



# Correction and Rehabilitation

## APPROVED FY22 BUDGET

\$72,879,701

## 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 approved FY22 Operating Budget for the Department of Correction and Rehabilitation is \$72,879,701, an increase of \$1,883,627 or 2.65 percent from the FY21 Approved Budget of \$70,996,074. Personnel Costs comprise 88.55 percent of the budget for 534 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 11.45 percent of the FY22 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

-  Provide funds to address structural deficiencies in overtime-lunch and shift differentials.
-  Continue year two of three year initiative to retrofit cell vents, bunks, and doors to reduce opportunities for self-harm. Highest priority areas will be addressed first.
-  Continue implementation of electronic health records to modernize the correctional health records system.
-  Americans with Disabilities Act (ADA) Remediation projects for the Pre-Release Center (PRC) and the Montgomery County Correctional Facility (MCCF). Planned upgrades to housing, medical, lobbies, parking, accessibility routes, and other ADA improvements.

- ★ In collaboration with Department of Health and Human Services, institute a Medication Assisted Treatment program for Opioid Disorders for inmates within DOCR.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ 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. Initiate planning for a new MCDC.
- ★ Replace original Key Watcher system at the Montgomery County Correctional Facility to enhance security, accountability, and productivity. Replacement of the Key Watcher system at the Montgomery County Detention Center and the Pre-Release Center is also planned.
- ★ Realize virtual training that enable employees to participate in the State of Maryland mandated training at Montgomery County Correctional Facility, Montgomery County Detention Center, and Community Corrections.
- ★ Replace and update aging polycom systems to effectuate legal and court access to inmates via a virtual environment.

## PROGRAM CONTACTS

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

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 FY21 estimates reflect funding based on the FY21 Approved Budget. The FY22 and FY23 figures are performance targets based on the FY22 Approved Budget and funding for comparable service levels in FY23.

## PROGRAM DESCRIPTIONS

### ★ 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.

| <b>FY22 Approved Changes</b>  | <b>Expenditures</b> | <b>FTEs</b>  |
|---|---------------------|--------------|
| <b>FY21 Approved</b>  | <b>4,549,770</b>    | <b>30.00</b> |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (241,111)           | 2.00         |
| <b>FY22 Approved</b>  | <b>4,308,659</b>    | <b>32.00</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 11,000 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<br>FY19 | Actual<br>FY20 | Estimated<br>FY21 | Target<br>FY22 | Target<br>FY23 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Detention Services average daily population   | 643            | 590            | 629               | 629            | 629            |
| Percent of Mandatory trainings completed by December 31   | 75%            | 85%            | 75%               | 80%            | 82%            |
| 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   | 5              | 5              | 0                 | 0              | 0              |
| Zero tolerance security incidents - Number of inappropriate inmate releases remedied  | 5              | 3              | 0                 | 0              | 0              |
| Zero tolerance security incidents - Number of inmate suicides   | 2              | 0              | 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 | 1              | 4              | 0                 | 0              | 0              |
| Recidivism: Former individuals committed and sentenced back to DOCR's custody within 3 years of release                       | 45%            | 48%            | 46%               | 44%            | 43%            |
| Portion of population participating in core curriculum programs at Correctional Facility                                      | 37%            | 52%            | 40%               | 45%            | 47%            |

| FY22 Approved Changes   | Expenditures      | FTEs          |
|---|-------------------|---------------|
| <b>FY21 Approved</b>  | <b>47,863,647</b> | <b>380.70</b> |
| Add: Inmate Advisory Council Fund   | 543,000           | 0.00          |
| Increase Cost: Adjust Overtime-Lunch to Reflect Historical Trends   | 170,000           | 0.00          |
| Increase Cost: Increase Shift Differential to Reflect Historical Trends   | 140,000           | 0.00          |
| Decrease Cost: Adjust Lapse to Reflect Historical Trends  | (643,473)         | 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. | 2,090,302         | 0.00          |
| <b>FY22 Approved</b>  | <b>50,163,476</b> | <b>380.70</b> |

## ☀ Medical and Behavioral Health Services

Medical and Behavioral Health Services provides medical and behavioral health 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 the American Correctional Association (ACA).

| Program Performance Measures                   | Actual FY19 | Actual FY20 | Estimated FY21 | Target FY22 | Target FY23 |
|--|-------------|-------------|----------------|-------------|-------------|
| Number of referrals to mental health providers | 3,795       | 3,982       | 3,629          | 3,629       | 3,629       |
| Number of inmates receiving sick-call services | 8,257       | 7,709       | 8,774          | 8,774       | 8,774       |
| Number of initial nursing intakes              | 4,990       | 4,267       | 4,658          | 4,658       | 4,658       |

| FY22 Approved Changes   | Expenditures     | FTEs         |
|---|------------------|--------------|
| <b>FY21 Approved</b>  | <b>7,278,932</b> | <b>37.69</b> |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (107,573)        | 0.00         |
| <b>FY22 Approved</b>  | <b>7,171,359</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 FY19 | Actual FY20 | Estimated FY21 | Target FY22 | Target FY23 |
|---|-------------|-------------|----------------|-------------|-------------|
| Pre-Release and Re-entry Services average daily population  | 110         | 85          | 103            | 103         | 103         |
| Security incidents - Number of residents absconded from custody returned to Community Corrections | 4           | 3           | 0              | 0           | 0           |
| Security incidents - Number of residents absconded from Community Corrections custody             | 4           | 3           | 0              | 0           | 0           |
| Percent of offenders from Pre-Release and Re-Entry Services employed at time served               | 79%         | 70%         | 75%            | 75%         | 75%         |

| FY22 Approved Changes   | Expenditures     | FTEs         |
|---|------------------|--------------|
| <b>FY21 Approved</b>  | <b>6,273,569</b> | <b>54.18</b> |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 116,471          | 0.00         |
| <b>FY22 Approved</b>  | <b>6,390,040</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 FY19 | Actual FY20 | Estimated FY21 | Target FY22 | Target FY23 |
|--|-------------|-------------|----------------|-------------|-------------|
| Average daily caseload under Pre-Trial supervision | 1,630       | 1,561       | 1,636          | 1,636       | 1,636       |
| Court appearance rate while under supervision      | 96.3%       | 97.0%       | 96.0%          | 96.0%       | 96.0%       |

| FY22 Approved Changes   | Expenditures     | FTEs         |
|---|------------------|--------------|
| <b>FY21 Approved</b>  | <b>5,030,156</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. | (183,989)        | (2.00)       |
| <b>FY22 Approved</b>  | <b>4,846,167</b> | <b>37.00</b> |

## BUDGET SUMMARY

|  | Actual FY20       | Budget FY21       | Estimate FY21     | Approved FY22     | %Chg Bud/App |
|--|-------------------|-------------------|-------------------|-------------------|--------------|
| <b>COUNTY GENERAL FUND</b>                 |                   |                   |                   |                   |              |
| <b>EXPENDITURES</b>                        |                   |                   |                   |                   |              |
| Salaries and Wages                         | 51,209,661        | 48,386,076        | 46,798,925        | 49,394,308        | 2.1 %        |
| Employee Benefits                          | 15,202,707        | 14,696,062        | 13,647,952        | 15,140,934        | 3.0 %        |
| <b>County General Fund Personnel Costs</b> | <b>66,412,368</b> | <b>63,082,138</b> | <b>60,446,877</b> | <b>64,535,242</b> | <b>2.3 %</b> |
| Operating Expenses                         | 7,776,833         | 7,913,936         | 7,704,569         | 7,801,459         | -1.4 %       |
| <b>County General Fund Expenditures</b>    | <b>74,189,201</b> | <b>70,996,074</b> | <b>68,151,446</b> | <b>72,336,701</b> | <b>1.9 %</b> |
| <b>PERSONNEL</b>                           |                   |                   |                   |                   |              |
| Full-Time                                  | 533               | 539               | 539               | 534               | -0.9 %       |
| Part-Time                                  | 0                 | 0                 | 0                 | 0                 | —            |
| FTEs                                       | 535.57            | 541.57            | 541.57            | 541.57            | —            |

## BUDGET SUMMARY

|   | Actual<br>FY20 | Budget<br>FY21   | Estimate<br>FY21 | Approved<br>FY22 | %Chg<br>Bud/App |
|---|----------------|------------------|------------------|------------------|-----------------|
| <b>REVENUES</b>                               |                |                  |                  |                  |                 |
| Alternative Community Services                | 174,985        | 385,000          | 2,965            | 123,900          | -67.8 %         |
| Care of Federal/State Prisoners               | 612,765        | 1,341,205        | 118,980          | 457,130          | -65.9 %         |
| Home Confinement Fees                         | 31,478         | 30,000           | 30,000           | 30,000           | —               |
| Miscellaneous Revenues                        | 541            | 0                | 0                | 0                | —               |
| Other Charges/Fees                            | 48,724         | 75,100           | 0                | 22,590           | -69.9 %         |
| Other Intergovernmental                       | 2,903          | 60,000           | 364,535          | 60,000           | —               |
| Other Licenses and Permits                    | 282            | 0                | 0                | 0                | —               |
| Substance Abusers Intervention Program (IPSA) | 28,805         | 74,000           | 1,950            | 29,130           | -60.6 %         |
| <b>County General Fund Revenues</b>           | <b>900,483</b> | <b>1,965,305</b> | <b>518,430</b>   | <b>722,750</b>   | <b>-63.2 %</b>  |

### DETENTION CENTER NON-TAX

|   |                |          |                |                |          |
|---|----------------|----------|----------------|----------------|----------|
| <b>EXPENDITURES</b>                             |                |          |                |                |          |
| Salaries and Wages                              | 0              | 0        | 0              | 0              | —        |
| Employee Benefits                               | 0              | 0        | 0              | 0              | —        |
| <b>Detention Center Non-Tax Personnel Costs</b> | <b>0</b>       | <b>0</b> | <b>0</b>       | <b>0</b>       | <b>—</b> |
| Operating Expenses                              | 167,509        | 0        | 316,363        | 543,000        | —        |
| <b>Detention Center Non-Tax Expenditures</b>    | <b>167,509</b> | <b>0</b> | <b>316,363</b> | <b>543,000</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>                                 |                |          |                |                |          |
| Canteen Profits                                 | 245,065        | 0        | 180,000        | 245,065        | —        |
| <b>Detention Center Non-Tax Revenues</b>        | <b>245,065</b> | <b>0</b> | <b>180,000</b> | <b>245,065</b> | <b>—</b> |

### GRANT FUND - MCG

|   |               |          |          |          |          |
|---|---------------|----------|----------|----------|----------|
| <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                      | 68,750        | 0        | 0        | 0        | —        |
| <b>Grant Fund - MCG Expenditures</b>    | <b>68,750</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>—</b> |
| <b>PERSONNEL</b>                        |               |          |          |          |          |
| Full-Time                               | 0             | 0        | 0        | 0        | —        |
| Part-Time                               | 0             | 0        | 0        | 0        | —        |
| FTEs                                    | 0.00          | 0.00     | 0.00     | 0.00     | —        |
| <b>REVENUES</b>                         |               |          |          |          |          |
| State Grants                            | 43,750        | 0        | 0        | 0        | —        |

## BUDGET SUMMARY

|                                  | Actual<br>FY20    | Budget<br>FY21    | Estimate<br>FY21  | Approved<br>FY22  | %Chg<br>Bud/App |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-----------------|
| <b>Grant Fund - MCG Revenues</b> | <b>43,750</b>     | <b>0</b>          | <b>0</b>          | <b>0</b>          | <b>—</b>        |
| <b>DEPARTMENT TOTALS</b>         |                   |                   |                   |                   |                 |
| <b>Total Expenditures</b>        | <b>74,425,460</b> | <b>70,996,074</b> | <b>68,467,809</b> | <b>72,879,701</b> | <b>2.7 %</b>    |
| <b>Total Full-Time Positions</b> | <b>533</b>        | <b>539</b>        | <b>539</b>        | <b>534</b>        | <b>-0.9 %</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>535.57</b>     | <b>541.57</b>     | <b>541.57</b>     | <b>541.57</b>     | <b>—</b>        |
| <b>Total Revenues</b>            | <b>1,189,298</b>  | <b>1,965,305</b>  | <b>698,430</b>    | <b>967,815</b>    | <b>-50.8 %</b>  |

### FY22 APPROVED CHANGES

|  |                                    | Expenditures      | FTEs          |
|--|------------------------------------|-------------------|---------------|
| <b>COUNTY GENERAL FUND</b>   |                                    |                   |               |
|  | <b>FY21 ORIGINAL APPROPRIATION</b> | <b>70,996,074</b> | <b>541.57</b> |
| <b><u>Other Adjustments (with no service impacts)</u></b>                                    |                                    |                   |               |
| Increase Cost: FY21 Compensation Adjustment  |                                    | 1,481,801         | 0.00          |
| Increase Cost: FY22 Compensation Adjustment  |                                    | 1,186,696         | 0.00          |
| Increase Cost: Retirement Adjustment   |                                    | 266,818           | 0.00          |
| Increase Cost: Adjust Overtime-Lunch to Reflect Historical Trends [Detention Services]       |                                    | 170,000           | 0.00          |
| Increase Cost: Increase Shift Differential to Reflect Historical Trends [Detention Services] |                                    | 140,000           | 0.00          |
| Increase Cost: Motor Pool Adjustment   |                                    | 13,673            | 0.00          |
| Increase Cost: Print and Mail Adjustment   |                                    | 3,508             | 0.00          |
| Decrease Cost: Elimination of One-Time Items Approved in FY21                                |                                    | (135,948)         | 0.00          |
| Decrease Cost: Adjust Lapse to Reflect Historical Trends [Detention Services]                |                                    | (643,473)         | 0.00          |
| Decrease Cost: Annualization of FY21 Personnel Costs   |                                    | (1,142,448)       | 0.00          |
|  | <b>FY22 APPROVED</b>               | <b>72,336,701</b> | <b>541.57</b> |
| <b>DETENTION CENTER NON-TAX</b>  |                                    |                   |               |
| <b><u>Changes (with service impacts)</u></b>   |                                    |                   |               |
| Add: Inmate Advisory Council Fund [Detention Services]                                       |                                    | 543,000           | 0.00          |
|  | <b>FY22 APPROVED</b>               | <b>543,000</b>    | <b>0.00</b>   |
| <b>GRANT FUND - MCG</b>  |                                    |                   |               |
|  | <b>FY21 ORIGINAL APPROPRIATION</b> | <b>0</b>          | <b>0.00</b>   |
|  | <b>FY22 APPROVED</b>               | <b>0</b>          | <b>0.00</b>   |

## PROGRAM SUMMARY

| Program Name                           | FY21 APPR<br>Expenditures | FY21 APPR<br>FTEs | FY22 APPR<br>Expenditures | FY22 APPR<br>FTEs |
|--|---------------------------|-------------------|---------------------------|-------------------|
| Administration and Support             | 4,549,770                 | 30.00             | 4,308,659                 | 32.00             |
| Detention Services                     | 47,863,647                | 380.70            | 50,163,476                | 380.70            |
| Medical and Behavioral Health Services | 7,278,932                 | 37.69             | 7,171,359                 | 37.69             |
| Pre-Release and Re-entry Services      | 6,273,569                 | 54.18             | 6,390,040                 | 54.18             |
| Pre-Trial Services                     | 5,030,156                 | 39.00             | 4,846,167                 | 37.00             |
| <b>Total</b>                           | <b>70,996,074</b>         | <b>541.57</b>     | <b>72,879,701</b>         | <b>541.57</b>     |

## FUNDING PARAMETER ITEMS

CC APPROVED (\$000S)

| Title  | FY22          | FY23          | FY24          | FY25          | FY26          | FY27          |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>COUNTY GENERAL FUND</b>   |               |               |               |               |               |               |
| <b>EXPENDITURES</b>  |               |               |               |               |               |               |
| <b>FY22 Approved</b>   | <b>72,337</b> | <b>72,337</b> | <b>72,337</b> | <b>72,337</b> | <b>72,337</b> | <b>72,337</b> |
| No inflation or compensation change is included in outyear projections.  |               |               |               |               |               |               |
| <b>Labor Contracts</b>   | <b>0</b>      | <b>1,270</b>  | <b>1,270</b>  | <b>1,270</b>  | <b>1,270</b>  | <b>1,270</b>  |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. |               |               |               |               |               |               |
| <b>Subtotal Expenditures</b>   | <b>72,337</b> | <b>73,607</b> | <b>73,607</b> | <b>73,607</b> | <b>73,607</b> | <b>73,607</b> |
| <b>DETENTION CENTER NON-TAX</b>  |               |               |               |               |               |               |
| <b>EXPENDITURES</b>  |               |               |               |               |               |               |
| <b>FY22 Approved</b>   | <b>543</b>    | <b>543</b>    | <b>543</b>    | <b>543</b>    | <b>543</b>    | <b>543</b>    |
| No inflation or compensation change is included in outyear projections.  |               |               |               |               |               |               |
| <b>Subtotal Expenditures</b>   | <b>543</b>    | <b>543</b>    | <b>543</b>    | <b>543</b>    | <b>543</b>    | <b>543</b>    |