,000	32,000	31,000	29,000	29,000	28,000	28,000
SUBTOTAL	84,413	65,976	56,214	500,068	70,636	84,492	92,217	86,215	83,521	82,987
OTHER TAX SUPPORTED										
MASS TRANSIT	19,691	4,558	13,889	100,490	18,001	11,837	25,678	26,277	8,125	10,572
FIRE CONSOLIDATED	-	1,092	1,011	31,302	3,933	6,685	4,480	5,327	5,634	5,243
M-NCPPC PARKS	350	350	350	2,700	450	450	450	450	450	450
ECONOMIC DEVELOPMENT FUND	-	-	-	11,000	5,500	5,500	-	-	-	-
SUBTOTAL	20,041	6,000	15,250	145,492	27,884	24,472	30,608	32,054	14,209	16,265
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	104,453	71,976	71,464	645,560	98,520	108,964	122,825	118,269	97,730	99,252
INFLATION	-	-	-	12,292	-	-	1,498	2,857	3,355	4,582
SUBTOTAL ALLOCATION:	-	-	-	12,292	-	-	1,498	2,857	3,355	4,582
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	104,453	71,976	71,464	657,852	98,520	108,964	124,323	121,126	101,085	103,834
NON-TAX SUPPORTED EXPENDITURES (\$000s)	ACTUAL FY18 Exp	ACTUAL FY19 Exp	LATEST FY20 APPROVED	RECOMMENDED 6 YR	RECOMMENDED FY21 APPROP	RECOMMENDED FY22	RECOMMENDED FY23	RECOMMENDED FY24	RECOMMENDED FY25	RECOMMENDED FY26
NON-TAX SUPPORTED										
PARKING DISTRICTS	6,876	10,739	6,033	40,238	3,794	9,575	8,485	6,360	6,012	6,012
SOLID WASTE DISPOSAL	169	8,287	8,989	26,174	-	18,329	7,845	-	-	-
PERMITTING SERVICES	20,991	-	-	-	-	-	-	-	-	-
M-NCPPC ENTERPRISE FUND	2,012	3,005	4,000	3,450	2,550	400	-	-	500	-
CABLE TV FUND	3,040	6,602	4,430	27,309	3,761	6,452	4,568	4,176	4,176	4,176
WATER QUALITY PROTECTION CHARGE	13,943	7,137	3,228	27,252	8,062	4,856	3,786	3,146	4,196	3,206
LIQUOR CONTROL	-	92	65	6,832	1,785	1,267	781	957	1,435	607
CUPF	-	268	863	1,200	600	600	-	-	-	-
SUBTOTAL EXPENDITURES:	47,033	36,130	27,608	132,455	20,552	41,479	25,465	14,639	16,319	14,001
TOTAL CURRENT REVENUE REQUIREMENTS	151,486	108,106	99,072	790,307	119,072	150,443	149,788	135,765	117,404	117,835

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# Schedule A-4

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
<b>BEGINNING FUND BALANCE</b>	<b>102,697,741</b>	<b>164,154,306</b>	<b>103,316,700</b>	<b>155,256,662</b>	<b>-5.4%</b>
REVENUES					
Taxes	3,263,120,961	3,399,752,302	3,428,506,611	3,461,908,425	1.8%
Licenses & Permits	11,747,329	13,109,310	12,953,410	13,465,465	2.7%
Charges for Services	10,541,326	10,327,133	10,612,615	10,721,154	3.8%
Fines & Forfeitures	31,495,317	35,452,650	45,352,650	45,155,800	27.4%
Intergovernmental	63,936,158	72,994,130	77,433,321	75,671,630	3.7%
Investment Income	1,185,177	1,562,720	645,160	488,230	-68.8%
Miscellaneous	22,417,577	13,042,221	18,491,321	18,031,321	38.3%
<b>Total REVENUES</b>	<b>3,404,443,845</b>	<b>3,546,240,466</b>	<b>3,593,995,088</b>	<b>3,625,442,025</b>	<b>2.2%</b>
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	46,198,335	47,637,003	49,227,983	48,289,511	1.4%
To Non-Tax Supported Funds	(25,059,464)	(27,039,046)	(27,039,046)	(33,137,138)	22.6%
From Tax Supported Funds	22,226,214	24,903,321	24,903,321	24,067,826	-3.4%
To Tax Supported Funds	(352,830,510)	(356,971,602)	(352,046,287)	(373,699,625)	4.7%
From Internal Service Funds	11,537,012	0	0	3,713,312	----
To Internal Service Funds	0	0	(7,500,000)	0	----
To Revenue Stabilization Fund	(25,603,214)	(16,644,503)	(34,568,978)	(4,000,000)	-76.0%
To Component Units/Agencies	(16,654,417)	(13,055,796)	(15,555,796)	(14,781,695)	13.2%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>(340,186,044)</b>	<b>(341,170,623)</b>	<b>(362,578,803)</b>	<b>(349,547,809)</b>	<b>2.5%</b>
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,851,361,372)	(1,872,606,937)	(1,872,606,937)	(1,938,541,747)	3.5%
County Contribution to CIP Fund	(65,975,706)	(50,214,000)	(56,214,000)	(70,636,000)	40.7%
<b>Total CONTRIBUTIONS TO/FROM OTHER FUNDS</b>	<b>(1,917,337,078)</b>	<b>(1,922,820,937)</b>	<b>(1,928,820,937)</b>	<b>(2,009,177,747)</b>	<b>4.5%</b>
<b>Total Resources</b>	<b>1,249,618,464</b>	<b>1,446,403,212</b>	<b>1,405,912,048</b>	<b>1,421,973,131</b>	<b>-1.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,138,896,740)	(1,272,190,434)	(1,250,655,386)	(1,263,740,078)	-0.7%
Adjustment for Prior Year Encumbrances/Reserves	(7,405,024)	0	0	0	----
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>(1,146,301,764)</b>	<b>(1,272,190,434)</b>	<b>(1,250,655,386)</b>	<b>(1,263,740,078)</b>	<b>-0.7%</b>
CLAIMS ON FUND					
Change in Designated Reserves	0	81,545	0	0	-100.0%
Designated Reserves	0	(2,000,000)	0	0	-100.0%
<b>Total CLAIMS ON FUND</b>	<b>0</b>	<b>(1,918,455)</b>	<b>0</b>	<b>0</b>	<b>-100.0%</b>
<b>Total Use of Resources</b>	<b>(1,146,301,764)</b>	<b>(1,274,108,889)</b>	<b>(1,250,655,386)</b>	<b>(1,263,740,078)</b>	<b>-0.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>103,316,700</b>	<b>172,294,323</b>	<b>155,256,662</b>	<b>158,233,053</b>	<b>-8.2%</b>
Bethesda Urban District					
<b>BEGINNING FUND BALANCE</b>	<b>199,612</b>	<b>100,845</b>	<b>47,700</b>	<b>281,372</b>	<b>179.0%</b>
REVENUES					
Taxes	693,270	728,825	732,225	746,360	2.4%
Charges for Services	134,157	194,567	194,567	194,567	----

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Total REVENUES	827,427	923,392	926,792	940,927	1.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,532,530	1,619,864	1,619,864	1,609,890	-0.6%
From Tax Supported Funds	800,318	750,318	810,318	750,318	----
To Tax Supported Funds	(23,670)	(21,597)	(21,597)	(20,596)	-4.6%
Total NET INTER-FUND TRANSFERS	2,309,178	2,348,585	2,408,585	2,339,612	-0.4%
<b>Total Resources</b>	<b>3,336,217</b>	<b>3,372,822</b>	<b>3,383,077</b>	<b>3,561,911</b>	<b>5.6%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,288,517)	(3,301,135)	(3,101,705)	(3,473,394)	5.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,288,517)	(3,301,135)	(3,101,705)	(3,473,394)	5.2%
<b>Total Use of Resources</b>	<b>(3,288,517)</b>	<b>(3,301,135)</b>	<b>(3,101,705)</b>	<b>(3,473,394)</b>	<b>5.2%</b>
<b>PROJECTED FUND BALANCE</b>	<b>47,700</b>	<b>71,687</b>	<b>281,372</b>	<b>88,517</b>	<b>23.5%</b>
Silver Spring Urban District					
<b>BEGINNING FUND BALANCE</b>	<b>(50,524)</b>	<b>130,225</b>	<b>74,659</b>	<b>60,535</b>	<b>-53.5%</b>
REVENUES					
Taxes	882,668	1,003,131	1,003,308	1,022,638	1.9%
Charges for Services	108,674	150,000	150,000	150,000	----
Total REVENUES	991,342	1,153,131	1,153,308	1,172,638	1.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,780,710	2,529,843	2,529,843	2,813,959	11.2%
From Tax Supported Funds	539,660	539,660	539,660	539,660	----
To Tax Supported Funds	(458,066)	(536,019)	(536,019)	(541,989)	1.1%
Total NET INTER-FUND TRANSFERS	2,862,304	2,533,484	2,533,484	2,811,630	11.0%
<b>Total Resources</b>	<b>3,803,122</b>	<b>3,816,840</b>	<b>3,761,451</b>	<b>4,044,803</b>	<b>6.0%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,734,474)	(3,727,771)	(3,700,916)	(3,941,861)	5.7%
Adjustment for Prior Year Encumbrances/Reserves	6,011	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,728,463)	(3,727,771)	(3,700,916)	(3,941,861)	5.7%
<b>Total Use of Resources</b>	<b>(3,728,463)</b>	<b>(3,727,771)</b>	<b>(3,700,916)</b>	<b>(3,941,861)</b>	<b>5.7%</b>
<b>PROJECTED FUND BALANCE</b>	<b>74,659</b>	<b>89,069</b>	<b>60,535</b>	<b>102,942</b>	<b>15.6%</b>
Wheaton Urban District					
<b>BEGINNING FUND BALANCE</b>	<b>155,270</b>	<b>239,707</b>	<b>139,351</b>	<b>(195,517)</b>	<b>-181.6%</b>
REVENUES					
Taxes	224,989	261,217	275,927	281,282	7.7%
Total REVENUES	224,989	261,217	275,927	281,282	7.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	36,537	36,537	36,537	468,052	1181.0%
From Tax Supported Funds	2,022,240	1,909,741	1,909,741	2,294,667	20.2%
To Tax Supported Funds	(267,976)	(308,542)	(308,542)	(295,566)	-4.2%
Total NET INTER-FUND TRANSFERS	1,790,801	1,637,736	1,637,736	2,467,153	50.6%
<b>Total Resources</b>	<b>2,171,060</b>	<b>2,138,660</b>	<b>2,053,014</b>	<b>2,552,918</b>	<b>19.4%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,033,570)	(2,081,992)	(2,248,531)	(2,489,504)	19.6%
Adjustment for Prior Year Encumbrances/Reserves	1,861	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,031,709)	(2,081,992)	(2,248,531)	(2,489,504)	19.6%
<b>Total Use of Resources</b>	<b>(2,031,709)</b>	<b>(2,081,992)</b>	<b>(2,248,531)</b>	<b>(2,489,504)</b>	<b>19.6%</b>
<b>PROJECTED FUND BALANCE</b>	<b>139,351</b>	<b>56,668</b>	<b>(195,517)</b>	<b>63,414</b>	<b>11.9%</b>
Mass Transit					

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<b>BEGINNING FUND BALANCE</b>	<b>3,340,793</b>	<b>(4,851,412)</b>	<b>11,040</b>	<b>(2,027,367)</b>	<b>-58.2%</b>
REVENUES					
Taxes	97,930,577	139,457,768	136,387,606	153,458,962	10.0%
Licenses & Permits	377,371	400,000	400,000	400,000	----
Charges for Services	26,829,985	24,169,959	21,580,685	24,267,443	0.4%
Fines & Forfeitures	879,551	525,000	725,000	525,000	----
Intergovernmental	41,295,038	41,317,057	41,317,057	41,317,057	----
Miscellaneous	40,019	0	0	0	----
<b>Total 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>
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(340,000)	0	0	0	----
From Tax Supported Funds	531,310	531,310	531,310	531,310	----
To Tax Supported Funds	(41,412,146)	(47,458,292)	(45,329,795)	(48,280,113)	1.7%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>(41,220,836)</b>	<b>(46,926,982)</b>	<b>(44,798,485)</b>	<b>(47,748,803)</b>	<b>1.8%</b>
<b>Total Resources</b>	<b>129,472,498</b>	<b>154,091,390</b>	<b>155,622,903</b>	<b>170,192,292</b>	<b>10.4%</b>
<b>CIP CURRENT REVENUE</b>	<b>(4,558,052)</b>	<b>(13,889,000)</b>	<b>(13,889,000)</b>	<b>(18,001,000)</b>	<b>29.6%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(133,725,528)	(140,039,971)	(143,761,270)	(151,896,463)	8.5%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	8,822,122	0	0	0	----
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>(124,903,406)</b>	<b>(140,039,971)</b>	<b>(143,761,270)</b>	<b>(151,896,463)</b>	<b>8.5%</b>
<b>Total Use of Resources</b>	<b>(129,461,458)</b>	<b>(153,928,971)</b>	<b>(157,650,270)</b>	<b>(169,897,463)</b>	<b>10.4%</b>
<b>PROJECTED FUND BALANCE</b>	<b>11,040</b>	<b>162,419</b>	<b>(2,027,367)</b>	<b>294,829</b>	<b>81.5%</b>
Fire					
<b>BEGINNING FUND BALANCE</b>	<b>(14,591,542)</b>	<b>(5,446,862)</b>	<b>(10,099,677)</b>	<b>(21,760,692)</b>	<b>299.5%</b>
REVENUES					
Taxes	209,787,462	221,638,239	216,758,875	248,181,610	12.0%
Charges for Services	21,214,170	19,500,000	18,500,000	20,000,000	2.6%
Intergovernmental	1,952,432	198,622	2,161,164	198,622	----
Investment Income	0	24,490	0	0	-100.0%
Miscellaneous	541,690	244,882	244,882	244,882	----
<b>Total REVENUES</b>	<b>233,495,754</b>	<b>241,606,233</b>	<b>237,664,921</b>	<b>268,625,114</b>	<b>11.2%</b>
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	17,890,965	250,000	250,000	250,000	----
To Tax Supported Funds	(11,069,610)	(12,446,350)	(10,922,132)	(13,581,290)	9.1%
<b>Total NET INTER-FUND TRANSFERS</b>	<b>6,821,355</b>	<b>(12,196,350)</b>	<b>(10,672,132)</b>	<b>(13,331,290)</b>	<b>9.3%</b>
<b>Total Resources</b>	<b>225,725,567</b>	<b>223,963,021</b>	<b>216,893,112</b>	<b>233,533,132</b>	<b>4.3%</b>
<b>CIP CURRENT REVENUE</b>	<b>(1,091,710)</b>	<b>(1,011,000)</b>	<b>(1,011,000)</b>	<b>(3,933,000)</b>	<b>289.0%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(233,531,949)	(222,831,619)	(237,642,804)	(229,414,483)	3.0%
Adjustment for Prior Year Encumbrances/Reserves	(1,201,585)	0	0	0	----
<b>Total APPROPRIATION/EXPENDITURE</b>	<b>(234,733,534)</b>	<b>(222,831,619)</b>	<b>(237,642,804)</b>	<b>(229,414,483)</b>	<b>3.0%</b>
<b>Total Use of Resources</b>	<b>(235,825,244)</b>	<b>(223,842,619)</b>	<b>(238,653,804)</b>	<b>(233,347,483)</b>	<b>4.2%</b>
<b>PROJECTED FUND BALANCE</b>	<b>(10,099,677)</b>	<b>120,402</b>	<b>(21,760,692)</b>	<b>185,649</b>	<b>54.2%</b>
Recreation					
<b>BEGINNING FUND BALANCE</b>	<b>876,465</b>	<b>1,591,143</b>	<b>2,125,907</b>	<b>(198,217)</b>	<b>-112.5%</b>
REVENUES					
Taxes	43,687,568	47,136,146	46,142,756	50,442,505	7.0%
Charges for Services	10,542,961	5,878,792	5,280,542	5,783,850	-1.6%
Miscellaneous	78,518	129,597	129,597	129,597	----

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Total REVENUES	54,309,047	53,144,535	51,552,895	56,355,952	6.0%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	4,500,000	4,500,000	4,500,000	----
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(17,517,206)	(18,753,511)	(18,074,188)	(17,637,172)	-6.0%
Total NET INTER-FUND TRANSFERS	(16,507,506)	(13,243,811)	(12,564,488)	(12,127,472)	-8.4%
<b>Total Resources</b>	<b>38,678,006</b>	<b>41,491,867</b>	<b>41,114,314</b>	<b>44,030,263</b>	<b>6.1%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(36,694,002)	(41,206,548)	(41,312,531)	(43,809,617)	6.3%
Adjustment for Prior Year Encumbrances/Reserves	141,903	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(36,552,099)	(41,206,548)	(41,312,531)	(43,809,617)	6.3%
<b>Total Use of Resources</b>	<b>(36,552,099)</b>	<b>(41,206,548)</b>	<b>(41,312,531)</b>	<b>(43,809,617)</b>	<b>6.3%</b>
<b>PROJECTED FUND BALANCE</b>	<b>2,125,907</b>	<b>285,319</b>	<b>(198,217)</b>	<b>220,646</b>	<b>-22.7%</b>
Economic Development Fund					
<b>BEGINNING FUND BALANCE</b>	<b>4,075,590</b>	<b>0</b>	<b>4,458,686</b>	<b>0</b>	<b>----</b>
REVENUES					
Investment Income	152,057	159,010	127,250	96,300	-39.4%
Miscellaneous	247,232	134,438	134,438	134,438	----
Total REVENUES	399,289	293,448	261,688	230,738	-21.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	4,771,051	5,145,913	4,718,987	10,750,720	108.9%
Total NET INTER-FUND TRANSFERS	4,771,051	5,145,913	4,718,987	10,750,720	108.9%
<b>Total Resources</b>	<b>9,245,930</b>	<b>5,439,361</b>	<b>9,439,361</b>	<b>10,981,458</b>	<b>101.9%</b>
<b>CIP CURRENT REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,500,000)</b>	<b>----</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,845,583)	(5,439,361)	(9,439,361)	(5,481,458)	0.8%
Adjustment for Prior Year Encumbrances/Reserves	58,339	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,787,244)	(5,439,361)	(9,439,361)	(5,481,458)	0.8%
<b>Total Use of Resources</b>	<b>(4,787,244)</b>	<b>(5,439,361)</b>	<b>(9,439,361)</b>	<b>(10,981,458)</b>	<b>101.9%</b>
<b>PROJECTED FUND BALANCE</b>	<b>4,458,686</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
Revenue Stabilization Fund					
<b>BEGINNING FUND BALANCE</b>	<b>308,695,745</b>	<b>340,801,006</b>	<b>341,545,046</b>	<b>382,170,684</b>	<b>12.1%</b>
REVENUES					
Investment Income	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
Total REVENUES	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	25,603,214	16,644,503	34,568,978	4,000,000	-76.0%
Total NET INTER-FUND TRANSFERS	25,603,214	16,644,503	34,568,978	4,000,000	-76.0%
<b>Total Resources</b>	<b>341,545,046</b>	<b>363,927,249</b>	<b>382,170,684</b>	<b>390,754,104</b>	<b>7.4%</b>
<b>DESIGNATED FUND BALANCE</b>	<b>341,545,046</b>	<b>363,927,249</b>	<b>382,170,684</b>	<b>390,754,104</b>	<b>7.4%</b>
DEBT SERVICE					
Debt Service					
<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
REVENUES					
Intergovernmental	25,864,535	18,146,430	18,685,970	341,060	-98.1%
Investment Income	2,715,106	0	0	0	----
Miscellaneous	5,409,797	3,446,260	3,995,716	450,000	-86.9%
Total REVENUES	33,989,438	21,592,690	22,681,686	791,060	-96.3%

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	373,787,726	401,455,950	392,565,523	414,042,150	3.1%
From Internal Service Funds	0	190,000	0	370,000	94.7%
Total NET INTER-FUND TRANSFERS	373,787,726	401,645,950	392,565,523	414,412,150	3.2%
<b>Total Resources</b>	<b>407,777,164</b>	<b>423,238,640</b>	<b>415,247,209</b>	<b>415,203,210</b>	<b>-1.9%</b>
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(383,465,482)	(397,517,180)	(392,079,449)	(383,360,960)	-3.6%
Debt Service - Other	(24,311,682)	(25,721,460)	(23,167,760)	(31,842,250)	23.8%
Total APPROPRIATION/EXPENDITURE	(407,777,164)	(423,238,640)	(415,247,209)	(415,203,210)	-1.9%
<b>Total Use of Resources</b>	<b>(407,777,164)</b>	<b>(423,238,640)</b>	<b>(415,247,209)</b>	<b>(415,203,210)</b>	<b>-1.9%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

## MONTGOMERY COUNTY PUBLIC SCHOOLS

### Current Fund MCPS

<b>BEGINNING FUND BALANCE</b>	<b>31,848,599</b>	<b>25,000,000</b>	<b>30,443,689</b>	<b>25,000,000</b>	<b>----</b>
REVENUES					
Charges for Services	5,357,488	3,370,000	3,370,000	4,400,000	30.6%
Intergovernmental	706,840,514	759,137,296	745,195,070	781,695,879	3.0%
Total REVENUES	712,198,002	762,507,296	748,565,070	786,095,879	3.1%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,708,627,645	1,726,807,241	1,726,807,241	1,792,577,051	3.8%
County Contribution to CIP Fund	3,347,298	1,369,000	7,369,000	9,770,000	613.7%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,711,974,943	1,728,176,241	1,734,176,241	1,802,347,051	4.3%
<b>Total Resources</b>	<b>2,456,021,544</b>	<b>2,515,683,537</b>	<b>2,513,185,000</b>	<b>2,613,442,930</b>	<b>3.9%</b>
<b>CIP CURRENT REVENUE</b>	<b>(3,347,298)</b>	<b>(1,369,000)</b>	<b>(7,369,000)</b>	<b>(9,770,000)</b>	<b>613.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,445,797,079)	(2,514,314,537)	(2,480,816,000)	(2,603,672,930)	3.6%
Adjustment for Prior Year Encumbrances/Reserves	23,566,522	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,422,230,557)	(2,514,314,537)	(2,480,816,000)	(2,603,672,930)	3.6%
<b>Total Use of Resources</b>	<b>(2,425,577,855)</b>	<b>(2,515,683,537)</b>	<b>(2,488,185,000)</b>	<b>(2,613,442,930)</b>	<b>3.9%</b>
<b>PROJECTED FUND BALANCE</b>	<b>30,443,689</b>	<b>0</b>	<b>25,000,000</b>	<b>0</b>	<b>----</b>

## MONTGOMERY COLLEGE

### Current Fund MC

<b>BEGINNING FUND BALANCE</b>	<b>10,940,047</b>	<b>7,025,800</b>	<b>18,853,011</b>	<b>23,764,142</b>	<b>238.2%</b>
REVENUES					
Charges for Services	76,492,119	75,860,647	75,281,344	76,747,199	1.2%
Intergovernmental	36,892,163	37,538,559	37,413,559	39,603,765	5.5%
Investment Income	568,468	155,000	475,000	350,000	125.8%
Miscellaneous	771,846	1,594,000	820,541	1,350,000	-15.3%
Total REVENUES	114,724,596	115,148,206	113,990,444	118,050,964	2.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,195,581	1,500,000	1,500,000	500,000	-66.7%
Total NET INTER-FUND TRANSFERS	1,195,581	1,500,000	1,500,000	500,000	-66.7%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	142,083,727	145,149,696	145,149,696	145,314,696	0.1%
County Contribution to CIP Fund	15,302,140	13,584,000	13,584,000	12,276,000	-9.6%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	157,385,867	158,733,696	158,733,696	157,590,696	-0.7%
<b>Total Resources</b>	<b>284,246,091</b>	<b>282,407,702</b>	<b>293,077,151</b>	<b>299,905,802</b>	<b>6.2%</b>
<b>CIP CURRENT REVENUE</b>	<b>(15,302,140)</b>	<b>(13,584,000)</b>	<b>(13,584,000)</b>	<b>(12,276,000)</b>	<b>-9.6%</b>

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(251,453,170)	(264,768,350)	(255,729,009)	(268,165,660)	1.3%
Adjustment for Prior Year Encumbrances/Reserves	1,362,230	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(250,090,940)	(264,768,350)	(255,729,009)	(268,165,660)	1.3%
<b>Total Use of Resources</b>	<b>(265,393,080)</b>	<b>(278,352,350)</b>	<b>(269,313,009)</b>	<b>(280,441,660)</b>	<b>0.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>18,853,011</b>	<b>4,055,352</b>	<b>23,764,142</b>	<b>19,464,142</b>	<b>380.0%</b>
Emergency Repair Fund					
<b>BEGINNING FUND BALANCE</b>	<b>569,927</b>	<b>491,427</b>	<b>617,766</b>	<b>577,766</b>	<b>17.6%</b>
REVENUES					
Investment Income	14,498	15,000	10,000	15,000	----
Total REVENUES	14,498	15,000	10,000	15,000	----
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	250,000	250,000	250,000	250,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	250,000	250,000	250,000	250,000	----
<b>Total Resources</b>	<b>834,425</b>	<b>756,427</b>	<b>877,766</b>	<b>842,766</b>	<b>11.4%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(216,659)	(300,000)	(300,000)	(350,000)	16.7%
Total APPROPRIATION/EXPENDITURE	(216,659)	(300,000)	(300,000)	(350,000)	16.7%
<b>Total Use of Resources</b>	<b>(216,659)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(350,000)</b>	<b>16.7%</b>
<b>PROJECTED FUND BALANCE</b>	<b>617,766</b>	<b>456,427</b>	<b>577,766</b>	<b>492,766</b>	<b>8.0%</b>
MC Grants Tax Supported Fund					
<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	400,000	400,000	400,000	400,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	400,000	400,000	400,000	400,000	----
<b>Total Resources</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>----</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(400,000)	(400,000)	(400,000)	(400,000)	----
Total APPROPRIATION/EXPENDITURE	(400,000)	(400,000)	(400,000)	(400,000)	----
<b>Total Use of Resources</b>	<b>(400,000)</b>	<b>(400,000)</b>	<b>(400,000)</b>	<b>(400,000)</b>	<b>----</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Administration Fund					
<b>BEGINNING FUND BALANCE</b>	<b>5,688,088</b>	<b>2,261,166</b>	<b>3,055,121</b>	<b>1,282,694</b>	<b>-43.3%</b>
REVENUES					
Taxes	26,630,664	30,516,309	29,870,552	31,870,604	4.4%
Charges for Services	254,537	198,400	198,400	204,700	3.2%
Intergovernmental	415,700	403,500	403,500	403,500	----
Investment Income	405,855	100,000	100,000	100,000	----
Miscellaneous	4,084	0	0	0	----
Total REVENUES	27,710,840	31,218,209	30,572,452	32,578,804	4.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	0	300,000	0	----
To Tax Supported Funds	0	(125,000)	0	0	-100.0%
Total NET INTER-FUND TRANSFERS	0	(125,000)	300,000	0	-100.0%
<b>Total Resources</b>	<b>33,398,928</b>	<b>33,354,375</b>	<b>33,927,573</b>	<b>33,861,498</b>	<b>1.5%</b>
APPROPRIATION/EXPENDITURE					

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Appropriation/Expenditure	(30,343,807)	(32,344,879)	(32,644,879)	(32,773,969)	1.3%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(30,343,807)	(32,344,879)	(32,644,879)	(32,773,969)	1.3%
<b>Total Use of Resources</b>	<b>(30,343,807)</b>	<b>(32,344,879)</b>	<b>(32,644,879)</b>	<b>(32,773,969)</b>	<b>1.3%</b>
<b>PROJECTED FUND BALANCE</b>	<b>3,055,121</b>	<b>1,009,496</b>	<b>1,282,694</b>	<b>1,087,529</b>	<b>7.7%</b>
<b>Park Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>7,065,369</b>	<b>3,341,100</b>	<b>3,082,929</b>	<b>1,663,569</b>	<b>-50.2%</b>
REVENUES					
Taxes	90,674,169	100,524,312	98,397,114	103,848,034	3.3%
Charges for Services	2,802,813	3,216,214	3,216,214	3,233,793	0.5%
Intergovernmental	3,344,909	3,422,473	3,422,473	3,422,473	----
Investment Income	572,807	100,000	100,000	125,000	25.0%
Miscellaneous	422,133	115,800	115,800	102,100	-11.8%
Total REVENUES	97,816,831	107,378,799	105,251,601	110,731,400	3.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	100,000	225,000	100,000	0	-100.0%
Total NET INTER-FUND TRANSFERS	100,000	225,000	100,000	0	-100.0%
<b>Total Resources</b>	<b>104,982,200</b>	<b>110,944,899</b>	<b>108,434,530</b>	<b>112,394,969</b>	<b>1.3%</b>
<b>CIP CURRENT REVENUE</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(350,000)</b>	<b>(450,000)</b>	<b>28.6%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(95,565,280)	(100,021,551)	(100,021,551)	(100,992,054)	1.0%
Debt Service - Other	(5,983,991)	(6,624,410)	(6,399,410)	(7,165,410)	8.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(101,549,271)	(106,645,961)	(106,420,961)	(108,157,464)	1.4%
<b>Total Use of Resources</b>	<b>(101,899,271)</b>	<b>(106,995,961)</b>	<b>(106,770,961)</b>	<b>(108,607,464)</b>	<b>1.5%</b>
<b>PROJECTED FUND BALANCE</b>	<b>3,082,929</b>	<b>3,948,938</b>	<b>1,663,569</b>	<b>3,787,505</b>	<b>-4.1%</b>
<b>ALA Debt Service Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>5,169</b>	<b>0</b>	<b>7,857</b>	<b>0</b>	<b>----</b>
REVENUES					
Taxes	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
Total REVENUES	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,822,038)	(1,930,064)	(1,892,235)	(1,925,581)	-0.2%
Total NET INTER-FUND TRANSFERS	(1,822,038)	(1,930,064)	(1,892,235)	(1,925,581)	-0.2%
<b>Total Resources</b>	<b>159,207</b>	<b>145,200</b>	<b>145,200</b>	<b>142,600</b>	<b>-1.8%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(151,350)	(145,200)	(145,200)	(142,600)	-1.8%
Total APPROPRIATION/EXPENDITURE	(151,350)	(145,200)	(145,200)	(142,600)	-1.8%
<b>Total Use of Resources</b>	<b>(151,350)</b>	<b>(145,200)</b>	<b>(145,200)</b>	<b>(142,600)</b>	<b>-1.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>7,857</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

## NON-TAX SUPPORTED

### MONTGOMERY COUNTY GOVERNMENT

#### Grant Fund MCG

<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
REVENUES					
Charges for Services	1,499,509	0	0	90,325	----
Intergovernmental	106,272,312	116,991,787	116,991,787	125,157,825	7.0%
Investment Income	617,563	0	0	0	----

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Miscellaneous	5,996,515	2,231,664	2,231,664	2,750,000	23.2%
Total REVENUES	114,385,899	119,223,451	119,223,451	127,998,150	7.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	340,000	0	0	0	----
Total NET INTER-FUND TRANSFERS	340,000	0	0	0	----
<b>Total Resources</b>	<b>114,725,899</b>	<b>119,223,451</b>	<b>119,223,451</b>	<b>127,998,150</b>	<b>7.4%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(114,725,899)	(119,843,339)	(119,843,339)	(128,618,038)	7.3%
Total APPROPRIATION/EXPENDITURE	(114,725,899)	(119,843,339)	(119,843,339)	(128,618,038)	7.3%
<b>Total Use of Resources</b>	<b>(114,725,899)</b>	<b>(119,843,339)</b>	<b>(119,843,339)</b>	<b>(128,618,038)</b>	<b>7.3%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>(619,888)</b>	<b>(619,888)</b>	<b>(619,888)</b>	<b>----</b>
Water Quality Protection Fund					
<b>BEGINNING FUND BALANCE</b>	<b>13,876,219</b>	<b>8,973,028</b>	<b>15,833,546</b>	<b>10,121,767</b>	<b>12.8%</b>
REVENUES					
Taxes	40,874,402	39,987,111	40,239,737	41,675,960	4.2%
Charges for Services	391,310	50,000	50,000	47,500	-5.0%
Investment Income	808,871	934,070	934,070	750,000	-19.7%
Total REVENUES	42,074,583	40,971,181	41,223,807	42,473,460	3.7%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(6,114,375)	(6,361,900)	(6,149,400)	(9,202,649)	44.7%
To Tax Supported Funds	(1,752,361)	(2,037,980)	(2,037,980)	(1,837,940)	-9.8%
Total NET INTER-FUND TRANSFERS	(7,866,736)	(8,399,880)	(8,187,380)	(11,040,589)	31.4%
<b>Total Resources</b>	<b>48,084,066</b>	<b>41,544,329</b>	<b>48,869,973</b>	<b>41,554,638</b>	<b>----</b>
<b>CIP CURRENT REVENUE</b>	<b>(7,137,027)</b>	<b>(3,228,000)</b>	<b>(4,334,000)</b>	<b>(8,206,000)</b>	<b>154.2%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(25,379,412)	(28,826,387)	(28,176,947)	(29,571,090)	2.6%
Adjustment for Prior Year Encumbrances/Reserves	265,919	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(25,113,493)	(28,826,387)	(28,176,947)	(29,571,090)	2.6%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(6,237,259)	0	----
Total CLAIMS ON FUND	0	0	(6,237,259)	0	----
<b>Total Use of Resources</b>	<b>(32,250,520)</b>	<b>(32,054,387)</b>	<b>(38,748,206)</b>	<b>(37,777,090)</b>	<b>17.9%</b>
<b>PROJECTED FUND BALANCE</b>	<b>15,833,546</b>	<b>9,489,942</b>	<b>10,121,767</b>	<b>3,777,548</b>	<b>-60.2%</b>
Cable Television					
<b>BEGINNING FUND BALANCE</b>	<b>443,135</b>	<b>88,970</b>	<b>345,819</b>	<b>992,806</b>	<b>1015.9%</b>
REVENUES					
Charges for Services	26,935,116	26,309,000	25,641,000	24,621,000	-6.4%
Investment Income	251,098	263,000	210,000	159,000	-39.5%
Total REVENUES	27,186,214	26,572,000	25,851,000	24,780,000	-6.7%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(6,920,335)	(4,544,126)	(4,544,126)	(4,409,575)	-3.0%
Total NET INTER-FUND TRANSFERS	(6,920,335)	(4,544,126)	(4,544,126)	(4,409,575)	-3.0%
<b>Total Resources</b>	<b>20,709,014</b>	<b>22,116,844</b>	<b>21,652,693</b>	<b>21,363,231</b>	<b>-3.4%</b>
<b>CIP CURRENT REVENUE</b>	<b>(6,602,374)</b>	<b>(4,430,000)</b>	<b>(4,430,000)</b>	<b>(3,761,000)</b>	<b>-15.1%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,345,370)	(16,372,005)	(16,229,887)	(16,705,753)	2.0%
Adjustment for Prior Year Encumbrances/Reserves	1,584,549	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(13,760,821)	(16,372,005)	(16,229,887)	(16,705,753)	2.0%
<b>Total Use of Resources</b>	<b>(20,363,195)</b>	<b>(20,802,005)</b>	<b>(20,659,887)</b>	<b>(20,466,753)</b>	<b>-1.6%</b>

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<b>PROJECTED FUND BALANCE</b>	<b>345,819</b>	<b>1,314,839</b>	<b>992,806</b>	<b>896,478</b>	<b>-31.8%</b>
Recreation Non-Tax Supported					
<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>2,000,000</b>	<b>3,633,253</b>	<b>3,633,253</b>	<b>81.7%</b>
REVENUES					
Charges for Services	0	8,100,000	8,100,000	8,100,000	----
Total REVENUES	0	8,100,000	8,100,000	8,100,000	----
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	0	(4,500,000)	(4,500,000)	(4,500,000)	----
Total NET INTER-FUND TRANSFERS	0	(4,500,000)	(4,500,000)	(4,500,000)	----
<b>Total Resources</b>	<b>0</b>	<b>5,600,000</b>	<b>7,233,253</b>	<b>7,233,253</b>	<b>29.2%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(3,600,000)	(3,600,000)	(3,600,000)	----
Total APPROPRIATION/EXPENDITURE	0	(3,600,000)	(3,600,000)	(3,600,000)	----
<b>Total Use of Resources</b>	<b>0</b>	<b>(3,600,000)</b>	<b>(3,600,000)</b>	<b>(3,600,000)</b>	<b>----</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>2,000,000</b>	<b>3,633,253</b>	<b>3,633,253</b>	<b>81.7%</b>
Montgomery Housing Initiative					
<b>BEGINNING FUND BALANCE</b>	<b>23,346,965</b>	<b>7,160,000</b>	<b>17,227,281</b>	<b>9,570,240</b>	<b>33.7%</b>
REVENUES					
Taxes	16,091,775	16,467,562	16,465,594	17,817,608	8.2%
Charges for Services	10,680	70,200	70,200	70,200	----
Investment Income	3,677,262	2,765,250	2,562,870	1,939,470	-29.9%
Miscellaneous	7,807,426	4,641,756	4,639,406	5,197,056	12.0%
Total REVENUES	27,587,143	23,944,768	23,738,070	25,024,334	4.5%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(8,803,396)	(9,623,700)	(9,623,700)	(10,927,100)	13.5%
From Tax Supported Funds	22,703,644	25,342,876	25,342,876	31,758,868	25.3%
To Tax Supported Funds	(371,142)	(476,191)	(476,191)	(462,465)	-2.9%
Total NET INTER-FUND TRANSFERS	13,529,106	15,242,985	15,242,985	20,369,303	33.6%
<b>Total Resources</b>	<b>64,463,214</b>	<b>46,347,753</b>	<b>56,208,336</b>	<b>54,963,877</b>	<b>18.6%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(48,317,572)	(41,226,827)	(41,224,859)	(47,497,864)	15.2%
Debt Service - Other	(56,750)	(56,750)	(54,400)	(52,050)	-8.3%
Adjustment for Prior Year Encumbrances/Reserves	1,138,389	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(47,235,933)	(41,283,577)	(41,279,259)	(47,549,914)	15.2%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(1,894,176)	(5,358,837)	(5,163,963)	172.6%
Total CLAIMS ON FUND	0	(1,894,176)	(5,358,837)	(5,163,963)	172.6%
<b>Total Use of Resources</b>	<b>(47,235,933)</b>	<b>(43,177,753)</b>	<b>(46,638,096)</b>	<b>(52,713,877)</b>	<b>22.1%</b>
<b>PROJECTED FUND BALANCE</b>	<b>17,227,281</b>	<b>3,170,000</b>	<b>9,570,240</b>	<b>2,250,000</b>	<b>-29.0%</b>
Community Use of Public Facilities					
<b>BEGINNING UNRESTRICTED NET ASSETS</b>	<b>6,372,109</b>	<b>4,796,527</b>	<b>6,508,019</b>	<b>5,644,357</b>	<b>17.7%</b>
REVENUES					
Charges for Services	11,829,989	11,926,753	11,926,753	11,975,233	0.4%
Investment Income	290,799	104,195	104,195	65,700	-36.9%
Total REVENUES	12,120,788	12,030,948	12,030,948	12,040,933	0.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(849,493)	(928,770)	(928,770)	(1,234,109)	32.9%

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Total NET INTER-FUND TRANSFERS	(689,493)	(768,770)	(768,770)	(1,074,109)	39.7%
<b>Total Resources</b>	<b>17,803,404</b>	<b>16,058,705</b>	<b>17,770,197</b>	<b>16,611,181</b>	<b>3.4%</b>
<b>CIP CURRENT REVENUE</b>	<b>(267,877)</b>	<b>(863,000)</b>	<b>(863,000)</b>	<b>(904,000)</b>	<b>4.8%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(11,138,739)	(11,942,523)	(11,231,024)	(11,933,974)	-0.1%
Adjustment for Prior Year Encumbrances/Reserves	111,231	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(11,027,508)	(11,942,523)	(11,231,024)	(11,933,974)	-0.1%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(31,816)	(31,816)	(31,816)	----
Total CLAIMS ON FUND	0	(31,816)	(31,816)	(31,816)	----
<b>Total Use of Resources</b>	<b>(11,295,385)</b>	<b>(12,837,339)</b>	<b>(12,125,840)</b>	<b>(12,869,790)</b>	<b>0.3%</b>
<b>PROJECTED UNRESTRICTED NET ASSETS</b>	<b>6,508,019</b>	<b>3,221,366</b>	<b>5,644,357</b>	<b>3,741,391</b>	<b>16.1%</b>
Bethesda Parking District					
<b>BEGINNING CASH BALANCE</b>	<b>17,600,624</b>	<b>16,057,513</b>	<b>17,675,324</b>	<b>13,706,751</b>	<b>-14.6%</b>
REVENUES					
Taxes	(7,225)	0	0	0	----
Charges for Services	15,736,270	15,555,081	15,555,081	15,355,081	-1.3%
Fines & Forfeitures	4,581,761	3,250,000	3,250,000	3,250,000	----
Investment Income	426,118	428,190	356,170	269,530	-37.1%
Miscellaneous	97,605	359,120	359,120	359,120	----
Total REVENUES	20,834,529	19,592,391	19,520,371	19,233,731	-1.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(220,000)	(400,000)	(220,000)	----
To Tax Supported Funds	(1,959,658)	(2,111,137)	(2,111,137)	(2,043,375)	-3.2%
Total NET INTER-FUND TRANSFERS	(1,959,658)	(2,331,137)	(2,511,137)	(2,263,375)	-2.9%
<b>Total Resources</b>	<b>36,475,495</b>	<b>33,318,767</b>	<b>34,684,558</b>	<b>30,677,107</b>	<b>-7.9%</b>
<b>CIP CURRENT REVENUE</b>	<b>(4,856,423)</b>	<b>(3,790,000)</b>	<b>(6,108,000)</b>	<b>(5,183,000)</b>	<b>36.8%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,817,865)	(10,362,601)	(10,205,838)	(10,305,939)	-0.5%
Debt Service - Other	(4,653,195)	(4,640,400)	(4,640,400)	(4,634,250)	-0.1%
Adjustment for Prior Year Encumbrances/Reserves	(472,688)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(13,943,748)	(15,003,001)	(14,846,238)	(14,940,189)	-0.4%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	(23,569)	(23,569)	(23,569)	----
Total CLAIMS ON FUND	0	(23,569)	(23,569)	(23,569)	----
<b>Total Use of Resources</b>	<b>(18,800,171)</b>	<b>(18,816,570)</b>	<b>(20,977,807)</b>	<b>(20,146,758)</b>	<b>7.1%</b>
<b>PROJECTED CASH BALANCE</b>	<b>17,675,324</b>	<b>14,502,197</b>	<b>13,706,751</b>	<b>10,530,349</b>	<b>-27.4%</b>
Silver Spring Parking District					
<b>BEGINNING CASH BALANCE</b>	<b>16,891,415</b>	<b>8,762,031</b>	<b>15,945,593</b>	<b>14,605,308</b>	<b>66.7%</b>
REVENUES					
Taxes	(1,657)	0	0	0	----
Charges for Services	11,588,176	10,840,413	10,840,413	12,920,413	19.2%
Fines & Forfeitures	1,920,471	1,897,689	1,897,689	1,897,689	----
Investment Income	406,820	226,457	340,040	257,330	13.6%
Miscellaneous	89,420	0	2,625,000	20,000	----
Total REVENUES	14,003,230	12,964,559	15,703,142	15,095,432	16.4%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(3,340,130)	(3,083,000)	(3,083,000)	(3,303,640)	7.2%
Total NET INTER-FUND TRANSFERS	(3,340,130)	(3,083,000)	(3,083,000)	(3,303,640)	7.2%

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<b>Total Resources</b>	<b>27,554,515</b>	<b>18,643,590</b>	<b>28,565,735</b>	<b>26,397,100</b>	<b>41.6%</b>
<b>CIP CURRENT REVENUE</b>	<b>(5,761,843)</b>	<b>(2,086,000)</b>	<b>(2,618,000)</b>	<b>(4,822,000)</b>	<b>131.2%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,674,154)	(11,659,858)	(11,323,572)	(11,628,490)	-0.3%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	3,827,075	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,847,079)	(11,659,858)	(11,323,572)	(11,628,490)	-0.3%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(18,855)	(18,855)	(18,855)	----
Total CLAIMS ON FUND	0	(18,855)	(18,855)	(18,855)	----
<b>Total Use of Resources</b>	<b>(11,608,922)</b>	<b>(13,764,713)</b>	<b>(13,960,427)</b>	<b>(16,469,345)</b>	<b>19.6%</b>
<b>PROJECTED CASH BALANCE</b>	<b>15,945,593</b>	<b>4,878,877</b>	<b>14,605,308</b>	<b>9,927,755</b>	<b>103.5%</b>
Wheaton Parking District					
<b>BEGINNING CASH BALANCE</b>	<b>973,824</b>	<b>917,944</b>	<b>911,855</b>	<b>491,268</b>	<b>-46.5%</b>
REVENUES					
Taxes	39	0	0	0	----
Charges for Services	802,391	725,000	725,000	1,375,000	89.7%
Fines & Forfeitures	406,319	476,000	476,000	476,000	----
Investment Income	19,273	21,885	16,110	12,190	-44.3%
Miscellaneous	5,110	0	0	0	----
Total REVENUES	1,233,132	1,222,885	1,217,110	1,863,190	52.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	220,000	400,000	220,000	----
To Tax Supported Funds	(111,148)	(117,155)	(117,155)	(539,265)	360.3%
Total NET INTER-FUND TRANSFERS	(111,148)	102,845	282,845	(319,265)	-410.4%
<b>Total Resources</b>	<b>2,095,808</b>	<b>2,243,674</b>	<b>2,411,810</b>	<b>2,035,193</b>	<b>-9.3%</b>
<b>CIP CURRENT REVENUE</b>	<b>(120,745)</b>	<b>(157,000)</b>	<b>(356,000)</b>	<b>(157,000)</b>	<b>----</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,180,730)	(1,599,302)	(1,561,006)	(1,586,195)	-0.8%
Adjustment for Prior Year Encumbrances/Reserves	117,522	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,063,208)	(1,599,302)	(1,561,006)	(1,586,195)	-0.8%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(3,536)	(3,536)	(3,536)	----
Total CLAIMS ON FUND	0	(3,536)	(3,536)	(3,536)	----
<b>Total Use of Resources</b>	<b>(1,183,953)</b>	<b>(1,759,838)</b>	<b>(1,920,542)</b>	<b>(1,746,731)</b>	<b>-0.7%</b>
<b>PROJECTED CASH BALANCE</b>	<b>911,855</b>	<b>483,836</b>	<b>491,268</b>	<b>288,462</b>	<b>-40.4%</b>
Permitting Services					
<b>BEGINNING UNRESTRICTED NET ASSETS</b>	<b>16,417,858</b>	<b>14,351,293</b>	<b>19,053,351</b>	<b>15,549,415</b>	<b>8.3%</b>
REVENUES					
Licenses & Permits	42,905,486	43,344,335	41,114,852	40,828,187	-5.8%
Charges for Services	807,966	1,661,907	1,564,221	1,510,000	-9.1%
Fines & Forfeitures	87,008	89,772	41,400	90,000	0.3%
Investment Income	904,945	880,000	756,400	200,000	-77.3%
Miscellaneous	4,432	0	0	0	----
Total REVENUES	44,709,837	45,976,014	43,476,873	42,628,187	-7.3%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(5,642,377)	(6,588,136)	(6,479,116)	(6,745,648)	2.4%
Total NET INTER-FUND TRANSFERS	(5,642,377)	(6,588,136)	(6,479,116)	(6,745,648)	2.4%
<b>Total Resources</b>	<b>55,485,318</b>	<b>53,739,171</b>	<b>56,051,108</b>	<b>51,431,954</b>	<b>-4.3%</b>

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(38,276,688)	(41,888,787)	(40,249,523)	(41,447,971)	-1.1%
Adjustment for Prior Year Encumbrances/Reserves	1,844,721	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(36,431,967)	(41,888,787)	(40,249,523)	(41,447,971)	-1.1%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(252,170)	(252,170)	(252,170)	----
Total CLAIMS ON FUND	0	(252,170)	(252,170)	(252,170)	----
<b>Total Use of Resources</b>	<b>(36,431,967)</b>	<b>(42,140,957)</b>	<b>(40,501,693)</b>	<b>(41,700,141)</b>	<b>-1.0%</b>
<b>PROJECTED UNRESTRICTED NET ASSETS</b>	<b>19,053,351</b>	<b>11,598,214</b>	<b>15,549,415</b>	<b>9,731,813</b>	<b>-16.1%</b>
Solid Waste Collection					
<b>BEGINNING RETAINED EARNINGS</b>	<b>(140,204)</b>	<b>(2,453,402)</b>	<b>(1,875,686)</b>	<b>(2,956,311)</b>	<b>20.5%</b>
REVENUES					
Charges for Services	7,103,080	8,818,850	8,736,845	9,885,837	12.1%
Investment Income	115,756	65,540	96,760	73,220	11.7%
Miscellaneous	20,794	0	12,000	0	----
Total REVENUES	7,239,630	8,884,390	8,845,605	9,959,057	12.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(286,394)	(331,905)	(331,905)	(314,224)	-5.3%
Total NET INTER-FUND TRANSFERS	(286,394)	(331,905)	(331,905)	(314,224)	-5.3%
<b>Total Resources</b>	<b>6,813,032</b>	<b>6,099,083</b>	<b>6,638,014</b>	<b>6,688,522</b>	<b>9.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,789,505)	(9,583,720)	(9,583,720)	(10,478,328)	9.3%
Budget to GAAP Reconciliation	43,319	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	57,468	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,688,718)	(9,583,720)	(9,583,720)	(10,478,328)	9.3%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(10,605)	(10,605)	(10,605)	----
Total CLAIMS ON FUND	0	(10,605)	(10,605)	(10,605)	----
<b>Total Use of Resources</b>	<b>(8,688,718)</b>	<b>(9,594,325)</b>	<b>(9,594,325)</b>	<b>(10,488,933)</b>	<b>9.3%</b>
<b>ENDING RETAINED EARNINGS</b>	<b>(1,875,686)</b>	<b>(3,495,242)</b>	<b>(2,956,311)</b>	<b>(3,800,411)</b>	<b>8.7%</b>
Solid Waste Disposal					
	0	0	0	0	----
REVENUES					
Licenses & Permits	10,440	10,000	10,000	12,000	20.0%
Charges for Services	99,992,405	103,897,953	102,660,427	104,381,444	0.5%
Fines & Forfeitures	33,669	35,000	35,000	36,000	2.9%
Investment Income	2,015,311	1,719,840	1,684,500	1,274,760	-25.9%
Miscellaneous	1,007,288	83,500	83,500	325,000	289.2%
Total REVENUES	103,059,113	105,746,293	104,473,427	106,029,204	0.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	755,000	930,000	930,000	1,319,501	41.9%
From Tax Supported Funds	2,195,820	1,536,170	1,536,170	1,218,270	-20.7%
To Tax Supported Funds	(2,221,759)	(2,478,115)	(2,478,115)	(2,425,322)	-2.1%
Total NET INTER-FUND TRANSFERS	729,061	(11,945)	(11,945)	112,449	-1041.4%
<b>Total Resources</b>	<b>103,788,174</b>	<b>105,734,348</b>	<b>104,461,482</b>	<b>106,141,653</b>	<b>0.4%</b>
<b>CIP CURRENT REVENUE</b>	<b>(8,286,648)</b>	<b>(8,989,000)</b>	<b>(1,296,000)</b>	<b>(456,000)</b>	<b>-94.9%</b>
APPROPRIATION/EXPENDITURE					

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Appropriation/Expenditure	(96,988,139)	(106,150,105)	(105,464,855)	(120,753,219)	13.8%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	(2,117,338)	(37,937)	668,425	424,388	-1218.7%
Plus Payout of Appropriated Closure Costs	2,780,398	10,215,518	1,815,518	1,858,390	-81.8%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(96,325,079)	(95,972,524)	(102,980,912)	(118,470,441)	23.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(84,842)	(84,842)	(84,842)	----
Total CLAIMS ON FUND	0	(84,842)	(84,842)	(84,842)	----
<b>Total Use of Resources</b>	<b>(104,611,727)</b>	<b>(105,046,366)</b>	<b>(104,361,754)</b>	<b>(119,011,283)</b>	<b>13.3%</b>
<b>NET CHANGE</b>	<b>(823,553)</b>	<b>687,982</b>	<b>99,728</b>	<b>(12,869,630)</b>	<b>-1970.6%</b>
Vacuum Leaf Collection					
<b>BEGINNING FUND BALANCE</b>	<b>356,062</b>	<b>635,310</b>	<b>528,335</b>	<b>69,199</b>	<b>-89.1%</b>
REVENUES					
Charges for Services	7,617,380	7,988,714	7,988,714	8,591,838	7.5%
Investment Income	55,144	26,850	46,090	34,880	29.9%
Total REVENUES	7,672,524	8,015,564	8,034,804	8,626,718	7.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(755,000)	(930,000)	(930,000)	(1,319,501)	41.9%
To Tax Supported Funds	(621,852)	(725,833)	(725,833)	(663,574)	-8.6%
Total NET INTER-FUND TRANSFERS	(1,376,852)	(1,655,833)	(1,655,833)	(1,983,075)	19.8%
<b>Total Resources</b>	<b>6,651,734</b>	<b>6,995,041</b>	<b>6,907,306</b>	<b>6,712,842</b>	<b>-4.0%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,207,072)	(6,526,453)	(6,838,107)	(6,434,026)	-1.4%
Adjustment for Prior Year Encumbrances/Reserves	83,673	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,123,399)	(6,526,453)	(6,838,107)	(6,434,026)	-1.4%
<b>Total Use of Resources</b>	<b>(6,123,399)</b>	<b>(6,526,453)</b>	<b>(6,838,107)</b>	<b>(6,434,026)</b>	<b>-1.4%</b>
<b>PROJECTED FUND BALANCE</b>	<b>528,335</b>	<b>468,588</b>	<b>69,199</b>	<b>278,816</b>	<b>-40.5%</b>
Liquor Control					
<b>BEGINNING CASH BALANCE</b>	<b>6,356,749</b>	<b>622,003</b>	<b>2,282,883</b>	<b>1,376,262</b>	<b>121.3%</b>
REVENUES					
Taxes	7,019	0	0	0	----
Licenses & Permits	1,817,740	1,892,222	1,892,222	1,892,222	----
Charges for Services	19,519	23,418	23,418	23,887	2.0%
Fines & Forfeitures	255,830	316,916	316,916	316,916	----
Investment Income	145,294	41,410	41,410	91,900	121.9%
Miscellaneous	88,675,261	90,446,885	91,180,293	96,812,959	7.0%
Total REVENUES	90,920,663	92,720,851	93,454,259	99,137,884	6.9%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(26,471,463)	(28,400,899)	(30,100,899)	(30,522,961)	7.5%
Total NET INTER-FUND TRANSFERS	(26,471,463)	(28,400,899)	(30,100,899)	(30,522,961)	7.5%
<b>Total Resources</b>	<b>70,805,949</b>	<b>64,941,955</b>	<b>65,636,243</b>	<b>69,991,185</b>	<b>7.8%</b>
<b>CIP CURRENT REVENUE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,785,000)</b>	<b>----</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(54,379,902)	(54,777,981)	(55,041,578)	(55,459,896)	1.2%
Debt Service - Other	(9,836,714)	(9,264,800)	(8,850,750)	(9,247,650)	-0.2%
Adjustment for Prior Year Encumbrances/Reserves	(4,306,450)	0	0	0	----
Future Expenditure Requirements	0	0	0	0	----
Bond Proceeds Applied to Debt Service	0	0	0	0	----

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Master Lease Proceeds	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(68,523,066)	(64,042,781)	(63,892,328)	(64,707,546)	1.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(367,653)	(367,653)	(367,653)	----
Total CLAIMS ON FUND	0	(367,653)	(367,653)	(367,653)	----
<b>Total Use of Resources</b>	<b>(68,523,066)</b>	<b>(64,410,434)</b>	<b>(64,259,981)</b>	<b>(66,860,199)</b>	<b>3.8%</b>
<b>PROJECTED CASH BALANCE</b>	<b>2,282,883</b>	<b>531,521</b>	<b>1,376,262</b>	<b>3,130,986</b>	<b>489.1%</b>

## DEBT SERVICE

### Debt Service - Non-Tax Supported

<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	14,836,923	15,985,600	15,773,100	21,450,435	34.2%
Total NET INTER-FUND TRANSFERS	14,836,923	15,985,600	15,773,100	21,450,435	34.2%
<b>Total Resources</b>	<b>14,836,923</b>	<b>15,985,600</b>	<b>15,773,100</b>	<b>21,450,435</b>	<b>34.2%</b>
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(14,836,923)	(15,985,600)	(15,773,100)	(21,450,435)	34.2%
Total APPROPRIATION/EXPENDITURE	(14,836,923)	(15,985,600)	(15,773,100)	(21,450,435)	34.2%
<b>Total Use of Resources</b>	<b>(14,836,923)</b>	<b>(15,985,600)</b>	<b>(15,773,100)</b>	<b>(21,450,435)</b>	<b>34.2%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

## MONTGOMERY COUNTY PUBLIC SCHOOLS

### Grant Fund MCPS

<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
REVENUES					
Intergovernmental	85,160,492	89,498,471	103,440,697	109,137,741	21.9%
Total REVENUES	85,160,492	89,498,471	103,440,697	109,137,741	21.9%
<b>Total Resources</b>	<b>85,160,492</b>	<b>89,498,471</b>	<b>103,440,697</b>	<b>109,137,741</b>	<b>21.9%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(85,160,492)	(89,498,471)	(103,440,697)	(109,137,741)	21.9%
Total APPROPRIATION/EXPENDITURE	(85,160,492)	(89,498,471)	(103,440,697)	(109,137,741)	21.9%
<b>Total Use of Resources</b>	<b>(85,160,492)</b>	<b>(89,498,471)</b>	<b>(103,440,697)</b>	<b>(109,137,741)</b>	<b>21.9%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

### Food Service Fund

<b>BEGINNING CASH BALANCE</b>	<b>11,817,449</b>	<b>11,817,449</b>	<b>11,419,045</b>	<b>11,419,045</b>	<b>-3.4%</b>
REVENUES					
Charges for Services	17,896,527	17,588,383	17,588,383	17,586,048	----
Intergovernmental	43,620,377	40,519,582	40,519,582	42,813,932	5.7%
Miscellaneous	20,773	0	0	0	----
Total REVENUES	61,537,677	58,107,965	58,107,965	60,399,980	3.9%
<b>Total Resources</b>	<b>73,355,126</b>	<b>69,925,414</b>	<b>69,527,010</b>	<b>71,819,025</b>	<b>2.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(60,564,324)	(58,107,965)	(58,107,965)	(60,399,980)	3.9%
Adjustment for Prior Year Encumbrances/Reserves	(1,371,757)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(61,936,081)	(58,107,965)	(58,107,965)	(60,399,980)	3.9%
<b>Total Use of Resources</b>	<b>(61,936,081)</b>	<b>(58,107,965)</b>	<b>(58,107,965)</b>	<b>(60,399,980)</b>	<b>3.9%</b>
<b>PROJECTED CASH BALANCE</b>	<b>11,419,045</b>	<b>11,817,449</b>	<b>11,419,045</b>	<b>11,419,045</b>	<b>-3.4%</b>

### Real Estate Fund

<b>BEGINNING CASH BALANCE</b>	<b>742,817</b>	<b>742,817</b>	<b>464,055</b>	<b>464,055</b>	<b>-37.5%</b>
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## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
REVENUES					
Miscellaneous	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
Total REVENUES	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
<b>Total Resources</b>	<b>4,070,405</b>	<b>4,709,224</b>	<b>4,430,462</b>	<b>5,431,204</b>	<b>15.3%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,651,111)	(3,966,407)	(3,966,407)	(4,967,149)	25.2%
Adjustment for Prior Year Encumbrances/Reserves	44,761	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,606,350)	(3,966,407)	(3,966,407)	(4,967,149)	25.2%
<b>Total Use of Resources</b>	<b>(3,606,350)</b>	<b>(3,966,407)</b>	<b>(3,966,407)</b>	<b>(4,967,149)</b>	<b>25.2%</b>
<b>PROJECTED CASH BALANCE</b>	<b>464,055</b>	<b>742,817</b>	<b>464,055</b>	<b>464,055</b>	<b>-37.5%</b>
Field Trip Fund					
<b>BEGINNING CASH BALANCE</b>	<b>339,212</b>	<b>339,212</b>	<b>140,117</b>	<b>140,117</b>	<b>-58.7%</b>
REVENUES					
Charges for Services	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
Total REVENUES	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
<b>Total Resources</b>	<b>2,514,787</b>	<b>3,076,161</b>	<b>2,877,066</b>	<b>3,054,299</b>	<b>-0.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,308,586)	(2,736,949)	(2,736,949)	(2,914,182)	6.5%
Adjustment for Prior Year Encumbrances/Reserves	(66,084)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,374,670)	(2,736,949)	(2,736,949)	(2,914,182)	6.5%
<b>Total Use of Resources</b>	<b>(2,374,670)</b>	<b>(2,736,949)</b>	<b>(2,736,949)</b>	<b>(2,914,182)</b>	<b>6.5%</b>
<b>PROJECTED CASH BALANCE</b>	<b>140,117</b>	<b>339,212</b>	<b>140,117</b>	<b>140,117</b>	<b>-58.7%</b>
Entrepreneurial Activities Fund					
<b>BEGINNING CASH BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
REVENUES					
Charges for Services	735,515	2,150,669	2,150,669	2,446,838	13.8%
Total REVENUES	735,515	2,150,669	2,150,669	2,446,838	13.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	12,120,909	8,000,000	10,200,000	10,200,000	27.5%
Total NET INTER-FUND TRANSFERS	12,120,909	8,000,000	10,200,000	10,200,000	27.5%
<b>Total Resources</b>	<b>12,856,424</b>	<b>10,150,669</b>	<b>12,350,669</b>	<b>12,646,838</b>	<b>24.6%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(13,264,774)	(10,150,669)	(12,350,669)	(12,646,838)	24.6%
Adjustment for Prior Year Encumbrances/Reserves	408,350	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(12,856,424)	(10,150,669)	(12,350,669)	(12,646,838)	24.6%
<b>Total Use of Resources</b>	<b>(12,856,424)</b>	<b>(10,150,669)</b>	<b>(12,350,669)</b>	<b>(12,646,838)</b>	<b>24.6%</b>
<b>PROJECTED CASH BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
Instructional Television Fund					
<b>BEGINNING CASH BALANCE</b>	<b>16,916</b>	<b>16,916</b>	<b>49,814</b>	<b>49,814</b>	<b>194.5%</b>
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
Total NET INTER-FUND TRANSFERS	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
<b>Total Resources</b>	<b>1,806,857</b>	<b>1,816,691</b>	<b>1,849,589</b>	<b>1,819,589</b>	<b>0.2%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,740,127)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
Adjustment for Prior Year Encumbrances/Reserves	(16,916)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,757,043)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
<b>Total Use of Resources</b>	<b>(1,757,043)</b>	<b>(1,799,775)</b>	<b>(1,799,775)</b>	<b>(1,769,775)</b>	<b>-1.7%</b>

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<b>PROJECTED CASH BALANCE</b>	<b>49,814</b>	<b>16,916</b>	<b>49,814</b>	<b>49,814</b>	<b>194.5%</b>
<b>MONTGOMERY COLLEGE</b>					
<b>Grant Fund MC</b>					
<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
REVENUES					
Intergovernmental	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
Total REVENUES	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
<b>Total Resources</b>	<b>14,711,509</b>	<b>21,147,000</b>	<b>13,645,794</b>	<b>18,782,000</b>	<b>-11.2%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,711,509)	(21,147,000)	(13,645,794)	(18,782,000)	-11.2%
Total APPROPRIATION/EXPENDITURE	(14,711,509)	(21,147,000)	(13,645,794)	(18,782,000)	-11.2%
<b>Total Use of Resources</b>	<b>(14,711,509)</b>	<b>(21,147,000)</b>	<b>(13,645,794)</b>	<b>(18,782,000)</b>	<b>-11.2%</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>Endowment Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>556,037</b>	<b>567,537</b>	<b>570,182</b>	<b>581,682</b>	<b>2.5%</b>
REVENUES					
Miscellaneous	14,145	11,500	11,500	11,500	----
Total REVENUES	14,145	11,500	11,500	11,500	----
<b>Total Resources</b>	<b>570,182</b>	<b>579,037</b>	<b>581,682</b>	<b>593,182</b>	<b>2.4%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	0	0	0	0	----
<b>Total Use of Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>PROJECTED FUND BALANCE</b>	<b>570,182</b>	<b>579,037</b>	<b>581,682</b>	<b>593,182</b>	<b>2.4%</b>
<b>Workforce Development &amp; Continuing Ed</b>					
<b>BEGINNING FUND BALANCE</b>	<b>2,262,070</b>	<b>2,474,279</b>	<b>3,359,977</b>	<b>3,309,404</b>	<b>33.8%</b>
REVENUES					
Charges for Services	9,615,932	10,900,000	9,213,168	10,372,460	-4.8%
Intergovernmental	7,336,869	8,041,559	8,041,559	9,084,684	13.0%
Miscellaneous	247,397	50,000	50,000	80,000	60.0%
Total REVENUES	17,200,198	18,991,559	17,304,727	19,537,144	2.9%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(459,485)	(1,000,000)	(1,000,000)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(459,485)	(1,000,000)	(1,000,000)	0	-100.0%
<b>Total Resources</b>	<b>19,002,783</b>	<b>20,465,838</b>	<b>19,664,704</b>	<b>22,846,548</b>	<b>11.6%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,815,705)	(18,372,215)	(16,355,300)	(20,712,172)	12.7%
Adjustment for Prior Year Encumbrances/Reserves	172,899	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,642,806)	(18,372,215)	(16,355,300)	(20,712,172)	12.7%
<b>Total Use of Resources</b>	<b>(15,642,806)</b>	<b>(18,372,215)</b>	<b>(16,355,300)</b>	<b>(20,712,172)</b>	<b>12.7%</b>
<b>PROJECTED FUND BALANCE</b>	<b>3,359,977</b>	<b>2,093,623</b>	<b>3,309,404</b>	<b>2,134,376</b>	<b>1.9%</b>
<b>Auxiliary Fund</b>					
<b>BEGINNING FUND BALANCE</b>	<b>2,777,372</b>	<b>3,207,124</b>	<b>3,170,420</b>	<b>3,570,995</b>	<b>11.3%</b>
REVENUES					
Charges for Services	1,216,071	1,018,000	950,000	924,220	-9.2%
Miscellaneous	926,764	920,220	885,200	735,050	-20.1%

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Total REVENUES	2,142,835	1,938,220	1,835,200	1,659,270	-14.4%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(736,096)	(500,000)	(500,000)	(500,000)	----
Total NET INTER-FUND TRANSFERS	(736,096)	(500,000)	(500,000)	(500,000)	----
<b>Total Resources</b>	<b>4,184,111</b>	<b>4,645,344</b>	<b>4,505,620</b>	<b>4,730,265</b>	<b>1.8%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,054,805)	(1,729,300)	(934,625)	(1,941,300)	12.3%
Adjustment for Prior Year Encumbrances/Reserves	41,114	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,013,691)	(1,729,300)	(934,625)	(1,941,300)	12.3%
<b>Total Use of Resources</b>	<b>(1,013,691)</b>	<b>(1,729,300)</b>	<b>(934,625)</b>	<b>(1,941,300)</b>	<b>12.3%</b>
<b>PROJECTED FUND BALANCE</b>	<b>3,170,420</b>	<b>2,916,044</b>	<b>3,570,995</b>	<b>2,788,965</b>	<b>-4.4%</b>
Cable Television Fund					
<b>BEGINNING FUND BALANCE</b>	<b>123,982</b>	<b>150,849</b>	<b>139,179</b>	<b>143,500</b>	<b>-4.9%</b>
REVENUES					
Miscellaneous	5,997	0	0	0	----
Total REVENUES	5,997	0	0	0	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
Total NET INTER-FUND TRANSFERS	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
<b>Total Resources</b>	<b>1,856,846</b>	<b>1,915,170</b>	<b>1,903,500</b>	<b>1,940,300</b>	<b>1.3%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,726,785)	(1,764,321)	(1,760,000)	(1,796,800)	1.8%
Adjustment for Prior Year Encumbrances/Reserves	9,118	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,717,667)	(1,764,321)	(1,760,000)	(1,796,800)	1.8%
<b>Total Use of Resources</b>	<b>(1,717,667)</b>	<b>(1,764,321)</b>	<b>(1,760,000)</b>	<b>(1,796,800)</b>	<b>1.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>139,179</b>	<b>150,849</b>	<b>143,500</b>	<b>143,500</b>	<b>-4.9%</b>
Major Facilities Reserve Fund					
<b>BEGINNING FUND BALANCE</b>	<b>9,759,076</b>	<b>7,787,070</b>	<b>11,008,221</b>	<b>7,530,017</b>	<b>-3.3%</b>
REVENUES					
Charges for Services	3,136,908	3,125,000	3,242,416	3,287,000	5.2%
Investment Income	246,081	200,000	200,000	175,000	-12.5%
Total REVENUES	3,382,989	3,325,000	3,442,416	3,462,000	4.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(425,838)	(2,000,000)	(5,214,814)	(1,500,000)	-25.0%
Total NET INTER-FUND TRANSFERS	(425,838)	(2,000,000)	(5,214,814)	(1,500,000)	-25.0%
<b>Total Resources</b>	<b>12,716,227</b>	<b>9,112,070</b>	<b>9,235,823</b>	<b>9,492,017</b>	<b>4.2%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,708,006)	(2,000,000)	(1,705,806)	(2,000,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,708,006)	(2,000,000)	(1,705,806)	(2,000,000)	----
<b>Total Use of Resources</b>	<b>(1,708,006)</b>	<b>(2,000,000)</b>	<b>(1,705,806)</b>	<b>(2,000,000)</b>	<b>----</b>
<b>PROJECTED FUND BALANCE</b>	<b>11,008,221</b>	<b>7,112,070</b>	<b>7,530,017</b>	<b>7,492,017</b>	<b>5.3%</b>
Transportation Fund					
<b>BEGINNING FUND BALANCE</b>	<b>8,750,161</b>	<b>8,367,664</b>	<b>8,458,159</b>	<b>7,386,438</b>	<b>-11.7%</b>
REVENUES					
Charges for Services	3,460,519	3,365,000	3,242,416	3,585,000	6.5%
Investment Income	0	0	0	125,000	----
Miscellaneous	360,122	338,000	598,000	170,000	-49.7%

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Total REVENUES	3,820,641	3,703,000	3,840,416	3,880,000	4.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(11,723)	0	(801,786)	0	----
Total NET INTER-FUND TRANSFERS	(11,723)	0	(801,786)	0	----
<b>Total Resources</b>	<b>12,559,079</b>	<b>12,070,664</b>	<b>11,496,789</b>	<b>11,266,438</b>	<b>-6.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,110,935)	(4,200,000)	(4,110,351)	(4,200,000)	----
Adjustment for Prior Year Encumbrances/Reserves	10,015	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,100,920)	(4,200,000)	(4,110,351)	(4,200,000)	----
<b>Total Use of Resources</b>	<b>(4,100,920)</b>	<b>(4,200,000)</b>	<b>(4,110,351)</b>	<b>(4,200,000)</b>	<b>----</b>
<b>PROJECTED FUND BALANCE</b>	<b>8,458,159</b>	<b>7,870,664</b>	<b>7,386,438</b>	<b>7,066,438</b>	<b>-10.2%</b>

## MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

### Grant Fund MNCPPC

<b>BEGINNING FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
REVENUES					
Intergovernmental	0	550,000	550,000	550,000	----
Total REVENUES	0	550,000	550,000	550,000	----
<b>Total Resources</b>	<b>0</b>	<b>550,000</b>	<b>550,000</b>	<b>550,000</b>	<b>----</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	0	(550,000)	(550,000)	(550,000)	----
<b>Total Use of Resources</b>	<b>0</b>	<b>(550,000)</b>	<b>(550,000)</b>	<b>(550,000)</b>	<b>----</b>
<b>PROJECTED FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

### Special Revenue Funds

<b>BEGINNING FUND BALANCE</b>	<b>6,429,204</b>	<b>5,197,876</b>	<b>7,470,026</b>	<b>5,891,911</b>	<b>13.4%</b>
REVENUES					
Charges for Services	4,598,030	3,198,043	3,146,925	3,285,260	2.7%
Intergovernmental	322,860	296,730	345,560	510,750	72.1%
Investment Income	166,385	55,000	64,350	110,000	100.0%
Miscellaneous	270,893	239,400	363,303	283,000	18.2%
Total REVENUES	5,358,168	3,789,173	3,920,138	4,189,010	10.6%
NET INTER-FUND TRANSFERS					
From Component Units/Agencies	916,700	1,391,700	1,391,700	1,015,120	-27.1%
Total NET INTER-FUND TRANSFERS	916,700	1,391,700	1,391,700	1,015,120	-27.1%
<b>Total Resources</b>	<b>12,704,072</b>	<b>10,378,749</b>	<b>12,781,864</b>	<b>11,096,041</b>	<b>6.9%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,234,046)	(7,084,740)	(6,889,953)	(7,352,429)	3.8%
Total APPROPRIATION/EXPENDITURE	(5,234,046)	(7,084,740)	(6,889,953)	(7,352,429)	3.8%
<b>Total Use of Resources</b>	<b>(5,234,046)</b>	<b>(7,084,740)</b>	<b>(6,889,953)</b>	<b>(7,352,429)</b>	<b>3.8%</b>
<b>PROJECTED FUND BALANCE</b>	<b>7,470,026</b>	<b>3,294,009</b>	<b>5,891,911</b>	<b>3,743,612</b>	<b>13.6%</b>

### Enterprise Fund

<b>BEGINNING CASH BALANCE</b>	<b>9,062,718</b>	<b>6,689,470</b>	<b>9,494,752</b>	<b>10,914,881</b>	<b>63.2%</b>
REVENUES					
Charges for Services	11,138,179	10,619,420	11,012,422	11,437,895	7.7%
Miscellaneous	1,411,405	977,622	1,053,152	1,170,241	19.7%
Total REVENUES	12,549,584	11,597,042	12,065,574	12,608,136	8.7%
<b>Total Resources</b>	<b>21,612,302</b>	<b>18,286,512</b>	<b>21,560,326</b>	<b>23,523,017</b>	<b>28.6%</b>
<b>CIP CURRENT REVENUE</b>	<b>(3,004,638)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(2,550,000)</b>	<b>410.0%</b>

## Fiscal Summary By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,489,241)	(9,697,934)	(10,145,445)	(10,634,588)	9.7%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	376,329	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,112,912)	(9,697,934)	(10,145,445)	(10,634,588)	9.7%
<b>Total Use of Resources</b>	<b>(12,117,550)</b>	<b>(10,197,934)</b>	<b>(10,645,445)</b>	<b>(13,184,588)</b>	<b>29.3%</b>
<b>PROJECTED CASH BALANCE</b>	<b>9,494,752</b>	<b>8,088,578</b>	<b>10,914,881</b>	<b>10,338,429</b>	<b>27.8%</b>
Prop Mgmt MNCPPC					
<b>BEGINNING FUND BALANCE</b>	<b>984,174</b>	<b>888,735</b>	<b>848,547</b>	<b>751,827</b>	<b>-15.4%</b>
REVENUES					
Charges for Services	1,352,558	1,456,600	1,456,600	1,561,500	7.2%
Investment Income	34,516	10,000	10,000	25,000	150.0%
Miscellaneous	6,750	0	0	0	----
Total REVENUES	1,393,824	1,466,600	1,466,600	1,586,500	8.2%
<b>Total Resources</b>	<b>2,377,998</b>	<b>2,355,335</b>	<b>2,315,147</b>	<b>2,338,327</b>	<b>-0.7%</b>
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,529,451)	(1,563,320)	(1,563,320)	(1,586,500)	1.5%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,529,451)	(1,563,320)	(1,563,320)	(1,586,500)	1.5%
<b>Total Use of Resources</b>	<b>(1,529,451)</b>	<b>(1,563,320)</b>	<b>(1,563,320)</b>	<b>(1,586,500)</b>	<b>1.5%</b>
<b>PROJECTED FUND BALANCE</b>	<b>848,547</b>	<b>792,015</b>	<b>751,827</b>	<b>751,827</b>	<b>-5.1%</b>

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# Schedule A-5

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	414,329	491,273	491,273	433,485	-11.8%
From Bethesda Parking District: Telecommunications NDA	12,799	0	0	0	----
From Cable TV	2,542,000	0	0	0	----
From Cable TV: M-NCPPC Park Fund	100,000	100,000	100,000	0	-100.0%
From Cable TV: MC Cable Fund	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
From Cable TV: MCPS Instructional TV Fund	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
From Cable TV: Overhead	756,568	880,030	880,030	843,000	-4.2%
From Cable TV: Technology Modernization	4,959	0	0	0	----
From Community Use of Public Facilities: CAPP	200,000	200,000	200,000	200,000	----
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	609,960	721,440	721,440	667,516	-7.5%
From Community Use of Public Facilities: Telecommunications NDA	32,203	0	0	0	----
From Liquor: Earnings Transfer	22,806,777	24,774,980	26,474,980	26,774,980	8.1%
From Liquor: Overhead	3,495,654	3,625,919	3,625,919	3,747,981	3.4%
From Liquor: Telecommunications NDA	169,032	0	0	0	----
From Montgomery Housing Initiative: Overhead	371,142	476,191	476,191	462,465	-2.9%
From Permitting Services: DCM	109,020	109,020	0	0	-100.0%
From Permitting Services: Overhead	5,481,305	6,479,116	6,479,116	5,784,225	-10.7%
From Permitting Services: Telecommunications NDA	52,052	0	0	0	----
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	472,228	548,157	548,157	484,681	-11.6%
From Silver Spring Parking District: Telecommunications NDA	82,192	0	0	0	----
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	281,394	326,905	326,905	309,224	-5.4%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: EOB Rent	232,270	237,080	237,080	0	-100.0%
From Solid Waste Disposal: Overhead	1,897,659	2,217,655	2,217,655	2,151,951	-3.0%
From Solid Waste Disposal: Telecommunications NDA	68,450	0	0	0	----
From Solid Waste Disposal: Wheaton	0	0	0	249,991	----
From Vacuum Leaf Collection: Overhead	621,852	725,833	725,833	663,574	-8.6%
From Water Quality Protection Fund: Overhead	1,739,210	2,037,980	2,037,980	1,837,940	-9.8%
From Water Quality Protection Fund: Telecommunications NDA	13,151	0	0	0	----
From Wheaton Parking District: Telecommunications NDA	4,064	0	0	0	----
From Wheaton Parking District: Overhead	70,547	80,618	80,618	71,213	-11.7%
<b>TOTAL From Non-Tax Supported Funds</b>	<b>46,198,335</b>	<b>47,637,003</b>	<b>49,227,983</b>	<b>48,289,511</b>	<b>1.4%</b>
From Tax Supported Funds					
From Bethesda Urban District: Overhead	23,670	21,597	21,597	20,596	-4.6%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire: Telecommunications NDA	430,482	0	0	0	----
From Mass Transit: Overhead	14,113,024	16,693,872	16,693,872	15,819,323	-5.2%
From Mass Transit: Telecommunications NDA	131,019	0	0	0	----
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	----
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	----
From Recreation: Overhead	4,551,187	5,376,131	5,376,131	5,423,192	0.9%
From Recreation: Telecommunications NDA	283,630	0	0	0	----
From Recreation: Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	458,066	536,019	536,019	541,989	1.1%
From Wheaton Urban District: Overhead	267,976	308,542	308,542	295,566	-4.2%

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
<b>TOTAL From Tax Supported Funds</b>	<b>22,226,214</b>	<b>24,903,321</b>	<b>24,903,321</b>	<b>24,067,826</b>	<b>-3.4%</b>
To Non-Tax Supported Funds					
To Community Use of Public Facilities: Elections	(135,000)	(135,000)	(135,000)	(135,000)	----
To Community Use of Public Facilities:After School	(25,000)	(25,000)	(25,000)	(25,000)	----
To Montgomery Housing Initiative	(22,703,644)	(25,342,876)	(25,342,876)	(31,758,868)	25.3%
To Solid Waste Disposal Fund	(2,195,820)	(1,536,170)	(1,536,170)	(1,218,270)	-20.7%
<b>TOTAL To Non-Tax Supported Funds</b>	<b>(25,059,464)</b>	<b>(27,039,046)</b>	<b>(27,039,046)</b>	<b>(33,137,138)</b>	<b>22.6%</b>
To Tax Supported Funds					
To Bethesda Urban District	0	0	(60,000)	0	----
To Bethesda Urban District: Baseline Services	(800,318)	(750,318)	(750,318)	(750,318)	----
To Debt Service: GO Bonds	(312,125,488)	(335,107,250)	(330,591,927)	(343,682,580)	2.6%
To Debt Service: Short and Long Term Leases	(13,139,778)	(11,727,710)	(11,684,644)	(13,890,670)	18.4%
To Economic Development Fund	(4,771,051)	(5,145,913)	(4,718,987)	(10,750,720)	108.9%
To Fire District: Fund Balance Transfer	(17,640,965)	0	0	0	----
To Fire: EMST Fee Payment for Uninsured Residents	(250,000)	(250,000)	(250,000)	(250,000)	----
To Mass Transit: Parking Tickets	(531,310)	(531,310)	(531,310)	(531,310)	----
To Recreation: ASACs	(120,990)	(120,990)	(120,990)	(120,990)	----
To Recreation: Countywide Services	(888,710)	(888,710)	(888,710)	(888,710)	----
To Silver Spring Urban District: Baseline Services	(539,660)	(539,660)	(539,660)	(539,660)	----
To Wheaton Urban District: Baseline Services	(76,090)	(76,090)	(76,090)	(76,090)	----
To Wheaton Urban District: Non-Baseline Services	(1,946,150)	(1,833,651)	(1,833,651)	(2,218,577)	21.0%
<b>TOTAL To Tax Supported Funds</b>	<b>(352,830,510)</b>	<b>(356,971,602)</b>	<b>(352,046,287)</b>	<b>(373,699,625)</b>	<b>4.7%</b>
To Internal Service Funds					
To Employee Health Self Insurance Fund	0	0	(7,500,000)	0	----
<b>TOTAL To Internal Service Funds</b>	<b>0</b>	<b>0</b>	<b>(7,500,000)</b>	<b>0</b>	<b>----</b>
From Internal Service Funds					
From ISF: Central Duplicating	32,700	0	0	0	----
From ISF: Motor Pool	1,000,000	0	0	3,713,312	----
From Risk Management: Telecommunications NDA	4,312	0	0	0	----
From: Employee Health Benefit Fund	10,500,000	0	0	0	----
<b>TOTAL From Internal Service Funds</b>	<b>11,537,012</b>	<b>0</b>	<b>0</b>	<b>3,713,312</b>	<b>----</b>
To Component Units/Agencies					
To M-NCPPC Administration Fund	0	0	(300,000)	0	----
To M-NCPPC Park Fund	(100,000)	(100,000)	(100,000)	0	-100.0%
To MC: Cable TV Fund (Non-Tax)	(1,726,867)	(1,764,321)	(1,764,321)	(1,796,800)	1.8%
To MCPS Entrepreneurial Activities Fund	(12,120,909)	(8,000,000)	(10,200,000)	(10,200,000)	27.5%
To MCPS: Instructional Television Fund (Non-Tax)	(1,789,941)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
To MNCPPC: Special Revenue Fund	(916,700)	(1,391,700)	(1,391,700)	(1,015,120)	-27.1%
<b>TOTAL To Component Units/Agencies</b>	<b>(16,654,417)</b>	<b>(13,055,796)</b>	<b>(15,555,796)</b>	<b>(14,781,695)</b>	<b>13.2%</b>
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	(25,603,214)	(16,644,503)	(34,568,978)	(4,000,000)	-76.0%
<b>TOTAL To Revenue Stabilization Fund</b>	<b>(25,603,214)</b>	<b>(16,644,503)</b>	<b>(34,568,978)</b>	<b>(4,000,000)</b>	<b>-76.0%</b>
<b>TOTAL COUNTY GENERAL FUND</b>	<b>(340,186,044)</b>	<b>(341,170,623)</b>	<b>(362,578,803)</b>	<b>(349,547,809)</b>	<b>2.5%</b>
<b>BETHESDA URBAN DISTRICT</b>					
From Non-Tax Supported Funds					
From Parking District Fees	1,532,530	1,619,864	1,619,864	1,609,890	-0.6%
<b>TOTAL From Non-Tax Supported Funds</b>	<b>1,532,530</b>	<b>1,619,864</b>	<b>1,619,864</b>	<b>1,609,890</b>	<b>-0.6%</b>
From Tax Supported Funds					
From General Fund	0	0	60,000	0	----
From General Fund: Baseline Services	800,318	750,318	750,318	750,318	----
<b>TOTAL From Tax Supported Funds</b>	<b>800,318</b>	<b>750,318</b>	<b>810,318</b>	<b>750,318</b>	<b>----</b>
To Tax Supported Funds					

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
To General Fund: Overhead	(23,670)	(21,597)	(21,597)	(20,596)	-4.6%
<b>TOTAL To Tax Supported Funds</b>	<b>(23,670)</b>	<b>(21,597)</b>	<b>(21,597)</b>	<b>(20,596)</b>	<b>-4.6%</b>
<b>TOTAL BETHESDA URBAN DISTRICT</b>	<b>2,309,178</b>	<b>2,348,585</b>	<b>2,408,585</b>	<b>2,339,612</b>	<b>-0.4%</b>
<b>SILVER SPRING URBAN DISTRICT</b>					
From Non-Tax Supported Funds					
From Parking District Fees	2,780,710	2,529,843	2,529,843	2,813,959	11.2%
<b>TOTAL From Non-Tax Supported Funds</b>	<b>2,780,710</b>	<b>2,529,843</b>	<b>2,529,843</b>	<b>2,813,959</b>	<b>11.2%</b>
From Tax Supported Funds					
From General Fund: Baseline Services	539,660	539,660	539,660	539,660	----
<b>TOTAL From Tax Supported Funds</b>	<b>539,660</b>	<b>539,660</b>	<b>539,660</b>	<b>539,660</b>	<b>----</b>
To Tax Supported Funds					
To General Fund: Overhead	(458,066)	(536,019)	(536,019)	(541,989)	1.1%
<b>TOTAL To Tax Supported Funds</b>	<b>(458,066)</b>	<b>(536,019)</b>	<b>(536,019)</b>	<b>(541,989)</b>	<b>1.1%</b>
<b>TOTAL SILVER SPRING URBAN DISTRICT</b>	<b>2,862,304</b>	<b>2,533,484</b>	<b>2,533,484</b>	<b>2,811,630</b>	<b>11.0%</b>
<b>WHEATON URBAN DISTRICT</b>					
From Non-Tax Supported Funds					
From Parking District Fees	36,537	36,537	36,537	468,052	1181.0%
<b>TOTAL From Non-Tax Supported Funds</b>	<b>36,537</b>	<b>36,537</b>	<b>36,537</b>	<b>468,052</b>	<b>1181.0%</b>
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	1,946,150	1,833,651	1,833,651	2,218,577	21.0%
<b>TOTAL From Tax Supported Funds</b>	<b>2,022,240</b>	<b>1,909,741</b>	<b>1,909,741</b>	<b>2,294,667</b>	<b>20.2%</b>
To Tax Supported Funds					
To General Fund: Overhead	(267,976)	(308,542)	(308,542)	(295,566)	-4.2%
<b>TOTAL To Tax Supported Funds</b>	<b>(267,976)</b>	<b>(308,542)</b>	<b>(308,542)</b>	<b>(295,566)</b>	<b>-4.2%</b>
<b>TOTAL WHEATON URBAN DISTRICT</b>	<b>1,790,801</b>	<b>1,637,736</b>	<b>1,637,736</b>	<b>2,467,153</b>	<b>50.6%</b>
<b>MASS TRANSIT</b>					
From Tax Supported Funds					
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
<b>TOTAL From Tax Supported Funds</b>	<b>531,310</b>	<b>531,310</b>	<b>531,310</b>	<b>531,310</b>	<b>----</b>
To Non-Tax Supported Funds					
To Grants Fund: County Match	(340,000)	0	0	0	----
<b>TOTAL To Non-Tax Supported Funds</b>	<b>(340,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
To Tax Supported Funds					
To Debt Service: GO Bonds	(20,527,390)	(22,400,120)	(21,746,823)	(20,686,890)	-7.6%
To Debt Service: Long Term Lease	(6,640,713)	(8,364,300)	(6,889,100)	(11,773,900)	40.8%
To General Fund: Overhead	(14,113,024)	(16,693,872)	(16,693,872)	(15,819,323)	-5.2%
To General Fund: Telecommunications NDA	(131,019)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(41,412,146)</b>	<b>(47,458,292)</b>	<b>(45,329,795)</b>	<b>(48,280,113)</b>	<b>1.7%</b>
<b>TOTAL MASS TRANSIT</b>	<b>(41,220,836)</b>	<b>(46,926,982)</b>	<b>(44,798,485)</b>	<b>(47,748,803)</b>	<b>1.8%</b>
<b>FIRE</b>					
From Tax Supported Funds					
From General Fund: Fund Balance Transfer	17,640,965	0	0	0	----
Tran Fr GF: EMST Fee Payment for Unisire Residents	250,000	250,000	250,000	250,000	----
<b>TOTAL From Tax Supported Funds</b>	<b>17,890,965</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>----</b>
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	(2,920,253)	(4,320,550)	(2,920,550)	(5,104,750)	18.2%
To Debt Service: GO Bonds	(7,598,125)	(8,005,050)	(7,880,832)	(8,355,790)	4.4%

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Telecommunications NDA	(430,482)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(11,069,610)</b>	<b>(12,446,350)</b>	<b>(10,922,132)</b>	<b>(13,581,290)</b>	<b>9.1%</b>
<b>TOTAL FIRE</b>	<b>6,821,355</b>	<b>(12,196,350)</b>	<b>(10,672,132)</b>	<b>(13,331,290)</b>	<b>9.3%</b>
<b>RECREATION</b>					
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	0	4,500,000	4,500,000	4,500,000	----
<b>TOTAL From Non-Tax Supported Funds</b>	<b>0</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>4,500,000</b>	<b>----</b>
From Tax Supported Funds					
From General Fund: ASACs	120,990	120,990	120,990	120,990	----
From General Fund: Countywide Services	888,710	888,710	888,710	888,710	----
<b>TOTAL From Tax Supported Funds</b>	<b>1,009,700</b>	<b>1,009,700</b>	<b>1,009,700</b>	<b>1,009,700</b>	<b>----</b>
To Tax Supported Funds					
To Debt Service: GO Bonds	(9,310,389)	(11,530,970)	(10,851,647)	(10,547,570)	-8.5%
To Debt Service: Long Term Lease	(1,525,590)	0	0	0	----
To General Fund: Custodial Cleaning Costs	(611,360)	(611,360)	(611,360)	(611,360)	----
To General Fund: Facility Maintenance Costs	(1,151,850)	(1,151,850)	(1,151,850)	(1,151,850)	----
To General Fund: Other - DCM	(83,200)	(83,200)	(83,200)	(83,200)	----
To General Fund: Overhead	(4,551,187)	(5,376,131)	(5,376,131)	(5,243,192)	-2.5%
To General Fund: Telecommunications NDA	(283,630)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(17,517,206)</b>	<b>(18,753,511)</b>	<b>(18,074,188)</b>	<b>(17,637,172)</b>	<b>-6.0%</b>
<b>TOTAL RECREATION</b>	<b>(16,507,506)</b>	<b>(13,243,811)</b>	<b>(12,564,488)</b>	<b>(12,127,472)</b>	<b>-8.4%</b>
<b>ECONOMIC DEVELOPMENT FUND</b>					
From Tax Supported Funds					
Transfer from General Fund	4,771,051	5,145,913	4,718,987	10,750,720	108.9%
<b>TOTAL From Tax Supported Funds</b>	<b>4,771,051</b>	<b>5,145,913</b>	<b>4,718,987</b>	<b>10,750,720</b>	<b>108.9%</b>
<b>TOTAL ECONOMIC DEVELOPMENT FUND</b>	<b>4,771,051</b>	<b>5,145,913</b>	<b>4,718,987</b>	<b>10,750,720</b>	<b>108.9%</b>
<b>REVENUE STABILIZATION FUND</b>					
<b>TOTAL REVENUE STABILIZATION FUND</b>	<b>25,603,214</b>	<b>16,644,503</b>	<b>34,568,978</b>	<b>4,000,000</b>	<b>-76.0%</b>
<b>DEBT SERVICE</b>					
<b>DEBT SERVICE</b>					
From Tax Supported Funds					
From Fire Fund (LTL)	2,920,253	4,320,550	2,920,550	5,104,750	18.2%
From Fire Tax District	7,598,125	8,005,050	7,880,832	8,355,790	4.4%
From General Fund: GO Bonds	312,125,488	335,107,250	330,591,927	343,682,580	2.6%
From General Fund: Long Term Lease	13,139,778	11,727,710	11,684,644	13,890,670	18.4%
From Mass Transit	20,527,390	22,400,120	21,746,823	20,686,890	-7.6%
From Mass Transit (LTL)	6,640,713	8,364,300	6,889,100	11,773,900	40.8%
From Recreation	9,310,389	11,530,970	10,851,647	10,547,570	-8.5%
From Recreation Fund: Long Term Lease	1,525,590	0	0	0	----
<b>TOTAL From Tax Supported Funds</b>	<b>373,787,726</b>	<b>401,455,950</b>	<b>392,565,523</b>	<b>414,042,150</b>	<b>3.1%</b>
From Internal Service Funds					
From Motor Pool Fund	0	190,000	0	370,000	94.7%
<b>TOTAL From Internal Service Funds</b>	<b>0</b>	<b>190,000</b>	<b>0</b>	<b>370,000</b>	<b>94.7%</b>
<b>TOTAL DEBT SERVICE</b>	<b>373,787,726</b>	<b>401,645,950</b>	<b>392,565,523</b>	<b>414,412,150</b>	<b>3.2%</b>
<b>MONTGOMERY COLLEGE</b>					
<b>CURRENT FUND MC</b>					
From Non-Tax Supported Funds					
Non Mandatory Transfer (from MC Auxiliary Fund)	736,096	1,000,000	1,000,000	500,000	-50.0%
Non Mandatory Transfer (from WDCE)	459,485	500,000	500,000	0	-100.0%

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
<b>TOTAL From Non-Tax Supported Funds</b>	<b>1,195,581</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>500,000</b>	<b>-66.7%</b>
<b>TOTAL CURRENT FUND MC</b>	<b>1,195,581</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>500,000</b>	<b>-66.7%</b>
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
<b>ADMINISTRATION FUND</b>					
From Tax Supported Funds					
Transfer from General Fund	0	0	300,000	0	----
<b>TOTAL From Tax Supported Funds</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>----</b>
To Tax Supported Funds					
Transfer To Park Fund	0	(125,000)	0	0	-100.0%
<b>TOTAL To Tax Supported Funds</b>	<b>0</b>	<b>(125,000)</b>	<b>0</b>	<b>0</b>	<b>-100.0%</b>
<b>TOTAL ADMINISTRATION FUND</b>	<b>0</b>	<b>(125,000)</b>	<b>300,000</b>	<b>0</b>	<b>-100.0%</b>
<b>PARK FUND</b>					
From Tax Supported Funds					
Transfer From Admin Fund	0	125,000	0	0	-100.0%
Transfer from General Fund	100,000	100,000	100,000	0	-100.0%
<b>TOTAL From Tax Supported Funds</b>	<b>100,000</b>	<b>225,000</b>	<b>100,000</b>	<b>0</b>	<b>-100.0%</b>
<b>TOTAL PARK FUND</b>	<b>100,000</b>	<b>225,000</b>	<b>100,000</b>	<b>0</b>	<b>-100.0%</b>
<b>ALA DEBT SERVICE FUND</b>					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,822,038)	(1,930,064)	(1,892,235)	(1,925,581)	-0.2%
<b>TOTAL To Internal Service Funds</b>	<b>(1,822,038)</b>	<b>(1,930,064)</b>	<b>(1,892,235)</b>	<b>(1,925,581)</b>	<b>-0.2%</b>
<b>TOTAL ALA DEBT SERVICE FUND</b>	<b>(1,822,038)</b>	<b>(1,930,064)</b>	<b>(1,892,235)</b>	<b>(1,925,581)</b>	<b>-0.2%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>19,504,786</b>	<b>16,088,341</b>	<b>7,827,150</b>	<b>12,600,310</b>	<b>-21.7%</b>

## NON-TAX SUPPORTED

### MONTGOMERY COUNTY GOVERNMENT

#### WATER QUALITY PROTECTION FUND

To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(6,114,375)	(6,361,900)	(6,149,400)	(9,202,649)	44.7%
<b>TOTAL To Non-Tax Supported Funds</b>	<b>(6,114,375)</b>	<b>(6,361,900)</b>	<b>(6,149,400)</b>	<b>(9,202,649)</b>	<b>44.7%</b>
To Tax Supported Funds					
To General Fund: Overhead	(1,739,210)	(2,037,980)	(2,037,980)	(1,837,940)	-9.8%
To General Fund: Telecommunications NDA	(13,151)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(1,752,361)</b>	<b>(2,037,980)</b>	<b>(2,037,980)</b>	<b>(1,837,940)</b>	<b>-9.8%</b>
<b>TOTAL WATER QUALITY PROTECTION FUND</b>	<b>(7,866,736)</b>	<b>(8,399,880)</b>	<b>(8,187,380)</b>	<b>(11,040,589)</b>	<b>31.4%</b>

#### GRANT FUND MCG

From Tax Supported Funds					
From Mass Transit: County Match	340,000	0	0	0	----
<b>TOTAL From Tax Supported Funds</b>	<b>340,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>TOTAL GRANT FUND MCG</b>	<b>340,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

#### CABLE TELEVISION

To Tax Supported Funds					
To General Fund: M-NCPPC Park Fund	(100,000)	(100,000)	(100,000)	0	-100.0%
To General Fund: MC Cable Fund	(1,726,867)	(1,764,321)	(1,764,321)	(1,796,800)	1.8%
To General Fund: MCPS Instructional TV Fund	(1,789,941)	(1,799,775)	(1,799,775)	(1,769,775)	-1.7%
To General Fund: Overhead	(756,568)	(880,030)	(880,030)	(843,000)	-4.2%
To General Fund: Telecommunications NDA	(4,959)	0	0	0	----
Transfer to General Fund	(2,542,000)	0	0	0	----

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
<b>TOTAL To Tax Supported Funds</b>	<b>(6,920,335)</b>	<b>(4,544,126)</b>	<b>(4,544,126)</b>	<b>(4,409,575)</b>	<b>-3.0%</b>
<b>TOTAL CABLE TELEVISION</b>	<b>(6,920,335)</b>	<b>(4,544,126)</b>	<b>(4,544,126)</b>	<b>(4,409,575)</b>	<b>-3.0%</b>
<b>RECREATION NON-TAX SUPPORTED</b>					
To Tax Supported Funds					
To Recreation Tax Supported Fund	0	(4,500,000)	(4,500,000)	(4,500,000)	----
<b>TOTAL To Tax Supported Funds</b>	<b>0</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>----</b>
<b>TOTAL RECREATION NON-TAX SUPPORTED</b>	<b>0</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>(4,500,000)</b>	<b>----</b>
<b>MONTGOMERY HOUSING INITIATIVE</b>					
From Tax Supported Funds					
From General Fund	22,703,644	25,342,876	25,342,876	31,758,868	25.3%
<b>TOTAL From Tax Supported Funds</b>	<b>22,703,644</b>	<b>25,342,876</b>	<b>25,342,876</b>	<b>31,758,868</b>	<b>25.3%</b>
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(8,803,396)	(9,623,700)	(9,623,700)	(10,927,100)	13.5%
<b>TOTAL To Non-Tax Supported Funds</b>	<b>(8,803,396)</b>	<b>(9,623,700)</b>	<b>(9,623,700)</b>	<b>(10,927,100)</b>	<b>13.5%</b>
To Tax Supported Funds					
To General Fund: Overhead	(371,142)	(476,191)	(476,191)	(462,465)	-2.9%
<b>TOTAL To Tax Supported Funds</b>	<b>(371,142)</b>	<b>(476,191)</b>	<b>(476,191)</b>	<b>(462,465)</b>	<b>-2.9%</b>
<b>TOTAL MONTGOMERY HOUSING INITIATIVE</b>	<b>13,529,106</b>	<b>15,242,985</b>	<b>15,242,985</b>	<b>20,369,303</b>	<b>33.6%</b>
<b>COMMUNITY USE OF PUBLIC FACILITIES</b>					
From Tax Supported Funds					
From General Fund: After School	25,000	25,000	25,000	25,000	----
From General Fund: Elections	135,000	135,000	135,000	135,000	----
<b>TOTAL From Tax Supported Funds</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>----</b>
To Tax Supported Funds					
To Debt Service: Wheaton Redevelopment	0	0	0	(359,263)	----
To General Fund: CAPP	(200,000)	(200,000)	(200,000)	(200,000)	----
To General Fund: DCM	(7,330)	(7,330)	(7,330)	(7,330)	----
To General Fund: Overhead	(609,960)	(721,440)	(721,440)	(667,516)	-7.5%
To General Fund: Telecommunications NDA	(32,203)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(849,493)</b>	<b>(928,770)</b>	<b>(928,770)</b>	<b>(1,234,109)</b>	<b>32.9%</b>
<b>TOTAL COMMUNITY USE OF PUBLIC FACILITIES</b>	<b>(689,493)</b>	<b>(768,770)</b>	<b>(768,770)</b>	<b>(1,074,109)</b>	<b>39.7%</b>
<b>BETHESDA PARKING DISTRICT</b>					
To Non-Tax Supported Funds					
To Wheaton PLD	0	(220,000)	(400,000)	(220,000)	----
<b>TOTAL To Non-Tax Supported Funds</b>	<b>0</b>	<b>(220,000)</b>	<b>(400,000)</b>	<b>(220,000)</b>	<b>----</b>
To Tax Supported Funds					
To General Fund: Overhead	(414,329)	(491,273)	(491,273)	(433,485)	-11.8%
To General Fund: Telecommunications NDA	(12,799)	0	0	0	----
To Urban District: Meter Revenue	(1,532,530)	(1,619,864)	(1,619,864)	(1,609,890)	-0.6%
<b>TOTAL To Tax Supported Funds</b>	<b>(1,959,658)</b>	<b>(2,111,137)</b>	<b>(2,111,137)</b>	<b>(2,043,375)</b>	<b>-3.2%</b>
<b>TOTAL BETHESDA PARKING DISTRICT</b>	<b>(1,959,658)</b>	<b>(2,331,137)</b>	<b>(2,511,137)</b>	<b>(2,263,375)</b>	<b>-2.9%</b>
<b>SILVER SPRING PARKING DISTRICT</b>					
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(472,228)	(548,157)	(548,157)	(484,681)	-11.6%
To General Fund: Telecommunications NDA	(82,192)	0	0	0	----
To Urban District: Meter Revenue	(2,780,710)	(2,529,843)	(2,529,843)	(2,813,959)	11.2%
<b>TOTAL To Tax Supported Funds</b>	<b>(3,340,130)</b>	<b>(3,083,000)</b>	<b>(3,083,000)</b>	<b>(3,303,640)</b>	<b>7.2%</b>
<b>TOTAL SILVER SPRING PARKING DISTRICT</b>	<b>(3,340,130)</b>	<b>(3,083,000)</b>	<b>(3,083,000)</b>	<b>(3,303,640)</b>	<b>7.2%</b>

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
<b>WHEATON PARKING DISTRICT</b>					
From Non-Tax Supported Funds					
From Bethesda PLD	0	220,000	400,000	220,000	----
<b>TOTAL From Non-Tax Supported Funds</b>	<b>0</b>	<b>220,000</b>	<b>400,000</b>	<b>220,000</b>	<b>----</b>
To Tax Supported Funds					
To General Fund: Overhead	(70,547)	(80,618)	(80,618)	(71,213)	-11.7%
To General Fund: Telecommunications NDA	(4,064)	0	0	0	----
To Urban District: Meter Revenue	(36,537)	(36,537)	(36,537)	(468,052)	1181.0%
<b>TOTAL To Tax Supported Funds</b>	<b>(111,148)</b>	<b>(117,155)</b>	<b>(117,155)</b>	<b>(539,265)</b>	<b>360.3%</b>
<b>TOTAL WHEATON PARKING DISTRICT</b>	<b>(111,148)</b>	<b>102,845</b>	<b>282,845</b>	<b>(319,265)</b>	<b>-410.4%</b>
<b>PERMITTING SERVICES</b>					
To Tax Supported Funds					
To Debt Service: Wheaton Redevelopment	0	0	0	(961,423)	----
To General Fund: DCM	(109,020)	(109,020)	0	0	-100.0%
To General Fund: Overhead	(5,481,305)	(6,479,116)	(6,479,116)	(5,784,225)	-10.7%
To General Fund: Telecommunications NDA	(52,052)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(5,642,377)</b>	<b>(6,588,136)</b>	<b>(6,479,116)</b>	<b>(6,745,648)</b>	<b>2.4%</b>
<b>TOTAL PERMITTING SERVICES</b>	<b>(5,642,377)</b>	<b>(6,588,136)</b>	<b>(6,479,116)</b>	<b>(6,745,648)</b>	<b>2.4%</b>
<b>SOLID WASTE COLLECTION</b>					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(281,394)	(326,905)	(326,905)	(309,224)	-5.4%
<b>TOTAL To Tax Supported Funds</b>	<b>(286,394)</b>	<b>(331,905)</b>	<b>(331,905)</b>	<b>(314,224)</b>	<b>-5.3%</b>
<b>TOTAL SOLID WASTE COLLECTION</b>	<b>(286,394)</b>	<b>(331,905)</b>	<b>(331,905)</b>	<b>(314,224)</b>	<b>-5.3%</b>
<b>SOLID WASTE DISPOSAL</b>					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	755,000	930,000	930,000	1,319,501	41.9%
<b>TOTAL From Non-Tax Supported Funds</b>	<b>755,000</b>	<b>930,000</b>	<b>930,000</b>	<b>1,319,501</b>	<b>41.9%</b>
From Tax Supported Funds					
From General Fund: Tip Fee Charges	2,195,820	1,536,170	1,536,170	1,218,270	-20.7%
<b>TOTAL From Tax Supported Funds</b>	<b>2,195,820</b>	<b>1,536,170</b>	<b>1,536,170</b>	<b>1,218,270</b>	<b>-20.7%</b>
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: EOB Rent	(232,270)	(237,080)	(237,080)	0	-100.0%
To General Fund: Overhead	(1,897,659)	(2,217,655)	(2,217,655)	(2,151,951)	-3.0%
To General Fund: Telecommunications NDA	(68,450)	0	0	0	----
To General Fund: Wheaton	0	0	0	(249,991)	----
<b>TOTAL To Tax Supported Funds</b>	<b>(2,221,759)</b>	<b>(2,478,115)</b>	<b>(2,478,115)</b>	<b>(2,425,322)</b>	<b>-2.1%</b>
<b>TOTAL SOLID WASTE DISPOSAL</b>	<b>729,061</b>	<b>(11,945)</b>	<b>(11,945)</b>	<b>112,449</b>	<b>-1041.4%</b>
<b>VACUUM LEAF COLLECTION</b>					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(755,000)	(930,000)	(930,000)	(1,319,501)	41.9%
<b>TOTAL To Non-Tax Supported Funds</b>	<b>(755,000)</b>	<b>(930,000)</b>	<b>(930,000)</b>	<b>(1,319,501)</b>	<b>41.9%</b>
To Tax Supported Funds					
To General Fund: Overhead	(621,852)	(725,833)	(725,833)	(663,574)	-8.6%
<b>TOTAL To Tax Supported Funds</b>	<b>(621,852)</b>	<b>(725,833)</b>	<b>(725,833)</b>	<b>(663,574)</b>	<b>-8.6%</b>
<b>TOTAL VACUUM LEAF COLLECTION</b>	<b>(1,376,852)</b>	<b>(1,655,833)</b>	<b>(1,655,833)</b>	<b>(1,983,075)</b>	<b>19.8%</b>
<b>LIQUOR CONTROL</b>					

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
To Tax Supported Funds					
To General Fund: Earnings Transfer	(22,806,777)	(24,774,980)	(26,474,980)	(26,774,980)	8.1%
To General Fund: Overhead	(3,495,654)	(3,625,919)	(3,625,919)	(3,747,981)	3.4%
To General Fund: Telecommunications NDA	(169,032)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(26,471,463)</b>	<b>(28,400,899)</b>	<b>(30,100,899)</b>	<b>(30,522,961)</b>	<b>7.5%</b>
<b>TOTAL LIQUOR CONTROL</b>	<b>(26,471,463)</b>	<b>(28,400,899)</b>	<b>(30,100,899)</b>	<b>(30,522,961)</b>	<b>7.5%</b>

### EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND

From Tax Supported Funds					
From General Fund	0	0	7,500,000	0	----
<b>TOTAL From Tax Supported Funds</b>	<b>0</b>	<b>0</b>	<b>7,500,000</b>	<b>0</b>	<b>----</b>
To Tax Supported Funds					
To: General Fund	(10,500,000)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(10,500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND</b>	<b>(10,500,000)</b>	<b>0</b>	<b>7,500,000</b>	<b>0</b>	<b>----</b>

### MOTOR POOL INTERNAL SERVICE FUND

To Tax Supported Funds					
To Debt Service	0	(190,000)	0	(370,000)	94.7%
To General Fund	(1,000,000)	0	0	(3,713,312)	----
<b>TOTAL To Tax Supported Funds</b>	<b>(1,000,000)</b>	<b>(190,000)</b>	<b>0</b>	<b>(4,083,312)</b>	<b>2049.1%</b>
<b>TOTAL MOTOR POOL INTERNAL SERVICE FUND</b>	<b>(1,000,000)</b>	<b>(190,000)</b>	<b>0</b>	<b>(4,083,312)</b>	<b>2049.1%</b>

### PRINTING AND MAIL INTERNAL SERVICE FUND

To Tax Supported Funds					
Transfer to General Fund	(32,700)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(32,700)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>TOTAL PRINTING AND MAIL INTERNAL SERVICE FUND</b>	<b>(32,700)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

### SELF INSURANCE INTERNAL SERVICE FUND

To Tax Supported Funds					
To General Fund: Telecommunications NDA	(4,312)	0	0	0	----
<b>TOTAL To Tax Supported Funds</b>	<b>(4,312)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>TOTAL SELF INSURANCE INTERNAL SERVICE FUND</b>	<b>(4,312)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>

## DEBT SERVICE

### DEBT SERVICE - NON-TAX SUPPORTED

From Non-Tax Supported Funds					
From CUPF	0	0	0	359,263	----
From Montgomery Housing Initiative: Other	8,688,335	9,623,700	9,623,700	10,927,100	13.5%
From Permitting Services	0	0	0	961,423	----
From Water Quality Protection: Other Debt	6,148,588	6,361,900	6,149,400	9,202,649	44.7%
<b>TOTAL From Non-Tax Supported Funds</b>	<b>14,836,923</b>	<b>15,985,600</b>	<b>15,773,100</b>	<b>21,450,435</b>	<b>34.2%</b>
<b>TOTAL DEBT SERVICE - NON-TAX SUPPORTED</b>	<b>14,836,923</b>	<b>15,985,600</b>	<b>15,773,100</b>	<b>21,450,435</b>	<b>34.2%</b>

## MONTGOMERY COUNTY PUBLIC SCHOOLS

### ENTREPRENEURIAL ACTIVITIES FUND

From Tax Supported Funds					
From General Fund	12,120,909	8,000,000	10,200,000	10,200,000	27.5%
<b>TOTAL From Tax Supported Funds</b>	<b>12,120,909</b>	<b>8,000,000</b>	<b>10,200,000</b>	<b>10,200,000</b>	<b>27.5%</b>
<b>TOTAL ENTREPRENEURIAL ACTIVITIES FUND</b>	<b>12,120,909</b>	<b>8,000,000</b>	<b>10,200,000</b>	<b>10,200,000</b>	<b>27.5%</b>

### INSTRUCTIONAL TELEVISION FUND

From Tax Supported Funds					
--------------------------	--	--	--	--	--

## Inter-Fund Transfers

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
From MCG General Fund	1,789,941	1,799,775	1,799,775	1,769,775	-1.7%
<b>TOTAL From Tax Supported Funds</b>	<b>1,789,941</b>	<b>1,799,775</b>	<b>1,799,775</b>	<b>1,769,775</b>	<b>-1.7%</b>
<b>TOTAL INSTRUCTIONAL TELEVISION FUND</b>	<b>1,789,941</b>	<b>1,799,775</b>	<b>1,799,775</b>	<b>1,769,775</b>	<b>-1.7%</b>

## MONTGOMERY COLLEGE

### WORKFORCE DEVELOPMENT & CONTINUING ED

To Tax Supported Funds					
Nonmandatory Transfer to Current Fund	(459,485)	(1,000,000)	(1,000,000)	0	-100.0%
<b>TOTAL To Tax Supported Funds</b>	<b>(459,485)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>0</b>	<b>-100.0%</b>
<b>TOTAL WORKFORCE DEVELOPMENT &amp; CONTINUING ED</b>	<b>(459,485)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>0</b>	<b>-100.0%</b>

### AUXILIARY FUND

To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	(736,096)	(500,000)	(500,000)	(500,000)	----
<b>TOTAL To Tax Supported Funds</b>	<b>(736,096)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>----</b>
<b>TOTAL AUXILIARY FUND</b>	<b>(736,096)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>(500,000)</b>	<b>----</b>

### CABLE TELEVISION FUND

From Tax Supported Funds					
From MCG: County Cable Plan	1,726,867	1,764,321	1,764,321	1,796,800	1.8%
<b>TOTAL From Tax Supported Funds</b>	<b>1,726,867</b>	<b>1,764,321</b>	<b>1,764,321</b>	<b>1,796,800</b>	<b>1.8%</b>
<b>TOTAL CABLE TELEVISION FUND</b>	<b>1,726,867</b>	<b>1,764,321</b>	<b>1,764,321</b>	<b>1,796,800</b>	<b>1.8%</b>

### MAJOR FACILITIES RESERVE FUND

To Non-Tax Supported Funds					
Non-Mandatory Transfer	(425,838)	(2,000,000)	(5,214,814)	(1,500,000)	-25.0%
<b>TOTAL To Non-Tax Supported Funds</b>	<b>(425,838)</b>	<b>(2,000,000)</b>	<b>(5,214,814)</b>	<b>(1,500,000)</b>	<b>-25.0%</b>
<b>TOTAL MAJOR FACILITIES RESERVE FUND</b>	<b>(425,838)</b>	<b>(2,000,000)</b>	<b>(5,214,814)</b>	<b>(1,500,000)</b>	<b>-25.0%</b>

### TRANSPORTATION FUND

To Non-Tax Supported Funds					
Non-Mandatory Transfer	(11,723)	0	(801,786)	0	----
<b>TOTAL To Non-Tax Supported Funds</b>	<b>(11,723)</b>	<b>0</b>	<b>(801,786)</b>	<b>0</b>	<b>----</b>
<b>TOTAL TRANSPORTATION FUND</b>	<b>(11,723)</b>	<b>0</b>	<b>(801,786)</b>	<b>0</b>	<b>----</b>

## MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

### SPECIAL REVENUE FUNDS

From Component Units/Agencies					
From County GF (Ballfields)	916,700	1,391,700	1,391,700	1,015,120	-27.1%
<b>TOTAL From Component Units/Agencies</b>	<b>916,700</b>	<b>1,391,700</b>	<b>1,391,700</b>	<b>1,015,120</b>	<b>-27.1%</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>916,700</b>	<b>1,391,700</b>	<b>1,391,700</b>	<b>1,015,120</b>	<b>-27.1%</b>
<b>TOTAL NON-TAX SUPPORTED</b>	<b>(21,845,233)</b>	<b>(20,018,405)</b>	<b>(15,735,985)</b>	<b>(15,845,891)</b>	<b>-20.8%</b>

## SUMMARY

<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>(2,340,447)</b>	<b>(3,930,064)</b>	<b>(7,908,835)</b>	<b>(3,245,581)</b>	<b>-17.4%</b>
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# Schedule A-6

## Contribution To/From Other Funds

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(142,083,727)	(145,149,696)	(145,149,696)	(145,314,696)	0.1%
Contribution To MC: Emergency Plant Maint.	(250,000)	(250,000)	(250,000)	(250,000)	----
Contribution To MC: Grant Tax Supported Fund	(400,000)	(400,000)	(400,000)	(400,000)	----
Contribution To MCPS: Current Fund	(1,708,627,645)	(1,726,807,241)	(1,726,807,241)	(1,792,577,051)	3.8%
<b>TOTAL To Tax Supported Funds</b>	<b>(1,851,361,372)</b>	<b>(1,872,606,937)</b>	<b>(1,872,606,937)</b>	<b>(1,938,541,747)</b>	<b>3.5%</b>
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(33,000,000)	(32,000,000)	(32,000,000)	(32,000,000)	----
Contribution To HOC: CIP	0	(1,350,000)	(1,350,000)	(1,750,000)	29.6%
Contribution To MC: CIP	(15,302,140)	(13,584,000)	(13,584,000)	(12,276,000)	-9.6%
Contribution To MCG: CIP	(12,068,268)	1,701,000	1,701,000	(10,927,000)	-742.4%
Contribution To MCPS: CIP	(3,347,298)	(1,369,000)	(7,369,000)	(9,770,000)	613.7%
Contribution To MNCPPC: Regional Parks CIP	(2,258,000)	(3,612,000)	(3,612,000)	(3,913,000)	8.3%
<b>TOTAL County Contribution to CIP Fund</b>	<b>(65,975,706)</b>	<b>(50,214,000)</b>	<b>(56,214,000)</b>	<b>(70,636,000)</b>	<b>40.7%</b>
<b>TOTAL COUNTY GENERAL FUND</b>	<b>(1,917,337,078)</b>	<b>(1,922,820,937)</b>	<b>(1,928,820,937)</b>	<b>(2,009,177,747)</b>	<b>4.5%</b>
<b>TOTAL MONTGOMERY COUNTY GOVERNMENT</b>	<b>(1,917,337,078)</b>	<b>(1,922,820,937)</b>	<b>(1,928,820,937)</b>	<b>(2,009,177,747)</b>	<b>4.5%</b>
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,708,627,645	1,726,807,241	1,726,807,241	1,792,577,051	3.8%
<b>TOTAL County Contribution to Current/Other Fund</b>	<b>1,708,627,645</b>	<b>1,726,807,241</b>	<b>1,726,807,241</b>	<b>1,792,577,051</b>	<b>3.8%</b>
County Contribution to CIP Fund					
County Contribution to CIP	3,347,298	1,369,000	7,369,000	9,770,000	613.7%
<b>TOTAL County Contribution to CIP Fund</b>	<b>3,347,298</b>	<b>1,369,000</b>	<b>7,369,000</b>	<b>9,770,000</b>	<b>613.7%</b>
<b>TOTAL CURRENT FUND MCPS</b>	<b>1,711,974,943</b>	<b>1,728,176,241</b>	<b>1,734,176,241</b>	<b>1,802,347,051</b>	<b>4.3%</b>
<b>TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS</b>	<b>1,711,974,943</b>	<b>1,728,176,241</b>	<b>1,734,176,241</b>	<b>1,802,347,051</b>	<b>4.3%</b>
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	142,083,727	145,149,696	145,149,696	145,314,696	0.1%
<b>TOTAL County Contribution to Current/Other Fund</b>	<b>142,083,727</b>	<b>145,149,696</b>	<b>145,149,696</b>	<b>145,314,696</b>	<b>0.1%</b>
County Contribution to CIP Fund					
County Contribution to CIP	15,302,140	13,584,000	13,584,000	12,276,000	-9.6%
<b>TOTAL County Contribution to CIP Fund</b>	<b>15,302,140</b>	<b>13,584,000</b>	<b>13,584,000</b>	<b>12,276,000</b>	<b>-9.6%</b>

## Contribution To/From Other Funds

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
<b>TOTAL CURRENT FUND MC</b>	<b>157,385,867</b>	<b>158,733,696</b>	<b>158,733,696</b>	<b>157,590,696</b>	<b>-0.7%</b>
<b>EMERGENCY REPAIR FUND</b>					
County Contribution to Current/Other Fund					
EPMRF: County Contribution	250,000	250,000	250,000	250,000	----
<b>TOTAL County Contribution to Current/Other Fund</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>----</b>
<b>TOTAL EMERGENCY REPAIR FUND</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>----</b>
<b>MC GRANTS TAX SUPPORTED FUND</b>					
County Contribution to Current/Other Fund					
MC Grants Tax Supported: County Contribution	400,000	400,000	400,000	400,000	----
<b>TOTAL County Contribution to Current/Other Fund</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>----</b>
<b>TOTAL MC GRANTS TAX SUPPORTED FUND</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>----</b>
<b>TOTAL MONTGOMERY COLLEGE</b>	<b>158,035,867</b>	<b>159,383,696</b>	<b>159,383,696</b>	<b>158,240,696</b>	<b>-0.7%</b>
<b>TOTAL TAX SUPPORTED</b>	<b>(47,326,268)</b>	<b>(35,261,000)</b>	<b>(35,261,000)</b>	<b>(48,590,000)</b>	<b>37.8%</b>
<b>SUMMARY</b>					
<b>GRAND TOTAL ALL FUNDS/AGENCIES</b>	<b>(47,326,268)</b>	<b>(35,261,000)</b>	<b>(35,261,000)</b>	<b>(48,590,000)</b>	<b>37.8%</b>



# Expenditure Schedules

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The expenditure schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

## SCHEDULE B-1, EXPENDITURES DETAILED BY TYPE

This schedule reports by fund type (tax or non-tax supported) for all agencies all expenditures for the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M NCPPC. The purpose of Schedule B 1 is to display the total cost of the government functions.

## SCHEDULE B-2, EXPENDITURES DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule gives an overview of the allocation of resources by agency and by function within MCG. The purpose of Schedule B-2 is to display the cost of government and the expenditures and budgets of the departments included in those functions regardless of fund type. This schedule reflects a categorization of functions that corresponds to department appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

## SCHEDULE B-3, EXPENDITURES DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule presents the total expenditures for all agencies and each department of MCG according to fund type. Because this schedule is organized by fund, there is no total expenditure figure for those departments whose activities appear in more than one fund (e.g., DHHS, DHCA). Consult Schedule B 2 for the total expenditures of these departments. This schedule reflects a categorization of functions that corresponds to department and fund appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

## SCHEDULE B-4, EXPENDITURES BY APPROPRIATION CATEGORY

This schedule summarizes MCG expenditures into the four appropriation categories presented on departmental Budget Summary pages: Personnel Costs, Operating Expenses, Debt Service (G.O. bonds and other), and Capital Outlay. The Internal Service Fund appropriations are included in the individual departments and, therefore, are not displayed.

## SCHEDULE B-5, MONTGOMERY COUNTY GOVERNMENT INTERNAL SERVICE FUNDS

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Internal Service Funds record the financing of goods or services provided by one department to other departments on a cost reimbursement basis. The Internal Service Fund units charge back their costs to the users, so that the costs of these services are found in the appropriations of all departments. Because each department includes the Internal Service Funds' appropriations in its individual budget, these accounts are displayed separately to ensure that they are not double counted in the "Total Montgomery County Government" expenditures.



# Schedule B-1

## Expenditures Detailed By Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,138,896,740	1,272,190,434	1,250,655,386	1,263,740,078	-0.7%
Montgomery County Government Special Funds	417,853,623	418,628,397	441,207,118	440,506,780	5.2%
Debt Service Special Funds	407,777,164	423,238,640	415,247,209	415,203,210	-1.9%
Montgomery County Public Schools Current Fund	2,445,797,079	2,514,314,537	2,480,816,000	2,603,672,930	3.6%
Montgomery College Current Fund	251,453,170	264,768,350	255,729,009	268,165,660	1.3%
Montgomery College Special Funds	616,659	700,000	700,000	750,000	7.1%
M-NCPPC Special Funds	132,044,428	139,136,040	139,211,040	141,074,033	1.4%
TOTAL TAX SUPPORTED	4,794,438,863	5,032,976,398	4,983,565,762	5,133,112,691	2.0%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	249,942,703	268,396,530	264,990,373	283,909,938	5.8%
Montgomery County Government Special Funds	203,825,003	209,925,308	209,129,432	226,044,795	7.7%
Debt Service Special Funds	14,836,923	15,985,600	15,773,100	21,450,435	34.2%
Montgomery County Public Schools Enterprise Funds	81,528,922	76,761,765	78,961,765	82,697,924	7.7%
Montgomery County Public Schools Special Funds	85,160,492	89,498,471	103,440,697	109,137,741	21.9%
Montgomery College Enterprise Funds	24,416,236	28,065,836	24,866,082	30,650,272	9.2%
Montgomery College Special Funds	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
M-NCPPC Enterprise Funds	16,252,738	18,345,994	18,598,718	19,573,517	6.7%
M-NCPPC Special Funds	0	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	690,674,526	728,676,504	729,955,961	792,796,622	8.8%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,485,113,389	5,761,652,902	5,713,521,723	5,925,909,313	2.9%

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# Schedule B-2

## Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals	558,139	560,413	558,293	577,431	3.0%
Board of Elections	8,589,277	8,234,266	9,516,837	8,375,091	1.7%
Circuit Court	15,142,208	15,260,413	15,259,092	15,546,668	1.9%
Community Engagement Cluster	3,819,241	4,807,268	4,693,900	4,337,282	-9.8%
County Attorney	6,991,206	6,341,969	6,191,228	6,587,300	3.9%
County Council	11,876,944	12,413,415	12,449,491	13,648,272	9.9%
County Executive	6,009,461	5,911,544	5,781,840	5,907,876	-0.1%
Ethics Commission	406,580	467,326	350,670	367,885	-21.3%
Finance	14,074,592	15,525,952	15,493,680	15,541,685	0.1%
General Services	35,690,289	32,071,913	32,965,092	32,199,445	0.4%
Human Resources	8,471,148	8,911,421	8,914,943	8,645,804	-3.0%
Human Rights	1,300,344	1,282,630	1,288,348	1,411,247	10.0%
Inspector General	831,514	1,231,797	1,504,678	2,011,845	63.3%
Intergovernmental Relations	1,116,320	1,146,071	1,166,381	1,160,995	1.3%
Labor Relations	0	0	0	1,608,397	----
Legislative Oversight	1,937,436	1,877,511	1,968,035	2,060,016	9.7%
Management and Budget	4,777,054	5,206,287	5,048,348	6,467,868	24.2%
Merit System Protection Board	251,178	258,138	263,935	263,941	2.2%
Procurement	4,379,733	4,465,617	4,319,258	4,876,335	9.2%
Public Information	5,260,468	5,369,312	5,669,176	5,696,281	6.1%
Racial Equity and Social Justice	0	0	0	584,072	----
State's Attorney	18,237,577	18,841,668	19,192,907	19,530,025	3.7%
Technology Services	40,890,071	43,873,164	42,925,057	44,184,452	0.7%
Urban Districts	9,056,561	9,110,898	9,051,152	9,904,759	8.7%
Zoning and Administrative Hearings	679,179	683,583	677,305	695,637	1.8%
Total General Government	200,346,520	203,852,576	205,249,646	212,190,609	4.1%
Public Safety					
Animal Services	0	0	0	8,024,652	----
Consumer Protection	2,275,480	2,378,717	2,404,240	2,234,642	-6.1%
Correction and Rehabilitation	71,119,023	70,615,070	73,654,829	72,673,907	2.9%
Emergency Management and Homeland Security	7,670,115	2,366,713	2,358,018	3,258,620	37.7%
Fire and Rescue Service	236,765,925	223,250,459	238,061,644	229,540,464	2.8%
Police	275,773,686	295,327,329	292,600,916	288,115,840	-2.4%
Sheriff	25,339,185	25,380,840	26,417,664	26,081,091	2.8%
Total Public Safety	618,943,414	619,319,128	635,497,311	629,929,216	1.7%
Transportation					
Parking District Services	24,325,944	28,262,161	27,730,816	28,154,874	-0.4%
Transit Services	138,760,120	145,128,227	148,849,526	156,993,890	8.2%
Transportation	67,238,065	52,812,183	53,112,600	53,818,760	1.9%
Total Transportation	230,324,129	226,202,571	229,692,942	238,967,524	5.6%
Health and Human Services					
Health and Human Services	320,598,688	327,947,503	329,459,014	348,162,249	6.2%

## Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
<b>Libraries, Culture, and Recreation</b>					
Community Use of Public Facilities	11,138,739	11,942,523	11,231,024	11,933,974	-0.1%
Public Libraries	41,184,366	43,064,563	42,355,722	43,637,632	1.3%
Recreation	36,779,500	44,885,621	44,991,604	47,488,690	5.8%
Total Libraries, Culture, and Recreation	89,102,605	99,892,707	98,578,350	103,060,296	3.2%
<b>Community Development and Housing</b>					
Agriculture	917,474	1,006,372	987,386	1,001,611	-0.5%
Economic Development Fund	4,845,583	5,439,361	9,439,361	5,481,458	0.8%
Housing and Community Affairs	65,615,163	58,760,909	58,764,881	66,297,423	12.8%
Permitting Services	38,278,906	41,888,787	40,249,523	41,447,971	-1.1%
Total Community Development and Housing	109,657,126	107,095,429	109,441,151	114,228,463	6.7%
<b>Environment</b>					
Environmental Protection	27,725,463	31,950,532	31,238,533	33,111,860	3.6%
Recycling and Resource Management	105,777,644	115,733,825	115,048,575	131,231,547	13.4%
Total Environment	133,503,107	147,684,357	146,287,108	164,343,407	11.3%
<b>Other County Government Functions</b>					
Alcohol Beverage Services	64,235,324	64,042,781	63,892,328	64,707,546	1.0%
Cable Television Communications Plan	15,345,370	16,372,005	16,229,887	16,705,753	2.0%
Non-Departmental Accounts	202,823,763	330,754,311	306,467,271	296,060,809	-10.5%
Utilities	25,638,023	25,977,301	25,187,301	25,845,719	-0.5%
Total Other County Government Functions	308,042,480	437,146,398	411,776,787	403,319,827	-7.7%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,010,518,069	2,169,140,669	2,165,982,309	2,214,201,591	2.1%
<b>DEBT SERVICE</b>					
Debt Service	422,614,087	439,224,240	431,020,309	436,653,645	-0.6%
<b>MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION</b>					
Maryland-National Capital Park and Planning Commission	148,297,166	158,032,034	158,359,758	161,197,550	2.0%
<b>MONTGOMERY COLLEGE</b>					
Montgomery College	291,197,574	314,681,186	294,940,885	318,347,932	1.2%
<b>MONTGOMERY COUNTY PUBLIC SCHOOLS</b>					
Montgomery County Public Schools	2,612,486,493	2,680,574,773	2,663,218,462	2,795,508,595	4.3%
<b>SUMMARY</b>					
TOTAL EXPENDITURES ALL AGENCIES	5,485,113,389	5,761,652,902	5,713,521,723	5,925,909,313	2.9%



# Schedule B-3

## Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	558,139	560,413	558,293	577,431	3.0%
Board of Elections	8,589,277	8,234,266	9,516,837	8,375,091	1.7%
Circuit Court	12,442,511	12,538,035	12,536,714	12,794,078	2.0%
Community Engagement Cluster	3,750,734	4,742,803	4,629,435	4,265,817	-10.1%
County Attorney	6,991,206	6,341,969	6,191,228	6,587,300	3.9%
County Council	11,876,944	12,413,415	12,449,491	13,648,272	9.9%
County Executive	6,008,845	5,911,544	5,781,840	5,907,876	-0.1%
Ethics Commission	406,580	467,326	350,670	367,885	-21.3%
Finance	14,074,592	15,525,952	15,493,680	15,541,685	0.1%
General Services	35,690,289	32,071,913	32,965,092	32,199,445	0.4%
Human Resources	8,471,148	8,911,421	8,914,943	8,645,804	-3.0%
Human Rights	1,300,344	1,282,630	1,288,348	1,411,247	10.0%
Inspector General	831,514	1,231,797	1,504,678	2,011,845	63.3%
Intergovernmental Relations	1,100,987	1,130,736	1,151,046	1,145,660	1.3%
Labor Relations	0	0	0	1,608,397	----
Legislative Oversight	1,937,436	1,877,511	1,968,035	2,060,016	9.7%
Management and Budget	4,777,054	5,206,287	5,048,348	6,467,868	24.2%
Merit System Protection Board	251,178	258,138	263,935	263,941	2.2%
Procurement	4,379,733	4,465,617	4,319,258	4,876,335	9.2%
Public Information	5,260,468	5,369,312	5,669,176	5,696,281	6.1%
Racial Equity and Social Justice	0	0	0	584,072	----
State's Attorney	17,880,949	18,569,942	18,921,181	19,258,299	3.7%
Technology Services	40,890,071	43,873,164	42,925,057	44,184,452	0.7%
Zoning and Administrative Hearings	679,179	683,583	677,305	695,637	1.8%
Total General Government	188,149,178	191,667,774	193,124,590	199,174,734	3.9%
Public Safety					
Animal Services	0	0	0	8,024,652	----
Consumer Protection	2,275,480	2,378,717	2,404,240	2,234,642	-6.1%
Correction and Rehabilitation	71,094,023	70,615,070	73,654,829	72,673,907	2.9%
Emergency Management and Homeland Security	1,452,228	1,404,162	1,395,467	2,282,956	62.6%
Police	274,319,581	295,162,329	292,435,916	287,950,840	-2.4%
Sheriff	24,471,121	24,390,010	25,426,834	25,177,445	3.2%
Total Public Safety	373,612,433	393,950,288	395,317,286	398,344,442	1.1%
Transportation					
Transportation	60,837,357	46,180,788	46,169,551	47,279,792	2.4%
Health and Human Services					
Health and Human Services	236,296,844	248,987,249	250,498,760	260,764,928	4.7%
Libraries, Culture, and Recreation					
Public Libraries	40,862,113	42,758,986	42,050,145	43,329,727	1.3%
Community Development and Housing					
Agriculture	917,474	1,006,372	987,386	1,001,611	-0.5%
Housing and Community Affairs	7,413,504	8,403,108	8,411,398	9,017,434	7.3%
Total Community Development and Housing	8,330,978	9,409,480	9,398,784	10,019,045	6.5%
Environment					

**Expenditures Detailed By Agency, Fund Type, Government Function and Department**

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
Environmental Protection	2,346,051	3,124,145	3,061,586	3,540,770	13.3%
Other County Government Functions					
Non-Departmental Accounts	202,823,763	310,134,423	285,847,383	275,440,921	-11.2%
Utilities	25,638,023	25,977,301	25,187,301	25,845,719	-0.5%
Total Other County Government Functions	228,461,786	336,111,724	311,034,684	301,286,640	-10.4%
TOTAL GENERAL FUND TAX SUPPORTED	1,138,896,740	1,272,190,434	1,250,655,386	1,263,740,078	-0.7%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	9,056,561	9,110,898	9,051,152	9,904,759	8.7%
Public Safety					
Fire and Rescue Service	233,531,949	222,831,619	237,642,804	229,414,483	3.0%
Transportation					
Transit Services	133,725,528	140,039,971	143,761,270	151,896,463	8.5%
Libraries, Culture, and Recreation					
Recreation	36,694,002	41,206,548	41,312,531	43,809,617	6.3%
Community Development and Housing					
Economic Development Fund	4,845,583	5,439,361	9,439,361	5,481,458	0.8%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	24,325,944	28,262,161	27,730,816	28,154,874	-0.4%
Transportation	6,207,072	6,526,453	6,838,107	6,434,026	-1.4%
Total Transportation	30,533,016	34,788,614	34,568,923	34,588,900	-0.6%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	11,138,739	11,942,523	11,231,024	11,933,974	-0.1%
Community Development and Housing					
Permitting Services	38,276,688	41,888,787	40,249,523	41,447,971	-1.1%
Environment					
Recycling and Resource Management	105,777,644	115,733,825	115,048,575	131,231,547	13.4%
Other County Government Functions					
Alcohol Beverage Services	64,216,616	64,042,781	63,892,328	64,707,546	1.0%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,699,697	2,722,378	2,722,378	2,752,590	1.1%
Community Engagement Cluster	68,507	64,465	64,465	71,465	10.9%
County Executive	616	0	0	0	----
Intergovernmental Relations	15,333	15,335	15,335	15,335	----
State's Attorney	356,628	271,726	271,726	271,726	----
Total General Government	3,140,781	3,073,904	3,073,904	3,111,116	1.2%
Public Safety					
Correction and Rehabilitation	25,000	0	0	0	----
Emergency Management and Homeland Security	6,217,887	962,551	962,551	975,664	1.4%
Fire and Rescue Service	3,233,976	418,840	418,840	125,981	-69.9%
Police	1,454,105	165,000	165,000	165,000	----
Sheriff	868,064	990,830	990,830	903,646	-8.8%
Total Public Safety	11,799,032	2,537,221	2,537,221	2,170,291	-14.5%

## Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
Transportation					
Transit Services	5,034,592	5,088,256	5,088,256	5,097,427	0.2%
Transportation	193,636	104,942	104,942	104,942	----
Total Transportation	5,228,228	5,193,198	5,193,198	5,202,369	0.2%
Health and Human Services					
Health and Human Services	84,301,844	78,960,254	78,960,254	87,397,321	10.7%
Libraries, Culture, and Recreation					
Public Libraries	322,253	305,577	305,577	307,905	0.8%
Recreation	85,498	3,679,073	3,679,073	3,679,073	----
Total Libraries, Culture, and Recreation	407,751	3,984,650	3,984,650	3,986,978	0.1%
Community Development and Housing					
Housing and Community Affairs	58,201,659	50,357,801	50,353,483	57,279,989	13.7%
Permitting Services	2,218	0	0	0	----
Total Community Development and Housing	58,203,877	50,357,801	50,353,483	57,279,989	13.7%
Environment					
Environmental Protection	25,379,412	28,826,387	28,176,947	29,571,090	2.6%
Other County Government Functions					
Alcohol Beverage Services	18,708	0	0	0	----
Cable Television Communications Plan	15,345,370	16,372,005	16,229,887	16,705,753	2.0%
Non-Departmental Accounts	0	20,619,888	20,619,888	20,619,888	----
Total Other County Government Functions	15,364,078	36,991,893	36,849,775	37,325,641	0.9%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	203,825,003	209,925,308	209,129,432	226,044,795	7.7%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,010,518,069	2,169,140,669	2,165,982,309	2,214,201,591	2.1%

## DEBT SERVICE

DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	407,777,164	423,238,640	415,247,209	415,203,210	-1.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	14,836,923	15,985,600	15,773,100	21,450,435	34.2%
TOTAL DEBT SERVICE	422,614,087	439,224,240	431,020,309	436,653,645	-0.6%

## MONTGOMERY COUNTY PUBLIC SCHOOLS

CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,445,797,079	2,514,314,537	2,480,816,000	2,603,672,930	3.6%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	13,264,774	10,150,669	12,350,669	12,646,838	24.6%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	2,308,586	2,736,949	2,736,949	2,914,182	6.5%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	60,564,324	58,107,965	58,107,965	60,399,980	3.9%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,740,127	1,799,775	1,799,775	1,769,775	-1.7%
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,651,111	3,966,407	3,966,407	4,967,149	25.2%
SPECIAL FUNDS NON-TAX SUPPORTED					

**Expenditures Detailed By Agency, Fund Type, Government Function and Department**

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
Montgomery County Public Schools	85,160,492	89,498,471	103,440,697	109,137,741	21.9%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,612,486,493	2,680,574,773	2,663,218,462	2,795,508,595	4.3%

**MONTGOMERY COLLEGE**

CURRENT FUND MC TAX SUPPORTED					
Montgomery College	251,453,170	264,768,350	255,729,009	268,165,660	1.3%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	616,659	700,000	700,000	750,000	7.1%
TOTAL SPECIAL FUNDS TAX SUPPORTED	616,659	700,000	700,000	750,000	7.1%
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	1,054,805	1,729,300	934,625	1,941,300	12.3%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,726,785	1,764,321	1,760,000	1,796,800	1.8%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,708,006	2,000,000	1,705,806	2,000,000	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	4,110,935	4,200,000	4,110,351	4,200,000	----
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	15,815,705	18,372,215	16,355,300	20,712,172	12.7%
TOTAL MONTGOMERY COLLEGE	291,197,574	314,681,186	294,940,885	318,347,932	1.2%

**MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION**

SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	132,044,428	139,136,040	139,211,040	141,074,033	1.4%
TOTAL SPECIAL FUNDS TAX SUPPORTED	132,044,428	139,136,040	139,211,040	141,074,033	1.4%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	9,489,241	9,697,934	10,145,445	10,634,588	9.7%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,529,451	1,563,320	1,563,320	1,586,500	1.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	0	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	5,234,046	7,084,740	6,889,953	7,352,429	3.8%
TOTAL M-NCPPC	148,297,166	158,032,034	158,359,758	161,197,550	2.0%

**SUMMARY**

TOTAL EXPENDITURES ALL AGENCIES	5,485,113,389	5,761,652,902	5,713,521,723	5,925,909,313	2.9%
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# Schedule B-4

## Expenditures By Appropriation Category

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	636,528,118	677,570,576	670,420,000	691,490,363	2.1%
Operating Expenses	502,058,091	594,202,185	579,817,713	571,743,712	-3.8%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	310,531	417,673	417,673	506,003	21.1%
Total GENERAL FUND TAX SUPPORTED	1,138,896,740	1,272,190,434	1,250,655,386	1,263,740,078	-0.7%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	294,066,531	299,274,134	306,876,683	309,984,929	3.6%
Operating Expenses	123,694,669	119,242,763	134,218,935	130,410,351	9.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	92,423	111,500	111,500	111,500	----
Total SPECIAL FUNDS TAX SUPPORTED	417,853,623	418,628,397	441,207,118	440,506,780	5.2%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	58,045,971	56,907,517	56,907,517	59,150,128	3.9%
Operating Expenses	56,341,351	62,935,822	62,935,822	69,467,910	10.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	338,577	0	0	0	----
Total GRANT FUND - MCG NON-TAX SUPPORTED	114,725,899	119,843,339	119,843,339	128,618,038	7.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	14,216,841	16,531,581	15,421,163	16,746,533	1.3%
Operating Expenses	74,882,263	73,550,388	73,864,930	80,680,224	9.7%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	0	0	0	0	----
Total SPECIAL FUNDS NON-TAX SUPPORTED	89,099,104	90,081,969	89,286,093	97,426,757	8.2%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	89,025,806	92,555,478	90,617,475	94,163,646	1.7%
Operating Expenses	142,675,438	155,479,329	154,425,225	170,987,356	10.0%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	14,489,909	13,905,200	13,491,150	13,881,900	-0.2%
Capital Outlay	3,751,550	6,456,523	6,456,523	4,877,036	-24.5%

**Expenditures By Appropriation Category**

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	249,942,703	268,396,530	264,990,373	283,909,938	5.8%

**SUMMARY**

Total PERSONNEL COSTS	1,091,883,267	1,142,839,286	1,140,242,838	1,171,535,599	2.5%
Total OPERATING EXPENSES	899,651,812	1,005,410,487	1,005,262,625	1,023,289,553	1.8%
Total DEBT SERVICE G.O. BONDS	0	0	0	0	----
Total DEBT SERVICE OTHER	14,489,909	13,905,200	13,491,150	13,881,900	-0.2%
Total CAPITAL OUTLAY	4,493,081	6,985,696	6,985,696	5,494,539	-21.3%
Total MONTGOMERY COUNTY GOVERNMENT	2,010,518,069	2,169,140,669	2,165,982,309	2,214,201,591	2.1%

**PERCENT OF TOTAL BUDGET**

PERSONNEL COSTS	54.3%	52.7%	52.6%	52.9%	----
OPERATING EXPENSES	44.7%	46.4%	46.4%	46.2%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.7%	0.6%	0.6%	0.6%	----
CAPITAL OUTLAY	0.2%	0.3%	0.3%	0.2%	----



# Schedule B-5

## Montgomery County Government Internal Service Funds

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	259,051,552	272,856,318	272,984,841	295,021,240	8.1%
Motor Pool Internal Service Fund	75,466,298	84,759,177	94,845,756	89,737,826	5.9%
Printing & Mail Internal Service Fund	7,890,671	8,222,221	8,519,383	8,238,749	0.2%
Self Insurance Internal Service Fund	67,357,383	74,019,329	74,008,518	78,421,782	5.9%
TOTAL INTERNAL SERVICE FUNDS	409,765,904	439,857,045	450,358,498	471,419,597	7.2%

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# Revenue Schedules

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The revenue schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority. Note that the General Fund revenues contributed to capital projects (PAYGO) for several agencies are not reported on these schedules. State or Federal aid for capital projects is shown only in the CIP.

## SCHEDULE C-1, REVENUES DETAILED BY FUND

This schedule reports by tax supported and non-tax supported fund type, for all agencies, all revenues received and used to fund the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M-NCPPC.

## SCHEDULE C-2, REVENUES DETAILED BY AGENCY

This schedule reports revenue by agency, including debt service on County bonds, and separates revenues by General Fund, special tax supported funds, special non-tax supported funds, and enterprise funds.

## SCHEDULE C-3, REVENUES DETAILED BY AGENCY AND TYPE

This schedule details all revenue by agency, fund type, and fund.

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# Schedule C-1

## Revenues Detailed By Fund

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	3,404,443,845	3,546,240,466	3,593,995,088	3,625,442,025	2.2%
Montgomery County Government Special Funds	464,846,476	509,733,480	498,302,539	552,158,533	8.3%
Debt Service Special Funds	33,989,438	21,592,690	22,681,686	791,060	-96.3%
Montgomery County Public Schools Current Fund	712,198,002	762,507,296	748,565,070	786,095,879	3.1%
Montgomery College Current Fund	114,724,596	115,148,206	113,990,444	118,050,964	2.5%
Montgomery College Special Funds	14,498	15,000	10,000	15,000	----
M-NCPPC Special Funds	127,503,747	140,672,272	137,853,631	145,378,385	3.3%
TOTAL TAX SUPPORTED	4,857,720,602	5,095,909,410	5,115,398,458	5,227,931,846	2.6%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	301,793,446	307,153,895	306,756,539	314,614,336	2.4%
Montgomery County Government Special Funds	213,663,839	218,811,400	218,136,328	228,375,944	4.4%
Montgomery County Public Schools Enterprise Funds	67,776,355	66,961,990	66,961,990	70,728,149	5.6%
Montgomery County Public Schools Special Funds	85,160,492	89,498,471	103,440,697	109,137,741	21.9%
Montgomery College Enterprise Funds	26,552,660	27,957,779	26,422,759	28,538,414	2.1%
Montgomery College Special Funds	14,725,654	21,158,500	13,657,294	18,793,500	-11.2%
M-NCPPC Enterprise Funds	19,301,576	16,852,815	17,452,312	18,383,646	9.1%
M-NCPPC Special Funds	0	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	728,974,022	748,944,850	753,377,919	789,121,730	5.4%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,586,694,624	5,844,854,260	5,868,776,377	6,017,053,576	2.9%

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# Schedule C-2

## Revenues Detailed By Agency

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<b>MONTGOMERY COUNTY GOVERNMENT</b>					
General Fund Tax Supported	3,404,443,845	3,546,240,466	3,593,995,088	3,625,442,025	----
Special Funds Tax Supported	464,846,476	509,733,480	498,302,539	552,158,533	10.0%
Enterprise Funds Non-Tax Supported	301,793,446	307,153,895	306,756,539	314,614,336	----
Special Funds Non-Tax Supported	213,663,839	218,811,400	218,136,328	228,375,944	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,384,747,606	4,581,939,241	4,617,190,494	4,720,590,838	----

## DEBT SERVICE

Debt Service Fund Tax Supported	33,989,438	21,592,690	22,681,686	791,060	-100.0%
TOTAL DEBT SERVICE	33,989,438	21,592,690	22,681,686	791,060	-100.0%

## MONTGOMERY COUNTY PUBLIC SCHOOLS

Current Fund Tax Supported	712,198,002	762,507,296	748,565,070	786,095,879	----
Enterprise Funds Non-Tax Supported	67,776,355	66,961,990	66,961,990	70,728,149	10.0%
Special Funds Non-Tax Supported	85,160,492	89,498,471	103,440,697	109,137,741	20.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	865,134,849	918,967,757	918,967,757	965,961,769	10.0%

## MONTGOMERY COLLEGE

Current Fund Tax Supported	114,724,596	115,148,206	113,990,444	118,050,964	----
Special Funds Tax Supported	14,498	15,000	10,000	15,000	----
Enterprise Funds Non-Tax Supported	26,552,660	27,957,779	26,422,759	28,538,414	----
Special Funds Non-Tax Supported	14,725,654	21,158,500	13,657,294	18,793,500	-10.0%
TOTAL MONTGOMERY COLLEGE	156,017,408	164,279,485	154,080,497	165,397,878	----

## MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Special Funds Tax Supported	127,503,747	140,672,272	137,853,631	145,378,385	----
Enterprise Funds Non-Tax Supported	19,301,576	16,852,815	17,452,312	18,383,646	10.0%
Special Funds Non-Tax Supported	0	550,000	550,000	550,000	----
TOTAL M-NCPPC	146,805,323	158,075,087	155,855,943	164,312,031	----

## SUMMARY

GRAND TOTAL ALL FUNDS/AGENCIES	5,586,694,624	5,844,854,260	5,868,776,377	6,017,053,576	----
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# Schedule C-3

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	3,357,390	3,904,613	3,316,643	3,408,587	-12.7%
County Income Tax	1,531,219,289	1,640,319,299	1,720,540,580	1,695,360,735	3.4%
E-Cigarette Tax	1,317,692	1,436,485	1,681,240	1,758,959	22.4%
Energy Tax	194,628,814	198,918,812	192,005,994	191,322,733	-3.8%
Hotel/Motel Tax	21,288,964	22,632,286	23,332,260	23,326,200	3.1%
Property Tax	1,290,701,700	1,293,461,734	1,261,680,298	1,311,404,046	1.4%
Real Property Transfer Tax	113,520,206	126,310,000	116,340,000	122,390,000	-3.1%
Recordation Tax	54,671,817	56,452,241	56,256,476	59,185,261	4.8%
Telephone Tax	52,415,089	56,316,832	53,353,120	53,751,904	-4.6%
TOTAL TAXES	3,263,120,961	3,399,752,302	3,428,506,611	3,461,908,425	1.8%
Licenses & Permits					
Clerk of the Court Business Licenses	0	215,000	215,000	215,000	----
Hazardous Materials Permits	800,672	865,000	865,000	865,000	----
Health Inspection: Restaurants	1,895,075	1,828,560	1,828,560	1,896,320	3.7%
Health Inspections: Living Facilities	268,843	247,650	247,650	269,245	8.7%
Health Inspections: Swimming Pools	579,430	549,770	549,770	577,400	5.0%
Landlord-Tenant Fees	6,103,845	6,278,180	6,599,600	6,998,040	11.5%
Marriage Licenses	252,000	307,000	256,800	256,800	-16.4%
New Home Builder's License	164,720	143,000	143,000	153,000	7.0%
Other Licenses and Permits	16	0	0	0	----
Other Licenses/Permits	312,150	1,221,150	764,030	750,660	-38.5%
Pet Licenses	429,855	650,000	550,000	550,000	-15.4%
Residential Parking Permits	33,673	24,000	24,000	24,000	----
Trader's License	907,050	780,000	910,000	910,000	16.7%
TOTAL LICENSES & PERMITS	11,747,329	13,109,310	12,953,410	13,465,465	2.7%
Charges for Services					
Alternative Community Services	247,807	385,000	385,000	385,000	----
Board of Appeals Fees	234,408	170,413	170,413	173,037	1.5%
Bus Advertising	25,000	0	0	0	----
Care of Federal/State Prisoners	968,447	1,160,000	1,160,000	1,341,205	15.6%
Commission for Women Fees	2,500	0	0	0	----
Common Ownership Community Fees	713,876	715,000	715,000	717,500	0.3%
Facility Rental Fees	13,199	11,000	11,000	11,000	----
Health and Human Services Fees	1,220,151	1,163,850	1,249,980	1,228,950	5.6%
Home Confinement Fees	12,397	30,000	30,000	30,000	----
Library Fees	18,552	20,000	20,000	20,000	----
Motor Pool Charges/Fees	10,818	0	0	0	----
Other Charges and Fees	(748)	0	0	0	----
Other Charges/Fees	4,195,172	4,147,870	4,322,222	4,300,462	3.7%
Parking Fees	279,849	310,000	320,000	300,000	-3.2%
Recreation Fees	5,515	0	0	0	----
Sheriff Fees	1,074,313	1,200,000	1,200,000	1,200,000	----

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Street Tree Planting	173,150	75,000	75,000	75,000	----
Subdivision Plan Review	358,240	300,000	300,000	300,000	----
Substance Abusers Intervention Program (IPSA)	58,262	74,000	74,000	74,000	----
Tree Canopy	847,000	500,000	500,000	500,000	----
Zoning Fees	83,418	65,000	80,000	65,000	----
<b>TOTAL CHARGES FOR SERVICES</b>	<b>10,541,326</b>	<b>10,327,133</b>	<b>10,612,615</b>	<b>10,721,154</b>	<b>3.8%</b>
<b>Fines &amp; Forfeitures</b>					
Library Fines	443,189	500,000	500,000	300,000	-40.0%
Other Fines & Forfeitures	160,262	0	0	0	----
Other Fines/Forfeitures	11,604,553	8,957,150	18,957,150	18,960,300	111.7%
Parking Fines	1,339,822	2,410,500	2,310,500	2,310,500	-4.1%
Photo Red Light Citations	3,833,395	4,600,000	4,600,000	4,600,000	----
Speed Camera Citations	14,114,096	18,985,000	18,985,000	18,985,000	----
<b>TOTAL FINES &amp; FORFEITURES</b>	<b>31,495,317</b>	<b>35,452,650</b>	<b>45,352,650</b>	<b>45,155,800</b>	<b>27.4%</b>
<b>Intergovernmental</b>					
Core Health Services Funding	6,222,207	4,554,327	4,735,199	4,829,902	6.1%
EEOC Reimbursement	48,000	59,200	59,200	59,200	----
Emergency 911	7,737,132	12,000,000	12,000,000	15,000,000	25.0%
Federal Financial Participation Reimbursements	16,252,512	15,645,700	15,108,007	15,108,007	-3.4%
Federal Grants	1,230,125	0	0	0	----
Indirect Costs: Grants	810,206	1,200,000	1,200,000	1,200,000	----
Medicaid/Medicare Reimbursement	3,001,438	1,866,750	1,838,750	1,876,920	0.5%
Nursing Home Reimbursement	566,958	1,125,860	775,860	566,958	-49.6%
Other Intergovernmental	8,581,989	5,189,578	6,203,717	6,552,177	26.3%
State Aid: Highway User	3,540,875	8,218,086	8,283,747	8,447,837	2.8%
State Aid: Police Protection	10,635,635	14,324,844	17,870,056	14,324,844	----
State Grants	214,735	650,000	650,000	650,000	----
State Jury Fee Reimbursement	496,020	482,785	482,785	482,785	----
State Reimbursement: Library Operations	2,686,574	3,388,000	3,937,000	3,459,000	2.1%
State Reimbursement: Library Staff Retirement	1,911,752	3,295,000	3,295,000	2,120,000	-35.7%
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
<b>TOTAL INTERGOVERNMENTAL</b>	<b>63,936,158</b>	<b>72,994,130</b>	<b>77,433,321</b>	<b>75,671,630</b>	<b>3.7%</b>
<b>Investment Income</b>					
Investment Income	1,185,177	1,562,720	645,160	488,230	-68.8%
<b>Miscellaneous</b>					
Conference Center - Net Proceeds	2,441,577	2,000,000	2,400,000	2,400,000	20.0%
Conference Center - Rental Income	319,100	319,100	319,100	319,100	----
Loan Payments	35,253	35,000	35,000	35,000	----
Miscellaneous Revenues	14,078,702	5,938,121	10,187,221	9,727,221	63.8%
Property Rentals	4,412,489	3,850,000	4,400,000	4,400,000	14.3%
Vehicle/Bike Auction Proceeds	1,130,456	900,000	1,150,000	1,150,000	27.8%
<b>TOTAL MISCELLANEOUS</b>	<b>22,417,577</b>	<b>13,042,221</b>	<b>18,491,321</b>	<b>18,031,321</b>	<b>38.3%</b>
<b>TOTAL COUNTY GENERAL FUND</b>	<b>3,404,443,845</b>	<b>3,546,240,466</b>	<b>3,593,995,088</b>	<b>3,625,442,025</b>	<b>2.2%</b>
<b>Special Funds</b>					
<b>Bethesda Urban District</b>					
<b>Taxes</b>					
Property Tax	693,270	728,825	732,225	746,360	2.4%
<b>Charges for Services</b>					
Optional Method Development	134,157	194,567	194,567	194,567	----

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
TOTAL BETHESDA URBAN DISTRICT	827,427	923,392	926,792	940,927	1.9%
Silver Spring Urban District					
Taxes					
Property Tax	882,668	1,003,131	1,003,308	1,022,638	1.9%
Charges for Services					
Optional Method Development	108,674	150,000	150,000	150,000	----
TOTAL SILVER SPRING URBAN DISTRICT	991,342	1,153,131	1,153,308	1,172,638	1.7%
Wheaton Urban District					
Taxes					
Property Tax	224,989	261,217	275,927	281,282	7.7%
TOTAL WHEATON URBAN DISTRICT	224,989	261,217	275,927	281,282	7.7%
Mass Transit					
Taxes					
Property Tax	97,930,577	139,457,768	136,387,606	153,458,962	10.0%
Licenses & Permits					
Taxi Licensing Fees	377,371	400,000	400,000	400,000	----
Charges for Services					
Bus Advertising	937,431	935,000	795,000	990,000	5.9%
Motor Pool Charges/Fees	875,893	0	0	0	----
Other Charges/Fees	3,503,279	2,492,442	0	0	-100.0%
Parking Fees	1,010,906	720,000	720,000	720,000	----
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%
TOTAL CHARGES FOR SERVICES	26,829,985	24,169,959	21,580,685	24,267,443	0.4%
Fines & Forfeitures					
Other Fines/Forfeitures	4,025	0	0	0	----
Parking Fines	875,526	525,000	725,000	525,000	----
TOTAL FINES & FORFEITURES	879,551	525,000	725,000	525,000	----
Intergovernmental					
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	----
State Aid: Ride On	40,598,912	40,628,000	40,628,000	40,628,000	----
TOTAL INTERGOVERNMENTAL	41,295,038	41,317,057	41,317,057	41,317,057	----
Miscellaneous					
Miscellaneous Revenues	40,019	0	0	0	----
TOTAL MASS TRANSIT	167,352,541	205,869,784	200,410,348	219,968,462	6.8%
Fire					
Taxes					
Property Tax	209,787,462	221,638,239	216,758,875	248,181,610	12.0%
Charges for Services					
EMS Reimbursement-Ambulance Fee	21,214,150	19,500,000	18,500,000	20,000,000	2.6%
Other Charges/Fees	20	0	0	0	----

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
TOTAL CHARGES FOR SERVICES	21,214,170	19,500,000	18,500,000	20,000,000	2.6%
Intergovernmental					
Other Intergovernmental	0	198,622	198,622	198,622	----
State Fire/Rescue 508 Funds	1,952,432	0	1,962,542	0	----
TOTAL INTERGOVERNMENTAL	1,952,432	198,622	2,161,164	198,622	----
Investment Income					
Investment Income	0	24,490	0	0	-100.0%
Miscellaneous					
Miscellaneous Revenues	541,690	244,882	244,882	244,882	----
TOTAL FIRE	233,495,754	241,606,233	237,664,921	268,625,114	11.2%
Recreation					
Taxes					
Property Tax	43,687,568	47,136,146	46,142,756	50,442,505	7.0%
Charges for Services					
Facility Rental Fees	821,101	833,850	794,600	1,083,850	30.0%
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	----
Recreation Fees	9,721,860	5,844,942	5,285,942	5,500,000	-5.9%
TOTAL CHARGES FOR SERVICES	10,542,961	5,878,792	5,280,542	5,783,850	-1.6%
Miscellaneous					
Miscellaneous Revenues	78,518	84,365	84,365	84,365	----
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	----
TOTAL MISCELLANEOUS	78,518	129,597	129,597	129,597	----
TOTAL RECREATION	54,309,047	53,144,535	51,552,895	56,355,952	6.0%
Economic Development Fund					
Investment Income					
Investment Income	152,057	159,010	127,250	96,300	-39.4%
Miscellaneous					
Loan Payments	247,232	134,438	134,438	134,438	----
TOTAL ECONOMIC DEVELOPMENT FUND	399,289	293,448	261,688	230,738	-21.4%
Revenue Stabilization					
Investment Income					
Investment Income	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
TOTAL REVENUE STABILIZATION	7,246,087	6,481,740	6,056,660	4,583,420	-29.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	3,869,290,321	4,055,973,946	4,092,297,627	4,177,600,558	3.0%
DEBT SERVICE					
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	5,464,255	3,864,760	3,940,300	252,930	-93.5%
Premium on General Obligation Bonds	20,400,280	14,281,670	14,745,670	88,130	-99.4%

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
TOTAL INTERGOVERNMENTAL	25,864,535	18,146,430	18,685,970	341,060	-98.1%
Investment Income					
Investment Income	2,715,106	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	5,409,797	3,446,260	3,995,716	450,000	-86.9%
TOTAL DEBT SERVICE	33,989,438	21,592,690	22,681,686	791,060	-96.3%
TOTAL DEBT SERVICE	33,989,438	21,592,690	22,681,686	791,060	-96.3%

## MONTGOMERY COUNTY PUBLIC SCHOOLS

### Current Fund MCPS

#### Charges for Services

Tuition-Other Sources	5,357,488	3,370,000	3,370,000	4,400,000	30.6%
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#### Intergovernmental

Basic State Aid	351,744,825	368,197,235	368,197,235	388,035,631	5.4%
Federal Revenues	185,340	100,000	100,000	150,000	50.0%
Foster Care/Miscellaneous	195,830	200,000	200,000	200,000	----
GCEI - Geographic Cost of Education Index	37,711,769	38,902,207	38,902,207	39,976,914	2.8%
Kirwan Commission	0	24,424,464	10,482,238	11,472,106	-53.0%
Students With Disabilities	58,575,874	60,956,743	60,956,743	63,704,962	4.5%
Thornton Legislation	215,185,348	219,907,148	219,907,148	230,529,919	4.8%
Transportation	43,241,528	46,449,499	46,449,499	47,626,347	2.5%

TOTAL INTERGOVERNMENTAL	706,840,514	759,137,296	745,195,070	781,695,879	3.0%
TOTAL CURRENT FUND MCPS	712,198,002	762,507,296	748,565,070	786,095,879	3.1%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	712,198,002	762,507,296	748,565,070	786,095,879	3.1%

## MONTGOMERY COLLEGE

### Current Fund MC

#### Charges for Services

Other Student Fees: Current Fund	1,508,066	1,269,277	950,000	1,494,472	17.7%
Tuition and Fees: Current Fund	74,984,053	74,591,370	74,331,344	75,252,727	0.9%
TOTAL CHARGES FOR SERVICES	76,492,119	75,860,647	75,281,344	76,747,199	1.2%

#### Intergovernmental

Fed. State & Priv. Gifts & Grants	302,187	325,000	200,000	300,000	-7.7%
State Aid	36,589,976	37,213,559	37,213,559	39,303,765	5.6%

TOTAL INTERGOVERNMENTAL	36,892,163	37,538,559	37,413,559	39,603,765	5.5%
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#### Investment Income

Current Fund: Interest	568,468	155,000	475,000	350,000	125.8%
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#### Miscellaneous

Current Fund: Other Revenue	677,772	1,459,000	710,541	1,235,000	-15.4%
Current Fund: Performing Arts Center	94,074	135,000	110,000	115,000	-14.8%

TOTAL MISCELLANEOUS	771,846	1,594,000	820,541	1,350,000	-15.3%
TOTAL CURRENT FUND MC	114,724,596	115,148,206	113,990,444	118,050,964	2.5%

#### Special Funds

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	14,498	15,000	10,000	15,000	----
TOTAL EMERGENCY REPAIR FUND	14,498	15,000	10,000	15,000	----
TOTAL MONTGOMERY COLLEGE	114,739,094	115,163,206	114,000,444	118,065,964	2.5%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	26,630,664	30,516,309	29,870,552	31,870,604	4.4%
Charges for Services					
User Fees	254,537	198,400	198,400	204,700	3.2%
Intergovernmental					
Intergovernmental	415,700	403,500	403,500	403,500	----
Investment Income					
Investment Income	405,855	100,000	100,000	100,000	----
Miscellaneous					
Miscellaneous	4,084	0	0	0	----
TOTAL ADMINISTRATION FUND	27,710,840	31,218,209	30,572,452	32,578,804	4.4%
Park Fund					
Taxes					
Property Tax	90,674,169	100,524,312	98,397,114	103,848,034	3.3%
Charges for Services					
Facility User Fees	2,802,813	3,216,214	3,216,214	3,233,793	0.5%
Intergovernmental					
Intergovernmental	3,344,909	3,422,473	3,422,473	3,422,473	----
Investment Income					
Investment Income	348,171	60,000	60,000	100,000	66.7%
Investment Income: CIP	224,636	40,000	40,000	25,000	-37.5%
TOTAL INVESTMENT INCOME	572,807	100,000	100,000	125,000	25.0%
Miscellaneous					
Miscellaneous	422,133	115,800	115,800	102,100	-11.8%
TOTAL PARK FUND	97,816,831	107,378,799	105,251,601	110,731,400	3.1%
ALA Debt Service Fund					
Taxes					
Property Tax	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
TOTAL ALA DEBT SERVICE FUND	1,976,076	2,075,264	2,029,578	2,068,181	-0.3%
TOTAL M-NCPPC	127,503,747	140,672,272	137,853,631	145,378,385	3.3%
TOTAL TAX SUPPORTED	4,857,720,602	5,095,909,410	5,115,398,458	5,227,931,846	2.6%

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Grant Fund					
Charges for Services					
Other Charges/Fees	1,499,509	0	0	90,325	----
Intergovernmental					
Federal Grants	40,860,034	32,152,672	32,152,672	39,929,848	24.2%
HB669 Social Services State Reimbursement	39,856,559	37,778,633	37,778,633	39,679,819	5.0%
Other Intergovernmental	305,423	257,527	257,527	267,829	4.0%
State Grants	25,250,296	46,802,955	46,802,955	45,280,329	-3.3%
TOTAL INTERGOVERNMENTAL	106,272,312	116,991,787	116,991,787	125,157,825	7.0%
Investment Income					
Investment Income	617,563	0	0	0	----
Miscellaneous					
Loan Payments	2,399,235	2,000,000	2,000,000	2,000,000	----
Miscellaneous Revenues	3,597,280	231,664	231,664	750,000	223.7%
TOTAL MISCELLANEOUS	5,996,515	2,231,664	2,231,664	2,750,000	23.2%
TOTAL GRANT FUND	114,385,899	119,223,451	119,223,451	127,998,150	7.4%
Cable TV					
Charges for Services					
Franchise Fees	16,661,388	16,235,000	15,989,000	15,273,000	-5.9%
Gaithersburg PEG Contribution	77,794	144,000	0	0	-100.0%
PEG Capital Revenue	6,182,025	5,932,000	5,912,000	5,718,000	-3.6%
PEG Operating Revenue	3,854,409	3,848,000	3,615,000	3,380,000	-12.2%
Tower Application Fees	159,500	150,000	125,000	250,000	66.7%
TOTAL CHARGES FOR SERVICES	26,935,116	26,309,000	25,641,000	24,621,000	-6.4%
Investment Income					
Investment Income	251,098	263,000	210,000	159,000	-39.5%
TOTAL CABLE TV	27,186,214	26,572,000	25,851,000	24,780,000	-6.7%
Water Quality Protection					
Taxes					
Bag Tax	2,566,990	2,471,921	2,471,921	2,500,000	1.1%
Water Quality Protection Charge	38,307,412	37,515,190	37,767,816	39,175,960	4.4%
TOTAL TAXES	40,874,402	39,987,111	40,239,737	41,675,960	4.2%
Charges for Services					
Other Charges/Fees	391,310	50,000	50,000	47,500	-5.0%
Investment Income					
Investment Income	808,871	934,070	934,070	750,000	-19.7%
TOTAL WATER QUALITY PROTECTION	42,074,583	40,971,181	41,223,807	42,473,460	3.7%
Recreation Non-Tax Supported					

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Charges for Services					
Recreation Fees	0	8,100,000	8,100,000	8,100,000	----
TOTAL RECREATION NON-TAX SUPPORTED	0	8,100,000	8,100,000	8,100,000	----
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	67,140	100,000	100,000	100,000	----
Recordation Tax	16,024,635	16,367,562	16,365,594	17,717,608	8.2%
TOTAL TAXES	16,091,775	16,467,562	16,465,594	17,817,608	8.2%
Charges for Services					
Asset Management Fee	10,680	70,200	70,200	70,200	----
Investment Income					
Investment Income	3,677,262	2,765,250	2,562,870	1,939,470	-29.9%
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
Loan Payments	5,891,105	2,700,000	2,700,000	2,900,000	7.4%
Miscellaneous Revenues	88,850	75,006	75,006	75,006	----
MPDU Alternative Payments	0	360,000	360,000	360,000	----
MPDU Revenues	1,813,744	1,250,000	1,250,000	1,610,000	28.8%
Other Financing Sources	13,727	56,750	54,400	52,050	-8.3%
TOTAL MISCELLANEOUS	7,807,426	4,641,756	4,639,406	5,197,056	12.0%
TOTAL MONTGOMERY HOUSING INITIATIVE	27,587,143	23,944,768	23,738,070	25,024,334	4.5%
Restricted Donations					
Miscellaneous					
Miscellaneous Revenues	2,430,000	0	0	0	----
TOTAL RESTRICTED DONATIONS	2,430,000	0	0	0	----
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	11,829,989	11,926,753	11,926,753	11,975,233	0.4%
Investment Income					
Investment Income	290,799	104,195	104,195	65,700	-36.9%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	12,120,788	12,030,948	12,030,948	12,040,933	0.1%
Bethesda Parking					
Taxes					
Property Tax	(7,225)	0	0	0	----
Charges for Services					
Parking Fees	15,736,270	15,555,081	15,555,081	15,355,081	-1.3%
Fines & Forfeitures					
Parking Fines	4,581,761	3,250,000	3,250,000	3,250,000	----
Investment Income					
Investment Income	426,118	428,190	356,170	269,530	-37.1%

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
Miscellaneous					
Miscellaneous Revenues	(38,094)	284,120	284,120	284,120	----
Property Rentals	135,699	75,000	75,000	75,000	----
TOTAL MISCELLANEOUS	97,605	359,120	359,120	359,120	----
TOTAL BETHESDA PARKING	20,834,529	19,592,391	19,520,371	19,233,731	-1.8%
Silver Spring Parking					
Taxes					
Property Tax	(1,657)	0	0	0	----
Charges for Services					
Parking Fees	11,588,176	10,840,413	10,840,413	12,920,413	19.2%
Fines & Forfeitures					
Parking Fines	1,920,471	1,897,689	1,897,689	1,897,689	----
Investment Income					
Investment Income	406,820	226,457	340,040	257,330	13.6%
Miscellaneous					
Miscellaneous Revenues	23,893	0	2,625,000	0	----
Property Rentals	65,527	0	0	20,000	----
TOTAL MISCELLANEOUS	89,420	0	2,625,000	20,000	----
TOTAL SILVER SPRING PARKING	14,003,230	12,964,559	15,703,142	15,095,432	16.4%
Wheaton Parking					
Taxes					
Property Tax	39	0	0	0	----
Charges for Services					
Parking Fees	802,391	725,000	725,000	1,375,000	89.7%
Fines & Forfeitures					
Parking Fines	406,319	476,000	476,000	476,000	----
Investment Income					
Investment Income	19,273	21,885	16,110	12,190	-44.3%
Miscellaneous					
Miscellaneous Revenues	5,110	0	0	0	----
TOTAL WHEATON PARKING	1,233,132	1,222,885	1,217,110	1,863,190	52.4%
Permitting Services					
Licenses & Permits					
Building Permits	25,032,702	24,261,450	22,814,403	23,208,332	-4.3%
Electrical Permits and Licenses	4,418,780	4,200,000	4,440,021	4,200,000	----
Fire Code Compliance	0	1,187,437	0	0	-100.0%
Fire Code Enforcement Permits	2,572,530	2,405,943	3,004,166	2,975,042	23.7%
Grading/Storm Drains/Paving/Driveway Permits	3,881,390	4,200,000	3,222,294	3,500,000	-16.7%
Mechanical Construction Permit	1,576,079	1,648,328	2,405,684	1,670,000	1.3%
Occupancy Permits	597,011	633,880	600,756	600,000	-5.3%
Other Licenses/Permits	492,741	638,329	699,136	507,845	-20.4%
Sediment Control Permits	3,171,598	3,101,270	2,894,976	3,101,270	----
Sign Permits	207,873	262,500	232,634	260,500	-0.8%
Special Exception Fee	281,153	242,076	242,076	242,076	----

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
Stormwater Mgmt and Water Quality Plan Fee	263,167	288,814	263,344	288,814	----
Well and Septic	410,462	274,308	295,362	274,308	----
TOTAL LICENSES & PERMITS	42,905,486	43,344,335	41,114,852	40,828,187	-5.8%
Charges for Services					
Automation Enhancement Fee	89,571	0	0	0	----
Information Requests	0	0	145,525	110,000	----
Other Charges/Fees	718,395	1,661,907	1,418,696	1,400,000	-15.8%
TOTAL CHARGES FOR SERVICES	807,966	1,661,907	1,564,221	1,510,000	-9.1%
Fines & Forfeitures					
Other Fines/Forfeitures	87,008	89,772	41,400	90,000	0.3%
Investment Income					
Investment Income	904,945	880,000	756,400	200,000	-77.3%
Miscellaneous					
Miscellaneous Revenues	4,432	0	0	0	----
TOTAL PERMITTING SERVICES	44,709,837	45,976,014	43,476,873	42,628,187	-7.3%
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	13,841	0	0	0	----
Systems Benefit Charge	7,089,239	8,818,850	8,736,845	9,885,837	12.1%
TOTAL CHARGES FOR SERVICES	7,103,080	8,818,850	8,736,845	9,885,837	12.1%
Investment Income					
Investment Income	115,756	65,540	96,760	73,220	11.7%
Miscellaneous					
Miscellaneous Revenues	20,794	0	12,000	0	----
TOTAL SOLID WASTE COLLECTION	7,239,630	8,884,390	8,845,605	9,959,057	12.1%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	10,440	10,000	10,000	12,000	20.0%
Charges for Services					
Other Charges/Fees	272,013	190,000	190,000	295,000	55.3%
Sale of Recycled Materials	3,984,055	6,149,327	6,149,327	3,977,791	-35.3%
Solid Waste Disposal Fees/Operating Revenues	29,359,385	29,119,333	27,893,752	29,019,751	-0.3%
Systems Benefit Charge	66,376,952	68,439,293	68,427,348	71,088,902	3.9%
TOTAL CHARGES FOR SERVICES	99,992,405	103,897,953	102,660,427	104,381,444	0.5%
Fines & Forfeitures					
Other Fines/Forfeitures	33,669	35,000	35,000	36,000	2.9%
Investment Income					
Investment Income	2,015,311	1,719,840	1,684,500	1,274,760	-25.9%
Miscellaneous					
Miscellaneous Revenues	1,007,288	45,000	45,000	320,000	611.1%
Property Rentals	0	38,500	38,500	5,000	-87.0%
TOTAL MISCELLANEOUS	1,007,288	83,500	83,500	325,000	289.2%
TOTAL SOLID WASTE DISPOSAL	103,059,113	105,746,293	104,473,427	106,029,204	0.3%

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Leaf Vacuuming					
Charges for Services					
Leaf Vacuum Collection Fees	7,603,017	7,988,714	7,988,714	8,591,838	7.5%
Other Charges/Fees	14,363	0	0	0	----
TOTAL CHARGES FOR SERVICES	7,617,380	7,988,714	7,988,714	8,591,838	7.5%
Investment Income					
Investment Income	55,144	26,850	46,090	34,880	29.9%
TOTAL LEAF VACUUMING	7,672,524	8,015,564	8,034,804	8,626,718	7.6%
Liquor					
Taxes					
Bag Tax	7,019	0	0	0	----
Licenses & Permits					
Liquor Licenses	1,744,540	1,732,993	1,732,993	1,724,222	-0.5%
Other Licenses/Permits	73,200	159,229	159,229	168,000	5.5%
TOTAL LICENSES & PERMITS	1,817,740	1,892,222	1,892,222	1,892,222	----
Charges for Services					
Other Charges/Fees	19,519	23,418	23,418	23,887	2.0%
Fines & Forfeitures					
Other Fines/Forfeitures	255,830	316,916	316,916	316,916	----
Investment Income					
Investment Income	145,294	41,410	41,410	91,900	121.9%
Miscellaneous					
Liquor Sales	88,573,116	90,446,885	91,180,293	96,812,959	7.0%
Miscellaneous Revenues	102,145	0	0	0	----
TOTAL MISCELLANEOUS	88,675,261	90,446,885	91,180,293	96,812,959	7.0%
TOTAL LIQUOR	90,920,663	92,720,851	93,454,259	99,137,884	6.9%
TOTAL MONTGOMERY COUNTY GOVERNMENT	515,457,285	525,965,295	524,892,867	542,990,280	3.2%

## MONTGOMERY COUNTY PUBLIC SCHOOLS

Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	80,069,774	79,558,409	79,558,409	82,372,794	3.5%
Private Grants	576,965	6,731,204	6,731,204	10,031,204	49.0%
State Grants	4,513,753	3,208,858	17,151,084	16,733,743	421.5%
TOTAL INTERGOVERNMENTAL	85,160,492	89,498,471	103,440,697	109,137,741	21.9%
TOTAL GRANT FUND MCPS	85,160,492	89,498,471	103,440,697	109,137,741	21.9%
Enterprise Funds					
Food Service Fund					
Charges for Services					

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
Sale of Meals	17,896,527	17,588,383	17,588,383	17,586,048	----
Intergovernmental					
Federal Food	41,622,040	38,276,538	38,276,538	40,852,540	6.7%
State Food	1,998,337	2,243,044	2,243,044	1,961,392	-12.6%
TOTAL INTERGOVERNMENTAL	43,620,377	40,519,582	40,519,582	42,813,932	5.7%
Miscellaneous					
Miscellaneous: Investment Income	20,773	0	0	0	----
TOTAL FOOD SERVICE FUND	61,537,677	58,107,965	58,107,965	60,399,980	3.9%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
TOTAL REAL ESTATE FUND	3,327,588	3,966,407	3,966,407	4,967,149	25.2%
Field Trip Fund					
Charges for Services					
Field Trip Fees	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
TOTAL FIELD TRIP FUND	2,175,575	2,736,949	2,736,949	2,914,182	6.5%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	735,515	2,150,669	2,150,669	2,446,838	13.8%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	735,515	2,150,669	2,150,669	2,446,838	13.8%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	152,936,847	156,460,461	170,402,687	179,865,890	15.0%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
TOTAL GRANT FUND MC	14,711,509	21,147,000	13,645,794	18,782,000	-11.2%
Endowment Fund					
Miscellaneous					
Interest	14,145	11,500	11,500	11,500	----
TOTAL ENDOWMENT FUND	14,145	11,500	11,500	11,500	----
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	9,615,932	10,900,000	9,213,168	10,372,460	-4.8%
Intergovernmental					
State Aid	7,336,869	8,041,559	8,041,559	9,084,684	13.0%

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	% CHG BUD/REC
Miscellaneous					
Other Revenues: Interest	67,193	50,000	50,000	80,000	60.0%
Other Revenues; Miscellaneous	180,204	0	0	0	----
TOTAL MISCELLANEOUS	247,397	50,000	50,000	80,000	60.0%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	17,200,198	18,991,559	17,304,727	19,537,144	2.9%
Auxiliary Fund					
Charges for Services					
Sales	1,216,071	1,018,000	950,000	924,220	-9.2%
Miscellaneous					
Auxiliary Fund: Interest Income	28,254	20,000	17,000	51,000	155.0%
Other Revenues: Miscellaneous	898,510	900,220	868,200	684,050	-24.0%
TOTAL MISCELLANEOUS	926,764	920,220	885,200	735,050	-20.1%
TOTAL AUXILIARY FUND	2,142,835	1,938,220	1,835,200	1,659,270	-14.4%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	5,997	0	0	0	----
TOTAL CABLE TELEVISION FUND	5,997	0	0	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	3,136,908	3,125,000	3,242,416	3,287,000	5.2%
Investment Income					
Interest Income	246,081	200,000	200,000	175,000	-12.5%
TOTAL MAJOR FACILITIES RESERVE FUND	3,382,989	3,325,000	3,442,416	3,462,000	4.1%
Transportation Fund					
Charges for Services					
Student Fees	3,460,519	3,365,000	3,242,416	3,585,000	6.5%
Investment Income					
Interest	0	0	0	125,000	----
Miscellaneous					
Miscellaneous Other	360,122	338,000	598,000	170,000	-49.7%
TOTAL TRANSPORTATION FUND	3,820,641	3,703,000	3,840,416	3,880,000	4.8%
TOTAL MONTGOMERY COLLEGE	41,278,314	49,116,279	40,080,053	47,331,914	-3.6%
M-NCPPC					
Special Funds					
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	0	150,000	150,000	150,000	----
Park Fund Grants	0	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	0	550,000	550,000	550,000	----

## Revenues Detailed By Agency, Fund and Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
TOTAL GRANT FUND MNCPPC	0	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	4,598,030	3,198,043	3,146,925	3,285,260	2.7%
Intergovernmental					
Intergovernmental	322,860	296,730	345,560	510,750	72.1%
Investment Income					
Investment Income	166,385	55,000	64,350	110,000	100.0%
Miscellaneous					
Miscellaneous	270,893	239,400	363,303	283,000	18.2%
TOTAL SPECIAL REVENUE FUNDS	5,358,168	3,789,173	3,920,138	4,189,010	10.6%
Enterprise Fund					
Charges for Services					
Fees and Charges	6,913,671	6,470,275	6,842,500	7,015,600	8.4%
Merchandise Sales	834,786	854,350	854,900	886,500	3.8%
Rentals	3,389,722	3,294,795	3,315,022	3,535,795	7.3%
TOTAL CHARGES FOR SERVICES	11,138,179	10,619,420	11,012,422	11,437,895	7.7%
Miscellaneous					
Miscellaneous	823,830	777,622	756,652	777,241	----
Non-Operating Revenues/Interest	587,575	200,000	296,500	393,000	96.5%
TOTAL MISCELLANEOUS	1,411,405	977,622	1,053,152	1,170,241	19.7%
TOTAL ENTERPRISE FUND	12,549,584	11,597,042	12,065,574	12,608,136	8.7%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,352,558	1,456,600	1,456,600	1,561,500	7.2%
Investment Income					
Investment Income	34,516	10,000	10,000	25,000	150.0%
Miscellaneous					
Miscellaneous	6,750	0	0	0	----
TOTAL PROP MGMT MNCPPC	1,393,824	1,466,600	1,466,600	1,586,500	8.2%
TOTAL M-NCPPC	19,301,576	17,402,815	18,002,312	18,933,646	8.8%
TOTAL NON-TAX SUPPORTED	728,974,022	748,944,850	753,377,919	789,121,730	5.4%

## SUMMARY

GRAND TOTAL ALL FUNDS/AGENCIES	5,586,694,624	5,844,854,260	5,868,776,377	6,017,053,576	2.9%
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# Workforce Schedules

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The workforce schedules include data for the following County agencies: MCG, MCPS, Montgomery College, and MNCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

## SCHEDULE D-1, WORKFORCE DETAILED BY TYPE

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This schedule reports by fund type, for all agencies, all positions and workyears attributed to the operating budgets of MCG, MCPS, Montgomery College, and MNCPPC.

## SCHEDULE D-2, WORKFORCE DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

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This schedule gives an overview of the allocation of staff by agency for all County agencies and by function within MCG. One workyear is the time that one full time employee will regularly work during an entire fiscal year. Part time employees are represented by fractions of a workyear. This schedule takes the functions displayed in Schedule D 1 and shows the positions and workyears of the departments by function. This table is useful for tracking the workyear history by government function.

## SCHEDULE D-3, WORKFORCE DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

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This schedule presents the total positions and workyears for all agencies and each department of MCG according to function and fund type. Because this schedule is organized by fund type, there are no total position and workyear figures for those agencies whose activities are funded from multiple revenue sources (e.g., DHHS, DHCA). Consult Schedule D 2 for the total personnel of these departments.

*The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.*

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# Schedule D-1

## Workforce Detailed By Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<b>TAX SUPPORTED</b>					
<b>Montgomery County Government General Fund</b>					
Full-Time Positions	5,582	5,634	5,634	5,748	2.0%
Part-Time Positions	790	787	787	792	0.6%
FTEs	5,762.24	5,823.37	5,823.37	5,944.07	2.1%
<b>Montgomery County Government Special Funds</b>					
Full-Time Positions	2,335	2,391	2,391	2,408	0.7%
Part-Time Positions	12	12	12	28	133.3%
FTEs	2,678.36	2,756.30	2,756.30	2,783.11	1.0%
<b>Montgomery County Public Schools Current Fund</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,254.35	21,649.85	21,649.85	22,257.28	2.8%
<b>Montgomery College Current Fund</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,810.10	1,803.35	1,803.35	1,803.35	----
<b>Montgomery College Special Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
<b>M-NCPPC Special Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	923.11	941.76	941.76	961.49	2.1%
Total Full-Time Positions	7,917	8,025	8,025	8,156	1.6%
Total Part-Time Positions	802	799	799	820	2.6%
Total FTEs	32,428.16	32,974.63	32,974.63	33,749.30	2.3%
<b>NON-TAX SUPPORTED</b>					
<b>Montgomery County Government Enterprise Funds</b>					
Full-Time Positions	706	704	704	721	2.4%
Part-Time Positions	153	143	143	149	4.2%
FTEs	902.82	890.77	890.77	914.79	2.7%
<b>Montgomery County Government Internal Service Funds</b>					
Full-Time Positions	246	253	253	255	0.8%
Part-Time Positions	1	0	0	0	----
FTEs	297.29	301.19	301.19	303.89	0.9%
<b>Montgomery County Government Special Funds</b>					
Full-Time Positions	680	685	685	697	1.8%
Part-Time Positions	31	33	33	33	----
FTEs	659.80	661.59	661.59	671.31	1.5%
<b>Montgomery County Public Schools Enterprise Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----

## Workforce Detailed By Type

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
FTEs	640.32	646.32	646.32	648.57	0.3%
<b>Montgomery County Public Schools Special Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	557.59	570.94	570.94	570.94	----
<b>Montgomery College Enterprise Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	115.50	107.50	107.50	107.50	----
<b>Montgomery College Special Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
<b>M-NCPPC Enterprise Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	166.55	160.65	160.65	165.85	3.2%
<b>M-NCPPC Special Funds</b>					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	1,632	1,642	1,642	1,673	1.9%
Total Part-Time Positions	185	176	176	182	3.4%
Total FTEs	3,339.87	3,338.96	3,338.96	3,382.85	1.3%

## SUMMARY

Total Full-Time Positions	9,549	9,667	9,667	9,829	1.7%
Total Part-Time Positions	987	975	975	1,002	2.8%
Total FTEs	35,768.03	36,313.59	36,313.59	37,132.15	2.3%



# Schedule D-2

## Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	29	29	29	----
Part-Time Positions	3	2	2	2	----
FTEs	56.18	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	115	117	117	119	1.7%
Part-Time Positions	4	5	5	5	----
FTEs	117.00	119.50	119.50	121.50	1.7%
Community Engagement Cluster					
Full-Time Positions	19	27	27	24	-11.1%
Part-Time Positions	9	10	10	12	20.0%
FTEs	23.50	32.00	32.00	30.00	-6.3%
County Attorney					
Full-Time Positions	76	76	76	77	1.3%
Part-Time Positions	2	2	2	1	-50.0%
FTEs	43.50	43.20	43.20	41.70	-3.5%
County Council					
Full-Time Positions	88	92	92	97	5.4%
Part-Time Positions	5	4	4	7	75.0%
FTEs	83.28	85.18	85.18	88.43	3.8%
County Executive					
Full-Time Positions	36	34	34	36	5.9%
Part-Time Positions	5	6	6	6	----
FTEs	35.50	34.50	34.50	33.70	-2.3%
Ethics Commission					
Full-Time Positions	3	3	3	2	-33.3%
Part-Time Positions	0	0	0	0	----
FTEs	3.00	3.00	3.00	2.00	-33.3%
Finance					
Full-Time Positions	132	135	135	130	-3.7%
Part-Time Positions	0	0	0	0	----
FTEs	126.77	130.79	130.79	130.04	-0.6%
Fleet Management Services					
Full-Time Positions	202	208	208	210	1.0%
Part-Time Positions	0	0	0	0	----
FTEs	206.10	211.10	211.10	213.10	0.9%
General Services					
Full-Time Positions	231	232	232	232	----

## Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Part-Time Positions	2	1	1	1	----
FTEs	169.80	169.30	169.30	169.30	----
Human Resources					
Full-Time Positions	69	68	68	62	-8.8%
Part-Time Positions	3	2	2	2	----
FTEs	70.90	68.65	68.65	64.65	-5.8%
Human Rights					
Full-Time Positions	8	8	8	9	12.5%
Part-Time Positions	0	0	0	0	----
FTEs	8.60	8.60	8.60	9.60	11.6%
Inspector General					
Full-Time Positions	6	6	6	13	116.7%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	14.00	100.0%
Intergovernmental Relations					
Full-Time Positions	5	5	5	5	----
Part-Time Positions	0	0	0	0	----
FTEs	5.30	5.30	5.30	5.30	----
Labor Relations					
Full-Time Positions	0	0	0	9	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	9.00	----
Legislative Oversight					
Full-Time Positions	12	12	12	13	8.3%
Part-Time Positions	0	0	0	0	----
FTEs	11.67	11.67	11.67	12.67	8.6%
Management and Budget					
Full-Time Positions	33	33	33	41	24.2%
Part-Time Positions	1	1	1	1	----
FTEs	33.25	33.25	33.25	41.25	24.1%
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	35	35	35	38	8.6%
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	37.90	8.6%
Public Information					
Full-Time Positions	68	70	70	70	----
Part-Time Positions	1	1	1	1	----
FTEs	50.50	52.60	52.60	52.60	----
Racial Equity and Social Justice					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
State's Attorney					
Full-Time Positions	146	147	147	154	4.8%
Part-Time Positions	11	11	11	8	-27.3%
FTEs	153.35	153.85	153.85	159.25	3.5%
Technology Services					

## Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Full-Time Positions	174	174	174	171	-1.7%
Part-Time Positions	2	2	2	2	----
FTEs	165.75	167.25	167.25	169.25	1.2%
Urban Districts					
Full-Time Positions	60	60	60	61	1.7%
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.70	0.2%
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
Total Full-Time Positions	1,553	1,578	1,578	1,611	2.1%
Total Part-Time Positions	53	52	52	53	1.9%
Total FTEs	1,473.45	1,495.59	1,495.59	1,531.29	2.4%

## Public Safety

Animal Services					
Full-Time Positions	0	0	0	75	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	76.00	----
Consumer Protection					
Full-Time Positions	17	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	16.60	16.60	16.60	16.60	----
Correction and Rehabilitation					
Full-Time Positions	538	533	533	539	1.1%
Part-Time Positions	0	0	0	0	----
FTEs	537.82	535.57	535.57	541.57	1.1%
Emergency Management and Homeland Security					
Full-Time Positions	14	15	15	16	6.7%
Part-Time Positions	1	1	1	1	----
FTEs	15.30	16.30	16.30	17.48	7.2%
Fire and Rescue Service					
Full-Time Positions	1,297	1,317	1,317	1,339	1.7%
Part-Time Positions	0	0	0	0	----
FTEs	1,298.26	1,318.26	1,318.26	1,340.26	1.7%
Police					
Full-Time Positions	1,892	1,905	1,905	1,836	-3.6%
Part-Time Positions	197	199	199	206	3.5%
FTEs	1,957.95	1,972.26	1,972.26	1,902.86	-3.5%
Sheriff					
Full-Time Positions	187	190	190	190	----
Part-Time Positions	5	5	5	5	----
FTEs	189.80	192.80	192.80	192.80	----
Total Full-Time Positions	3,945	3,977	3,977	4,012	0.9%
Total Part-Time Positions	204	206	206	213	3.4%
Total FTEs	4,015.73	4,051.79	4,051.79	4,087.57	0.9%

## Transportation

## Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Parking District Services					
Full-Time Positions	53	53	53	53	----
Part-Time Positions	0	0	0	0	----
FTEs	48.53	48.53	48.53	48.53	----
Transit Services					
Full-Time Positions	859	886	886	878	-0.9%
Part-Time Positions	0	0	0	16	----
FTEs	876.37	908.87	908.87	908.87	----
Transportation					
Full-Time Positions	457	458	458	457	-0.2%
Part-Time Positions	8	8	8	7	-12.5%
FTEs	283.30	286.80	286.80	285.80	-0.3%
Total Full-Time Positions	1,369	1,397	1,397	1,388	-0.6%
Total Part-Time Positions	8	8	8	23	187.5%
Total FTEs	1,208.20	1,244.20	1,244.20	1,243.20	-0.1%

## Health and Human Services

### Health and Human Services

Full-Time Positions	1,433	1,445	1,445	1,517	5.0%
Part-Time Positions	342	342	342	337	-1.5%
FTEs	1,670.36	1,683.09	1,683.09	1,755.87	4.3%

## Libraries, Culture, and Recreation

### Community Use of Public Facilities

Full-Time Positions	30	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	31.07	31.27	31.27	31.27	----

### Public Libraries

Full-Time Positions	222	232	232	240	3.4%
Part-Time Positions	213	210	210	212	1.0%
FTEs	395.51	404.01	404.01	413.01	2.2%

### Recreation

Full-Time Positions	141	148	148	148	----
Part-Time Positions	11	11	11	11	----
FTEs	466.94	490.38	490.38	493.09	0.6%

Total Full-Time Positions	393	410	410	418	2.0%
Total Part-Time Positions	225	222	222	224	0.9%
Total FTEs	893.52	925.66	925.66	937.37	1.3%

## Community Development and Housing

### Agriculture

Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	4.15	----

### Economic Development Fund

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----

### Housing and Community Affairs

Full-Time Positions	102	106	106	106	----
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## Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Part-Time Positions	2	1	1	1	----
FTEs	97.45	100.70	100.70	101.00	0.3%
Permitting Services					
Full-Time Positions	236	239	239	240	0.4%
Part-Time Positions	2	2	2	2	----
FTEs	243.75	246.00	246.00	246.90	0.4%
Total Full-Time Positions	346	353	353	354	0.3%
Total Part-Time Positions	5	4	4	4	----
Total FTEs	346.35	351.85	351.85	353.05	0.3%

## Environment

Environmental Protection					
Full-Time Positions	91	92	92	92	----
Part-Time Positions	0	1	1	1	----
FTEs	107.97	109.87	109.87	108.40	-1.3%
Recycling and Resource Management					
Full-Time Positions	80	80	80	86	7.5%
Part-Time Positions	2	2	2	2	----
FTEs	106.24	106.24	106.24	114.56	7.8%
Total Full-Time Positions	171	172	172	178	3.5%
Total Part-Time Positions	2	3	3	3	----
Total FTEs	214.21	216.11	216.11	222.96	3.2%

## Other County Government Functions

Alcohol Beverage Services					
Full-Time Positions	307	302	302	312	3.3%
Part-Time Positions	148	138	138	144	4.3%
FTEs	442.20	427.70	427.70	442.50	3.5%
Cable Television Communications Plan					
Full-Time Positions	14	13	13	18	38.5%
Part-Time Positions	0	0	0	0	----
FTEs	31.85	30.85	30.85	30.85	----
Non-Departmental Accounts					
Full-Time Positions	18	20	20	21	5.0%
Part-Time Positions	0	0	0	1	----
FTEs	4.64	6.38	6.38	12.51	96.1%
Utilities					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	339	335	335	351	4.8%
Total Part-Time Positions	148	138	138	145	5.1%
Total FTEs	478.69	464.93	464.93	485.86	4.5%
Total Full-Time Positions	9,549	9,667	9,667	9,829	1.7%
Total Part-Time Positions	987	975	975	1,002	2.8%
Total FTEs	10,300.51	10,433.22	10,433.22	10,617.17	1.8%

## MONTGOMERY COUNTY PUBLIC SCHOOLS

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**Workforce Detailed By Agency, Government Function and Department**

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22,452.26	22,867.11	22,867.11	23,476.79	2.7%

**MONTGOMERY COLLEGE**

## Montgomery College

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,925.60	1,910.85	1,910.85	1,910.85	----

**M-NCPPC**

## Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,089.66	1,102.41	1,102.41	1,127.34	2.3%

**SUMMARY**

Total Full-Time Positions	9,549	9,667	9,667	9,829	1.7%
Total Part-Time Positions	987	975	975	1,002	2.8%
Total FTEs	35,768.03	36,313.59	36,313.59	37,132.15	2.3%



# Schedule D-3

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals					
Full-Time Positions	3	3	3	3	----
Part-Time Positions	0	0	0	0	----
FTEs	3.50	3.50	3.50	3.50	----
Board of Elections					
Full-Time Positions	28	29	29	29	----
Part-Time Positions	3	2	2	2	----
FTEs	56.18	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	92	94	94	95	1.1%
Part-Time Positions	3	4	4	4	----
FTEs	93.70	97.43	97.43	99.38	2.0%
Community Engagement Cluster					
Full-Time Positions	18	26	26	23	-11.5%
Part-Time Positions	9	10	10	12	20.0%
FTEs	22.85	31.35	31.35	29.35	-6.4%
County Attorney					
Full-Time Positions	76	76	76	77	1.3%
Part-Time Positions	2	2	2	1	-50.0%
FTEs	43.50	43.20	43.20	41.70	-3.5%
County Council					
Full-Time Positions	88	92	92	97	5.4%
Part-Time Positions	5	4	4	7	75.0%
FTEs	83.28	85.18	85.18	88.43	3.8%
County Executive					
Full-Time Positions	36	34	34	36	5.9%
Part-Time Positions	5	6	6	6	----
FTEs	35.50	34.50	34.50	33.70	-2.3%
Ethics Commission					
Full-Time Positions	3	3	3	2	-33.3%
Part-Time Positions	0	0	0	0	----
FTEs	3.00	3.00	3.00	2.00	-33.3%
Finance					
Full-Time Positions	121	124	124	119	-4.0%
Part-Time Positions	0	0	0	0	----
FTEs	94.90	98.92	98.92	97.67	-1.3%
General Services					
Full-Time Positions	198	198	198	198	----
Part-Time Positions	1	1	1	1	----
FTEs	135.73	134.73	134.73	134.73	----
Human Resources					
Full-Time Positions	69	68	68	62	-8.8%
Part-Time Positions	3	2	2	2	----
FTEs	45.65	45.00	45.00	40.80	-9.3%
Human Rights					
Full-Time Positions	8	8	8	9	12.5%

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	8.60	8.60	8.60	9.60	11.6%
Inspector General					
Full-Time Positions	6	6	6	13	116.7%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	7.00	7.00	14.00	100.0%
Intergovernmental Relations					
Full-Time Positions	5	5	5	5	----
Part-Time Positions	0	0	0	0	----
FTEs	5.30	5.30	5.30	5.30	----
Labor Relations					
Full-Time Positions	0	0	0	9	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	9.00	----
Legislative Oversight					
Full-Time Positions	12	12	12	13	8.3%
Part-Time Positions	0	0	0	0	----
FTEs	11.67	11.67	11.67	12.67	8.6%
Management and Budget					
Full-Time Positions	33	33	33	41	24.2%
Part-Time Positions	1	1	1	1	----
FTEs	33.25	33.25	33.25	41.25	24.1%
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
Procurement					
Full-Time Positions	35	35	35	38	8.6%
Part-Time Positions	2	2	2	2	----
FTEs	34.90	34.90	34.90	37.90	8.6%
Public Information					
Full-Time Positions	68	70	70	70	----
Part-Time Positions	1	1	1	1	----
FTEs	50.50	52.60	52.60	52.60	----
Racial Equity and Social Justice					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
State's Attorney					
Full-Time Positions	142	143	143	150	4.9%
Part-Time Positions	10	10	10	7	-30.0%
FTEs	150.25	150.98	150.98	156.58	3.7%
Technology Services					
Full-Time Positions	174	174	174	171	-1.7%
Part-Time Positions	2	2	2	2	----
FTEs	165.75	167.25	167.25	169.25	1.2%
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
<b>Total Full-Time Positions</b>	<b>1,219</b>	<b>1,237</b>	<b>1,237</b>	<b>1,266</b>	<b>2.3%</b>
<b>Total Part-Time Positions</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>50</b>	<b>2.0%</b>
<b>Total FTEs</b>	<b>1,090.51</b>	<b>1,110.21</b>	<b>1,110.21</b>	<b>1,143.26</b>	<b>3.0%</b>
Public Safety					
Animal Services					
Full-Time Positions	0	0	0	75	----
Part-Time Positions	0	0	0	0	----

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
FTEs	0.00	0.00	0.00	76.00	----
Consumer Protection					
Full-Time Positions	17	17	17	17	----
Part-Time Positions	1	1	1	1	----
FTEs	16.60	16.60	16.60	16.60	----
Correction and Rehabilitation					
Full-Time Positions	538	533	533	539	1.1%
Part-Time Positions	0	0	0	0	----
FTEs	537.82	535.57	535.57	541.57	1.1%
Emergency Management and Homeland Security					
Full-Time Positions	8	9	9	10	11.1%
Part-Time Positions	1	1	1	1	----
FTEs	8.60	8.82	8.82	10.00	13.4%
Police					
Full-Time Positions	1,891	1,904	1,904	1,835	-3.6%
Part-Time Positions	197	199	199	206	3.5%
FTEs	1,956.95	1,971.26	1,971.26	1,901.86	-3.5%
Sheriff					
Full-Time Positions	179	182	182	182	----
Part-Time Positions	5	5	5	5	----
FTEs	184.93	187.89	187.89	187.89	----
<b>Total Full-Time Positions</b>	<b>2,633</b>	<b>2,645</b>	<b>2,645</b>	<b>2,658</b>	<b>0.5%</b>
<b>Total Part-Time Positions</b>	<b>204</b>	<b>206</b>	<b>206</b>	<b>213</b>	<b>3.4%</b>
<b>Total FTEs</b>	<b>2,704.90</b>	<b>2,720.14</b>	<b>2,720.14</b>	<b>2,733.92</b>	<b>0.5%</b>
Transportation					
Transportation					
Full-Time Positions	457	457	457	456	-0.2%
Part-Time Positions	8	8	8	7	-12.5%
FTEs	252.27	255.02	255.02	254.02	-0.4%
<b>Total Full-Time Positions</b>	<b>457</b>	<b>457</b>	<b>457</b>	<b>456</b>	<b>-0.2%</b>
<b>Total Part-Time Positions</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>-12.5%</b>
<b>Total FTEs</b>	<b>252.27</b>	<b>255.02</b>	<b>255.02</b>	<b>254.02</b>	<b>-0.4%</b>
Health and Human Services					
Health and Human Services					
Full-Time Positions	879	885	885	949	7.2%
Part-Time Positions	313	312	312	307	-1.6%
FTEs	1,237.71	1,247.31	1,247.31	1,304.86	4.6%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	220	230	230	238	3.5%
Part-Time Positions	213	210	210	212	1.0%
FTEs	392.31	400.81	400.81	409.81	2.2%
<b>Total Full-Time Positions</b>	<b>220</b>	<b>230</b>	<b>230</b>	<b>238</b>	<b>3.5%</b>
<b>Total Part-Time Positions</b>	<b>213</b>	<b>210</b>	<b>210</b>	<b>212</b>	<b>1.0%</b>
<b>Total FTEs</b>	<b>392.31</b>	<b>400.81</b>	<b>400.81</b>	<b>409.81</b>	<b>2.2%</b>
Community Development and Housing					
Agriculture					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	4.15	----
Housing and Community Affairs					
Full-Time Positions	102	106	106	106	----
Part-Time Positions	2	1	1	1	----
FTEs	59.25	62.65	62.65	65.25	4.2%
<b>Total Full-Time Positions</b>	<b>110</b>	<b>114</b>	<b>114</b>	<b>114</b>	<b>----</b>

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<b>Total Part-Time Positions</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>
<b>Total FTEs</b>	<b>63.40</b>	<b>66.80</b>	<b>66.80</b>	<b>69.40</b>	<b>3.9%</b>
Environment					
Environmental Protection					
Full-Time Positions	46	46	46	46	----
Part-Time Positions	0	0	0	0	----
FTEs	16.50	16.70	16.70	16.29	-2.5%
<b>Total Full-Time Positions</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>46</b>	<b>----</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>Total FTEs</b>	<b>16.50</b>	<b>16.70</b>	<b>16.70</b>	<b>16.29</b>	<b>-2.5%</b>
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	18	20	20	21	5.0%
Part-Time Positions	0	0	0	1	----
FTEs	4.64	6.38	6.38	12.51	96.1%
Utilities					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
<b>Total Full-Time Positions</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>21</b>	<b>5.0%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>----</b>
<b>Total FTEs</b>	<b>4.64</b>	<b>6.38</b>	<b>6.38</b>	<b>12.51</b>	<b>96.1%</b>
Total Full-Time Positions	5,582	5,634	5,634	5,748	2.0%
Total Part-Time Positions	790	787	787	792	0.6%
Total FTEs	5,762.24	5,823.37	5,823.37	5,944.07	2.1%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	60	60	60	61	1.7%
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.60	58.60	58.70	0.2%
<b>Total Full-Time Positions</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>61</b>	<b>1.7%</b>
<b>Total Part-Time Positions</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>
<b>Total FTEs</b>	<b>58.60</b>	<b>58.60</b>	<b>58.60</b>	<b>58.70</b>	<b>0.2%</b>
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,290	1,312	1,312	1,336	1.8%
Part-Time Positions	0	0	0	0	----
FTEs	1,291.26	1,313.26	1,313.26	1,337.26	1.8%
<b>Total Full-Time Positions</b>	<b>1,290</b>	<b>1,312</b>	<b>1,312</b>	<b>1,336</b>	<b>1.8%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>Total FTEs</b>	<b>1,291.26</b>	<b>1,313.26</b>	<b>1,313.26</b>	<b>1,337.26</b>	<b>1.8%</b>
Transportation					
Transit Services					
Full-Time Positions	844	871	871	863	-0.9%
Part-Time Positions	0	0	0	16	----
FTEs	863.27	895.77	895.77	895.77	----
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
<b>Total Full-Time Positions</b>	<b>844</b>	<b>871</b>	<b>871</b>	<b>863</b>	<b>-0.9%</b>

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
<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>863.27</b>	<b>895.77</b>	<b>895.77</b>	<b>895.77</b>	<b>----</b>
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	141	148	148	148	----
Part-Time Positions	11	11	11	11	----
FTEs	464.23	487.67	487.67	490.38	0.6%
<b>Total Full-Time Positions</b>	<b>141</b>	<b>148</b>	<b>148</b>	<b>148</b>	<b>----</b>
<b>Total Part-Time Positions</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>----</b>
<b>Total FTEs</b>	<b>464.23</b>	<b>487.67</b>	<b>487.67</b>	<b>490.38</b>	<b>0.6%</b>
Community Development and Housing					
Economic Development Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>----</b>
Total Full-Time Positions	2,335	2,391	2,391	2,408	0.7%
Total Part-Time Positions	12	12	12	28	133.3%
Total FTEs	2,678.36	2,756.30	2,756.30	2,783.11	1.0%

## SPECIAL FUNDS NON-TAX SUPPORTED

### General Government

#### Circuit Court

Full-Time Positions	23	23	23	24	4.3%
Part-Time Positions	1	1	1	1	----
FTEs	23.30	22.07	22.07	22.12	0.2%

#### Community Engagement Cluster

Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.65	0.65	0.65	0.65	----

#### County Attorney

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

#### County Council

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

#### County Executive

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

#### General Services

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

#### Human Resources

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

#### Human Rights

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
FTEs	0.00	0.00	0.00	0.00	----
Inspector General					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Intergovernmental Relations					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Legislative Oversight					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
State's Attorney					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	1	1	1	1	----
FTEs	3.10	2.87	2.87	2.67	-7.0%
Technology Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Urban Districts					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
<b>Total Full-Time Positions</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>29</b>	<b>3.6%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>
<b>Total FTEs</b>	<b>27.05</b>	<b>25.59</b>	<b>25.59</b>	<b>25.44</b>	<b>-0.6%</b>
<b>Public Safety</b>					
Correction and Rehabilitation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Emergency Management and Homeland Security					
Full-Time Positions	6	6	6	6	----
Part-Time Positions	0	0	0	0	----
FTEs	6.70	7.48	7.48	7.48	----
Fire and Rescue Service					
Full-Time Positions	7	5	5	3	-40.0%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	5.00	5.00	3.00	-40.0%
Police					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----
Sheriff					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	4.87	4.91	4.91	4.91	----
<b>Total Full-Time Positions</b>	<b>22</b>	<b>20</b>	<b>20</b>	<b>18</b>	<b>-10.0%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>Total FTEs</b>	<b>19.57</b>	<b>18.39</b>	<b>18.39</b>	<b>16.39</b>	<b>-10.9%</b>
<b>Transportation</b>					
Transit Services					
Full-Time Positions	15	15	15	15	----
Part-Time Positions	0	0	0	0	----

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
FTEs	13.10	13.10	13.10	13.10	----
Transportation					
Full-Time Positions	0	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.75	0.75	0.75	----
<b>Total Full-Time Positions</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>	----
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	----
<b>Total FTEs</b>	<b>13.10</b>	<b>13.85</b>	<b>13.85</b>	<b>13.85</b>	----
Health and Human Services					
Health and Human Services					
Full-Time Positions	554	560	560	568	1.4%
Part-Time Positions	29	30	30	30	----
FTEs	432.65	435.78	435.78	451.01	3.5%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	3.20	3.20	3.20	3.20	----
Recreation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	2.71	2.71	2.71	2.71	----
<b>Total Full-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	----
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	----
<b>Total FTEs</b>	<b>5.91</b>	<b>5.91</b>	<b>5.91</b>	<b>5.91</b>	----
Community Development and Housing					
Housing and Community Affairs					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	38.20	38.05	38.05	35.75	-6.0%
Permitting Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
<b>Total Full-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	----
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	----
<b>Total FTEs</b>	<b>38.20</b>	<b>38.05</b>	<b>38.05</b>	<b>35.75</b>	<b>-6.0%</b>
Environment					
Environmental Protection					
Full-Time Positions	45	46	46	46	----
Part-Time Positions	0	1	1	1	----
FTEs	91.47	93.17	93.17	92.11	-1.1%
<b>Total Full-Time Positions</b>	<b>45</b>	<b>46</b>	<b>46</b>	<b>46</b>	----
<b>Total Part-Time Positions</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	----
<b>Total FTEs</b>	<b>91.47</b>	<b>93.17</b>	<b>93.17</b>	<b>92.11</b>	<b>-1.1%</b>
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Cable Television Communications Plan					
Full-Time Positions	14	13	13	18	38.5%
Part-Time Positions	0	0	0	0	----
FTEs	31.85	30.85	30.85	30.85	----
Non-Departmental Accounts					

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Utilities					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
<b>Total Full-Time Positions</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>18</b>	<b>38.5%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>----</b>
<b>Total FTEs</b>	<b>31.85</b>	<b>30.85</b>	<b>30.85</b>	<b>30.85</b>	<b>----</b>
Total Full-Time Positions	680	685	685	697	1.8%
Total Part-Time Positions	31	33	33	33	----
Total FTEs	659.80	661.59	661.59	671.31	1.5%

## ENTERPRISE FUNDS NON-TAX SUPPORTED

### Transportation

#### Parking District Services

Full-Time Positions	53	53	53	53	----
Part-Time Positions	0	0	0	0	----
FTEs	48.53	48.53	48.53	48.53	----

#### Transportation

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	31.03	31.03	31.03	31.03	----

### Libraries, Culture, and Recreation

#### Community Use of Public Facilities

Full-Time Positions	30	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	31.07	31.27	31.27	31.27	----

### Community Development and Housing

#### Permitting Services

Full-Time Positions	236	239	239	240	0.4%
Part-Time Positions	2	2	2	2	----
FTEs	243.75	246.00	246.00	246.90	0.4%

### Environment

#### Recycling and Resource Management

Full-Time Positions	80	80	80	86	7.5%
Part-Time Positions	2	2	2	2	----
FTEs	106.24	106.24	106.24	114.56	7.8%

### Other County Government Functions

#### Alcohol Beverage Services

Full-Time Positions	307	302	302	312	3.3%
Part-Time Positions	148	138	138	144	4.3%
FTEs	442.20	427.70	427.70	442.50	3.5%

Total Full-Time Positions	706	704	704	721	2.4%
Total Part-Time Positions	153	143	143	149	4.2%
Total FTEs	902.82	890.77	890.77	914.79	2.7%

## INTERNAL SERVICE FUNDS NON-TAX SUPPORTED

#### Finance

Full-Time Positions	11	11	11	11	----
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## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	31.87	31.87	31.87	32.37	1.6%
Fleet Management Services					
Full-Time Positions	202	208	208	210	1.0%
Part-Time Positions	0	0	0	0	----
FTEs	206.10	211.10	211.10	213.10	0.9%
General Services					
Full-Time Positions	33	34	34	34	----
Part-Time Positions	1	0	0	0	----
FTEs	34.07	34.57	34.57	34.57	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	25.25	23.65	23.65	23.85	0.8%
Total Full-Time Positions	246	253	253	255	0.8%
Total Part-Time Positions	1	0	0	0	----
Total FTEs	297.29	301.19	301.19	303.89	0.9%
Total Full-Time Positions	9,549	9,667	9,667	9,829	1.7%
Total Part-Time Positions	987	975	975	1,002	2.8%
Total FTEs	10,300.51	10,433.22	10,433.22	10,617.17	1.8%

## MONTGOMERY COUNTY PUBLIC SCHOOLS

### CURRENT FUND TAX SUPPORTED

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,254.35	21,649.85	21,649.85	22,257.28	2.8%

### SPECIAL FUNDS NON-TAX SUPPORTED

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	557.59	570.94	570.94	570.94	----

### ENTERPRISE FUNDS NON-TAX SUPPORTED

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	640.32	646.32	646.32	648.57	0.3%

Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	22,452.26	22,867.11	22,867.11	23,476.79	2.7%

## MONTGOMERY COLLEGE

### SPECIAL FUNDS TAX SUPPORTED

Montgomery College

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

### CURRENT FUND TAX SUPPORTED

Montgomery College

Full-Time Positions	0	0	0	0	----
---------------------	---	---	---	---	------

## Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY19	BUDGET FY20	EST FY20	REC FY21	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	1,810.10	1,803.35	1,803.35	1,803.35	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	115.50	107.50	107.50	107.50	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,925.60	1,910.85	1,910.85	1,910.85	----

## M-NCPPC

### SPECIAL FUNDS TAX SUPPORTED

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	923.11	941.76	941.76	961.49	2.1%

### SPECIAL FUNDS NON-TAX SUPPORTED

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----

### ENTERPRISE FUNDS NON-TAX SUPPORTED

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	166.55	160.65	160.65	165.85	3.2%

Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,089.66	1,102.41	1,102.41	1,127.34	2.3%

## SUMMARY

Total Full-Time Positions	9,549	9,667	9,667	9,829	1.7%
Total Part-Time Positions	987	975	975	1,002	2.8%
Total FTEs	35,768.03	36,313.59	36,313.59	37,132.15	2.3%



# Property Tax Schedules

## SCHEDULE E-1, ASSESSABLE TAX BASES

This schedule shows the value of property subject to the various property taxes levied in the County.

Special Districts have boundaries defined in law, and the taxes collected within them are dedicated to specific purposes. With three exceptions, the Special Districts apply to areas smaller than the entire County. The exceptions are the Mass Transit tax, Fire tax, and the Advance Land Acquisition Fund tax administered by M NCPPC, under the direction of the County Council. These three taxes are levied Countywide, just like the general County property tax and the State property tax.

Property taxes are collected by the County for the 23 municipalities and special taxing areas in the County. Municipal property taxes are levied by the municipalities, not the County, and are not included in this schedule.

Property owners pay taxes for several different Special Districts in addition to Countywide taxes. Schedule F-5 contains tax rates for the different Special Districts and Countywide taxes. Schedule E-1 shows the growth in the property bases in recent years. Increases in total property taxes paid by individual property owners result from changes in both property assessment and tax rates. Also shown are projections by the County Finance Department of the different tax bases.

Since FY01, the assessment of real property changed from 40 percent to 100 percent of full cash value as a result of the enactment of SB626, Chapter 80 of the Laws of 2000 "Truth in Taxation – Real Property Tax Assessments" by the Maryland Legislature.

## SCHEDULE E-2, PROPERTY TAX RATES

This schedule shows the current and historical tax rates applied to the tax bases described in Schedule E-1.

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# Schedule E-1

## ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

ASSESSABLE BASE (in billion \$)	ACTUAL FY19	BUDGET FY20	PROJ. FY20	BUDGET FY21	PROJ. FY22	PROJ. FY23	PROJ. FY24	PROJ. FY25	PROJ. FY26
COUNTYWIDE									
Countywide: Real	189,051	197,610	193,819	197,440	202,353	207,361	212,523	217,911	223,467
Countywide: Personal	4,055	4,452	4,131	4,235	4,311	4,366	4,403	4,476	4,549
SPECIAL DISTRICTS									
Mass Transit: Real	189,051	197,610	193,819	197,440	202,353	207,361	212,523	217,911	223,467
Mass Transit: Personal	4,055	4,452	4,131	4,235	4,311	4,366	4,403	4,476	4,549
Fire: Real	189,051	197,610	193,819	197,440	202,353	207,361	212,523	217,911	223,467
Fire: Personal	4,055	4,452	4,131	4,235	4,311	4,366	4,403	4,476	4,549
Recreation: Real	165,110	172,486	169,274	172,437	176,727	181,101	185,610	190,315	195,167
Recreation: Personal	3,360	3,668	3,422	3,509	3,571	3,617	3,648	3,708	3,768
Storm Drainage: Real	159,349	166,552	163,368	166,421	170,561	174,783	179,134	183,675	188,358
Storm Drainage: Personal	3,223	3,506	3,283	3,366	3,426	3,470	3,499	3,557	3,615
M-NCPPC - Regional: Real	164,081	171,429	168,220	171,363	175,626	179,973	184,454	189,129	193,952
M-NCPPC - Regional: Personal	3,346	3,652	3,408	3,494	3,557	3,602	3,633	3,693	3,753
M-NCPPC - Metropolitan: Real	164,081	171,429	168,220	171,363	175,626	179,973	184,454	189,129	193,952
M-NCPPC - Metropolitan: Personal	3,346	3,652	3,408	3,494	3,557	3,602	3,633	3,693	3,753
M-NCPPC - Land Acquisition: Real	189,051	197,610	193,819	197,440	202,353	207,361	212,523	217,911	223,467
M-NCPPC - Land Acquisition: Personal	4,055	4,452	4,131	4,235	4,311	4,366	4,403	4,476	4,549
URBAN DISTRICTS									
Bethesda: Real	5,415	5,484	5,551	5,655	5,796	5,939	6,087	6,241	6,401
Bethesda: Personal	0,230	0,250	0,234	0,240	0,244	0,247	0,250	0,254	0,258
Silver Spring: Real	3,759	3,865	3,854	3,926	4,024	4,123	4,226	4,333	4,444
Silver Spring: Personal	0,138	0,136	0,140	0,144	0,146	0,148	0,149	0,152	0,154
Wheaton: Real	0,816	0,782	0,837	0,853	0,874	0,896	0,918	0,941	0,965
Wheaton: Personal	0,035	0,037	0,035	0,036	0,037	0,037	0,038	0,038	0,039
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0,045	0,047	0,046	0,047	0,048	0,050	0,051	0,052	0,054
Bradley: Personal	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
Cabin John: Real	0,012	0,012	0,012	0,012	0,012	0,013	0,013	0,013	0,014
Cabin John: Personal	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000
PARKING DISTRICTS									
Bethesda - Commercial: Real	4,616	4,622	4,733	4,821	4,941	5,064	5,189	5,321	5,457

# ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

Bethesda - Commercial: Personal	0.196	0.212	0.199	0.204	0.207	0.210	0.212	0.215	0.219
Bethesda - Unimproved: Real	0.502	0.542	0.515	0.525	0.538	0.551	0.565	0.579	0.594
Bethesda - Unimproved: Personal	0.025	0.025	0.025	0.026	0.027	0.027	0.027	0.027	0.028
Montgomery Hills - Commercial: Real	0.047	0.049	0.048	0.049	0.050	0.051	0.052	0.054	0.055
Montgomery Hills - Commercial: Personal	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002	0.002
Montgomery Hills - Unimproved: Real	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001
Montgomery Hills - Unimproved: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Silver Spring - Commercial: Real	3.176	3.270	3.256	3.317	3.400	3.484	3.571	3.661	3.754
Silver Spring - Commercial: Personal	0.136	0.133	0.139	0.142	0.145	0.147	0.148	0.151	0.153
Silver Spring - Unimproved: Real	0.412	0.431	0.423	0.431	0.441	0.452	0.463	0.475	0.487
Silver Spring - Unimproved: Personal		0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Wheaton - Commercial: Real	0.447	0.431	0.458	0.467	0.478	0.490	0.502	0.515	0.528
Wheaton - Commercial: Personal	0.012	0.014	0.012	0.013	0.013	0.013	0.013	0.013	0.014
Wheaton - Unimproved: Real	0.005	0.005	0.005	0.005	0.005	0.006	0.006	0.006	0.006
Wheaton - Unimproved: Personal	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004	0.004



# Schedule E-2

PROPERTY TAX RATES				
(dollars per \$100 assessed value)	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	REC FY21
PARKING DISTRICTS				
Silver Spring - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Silver Spring - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000
Wheaton - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Wheaton - Commercial: Personal	0.0000	0.0000	0.0000	0.0000
Wheaton - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Wheaton - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000
COUNTYWIDE				
General Fund: Real	0.7484	0.7414	0.7166	0.7400
General Fund: Personal	1.8710	1.8535	1.7915	1.8500
State of Maryland: Real	0.1120	0.1120	0.1120	0.1120
State of Maryland: Personal	0.0000	0.0000	0.0000	0.0000
Countywide: Real	0.8604	0.8534	0.8286	0.8520
Countywide: Personal	1.8710	1.8535	1.7915	1.8500
SPECIAL DISTRICTS				
Mass Transit: Real	0.0580	0.0498	0.0672	0.0742
Mass Transit: Personal	0.1450	0.1245	0.1680	0.1855
Fire: Real	0.1089	0.1065	0.1068	0.1200
Fire: Personal	0.2723	0.2663	0.2670	0.3000
Recreation: Real	0.0240	0.0254	0.0261	0.0280
Recreation: Personal	0.0600	0.0635	0.0653	0.0700
Storm Drainage: Real	0.0000	0.0000	0.0000	0.0000
Storm Drainage: Personal	0.0000	0.0000	0.0000	0.0000
URBAN DISTRICTS				
Bethesda: Real	0.0120	0.0120	0.0120	0.0120
Bethesda: Personal	0.0300	0.0300	0.0300	0.0300
Silver Spring: Real	0.0240	0.0240	0.0240	0.0240
Silver Spring: Personal	0.0600	0.0600	0.0600	0.0600
Wheaton: Real	0.0300	0.0300	0.0300	0.0300
Wheaton: Personal	0.0750	0.0750	0.0750	0.0750
M-NCPPC				
Regional (Administration)				
Mandatory: Real	0.0120	0.0120	0.0120	0.0120
Mandatory: Personal	0.0300	0.0300	0.0300	0.0300
Discretionary: Real	0.0052	0.0036	0.0050	0.0058

PROPERTY TAX RATES				
(dollars per \$100 assessed value)	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	REC FY21
Discretionary: Personal	0.0130	0.0090	0.0125	0.0145
Metro (Parks)				
Mandatory: Real	0.0360	0.0360	0.0360	0.0360
Mandatory: Personal	0.0900	0.0900	0.0900	0.0900
Maintenance: Real	0.0080	0.0080	0.0080	0.0080
Maintenance: Personal	0.0200	0.0200	0.0200	0.0200
Discretionary: Real	0.0114	0.0090	0.0120	0.0140
Discretionary: Personal	0.0285	0.0225	0.0300	0.0350
Advanced Land Acquisition: Real **	0.0010	0.0010	0.0010	0.0010
Advanced Land Acquisition: Personal **	0.0025	0.0025	0.0025	0.0025
PARKING DISTRICTS				
Bethesda - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Bethesda - Commercial: Personal	0.0000	0.0000	0.0000	0.0000
Bethesda - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Bethesda - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Commercial: Personal	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Real	0.0000	0.0000	0.0000	0.0000
Montgomery Hills - Unimproved: Personal	0.0000	0.0000	0.0000	0.0000
Silver Spring - Commercial: Real	0.0000	0.0000	0.0000	0.0000
Silver Spring - Commercial: Personal	0.0000	0.0000	0.0000	0.0000

\*\* On Countywide basis



# History Schedules

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## SCHEDULE F-1, TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS

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This schedule shows the growth in expenditures for four major agencies: MCG, MCPS, Montgomery College, and M NCPPC, in both current dollars and deflated to Fiscal Year 08. The purpose is to give a sense of the size of increases in real spending, with inflation removed.

## SCHEDULE F-2, TEN YEAR HISTORY OF REVENUE BY MAJOR CATEGORY

---

This schedule reports the revenues received by MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. The great majority of the revenues are collected by Montgomery County government, but the educational institutions do receive significant State aid plus revenues from tuition, food service, and other charges.

The columns showing the percent of total revenues represented by the major categories give a sense of the relative importance of different types of revenues and show changes over time.

## SCHEDULE F-3, TEN YEAR HISTORY OF COUNTY GOVERNMENT WORKYEARS BY FUNCTION

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This schedule has two tables that display workforce history in different ways. The first displays MCG FTEs by function. The second table takes the workforce data in the first table and divides it by the estimated population for each year to show the annual change in the number of workers per 1,000 population. The purpose is to show how the size of the MCG workforce, by governmental function, is tracking the growth in population. The data in this table excludes FTEs provided by contract.

## SCHEDULE F-4, TEN YEAR HISTORY OF COUNTY AGENCIES WORKYEARS BY FUND

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This schedule is similar to F-3 but displays MCG FTEs by fund over the ten years.

## SCHEDULE F-5, TEN YEAR HISTORY OF PROPERTY TAX RATES FOR TYPICAL PROPERTY OWNER

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This schedule shows the tax rates per 100 dollars of assessed valuation paid by the typical property owner.

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## SCHEDULE F-6, HISTORICAL ANALYSIS OF PROPERTY TAX RATES

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This schedule shows the total average weighted property tax rate (i.e., the rate resulting from taking all rates approved by the County Council, all other municipal district tax rates, and the State of Maryland tax rate, and weighing them by their respective assessable bases related to the Countywide base).

*The Workyears (WYs) employment indicator changed to Full-Time Equivalent (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.*



# Schedule F-1

## TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS WITH FISCAL YEAR 12 AS BASE

(in millions)

	ACTUAL FY12	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	APPR FY20	REC FY21
<b>COUNTY GOVERNMENT</b>										
General Fund	891.9	1,014.7	1,118.0	1,146.6	1,162.0	1,163.6	1,148.0	1,138.9	1,272.2	1,263.7
Expenditures in FY12\$	891.9	997.7	1,081.2	1,101.4	1,106.7	1,095.7	1,063.0	1,039.1	1,136.9	1,113.4
Special Funds: Tax Supported	335.3	357.4	383.6	388.5	390.6	395.3	406.5	417.9	418.6	440.5
Expenditures in FY12\$	335.3	351.4	371.0	373.2	372.0	372.2	376.4	381.3	374.1	388.1
Grant Fund: Non-Tax Supported	114.7	103.5	111.4	116.7	114.5	111.4	116.6	114.7	119.8	128.6
Expenditures in FY12\$	114.7	101.8	107.7	112.1	109.0	104.9	108.0	104.7	107.1	113.3
Special Funds: Non-Tax Supported	250.9	266.9	269.7	298.8	308.4	306.3	329.0	339.0	358.5	381.3
Expenditures in FY12\$	250.9	262.4	260.8	287.0	293.7	288.4	304.6	309.3	320.4	335.9
<b>TOTAL COUNTY GOVERNMENT</b>	<b>1,592.9</b>	<b>1,742.5</b>	<b>1,882.7</b>	<b>1,950.6</b>	<b>1,975.5</b>	<b>1,976.5</b>	<b>2,000.1</b>	<b>2,010.5</b>	<b>2,169.1</b>	<b>2,214.2</b>
Expenditures in FY12\$	1,592.9	1,713.4	1,820.8	1,873.8	1,881.4	1,861.1	1,851.9	1,834.4	1,938.4	1,950.8
<b>M. C. PUBLIC SCHOOLS(b)</b>	<b>2,103.4</b>	<b>2,192.7</b>	<b>2,246.4</b>	<b>2,283.1</b>	<b>2,321.5</b>	<b>2,456.1</b>	<b>2,524.8</b>	<b>2,612.5</b>	<b>2,680.6</b>	<b>2,795.5</b>
Expenditures in FY12\$	2,103.4	2,156.0	2,172.5	2,193.2	2,211.0	2,312.7	2,337.8	2,383.7	2,395.5	2,463.0
<b>MONTGOMERY COLLEGE(b)</b>	<b>245.6</b>	<b>245.1</b>	<b>257.0</b>	<b>274.7</b>	<b>287.4</b>	<b>293.7</b>	<b>296.5</b>	<b>291.2</b>	<b>314.7</b>	<b>318.3</b>
Expenditures in FY12\$	245.6	241.0	248.5	263.9	273.7	276.6	274.5	265.7	281.2	280.4
<b>M-NCPPC(b)</b>	<b>111.7</b>	<b>118.6</b>	<b>123.5</b>	<b>130.0</b>	<b>133.1</b>	<b>136.7</b>	<b>144.0</b>	<b>148.3</b>	<b>158.0</b>	<b>161.2</b>
Expenditures in FY12\$	111.7	116.6	119.4	124.9	126.8	128.7	133.3	135.3	141.2	142.0
<b>DEBT SERVICE(a)</b>	<b>276.5</b>	<b>298.3</b>	<b>307.5</b>	<b>342.7</b>	<b>348.5</b>	<b>387.5</b>	<b>398.0</b>	<b>422.6</b>	<b>439.2</b>	<b>436.7</b>
Expenditures in FY12\$	276.5	293.3	297.4	329.2	331.9	364.9	368.5	385.6	392.5	384.8
<b>TOTAL ALL AGENCIES</b>	<b>4,330.1</b>	<b>4,597.3</b>	<b>4,817.1</b>	<b>4,981.2</b>	<b>5,066.0</b>	<b>5,250.5</b>	<b>5,363.5</b>	<b>5,485.1</b>	<b>5,761.7</b>	<b>5,925.9</b>
Expenditures in FY12\$	4,330.1	4,520.5	4,658.7	4,785.0	4,824.8	4,944.0	4,966.2	5,004.7	5,149.0	5,221.1
<b>CPI - FISCAL YEAR 12 = 100</b>	<b>100.0</b>	<b>101.7</b>	<b>103.4</b>	<b>104.1</b>	<b>105.0</b>	<b>106.2</b>	<b>108.0</b>	<b>109.6</b>	<b>111.9</b>	<b>113.5</b>
<b>Fiscal Year Percent Change</b>	----	<b>1.7%</b>	<b>1.7%</b>	<b>0.7%</b>	<b>0.9%</b>	<b>1.2%</b>	<b>1.8%</b>	<b>1.6%</b>	<b>2.3%</b>	<b>1.6%</b>

(a) Includes add-back of State closed school revenues.

(b) Includes tax supported and non-tax supported funds

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# Schedule F-2

## TEN YEAR HISTORY OF REVENUE BY MAJOR CATEGORY AND AS A PERCENT OF TOTAL REVENUE

(in millions)

FISCAL YEAR	PROPERTY TAX		INCOME TAX		TRANSFER TAX		OTHER TAXES		LICENSES & PERMITS		CHARGES FOR SERVICES		INTERGOV .AID		FINES & MISC REVENUE		TOTAL REVENUE	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
FY21 Recommended	1,903.3	31.6	1,695.4	28.2	199.3	3.3	315.3	5.2	56.6	0.9	402.1	6.7	1,248.7	20.8	196.4	3.3	6,017.1	
FY20 Estimate	1,793.3	30.6	1,720.5	29.3	189.0	3.2	314.0	5.4	56.4	1.0	387.0	6.6	1,209.6	20.6	199.0	3.4	5,868.8	
FY20 Approved	1,836.8	31.4	1,640.3	28.1	199.1	3.4	323.3	5.5	58.8	1.0	395.0	6.8	1,210.2	20.7	181.4	3.1	5,844.9	
FY19 Actual	1,763.2	31.6	1,531.2	27.4	184.2	3.3	314.0	5.6	56.9	1.0	393.9	7.1	1,138.0	20.4	205.4	3.7	5,586.7	
FY18 Actual	1,754.3	32.1	1,469.3	26.9	171.5	3.1	314.3	5.8	56.9	1.0	390.2	7.1	1,110.0	20.3	192.2	3.5	5,458.6	
FY17 Actual	1,732.4	32.1	1,466.6	27.2	193.8	3.6	305.7	5.7	52.1	1.0	401.5	7.4	1,075.5	19.9	164.4	3.0	5,392.0	
FY16 Actual	1,595.3	31.2	1,422.4	27.8	171.3	3.3	299.3	5.8	55.7	1.1	385.0	7.5	1,038.7	20.3	152.6	3.0	5,120.3	
FY15 Actual	1,549.2	31.5	1,310.8	26.7	156.2	3.2	308.5	6.3	49.7	1.0	378.9	7.7	1,018.5	20.7	143.2	2.9	4,915.1	
FY14 Actual	1,537.8	31.0	1,376.8	27.7	152.5	3.1	287.6	5.8	54.2	1.1	403.0	8.1	982.8	19.8	167.2	3.4	4,961.9	
FY13 Actual	1,486.0	31.2	1,317.5	27.6	151.3	3.2	295.1	6.2	52.1	1.1	389.0	8.2	939.4	19.7	136.5	2.9	4,767.0	
FY12 Actual	1,447.9	31.3	1,255.1	27.2	127.3	2.8	295.3	6.4	50.0	1.1	371.5	8.0	911.2	19.7	163.0	3.5	4,621.3	

\* Totals do not include uses of prior year reserves or transfers

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# Schedule F-3

## TEN YEAR HISTORY OF COUNTY GOVERNMENT FTEs BY FUNCTION

Function	APPR FY12	APPR FY13	APPR FY14	APPR FY15	APPR FY16	APPR FY17	APPR FY18	APPR FY19	APPR FY20	REC FY21
General Government	944.60	985.48	1,012.51	1,046.59	1,096.31	1,112.55	1,146.20	1,151.67	1,167.91	1,192.96
Public Safety	3,546.90	3,520.15	3,579.19	3,669.91	3,709.53	3,743.63	3,790.18	3,809.33	3,842.39	3,878.17
Transportation	1,136.40	1,120.89	1,137.79	1,160.51	1,164.52	1,174.30	1,206.20	1,208.20	1,244.20	1,243.20
Health & Human Services	1,485.70	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,755.87
Libraries, Culture & Recreation	666.20	715.95	774.31	824.81	833.59	856.40	890.12	893.52	925.66	937.37
Community Development & Housing	262.20	293.15	306.20	318.20	326.20	332.75	345.85	346.35	351.85	353.05
Environment	187.10	193.98	195.09	200.49	204.79	210.81	213.11	214.21	216.11	222.96
Non-Departmental Accounts	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51
Liquor Control	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50
<b>Subtotal</b>	<b>8,553.70</b>	<b>8,713.87</b>	<b>8,916.55</b>	<b>9,150.28</b>	<b>9,359.55</b>	<b>9,486.42</b>	<b>9,682.78</b>	<b>9,740.48</b>	<b>9,865.29</b>	<b>10,038.59</b>
Plus Council & Judicial Offices *	481.80	513.68	528.73	528.56	535.96	544.86	552.85	560.03	567.93	578.58
<b>TOTAL COUNTY GOVERNMENT</b>	<b>9,035.50</b>	<b>9,227.55</b>	<b>9,445.28</b>	<b>9,678.84</b>	<b>9,895.51</b>	<b>10,031.28</b>	<b>10,235.63</b>	<b>10,300.51</b>	<b>10,433.22</b>	<b>10,617.17</b>
<b>Government FTEs PER 1000 Population</b>										
General Government	0.97	0.99	1.01	1.03	1.07	1.07	1.08	1.08	1.07	1.10
Public Safety	3.62	3.53	3.55	3.60	3.60	3.60	3.57	3.58	3.53	3.59
Transportation	1.16	1.12	1.13	1.14	1.13	1.13	1.14	1.14	1.14	1.15
Health & Human Services	1.52	1.56	1.56	1.56	1.55	1.56	1.55	1.57	1.55	1.63
Libraries, Culture & Recreation	0.68	0.72	0.77	0.81	0.81	0.82	0.84	0.84	0.85	0.87
Community Development & Housing	0.27	0.29	0.30	0.31	0.32	0.32	0.33	0.33	0.32	0.33
Environment	0.19	0.19	0.19	0.20	0.20	0.20	0.20	0.20	0.20	0.21
Non-Departmental Accounts	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.01
Liquor Control	0.33	0.32	0.34	0.33	0.41	0.42	0.41	0.42	0.39	0.41
<b>Total County-Less Elective Offices</b>	<b>8.74</b>	<b>8.73</b>	<b>8.85</b>	<b>8.97</b>	<b>9.10</b>	<b>9.13</b>	<b>9.11</b>	<b>9.16</b>	<b>9.06</b>	<b>9.30</b>
Plus Council & Judicial Offices *	0.49	0.51	0.52	0.52	0.52	0.52	0.52	0.53	0.52	0.54
<b>TOTAL COUNTY GOVERNMENT</b>	<b>9.23</b>	<b>9.24</b>	<b>9.38</b>	<b>9.49</b>	<b>9.62</b>	<b>9.66</b>	<b>9.63</b>	<b>9.69</b>	<b>9.58</b>	<b>9.83</b>
<b>Population</b>	<b>978,700</b>	<b>998,540</b>	<b>1,007,311</b>	<b>1,020,000</b>	<b>1,029,000</b>	<b>1,038,500</b>	<b>1,062,500</b>	<b>1,063,510</b>	<b>1,088,823</b>	<b>1,079,939</b>

\* Includes official and staff of offices headed by elected officials.  
Effective FY13, Workyears have been converted to Full-Time Equivalents(FTEs) and will no longer measure lapse and overtime.  
Historical Workyears and Populations reflect the Original Approved Budget.

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# Schedule F-4

## TEN YEAR HISTORY OF COUNTY AGENCIES FTEs BY FUND

	FY12 WORKYEARS	FY13 WORKYEARS	FY14 WORKYEARS	FY15 WORKYEARS	FY16 WORKYEARS	FY17 FTEs	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs
<b>GENERAL FUND</b>										
General Fund	890.30	939.32	968.22	1,000.38	1,058.35	1,076.64	1,107.01	1,117.56	1,135.80	1,168.70
Public Safety	2,484.00	2,459.85	2,499.71	2,583.25	2,610.17	2,646.27	2,709.82	2,717.47	2,733.53	2,747.31
Transportation	207.80	224.15	242.31	244.17	248.17	252.27	252.27	252.27	255.77	254.77
Health & Human Services	1,485.70	1,588.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,755.87
Libraries, Culture & Recreation	288.00	313.96	349.94	384.56	388.56	386.56	395.26	395.51	404.01	413.01
Community Development & Housing	70.30	79.75	90.00	96.00	98.00	73.40	86.40	86.40	87.80	87.10
Environment	12.10	11.49	11.49	13.09	15.09	16.50	16.50	16.50	16.70	16.29
Non-Departmental Accounts	1.60	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51
<b>TOTAL GENERAL FUND **</b>	<b>5,439.80</b>	<b>5,588.77</b>	<b>5,734.31</b>	<b>5,914.40</b>	<b>6,016.23</b>	<b>6,075.20</b>	<b>6,220.18</b>	<b>6,260.71</b>	<b>6,323.08</b>	<b>6,455.56</b>
<b>SPECIAL FUNDS</b>										
Urban Districts	52.00	55.32	55.02	58.30	58.30	58.60	58.60	58.60	58.60	58.70
Mass Transit	830.30	814.41	816.06	835.62	836.19	842.47	874.37	876.37	908.87	908.87
Fire Tax District	1,243.00	1,253.80	1,281.56	1,286.56	1,299.26	1,302.76	1,286.76	1,298.26	1,318.26	1,340.26
Recreation	352.50	375.19	397.63	413.51	417.29	440.77	464.79	466.94	490.38	493.09
Economic Development Fund	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Cable Television	26.50	29.50	30.50	30.50	30.50	31.50	32.50	31.85	30.85	30.85
Montgomery Housing Initiative	13.10	14.80	14.70	14.70	14.70	14.70	14.70	15.20	17.05	18.05
Water Quality Protection	72.10	79.10	81.39	84.39	86.69	88.76	91.47	91.47	93.17	92.11
Community Use of Public Facilities	25.70	26.80	26.74	26.74	27.74	29.07	30.07	31.07	31.27	31.27
Parking Districts	48.00	48.79	48.59	49.89	49.33	48.53	48.53	48.53	48.53	48.53
Permitting Services	177.80	197.60	200.50	206.50	212.50	243.65	243.75	243.75	246.00	246.90
Solid Waste Services	102.90	103.39	102.21	103.01	103.01	105.55	105.14	106.24	106.24	114.56
Vacuum Leaf Collection	50.30	33.54	30.83	30.83	30.83	31.03	31.03	31.03	31.03	31.03
Liquor Control	323.00	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50
<b>TOTAL SPECIAL FUNDS</b>	<b>3,318.20</b>	<b>3,357.26</b>	<b>3,425.55</b>	<b>3,478.37</b>	<b>3,594.06</b>	<b>3,670.81</b>	<b>3,720.91</b>	<b>3,742.51</b>	<b>3,808.95</b>	<b>3,857.72</b>
<b>INTERNAL SERVICE FUNDS</b>										
Employee Health Benefit Self Insurance	12.70	16.15	20.25	20.85	21.25	22.30	25.25	25.25	23.65	23.85
Motor Pool	205.60	205.10	205.30	204.10	204.10	204.10	204.10	206.10	211.10	213.10
Printing & Mail	29.80	30.90	29.50	30.75	29.75	28.75	34.07	34.07	34.57	34.57
Self Insurance	29.40	29.37	30.37	30.37	30.12	30.12	31.12	31.87	31.87	32.37
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>277.50</b>	<b>281.52</b>	<b>285.42</b>	<b>286.07</b>	<b>285.22</b>	<b>285.27</b>	<b>294.54</b>	<b>297.29</b>	<b>301.19</b>	<b>303.89</b>
<b>TOTAL COUNTY GOVERNMENT</b>	<b>9,035.50</b>	<b>9,227.55</b>	<b>9,445.28</b>	<b>9,678.84</b>	<b>9,895.51</b>	<b>10,031.28</b>	<b>10,235.63</b>	<b>10,300.51</b>	<b>10,433.22</b>	<b>10,617.17</b>
<b>MONT. COUNTY PUBLIC SCHOOLS</b>	<b>20,609.70</b>	<b>20,841.75</b>	<b>21,241.85</b>	<b>21,579.89</b>	<b>21,850.60</b>	<b>22,248.73</b>	<b>22,284.33</b>	<b>22,452.26</b>	<b>22,867.11</b>	<b>23,476.79</b>
<b>MONTGOMERY COLLEGE</b>	<b>1,857.10</b>	<b>1,857.10</b>	<b>1,862.10</b>	<b>1,940.60</b>	<b>1,948.60</b>	<b>1,920.60</b>	<b>1,917.60</b>	<b>1,925.60</b>	<b>1,910.85</b>	<b>1,910.85</b>
<b>M-NCPPC</b>	<b>966.70</b>	<b>951.45</b>	<b>958.55</b>	<b>978.60</b>	<b>1,015.09</b>	<b>1,045.19</b>	<b>1,080.64</b>	<b>1,089.66</b>	<b>1,102.41</b>	<b>1,127.34</b>
<b>GRAND TOTAL</b>	<b>32,469.00</b>	<b>32,877.85</b>	<b>33,507.78</b>	<b>34,177.93</b>	<b>34,709.80</b>	<b>35,245.80</b>	<b>35,518.20</b>	<b>35,768.03</b>	<b>36,313.59</b>	<b>37,132.15</b>

\*\*Includes grant FTEs related to General Fund functions.

Prior to FY10 the Leaf Vacuum Fund was included in Solid Waste Services

Effective FY13, Workyears have been converted to Full-Time Equivalents (FTEs) and will no longer lapse and overtime. Historical Workyears reflect the Original Approved Budget

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# Schedule F-5

## TEN YEAR HISTORY OF PROPERTY TAX RATES FOR TYPICAL PROPERTY OWNER

Tax Rate Per \$100 Assessed Value

FISCAL YEAR	COUNTY	MASS TRANSIT	FIRE	RECREATION	STORM DRAINAGE	M -NCPPC	TOTAL COUNTY	STATE	TOTAL TAX RATE
FY21 - Real	0.7400	0.0742	0.1200	0.0280	n/a	0.0768	1.0390	0.1120	1.1510
FY21 - Personal	1.8500	0.1855	0.3000	0.0700	n/a	0.1920	2.5975	n/a	2.5975
FY20 - Real	0.7166	0.0672	0.1068	0.0261	n/a	0.0740	0.9907	0.1120	1.1027
FY20 - Personal	1.7915	0.1680	0.2670	0.0653	n/a	0.1850	2.4768	n/a	2.4768
FY19 - Real	0.7414	0.0498	0.1065	0.0254	n/a	0.0696	0.9927	0.1120	1.1047
FY19 - Personal	1.8535	0.1245	0.2663	0.0635	n/a	0.1740	2.4817	n/a	2.4817
FY18 - Real	0.7484	0.0580	0.1089	0.0240	n/a	0.0736	1.0129	0.1120	1.1249
FY18 - Personal	1.8710	0.1450	0.2723	0.0600	n/a	0.1840	2.5323	n/a	2.5323
FY17 - Real	0.7734	0.0520	0.1140	0.0230	0.0030	0.0728	1.0382	0.1120	1.1502
FY17 - Personal	1.9335	0.1300	0.2850	0.0575	0.0075	0.1820	2.5955	n/a	2.5955
FY16 - Real	0.7230	0.0600	0.1160	0.0230	0.0030	0.0742	0.9992	0.1120	1.1112
FY16 - Personal	1.8075	0.1500	0.2900	0.0575	0.0075	0.1855	2.4980	n/a	2.4980
FY15 - Real	0.732	0.040	0.136	0.023	0.003	0.074	1.008	0.112	1.120
FY15 - Personal	1.830	0.100	0.340	0.058	0.008	0.185	2.520	n/a	2.520
FY14 - Real	0.759	0.042	0.125	0.020	0.003	0.072	1.021	0.112	1.133
FY14 - Personal	1.897	0.105	0.313	0.050	0.008	0.181	2.554	n/a	2.554
FY13 - Real	0.724	0.048	0.134	0.021	0.003	0.073	1.003	0.112	1.115
FY13 - Personal	1.810	0.120	0.335	0.052	0.008	0.183	2.508	n/a	2.508
FY12 - Real	0.713	0.038	0.121	0.018	0.003	0.066	0.959	0.112	1.071
FY12 - Personal	1.783	0.095	0.303	0.045	0.008	0.166	2.400	n/a	2.400

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# Schedule F-6

## HISTORICAL ANALYSIS OF WEIGHTED REAL PROPERTY TAX RATES MONTGOMERY COUNTY

Average Weighted Rate Per \$100 of Assessed Value

Fiscal Year	Total	Maryland	Municipalities	Montgomery County
2021	\$1.1831	\$0.1120	\$0.0447	\$1.0264
2020	\$1.1353	\$0.1120	\$0.0447	\$0.9786
2019	\$1.1372	\$0.1120	\$0.0438	\$0.9814
2018	\$1.1582	\$0.1120	\$0.0450	\$1.0012
2017	\$1.1813	\$0.1120	\$0.0429	\$1.0264
2016	\$1.1420	\$0.1120	\$0.0430	\$0.9870
2015	\$1.152	\$0.112	\$0.044	\$0.996
2014	\$1.167	\$0.112	\$0.045	\$1.010
2013	\$1.148	\$0.112	\$0.045	\$0.991
2012	\$1.101	\$0.112	\$0.043	\$0.946

Notes:

"Montgomery County" is the weighted average of proposed rates for the tax-supported property revenues and do not include parking lot districts.

"Municipalities" are the weighted average of approximately 23 municipal districts and are based on adopted tax rates for FY20 and estimated taxable assessments for FY21.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE

MARCH 2020

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# Glossary

**ACTIVITY** - A subdivision of a service. Some services require only one activity while other services require two or more activities.

**ADEQUATE PUBLIC FACILITY (APF)** - Any infrastructure improvement required by the Montgomery County Planning Board as a condition of approving a preliminary subdivision plan under the County's adequate public facilities ordinance.

**ADJUSTED GOVERNMENTAL REVENUES (AGR)** - Include the tax supported revenues of the County Government, Montgomery County Public Schools (less the County's local contribution), Montgomery College (less the County's local contribution), and the Montgomery County portion of the Maryland-National Capital Park and Planning Commission (M-NCPPC), plus the revenues of the County Government's grant fund and capital projects fund.

**AGENCY** - One of the major organizational components of government in Montgomery County; for example, Montgomery County Government (executive departments, legislative offices and boards, Circuit Court, and judicial offices); Montgomery County Public Schools (MCPS); Montgomery College (MC); Maryland-National Capital Park and Planning Commission (M-NCPPC); Washington Suburban Sanitary Commission (WSSC); Housing Opportunities Commission (HOC); and Montgomery County Revenue Authority.

**AGENCY FUND** - A fiduciary fund which accounts for assets received and held by the County in a purely custodial capacity. The County uses this type of fund to account for property taxes, recreation activities, and other miscellaneous resources held temporarily for disbursement to individuals, private organizations, or other governments.

**AGGREGATE OPERATING BUDGET** - The total Operating Budget, exclusive of enterprise funds, the budget of the WSSC, expenditures equal to tuition and tuition-related charges received by Montgomery College (MC), and grants. As prescribed in the Charter of Montgomery County, Maryland (Section 305), "An aggregate operating budget which exceeds the aggregate operating budget for the preceding fiscal year by a percentage increase greater than that of the Consumer Price Index for all urban consumers of the Washington metropolitan area for the 12 months preceding December first of each year requires the affirmative vote of six Councilmembers." See also, Spending Affordability Guideline or Net Budget.

**AMENDMENTS TO THE CIP** - Changes to project scope, schedule, or funding which require County Council action. Proposals must meet strict criteria to be considered for amendment. Six Councilmember votes are required to approve an amendment.

**APPROPRIATION** - Authority to spend money within a specified dollar limit for an approved work program during the fiscal year. The County Council makes separate appropriations to each capital project and to Personnel Costs and Operating Expense for each County operating department.

**APPROPRIATION CATEGORY** - One of the expenditure groupings in the appropriation for a County department; that is, Personnel Costs or Operating Expenses.

**ASSESSABLE BASE** - The value of all real and personal property in the County, which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

**ASSESSED VALUATION** - The value assigned to real estate or other property by the State through its Department of Assessment and Taxation. This value is multiplied by the tax rates set annually by the Council to determine taxes due. Assessed value is less than market value.

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**AUTHORIZED POSITIONS** - The number of positions allowed by the budget in the approved personnel complement.

**BALANCED BUDGET** - It is the fiscal policy of Montgomery County to balance the budget. A balanced budget has its funding sources (revenues, undesignated carryover, and other resources) equal to its funding uses (expenditures, reserves, and other allocations). No deficit may be planned or incurred.

**BENCHMARK** - A standard or point of reference against which things may be compared or assessed.

**BIENNIAL CIP** - See Capital Improvements Program.

**BOND ANTICIPATION NOTES (BAN)** - Short-term, interim financing techniques, such as variable rate notes and commercial paper, issued with the expectation that the principal amount will be refunded with long-term bonds.

**BOND RATING** - An evaluation by investor advisory services indicating the probability of timely repayment of principal and interest on bonded indebtedness. These ratings significantly influence the interest rate that a borrowing government must pay on its bond issues. Montgomery County bonds are rated by three major advisory services: Moody's, Standard and Poor's, and Fitch. The County continues to have the highest possible rating from each of these services.

**CAPITAL ASSETS** - Assets of a long-term character which are intended to continue to be held or used. Examples of capital assets include items such as infrastructure, land, buildings, machinery, furniture, and other equipment.

**CAPITAL BUDGET** - The annual request for capital project appropriations. Project appropriations are normally for only that amount necessary to enable the implementation of the next year of the capital program expenditure plan. However, if contracted work is scheduled that will extend beyond the upcoming fiscal year, the entire contract appropriation is required, even if the work and expenditures will be spread over two or more fiscal years.

**CAPITAL EXPENDITURE** - Money spent by a business or organization on acquiring or maintaining fixed assets, such as land, buildings, and equipment.

**CAPITAL IMPROVEMENTS PROGRAM (CIP)** - The comprehensive presentation, submitted in even-numbered calendar years, of capital project expenditure estimates, funding requirements, capital budget requests, and program data for the construction of all public buildings, roads, and other facilities planned by County agencies over a six-year period. The CIP constitutes a fiscal plan for proposed project expenditures and funding, and includes the annual capital budget for appropriations to fund project activity during the next fiscal year of the plan.

**CAPITAL LEASE** - A long-term rental agreement which transfers substantial rights and obligations for the use of an asset to the lessee and, generally, ownership at the end of the lease. Similar to an installment purchase, a capital lease may also represent the purchase of a capital asset. A capital lease results in the incurrence of a long-term liability.

**CAPITAL OUTLAY** - An appropriation and expenditure category for government assessed with a value of \$10,000 or more and a useful economic lifetime of more than one year.

**CAPITAL PROJECT** - A governmental effort involving expenditures and funding for the creation, expansion, renovation, or replacement of permanent facilities and other public assets having relatively long life. Expenditures within capital projects may include costs of planning, design, and construction management; land; site improvements; utilities; construction; and initial furnishings and equipment required to make a facility operational.

**CARRYOVER** - The process in which, at the end of one fiscal year, appropriation authority for previously-approved encumbrances and unexpended grant and capital funds are carried forward to the next fiscal year.

**CHARGEBACKS / CHARGES TO OTHERS** - In the budget presentation, costs which are chargeable to another agency or fund.

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**CHARTER** - The Charter of Montgomery County is the constitution of this jurisdiction and sets out its governmental structure and powers. It was approved by the voters in 1968 and went into effect in 1970. The Charter provides for a County Council and Executive form of government.

**CHARTER LIMIT** - Limitations on the Operating Budget and on tax levies prescribed in the Charter of Montgomery County Maryland (Section 305). The affirmative votes of seven Councilmembers are required to exceed spending limits, and the unanimous vote of all nine members is needed to exceed the limit on tax levies. See also Spending Affordability Guideline (SAG).

**COLLECTIVE BARGAINING AGREEMENT** - A legal contract between the County Government or an agency as employer and a certified representative of a recognized bargaining unit of a public employee organization for specific terms and conditions of employment; for example, hours, working conditions, salaries, or employee benefits.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** - Annual funding from the Federal government for use in capital projects or operating programs such as neighborhood or business area revitalization, housing rehabilitation, and activities on behalf of older- and lower-income areas of the County.

**COMPENSATION** - Payment made to employees in return for services performed. Total compensation includes salaries, wages, employee benefits (Social Security, employer-paid insurance premiums, disability coverage, and retirement contributions), and other forms of remuneration when these have a stated value.

**CONSTANT YIELD TAX RATE** - A rate which, when applied to the coming year's assessable base, exclusive of the estimated assessed value of property appearing on the tax rolls for the first time (new construction), will produce tax revenue equal to that produced in the current tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate, unless they advertise and hold public hearings on their intent to levy a higher rate.

**CONSTITUENT RELATIONSHIP MANAGEMENT (CRM) / MONTGOMERY COUNTY (MC311)** - An organizational philosophy that places emphasis on serving constituents by providing easy access to the information and service channels of the County Government. County residents are able to dial 311 for all non-emergency requests for information, service, or complaints.

**CONSUMER PRICE INDEX-URBAN (CPI-U)** - A commonly accepted indicator of inflation as it applies to consumer goods, including the supplies, materials, and services required by the County. When projecting costs in outyears, expenditures are estimated to grow at the rate of inflation as measured on a fiscal year basis using the CPI-U for the Washington-Baltimore Consolidated Metropolitan Statistical Area. For purposes of the Charter limitation on the property tax, the November to November CPI-U for the preceding year is used.

**COSTS** - Funding required to delivering the services described in the program.

**COUNCIL TRANSFER OF APPROPRIATION** - A transfer of unencumbered appropriation balance by the County Council between agencies or departments or to any new account, or between agency capital projects. The total cumulative transfer from any one appropriation may not exceed ten percent of the original appropriation.

**COUNTYSTAT** - An internal performance management and data analytics approach used to examine issues in detail by means of accurate and timely information. It seeks to improve performance by creating greater accountability, providing transparency into County operations, applying data analysis to decision making, and ensuring decisions are implemented.

**CURRENT REVENUE** - A funding source for the Capital Budget which is provided annually within the Operating Budget from general, special, or enterprise revenues. Current revenues are used for funding project appropriations that are not eligible for debt financing or to substitute for debt-eligible costs.

**DEBT SERVICE** - The annual payment of principal, interest, and issue costs for bonded indebtedness. Debt service is

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presented both in terms of specific bond allocations by category and fund and by sources of revenues used.

**DEBT SERVICE FUND** - A governmental fund used to account for the accumulation of resources for, and the payment of, general long-term debt, principal, and interest.

**DEPARTMENT** - A primary organizational unit within Montgomery County Government. For presentation purposes, "Department" includes the principal offices, boards, and commissions.

**DEPRECIATION** - The decline in value of a capital asset over a predetermined period of time attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. Also, the portion of the cost of a capital asset charged as an expense during a particular period.

**DEVELOPMENT DISTRICT** - A special taxing district created to finance the costs of infrastructure improvements necessary for the development of land in areas of the County having a high priority for new development or redevelopment, especially in areas for which approved master plans recommend significant development.

**DIVISION** - A primary organizational unit within a government department or agency. Divisions are usually responsible for administering basic functions or major programs of a department.

**EFFECTIVENESS** - A type of performance measure used to track the quality, timeliness, and accuracy of service delivery.

**EFFICIENCY** - Outputs per unit of input, inputs per unit of output, and similar measures of how well resources are being used to produce goods and services.

**EMINENT DOMAIN** - The power of a government to acquire real property when the owner of that property is unwilling to negotiate a sale. The Maryland State Constitution delegates authority to the County and the County Code allows for the taking of private property by the County. The taking must serve a public purpose and the government must provide the owner with just compensation for the property taken. Any dispute regarding whether the taking will serve a public purpose or the amount of compensation is resolved by the courts.

**EMPLOYEE BENEFITS** - For budgeting purposes, employee (fringe) benefits are payments by the employer for Social Security, retirement, and group insurance.

**EMPLOYEE - MERIT SYSTEM** - Any person employed by Montgomery County Government who is subject to the provisions of the Merit System.

**EMPLOYEE - TEMPORARY** - An individual occupying a position required for a specific task for a period not to exceed 12 months or a position that is used intermittently on an as-needed basis (seasonal, substitute, etc.).

**EMPLOYEE - TERM** - An individual occupying a position created for a special term, project, or program. Any person acting in a term position also receives County benefits.

**ENCUMBRANCE** - An accounting commitment that reserves appropriated funds related to unperformed contracts for goods or services. The total of all expenditures and encumbrances for a department or agency in a fiscal year, or for a capital project, may not exceed its total appropriation.

**ENTERPRISE FUND** - A fund used to record the fiscal transactions of government activities financed and operated in a manner similar to private enterprise, with the intent that the costs of providing goods and services, including financing, are wholly recovered through charges to consumers or users. Examples include Alcohol Beverage Services (ABS), parking facilities, and solid waste activities.

**ENTERPRISE RESOURCE PLANNING (ERP)** - An integrated suite of software modules that support the management of the County's financial, procurement, human resources, and budgeting systems, and which streamlines business operations by

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using recognized best practices in each of those areas.

**EXECUTIVE TRANSFER OF APPROPRIATION** - A transfer of unencumbered appropriation balance by the County Executive between appropriation categories (for example, from Personnel Costs to Operating Expense) within the same department and fund, or between capital projects in the same category. The total cumulative transfers from any one appropriation may not exceed ten percent of the original appropriation as prescribed in the Charter of Montgomery County Maryland (Section 309).

**EXPEDITED DEVELOPMENT APPROVAL EXCISE TAX (EDAET)** - A tax assessed on a development project based on the intended use of the building, the square footage of the building, and whether the building is in a moratorium policy area. The purpose of the EDAET is to act as a stimulus to residential and commercial construction within the County by making the development approval process more certain.

**EXPENDITURE** - A decrease in the net financial resources of the County generally due to the purchase of goods and services, the incurrence of salaries and benefits, and the payment of debt service.

**FEE** - A charge for service to the user or beneficiary of the service. According to State law, charges must be related to the cost of providing the service. See the Fiscal Policy section for the Executive policy on user fees.

**FIDUCIARY FUNDS** - Assets held by the County in a trustee capacity or as an agent for individuals, private organizations, or other governmental units, and/or other funds. In Montgomery County, these include Agency Funds, Pension and Other Employee Benefit Trust Funds, Investment Trust Fund, and Private Purpose Trust Funds.

**FINES/PENALTIES** - Charges levied for violation of laws, regulations, or codes. They are established through Executive Regulation as provided for in County law.

**FISCAL PLAN** - Estimates of revenues, based on recommended tax policy and moderate economic assumptions, and projections of currently known and recommended commitments for future uses of resources.

**FISCAL POLICY** - The County Government's policies with respect to revenues, expenditures, and debt management as these relate to County services, programs, and capital investments. Fiscal policy provides a set of principles for the planning and programming of budgets, uses of revenues, and financial management.

**FISCAL YEAR** - The 12-month period to which the annual operating and capital budgets and their appropriations apply. The Montgomery County fiscal year starts on July 1 and ends on June 30.

**FIXED ASSETS** - See Capital Assets.

**FULL-TIME EQUIVALENT (FTE) - MONTGOMERY COLLEGE** - A standardized measurement of student enrollment at the community college to account for attendance on less than a full-time basis. An FTE is defined as a course load of 15 credit hours per semester.

**FULL-TIME EQUIVALENT (FTE) - PERSONNEL** - An employment indicator that translates the total number of hours worked in a year by all employees, including part-time workers, to an equivalent number of work years. For example, 1.0 FTE equals 2,080 hours (or 2,496 hours for fire fighters) and .50 FTE equals 1,040 hours.

**FUND** - Resources segregated for the purpose of implementing specific activities or achieving certain objectives in accordance with special regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.

**FUND BALANCE** - Undesignated reserves in a fund, or the amount by which assets exceed the obligations of the fund. Fund balance may be measured as a percentage of resources or expenditures.

**GENERAL FUND** - The principal operating fund for the County Government. It is used to account for all financial resources

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except those required by law, County policy, and Generally Accepted Accounting Principles (GAAP) to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) DEBT** - Bonded debt backed by the full faith and credit of the County to pay the scheduled retirement of principal and interest.

**GENERAL REVENUES** - Money received which may be used to fund general County expenditures such as education, public safety, public welfare, debt service, etc. Funds received which are restricted as to use (such as recreation) are not general revenues and are accounted for in other funds.

**GENERAL WAGE ADJUSTMENT (GWA)** - An increase in salaries other than seniority-based merit increases (increments). GWA has been referred to as Cost-of-Living Adjustment (COLA) in the past.

**GOVERNMENTAL FUNDS** - Funds generally used to account for tax-supported activities. There are five different types of governmental funds: The general fund, special revenue funds, debt service fund, capital projects fund, and permanent funds.

**GRANT** - A payment from one level of government to another or from a private organization to a government. Grants are made for specified purposes and must be spent only for that purpose. See also Grants to Others.

**GRANTS TO OTHERS** - A payment by the County to a public or private nonprofit organization for a specific purpose; generally, to provide services in support of, or compatible with, government program objectives.

**GROSS BUDGET** - The total cost of a department's operation (not necessarily equal to the appropriation), including those expenditures that are charged to and paid by other funds, departments, agencies, or CIP projects. See also Net Budget.

**GROUP POSITIONS** - Jobs filled by multiple incumbents used to streamline administrative processes for hiring staff for training or for seasonal or temporary positions. Examples include Police, Fire, and Sheriff Department recruits, substitute library assistants, and seasonal recreation employees.

**GROWTH POLICY** - A planning tool used by the County to manage the location and pace of private development and identify the need for public facilities that support private development. The growth policy tests the adequacy of transportation, schools, water and sewerage facilities, police, fire, and health services to guide subdivision approvals. See also Adequate Public Facility.

**IMPACT TAXES** - A tax charged to developers that varies depending on land use. The revenues are used to pay for the transportation and school construction projects necessary to serve new development.

**IMPLEMENTATION RATE** - The estimated average annual percentage of capital projects completed that is used to calculate available bond funding. This rate reflects both the County's actual experience in meeting project schedules and anticipated events that may affect construction in the future.

**INDIRECT COSTS** - That component of the total cost for a service which is provided by and budgeted within another department (for example, legal support and personnel). In Montgomery County, indirect costs are calculated as a percentage of the personnel costs of the organization receiving the service, according to a formula approved by the Department of Housing and Urban Development for Federal grants. For special revenue and enterprise funds, indirect costs are transferred to the General Fund. Indirect costs are charged to grants to cover the costs of administrative, financial, human resource, and legal support.

**INITIATIVES** - Results to be achieved through additional resources for new services or service enhancements for the next fiscal year directed toward achieving progress in one of the County Executive's priority outcome areas.

**INPUT** - Resources used to produce an output or outcome, such as work years or expenditures.

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**INTERFUND TRANSFER** - A transfer of resources from one fund to another as required by law or appropriation. The funds are initially considered revenues of the source fund, not the receiving fund.

**INTERGOVERNMENTAL REVENUE** - Funds received from Federal, State, and other local government sources in the form of grants, shared taxes, reimbursements, payments in lieu of taxes, and formula funding.

**INTERNAL SERVICE FUNDS** - Proprietary funds used to record activity (primarily goods and services) provided by one department to other departments of the County government on a cost-reimbursable basis. The County uses this type of fund to account for Motor Pool, Central Duplicating, and Liability and Property Coverage Self-Insurance.

**INVESTMENT TRUST FUND** - A fiduciary fund that accounts for the external portion of the County's investment pool that belongs to legally separate entities and non-component units.

**KEY INDICATOR** - A measure which helps to quantify the achievement of an outcome on a population wide level. It is a benchmark which helps to quantify the achievement of a result and is used to track the progress of the County Executive's Seven Priority Outcomes.

**LAPSE** - The reduction of budgeted gross personnel costs by an amount believed unnecessary because of turnover, vacancies, and normal delays in filling positions. The amount of lapse will differ among departments and from year to year.

**LEAN** - A set of tools for reviewing business processes and making them more customer-friendly and efficient.

**LEASE-PURCHASE AGREEMENT** - A contractual agreement which, although termed a "lease," is in effect a purchase contract with payments made over time.

**LEVEL OF SERVICE** - The current services, programs, and facilities provided by a government to its citizens. The level of service may increase, decrease, or remain the same depending upon needs, alternatives, and available resources.

**LICENSES AND PERMITS** - Documents issued in order to regulate various kinds of businesses and other activities within the community. Inspection may accompany the issuance of a license or permit, as in the case of food vending licenses or building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, generally to cover all or part of the related cost.

**LOCAL EARNED INCOME TAX CREDIT** - Low-income workers who qualify for the Federal earned income tax credit may also be entitled to a similar tax credit for their State of Maryland and Montgomery County income tax liabilities. Montgomery County matches the State credit for eligible residents.

**MASTER PLAN** - Each community within Montgomery County falls within a master plan area. Master plans include a comprehensive view of land-use trends and future development as they relate to community concerns such as housing, transportation, stormwater management, historic preservation, pedestrian and trail systems, environmental factors like air, water and noise pollution, and the preservation of agricultural lands. Plans outline recommended land uses, zoning, transportation facilities, and recommended general locations for such public facilities as schools, parks, libraries, and fire and police stations.

**MISSION STATEMENT** - The desired end result of an activity. Missions are generally broad and long range in nature compared to goals which are more specific and immediate. An example of a mission is: "To provide safe, reliable, and cost-efficient public transportation to the residents of Montgomery County." See also Program Mission.

**MONTGOMERY COUNTY GOVERNMENT** - The departments and offices included in the County's executive, legislative, and judicial branches, including related boards and commissions. It excludes Montgomery County Public Schools (MCPS), Montgomery College (MC), Maryland-National Capital Park and Planning Commission (M-NCPPC), Washington Suburban Sanitary Commission (WSSC), and other agencies. See also Agency.

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**NET ASSETS** - See Fund Balance.

**NET BUDGET** - The legal appropriation requirement to finance a fund, department, account, agency, or CIP project. The net budget includes the funds required for charges from other funds, departments and agencies, or CIP projects for services rendered, but does not include charges made to other departments for services rendered. See also Gross Budget.

**NON-DEPARTMENTAL ACCOUNT** - A budget category used to account for resources used for County-funded activities that do not fall within the functional assignment of any department, or for expenditures related to more than one department.

**NON-TAX SUPPORTED FUND** - A fund supported by revenues other than taxes and not included in the Spending Affordability Guidelines. The exception is Parking Lot Districts that collect property taxes but, as Enterprise Funds, are not considered tax supported.

**OPERATING AND CAPITAL EXPENSE** - Those costs, other than expenditures for Personnel Costs, which are necessary to support the operation of the organization, such as charges for contractual services, telephones, printing, motor pool, office supplies, and government assets. See also Expenditure.

**OPERATING BUDGET** - A comprehensive plan by which the County's operating programs are funded for a single fiscal year. The Operating Budget includes descriptions of programs, appropriation authority, and estimated revenue sources, as well as related program data and information on the fiscal management of the County. See also Public Services Program (PSP).

**OPERATING BUDGET IMPACT** - The change in operating budget expenditures associated with the construction or improvement of government buildings or facilities. See the discussion of this subject in the CIP Planning chapter of the Recommended CIP for more information.

**OTHER POST-EMPLOYMENT BENEFITS (OPEB)** - Employee benefits, such as health and life insurance, associated with current and future retirees and their beneficiaries. See also Retirees Health Benefits Trust Fund.

**OUTCOME BASED BUDGETING** - A method of preparing budgets that moves away from a traditional, incremental way of allocating funds to a department to allocating funds for programs and services that will achieve desired results. When allocating resources under this approach, outcome based budgeting maximizes the value of the dollars that are spent.

**OUTCOMES** - The results of a program or program element on clients, users, or some other target group; the degree to which the program mission is achieved.

**OUTPUT** - The amount of services provided, units produced, or work accomplished.

**PARTIAL CAPITALIZATION** - The process of either expensing or transferring to capital assets the prior fiscal year expenditures for ongoing capital projects.

**PAYGO** - "Pay as you go" funding; that is, current revenue substituted for debt in capital projects that are debt eligible, or used in projects that are not debt eligible or qualified for tax-exempt financing.

**PENSION AND OTHER EMPLOYEE BENEFITS TRUST FUNDS** - The fiduciary fund used to account for all activities of the Employees' Retirement System of Montgomery County, Employees' Retirement Savings Plan, and Deferred Compensation Plan, including the accumulation of resources for, and payment of, retirement annuities and/or other benefits and administrative costs.

**PERFORMANCE MEASURES** - The quantitative means to know how well a program is working at providing services and improving the lives of those served. It provides the ability to make changes and determine whether those changes improved the program's performance, essentially improving the customer's quality of life.

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**PERMANENT FUNDS** - These funds are used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support government programs.

**PERSONAL PROPERTY** - Furniture, fixtures, office and industrial equipment, machinery, tools, supplies, inventory, and any other property not classified as real property. See also Real Property.

**PERSONNEL COMPLEMENT** - The full- and part-time positions, work years or full-time equivalents, and costs related to employees of the departments and agencies of the County.

**PERSONNEL COSTS** - Expenditures for salaries, wages, and benefits payable to County employees.

**POSITIONS** - Identified jobs into which persons may be hired on either a part- or full-time basis.

**PRIORITY OUTCOME** - A condition of well being for a population or subpopulation in a geographic area. Within this discussion, a Priority Outcome refers to a condition of well being for Montgomery County residents.

**PRIVATE PURPOSE TRUST FUNDS** - A fiduciary fund that involves trust arrangements under which the principal and income benefit individuals, private organizations, or other governments.

**PRODUCTIVITY IMPROVEMENT** - Increased quantity or improved quality of goods or services using the same or fewer resources. Productivity improvement can be achieved through cost efficiencies, alternative means of delivering services, streamlining organizational structures, making use of automation and other time- or labor-saving innovations, and eliminating unnecessary procedures or requirements.

**PROGRAM** - A primary service, function, or set of activities which address a specific responsibility or goal within an agency's or department's mission. A program encompasses all associated activities (services) directed toward the attainment of established objectives; for example, the School Health Program. A program will have clearly defined, attainable objectives, which may be short- or long-term in nature, and will have measurable outputs and outcomes. A program should be discrete enough to be able to be summed up in five or fewer performance measures.

**PROGRAM PROPOSAL** - A request for funding a program in the County's Outcome Based Budgeting process. It includes a description of how a program aligns with the County Executive's Seven Priority Outcomes and Key Indicators, evidence to support the service impact, performance measures, and an explanation of performance and how it will be improved.

**PUBLIC HEARINGS** - Opportunities for citizens and constituent groups to voice opinions and concerns to public officials. During the annual budget process, the County Charter requires that public hearings be conducted by the County Council not earlier than 21 days after receipt of the County Executive's Recommended Budget.

**PUBLIC SERVICES PROGRAM (PSP)** - A forecast of public service requirements over the next six years, submitted annually by the Executive to the County Council. Its purpose is to provide guidance for the orderly planning of services with regard to population changes, socio-economic variables, potentially needed public facilities, and anticipated new or changing needs of County citizens. The PSP includes the County Executive's fiscal policy statements. The first year of the PSP is referred to as the operating budget.

**REAL PROPERTY** - Real estate, including land and improvements (buildings, fences, pavements, etc.), classified for purposes of assessment. See also Personal Property.

**REALLOCATION OF APPROPRIATION** - The transfer of unencumbered appropriations (expenditure authority) within the same appropriation category and within the same department and fund.

**RECORDATION TAX** - Tax levied when changes occur in deeds, mortgages, leases, and other contracts pertaining to the title of either real or personal property. The revenues are used to pay for school CIP projects, housing rental assistance for low to moderate income households, and other government activities.

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**RESERVE** - An account used either to set aside legally budgeted resources, that are not required for expenditure in the current budget year, or to earmark resources for a specific future purpose. See also Fund Balance.

**RESOURCES** - Units of input such as work years, funds, material, equipment, facilities, or other elements supplied to produce and deliver services required to meet program objectives. From a fiscal point of view, resources include revenues, net transfers, and available fund balance. See also Inputs.

**RESULTS** - A term used to describe what you are trying to accomplish.

**RETIREES HEALTH BENEFITS TRUST FUND** - One or more funds used to support the expenses associated with retiree health benefits.

**REVENUE** - All funds that the County receives, including tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

**REVENUE BONDS** - An obligation issued to finance a revenue-producing enterprise, with principal and interest payable exclusively from the earnings and other revenues of the enterprise. See also Enterprise Fund.

**REVENUE STABILIZATION FUND** - A special revenue fund that accounts for the accumulation of resources during periods of economic growth and prosperity when revenue collections exceed estimates. These funds may then be drawn upon during periods of economic slowdown when collections fall short of revenue estimates. See also Special Revenue Fund.

**RISK MANAGEMENT** - A process used to identify and measure the risks of accidental loss, to develop and implement techniques for handling risk, and to monitor results. Techniques used can include self-insurance, commercial insurance, and loss control activities.

**SALARIES AND WAGES** - An expenditure category for monetary compensation to employees in the form of annual or hourly rates of pay for hours worked.

**SALARY SCHEDULE** - A listing of minimum and maximum salaries for each grade level in a classification plan for merit system positions.

**SCHOOL FACILITIES PAYMENTS** - A fee charged to developers of residential subdivisions if school enrollment five years in the future is estimated to exceed 105 percent, but is less than 120 percent, of cluster-wide program capacity at any school level. The fee level depends on both the school level involved and the type of housing unit to be constructed.

**SELF-INSURANCE** - The funding of liability, property, workers' compensation, unemployment, and life and health insurance needs through the County's financial resources, rather than commercial insurance plans.

**SERVICE PROPOSAL** - See Program Proposal.

**SERVICES** - An activity or set of activities that are the means for achieving desired outcomes, performed by County government that has identifiable costs for budgeting purposes; a clear public purpose and measurable results; and clear lines of accountability for its performance and financial management. A service is discrete in that it is not overly dependent on other services to achieve its results and does not combine activities with substantially differing results, funding streams, and/or lines of accountability.

**SET-ASIDE** - See Unappropriated Reserves.

**SOLID WASTE DISPOSAL FEE** - See Tipping Fee.

**SOLID WASTE (REFUSE) CHARGE** - The annual charge, appearing on the County's Consolidated Tax Bill, applied to residences in the Solid Waste Collection District for the collection and disposal of solid waste for each household in the

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district. The charge includes a collection fee to cover hauling costs paid to collection contractors, a service charge which includes a charge based on the tipping fee, and a systems benefit charge.

**SPECIAL APPROPRIATION** - Additional spending authority approved by the County Council (Charter, Section 308). The appropriation must state "that it is necessary to meet an unforeseen disaster or other emergency, or to act without delay in the public interest." There must be approval by not less than six members of the Council. "The Council may make a special appropriation any time after public notice by news release." See also Supplemental Appropriation.

**SPECIAL REVENUE FUNDS** - A governmental fund used to record the receipt and use of resources which, by law, Generally Accepted Accounting Principles (GAAP), or County policy, must be kept distinct from the general revenues of the County. Revenues for Special Revenue Funds are generally from a special tax on a specific geographical area.

**SPECIAL TAXING DISTRICT** - A geographic area that is established by legislation within which a special tax is levied to provide for specific services to the area.

**SPENDING AFFORDABILITY GUIDELINE (SAG)** - An approach to budgeting that assigns expenditure ceilings for the forthcoming budget year, based on expected revenues and other factors. Under the Charter of Montgomery County Maryland (Section 305), the County Council is required to establish spending affordability guidelines for both the capital and operating budgets. Spending affordability limits are also set for WSSC by the Councils of Montgomery and Prince George's Counties.

**STRUCTURAL BUDGET DEFICIT** - The excess of spending over revenue due to an underlying imbalance between the ongoing cost of government operations and predicted revenue collections.

**SUPPLEMENTAL APPROPRIATION** - An appropriation of funds above amounts originally appropriated which authorizes expenditures not anticipated in the adopted budget. A supplemental appropriation is required to enable expenditure of reserves or additional revenues received by the County through grants or other sources. See also Special Appropriation.

**TAX SUPPORTED FUND** - A fund, either the General Fund or a Special Revenue Fund, supported in part by tax revenues and included in Spending Affordability Guidelines (SAG).

**TIPPING FEE** - A fee charged for each ton of solid waste disposed of, or "tipped," at the Solid Waste Transfer Station. Each year the County Executive recommends, and the County Council approves, a tipping fee based on a projection of costs for solid waste disposal as well as the tonnage of solid waste generated.

**TRANSFER OF APPROPRIATION** - See Council Transfer of Appropriation and Executive Transfer of Appropriation.

**TRANSFER OF FUNDS** - See Interfund Transfer.

**TURN THE CURVE PLAN** - A structured method of problem-solving and strategic planning grounded the Results Based Accountability designed to identify ways to improve the services that the County provides to residents and other customers. It requires departments and County employees to look at problems through a different lens and go through a five-step process to identify innovative ways to improve the performance and outcomes of the government's programs and initiatives. Turn the Curve leverages the experience and brainpower that already exists in the organization. Department Directors and staff at all levels work together to develop new ways to approach the work.

**UNAPPROPRIATED RESERVES** - The planned-for excess of revenues over budgeted expenditures, within any of the various government funds, that provides funding for unexpected and unbudgeted expenditures that may be required during the fiscal year following budget approval. Use of this reserve requires County Council appropriation prior to its expenditure. The Charter of Montgomery County Maryland (Section 310) requires that unappropriated surplus within the General Fund may not exceed five percent of General Fund revenue for the preceding fiscal year. Also referred to as the Set-Aside for future projects in the capital program.

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**VALUE** - Results per dollar spent.

**WATER QUALITY PROTECTION CHARGE** - An excise tax imposed on each residential property and associated nonresidential property which is used for the construction, operation, and maintenance of stormwater management facilities and related expenses.

**YEAR END BALANCE** - See Fund Balance.

*Readers not finding a term in this glossary are invited to call the Office of Management and Budget at 240.777.2800.*



# Acronyms

Abbreviation	Description	Abbreviation	Description
<b>ABS</b>	Alcohol Beverage Services	<b>CJIS</b>	Criminal Justice Information System
<b>ADA</b>	Americans with Disabilities Act	<b>CNG</b>	Compressed Natural Gas
<b>AHCMC</b>	Arts and Humanities Council of Montgomery County	<b>COBRA</b>	Consolidated Omnibus Budget Reconciliation Act
<b>ALARF</b>	Advance Land Acquisition Revolving Fund	<b>COC</b>	Common Owner Community
<b>APFO</b>	Adequate Public Facilities Ordinance	<b>COG</b>	Council of Governments
<b>ARRA</b>	American Recovery and Reinvestment Act	<b>COMAR</b>	Code of Maryland Annotated Regulations
<b>ATMS</b>	Advanced Transportation Management System	<b>CPI-U</b>	Consumer Price Index - Urban
<b>BAN</b>	Bond Anticipation Note	<b>CR</b>	Current Revenue
<b>BHI</b>	BioHealth Innovation	<b>CRIMS</b>	Correction and Rehabilitation Information Management System
<b>BIT</b>	Board of Investment Trustees	<b>CUPF</b>	Community Use of Public Facilities
<b>BOA</b>	Board of Appeals	<b>CVB</b>	Conference and Visitors Bureau
<b>BOE</b>	Board of Education (MCPS)	<b>DBM</b>	Maryland State Department of Budget and Management
<b>BOE</b>	Board of Elections (MCG)	<b>DCM</b>	Device Client Management
<b>CAFR</b>	Comprehensive Annual Financial Report	<b>DFMS</b>	Department of Fleet Management Services
<b>CAO</b>	Chief Administrative Officer	<b>DGS</b>	Department of General Services
<b>CALMS</b>	Complaints and Licensing Management System	<b>DEP</b>	Department of Environmental Protection
<b>CABLE TV</b>	Cable Television	<b>DHCA</b>	Department of Housing and Community Affairs
<b>CBD</b>	Central Business District	<b>DOCR</b>	Department of Correction and Rehabilitation
<b>CC</b>	County Council	<b>DOT</b>	Department of Transportation
<b>CCM</b>	County Cable Montgomery	<b>DPS</b>	Department of Permitting Services
<b>CDBG</b>	Community Development Block Grant	<b>DTS</b>	Department of Technology Services
<b>CE</b>	County Executive	<b>ECC</b>	Emergency Communications Center
<b>CEX</b>	County Executive's Office	<b>EDAET</b>	Expedited Development Approval Excise Tax
<b>CIP</b>	Capital Improvements Program	<b>EDF</b>	Economic Development Fund
<b>CEC</b>	Community Engagement Cluster	<b>EEOC</b>	Equal Employment Opportunity Commission
<b>CJCC</b>	Criminal Justice Coordinating Commission	<b>EITC</b>	Earned Income Tax Credit

Abbreviation	Description	Abbreviation	Description
<b>EMOC</b>	Equipment and Maintenance Operations Center	<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>EOB</b>	Executive Office Building	<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>EOC</b>	Emergency Operations Center	<b>IAFC</b>	International Association of Fire Chiefs
<b>ERP</b>	Enterprise Resource Planning	<b>IAFF</b>	International Association of Fire Fighters
<b>ERS</b>	Employee Retirement System	<b>ICEUM</b>	Interagency Committee on Energy and Utility Management
<b>ESOL</b>	English for Speakers of Other Languages	<b>IJIS</b>	Integrated Justice Information System
<b>FEMA</b>	Federal Emergency Management Agency	<b>IT</b>	Information Technology
<b>FFI</b>	Future Fiscal Impact	<b>ITPCC</b>	Interagency Technology Policy and Coordination Committee
<b>FIN</b>	Department of Finance	<b>LEP</b>	Limited English Proficiency
<b>FLSA</b>	Fair Labor Standards Act	<b>LER</b>	Labor and Employee Relations
<b>FOP</b>	Fraternal Order of Police	<b>LFRD</b>	Local Fire and Rescue Department
<b>FRC</b>	Fire and Rescue Commission	<b>LSBRP</b>	Local Small Business Reserve Program
<b>FTE</b>	Full-Time Equivalent	<b>MACo</b>	Maryland Association of Counties
<b>FY</b>	Fiscal Year	<b>MC</b>	Montgomery College
<b>GAAP</b>	Generally Accepted Accounting Principles	<b>MCAASP</b>	Montgomery County Association of Administrative and Supervisory Personnel
<b>GASB</b>	Government Accounting Standards Board	<b>MCCF</b>	Montgomery County Correctional Facility
<b>GDA</b>	General Development Agreement	<b>MCCSSE</b>	Montgomery County Council of Supporting Service Employees
<b>GDP</b>	Gross Domestic Product	<b>MCDC</b>	Montgomery County Detention Center
<b>GFOA</b>	Government Finance Officers Association	<b>MCEA</b>	Montgomery County Education Association
<b>GIS</b>	Geographic Information Systems	<b>MCEDC</b>	Montgomery County Economic Development Corporation
<b>GO Bonds</b>	General Obligation Bonds	<b>MCERP</b>	Montgomery County Employee Retirement Plans
<b>GRIP</b>	Guaranteed Retirement Income Plan	<b>MCFRS</b>	Montgomery County Fire and Rescue Service
<b>GWA</b>	General Wage Adjustment	<b>MCG</b>	Montgomery County Government
<b>HHS</b>	Health and Human Services	<b>MCGEO</b>	Municipal and County Government Employees Organization
<b>HIPAA</b>	Health Insurance Portability and Accountability Act	<b>MCPD</b>	Montgomery County Police Department
<b>HOC</b>	Housing Opportunities Commission	<b>MCPL</b>	Montgomery County Public Libraries

Abbreviation	Description	Abbreviation	Description
<b>MCPS</b>	Montgomery County Public Schools	<b>PILOT</b>	Payment in Lieu of Taxes
<b>MCT</b>	Montgomery Community Television	<b>PIO</b>	Office of Public Information
<b>MFD</b>	Minority, Female, and Disabled	<b>PLAR</b>	Planned Lifecycle Asset Replacement
<b>MHI</b>	Montgomery Housing Initiative	<b>PLD</b>	Parking Lot District
<b>MLS</b>	Management Leadership Service	<b>POR</b>	Program of Requirements
<b>M-NCPPC</b>	Maryland-National Capital Park and Planning Commission	<b>PRO</b>	Office of Procurement
<b>MOU</b>	Memorandum of Understanding	<b>PSCC</b>	Public Safety Communications Center
<b>MPDU</b>	Moderately Priced Dwelling Unit	<b>PSP</b>	Public Services Program
<b>MSPB</b>	Merit System Protection Board	<b>PSTA</b>	Public Safety Training Academy
<b>MTA</b>	Maryland Transit Administration	<b>RMS</b>	Records Management System
<b>NACo</b>	National Association of Counties	<b>RRF</b>	Resource Recovery Facility
<b>NDA</b>	Non-Departmental Account	<b>RSP</b>	Retirement Savings Plan
<b>NTS</b>	Non-Tax Supported	<b>SAG</b>	Spending Affordability Guidelines
<b>OAG</b>	Office of Agriculture	<b>SBAP</b>	Small Business Assistance Program
<b>OAS</b>	Office of Animal Services	<b>SHA</b>	State Highway Administration
<b>OBI</b>	Operating Budget Impact	<b>SWM</b>	Stormwater Management
<b>OCA</b>	Office of County Attorney	<b>TMC</b>	Transportation Management Center
<b>OCP</b>	Office of Consumer Protection	<b>TMD</b>	Transportation Management District
<b>OHR</b>	Office of Human Resources	<b>TS</b>	Tax Supported
<b>OIG</b>	Office of the Inspector General	<b>WMATA</b>	Washington Metropolitan Area Transit Authority
<b>OIR</b>	Office of Intergovernmental Relations	<b>WQPB</b>	Water Quality Protection Bond
<b>OEMHS</b>	Office of Emergency Management and Homeland Security	<b>WQPC</b>	Water Quality Protection Charge
<b>OLO</b>	Office of Legislative Oversight	<b>WSM</b>	WorkSource Montgomery
<b>OLR</b>	Office of Labor Relations	<b>WSSC</b>	Washington Suburban Sanitary Commission
<b>OMB</b>	Office of Management and Budget	<b>WSTC</b>	Washington Suburban Transit Commission
<b>OPEB</b>	Other Post Employment Benefits	<b>WY</b>	Work Year
<b>OSHA</b>	Occupational Safety and Health Administration		
<b>OZAH</b>	Office of Zoning and Administrative Hearings		
<b>PAYGO</b>	Pay-as-you-go financing		
<b>PDF</b>	Project Description Form		
<b>PEG</b>	Public, Educational, and Governmental Cable Programming		
<b>PEPCO</b>	Potomac Electric Power Company		

