



# Parking District Services

## RECOMMENDED FY22 BUDGET

\$24,579,335

## 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 FY22 Operating Budget for the Parking Districts is \$24,579,335, a decrease of \$3,450,784 or 12.31 percent from the FY21 Approved Budget of \$28,030,119. Personnel Costs comprise 21.77 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 78.23 percent of the FY22 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 Growing Economy**
-  **Easier Commutes**
-  **Effective, Sustainable Government**

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## INITIATIVES

- ★ Improve customer service experience by increasing staffing hours in gated facilities.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ As part of the Wheaton Revitalization Project, the new garage will feature LED lighting fixtures, Electric Vehicle (EV) charging stations, low emission vehicles preferred parking spaces, and increased security measures through additional cameras and panic buttons. The Wheaton Office building will be the first LEED Platinum certified government facility in Maryland featuring a geothermal system and solar panels in the roof areas.
- ★ Management of the Bethesda facility improvements to include payment system upgrades, machine location plan, and sign replacements.
- ★ Installation of new LED light fixtures in additional parking garages to improve lighting and energy efficiency.

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

## 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of DOT issued parking citations	147,192	126,352	58,800	102,900	102,900
Percent of DOT issued parking citations contested	6.41%	6.31%	6.20%	6.20%	6.00%
Number of Americans with Disabilities Act (ADA) citations issued	116	91	50	88	88

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>2,758,013</b>	<b>4.24</b>

FY22 Recommended Changes	Expenditures	FTEs
Enhance: Enforcement Funding Realignment	75,000	0.00
Technical Adj: Additional Enforcement	12,000	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.	(22,753)	0.00
<b>FY22 Recommended</b>	<b>2,822,260</b>	<b>4.24</b>

## ☀ Parking Fixed Costs

The Parking Fixed Costs program primarily funds the debt service payments, the lease payments for a parking facility, and Other Post Retirement Benefits (OPEB) costs.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>6,254,763</b>	<b>0.00</b>
Decrease Cost: Correction - Retiree Health Insurance Pre-funding Adjustment	(19,552)	0.00
Decrease Cost: Fixed Costs Reduction - Silver Spring PLD	(1,090,878)	0.00
Decrease Cost: Fixed Costs Reduction - Bethesda PLD	(1,634,730)	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.	19,062	0.00
<b>FY22 Recommended</b>	<b>3,528,665</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; janitorial 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Parking Management revenue generated (\$ millions)	\$37.5	\$30.2	\$14.9	\$32.0	\$33.2
Parking Management operating expenditures (\$ millions)	\$25.5	\$25.6	\$25.6	\$25.3	\$25.9
Parking Management cost efficiency (ratio of expenses to revenues)	68%	85%	N/A	79%	78%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) <sup>1</sup>	N/A	4.5	N/A	4.7	N/A

<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.

FY22 Recommended Changes	Expenditures	FTEs
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FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>18,432,561</b>	<b>39.59</b>
Enhance: Garage 13 Revenue Collection	7,500	0.00
Technical Adj: Enforcement Funding Realignment	(12,000)	0.00
Decrease Cost: Operational Costs Changes	(129,268)	0.00
Decrease Cost: Operational Savings - Bethesda PLD	(177,693)	0.00
Decrease Cost: Operational Savings - Silver Spring PLD	(714,999)	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.	29,815	0.00
<b>FY22 Recommended</b>	<b>17,435,916</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.

FY22 Recommended Changes	Expenditures	FTEs
<b>FY21 Approved</b>	<b>584,782</b>	<b>4.70</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	207,712	0.00
<b>FY22 Recommended</b>	<b>792,494</b>	<b>4.70</b>

## BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
<b>PARKING DISTRICT - BETHESDA</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,694,508	1,704,415	1,599,642	1,794,147	5.3 %
Employee Benefits	599,218	564,776	505,314	547,471	-3.1 %
<b>Parking District - Bethesda Personnel Costs</b>	<b>2,293,726</b>	<b>2,269,191</b>	<b>2,104,956</b>	<b>2,341,618</b>	<b>3.2 %</b>
Operating Expenses	7,769,560	7,980,375	6,982,337	7,703,780	-3.5 %
Debt Service Other	4,642,224	4,634,250	4,634,250	3,104,200	-33.0 %
<b>Parking District - Bethesda Expenditures</b>	<b>14,705,510</b>	<b>14,883,816</b>	<b>13,721,543</b>	<b>13,149,598</b>	<b>-11.7 %</b>
<b>PERSONNEL</b>					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.39	20.39	20.39	20.39	—
<b>REVENUES</b>					

## BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Investment Income	407,535	269,530	23,770	6,870	-97.5 %
Miscellaneous Revenues	61,020	284,120	284,120	284,120	—
Parking Fees	12,966,153	15,355,081	6,947,657	13,184,065	-14.1 %
Parking Fines	3,415,568	3,250,000	1,804,882	2,762,500	-15.0 %
Property Rentals	553,390	75,000	75,000	75,000	—
Property Tax	(105)	0	0	0	—
<b>Parking District - Bethesda Revenues</b>	<b>17,403,561</b>	<b>19,233,731</b>	<b>9,135,429</b>	<b>16,312,555</b>	<b>-15.2 %</b>

### PARKING DISTRICT - SILVER SPRING

#### EXPENDITURES

Salaries and Wages	1,770,778	1,903,180	1,673,060	1,998,361	5.0 %
Employee Benefits	627,061	637,391	529,270	620,400	-2.7 %
<b>Parking District - Silver Spring Personnel Costs</b>	<b>2,397,839</b>	<b>2,540,571</b>	<b>2,202,330</b>	<b>2,618,761</b>	<b>3.1 %</b>
Operating Expenses	7,544,016	9,028,271	6,928,271	7,324,060	-18.9 %
<b>Parking District - Silver Spring Expenditures</b>	<b>9,941,855</b>	<b>11,568,842</b>	<b>9,130,601</b>	<b>9,942,821</b>	<b>-14.1 %</b>

#### PERSONNEL

Full-Time	21	21	21	21	—
Part-Time	0	0	0	0	—
FTEs	24.72	24.72	24.72	24.72	—

#### REVENUES

Investment Income	364,631	257,330	21,270	6,140	-97.6 %
Miscellaneous Revenues	3,352,085	20,000	20,000	20,000	—
Parking Fees	9,149,485	12,920,413	4,090,421	11,086,331	-14.2 %
Parking Fines	1,715,194	1,897,689	629,501	1,613,036	-15.0 %
Property Rentals	43,618	0	0	0	—
Property Tax	(6,072)	0	0	0	—
<b>Parking District - Silver Spring Revenues</b>	<b>14,618,941</b>	<b>15,095,432</b>	<b>4,761,192</b>	<b>12,725,507</b>	<b>-15.7 %</b>

### PARKING DISTRICT - WHEATON

#### EXPENDITURES

Salaries and Wages	283,576	280,830	271,435	298,672	6.4 %
Employee Benefits	99,990	92,481	83,177	91,329	-1.3 %
<b>Parking District - Wheaton Personnel Costs</b>	<b>383,566</b>	<b>373,311</b>	<b>354,612</b>	<b>390,001</b>	<b>4.5 %</b>
Operating Expenses	839,885	1,204,150	1,084,150	1,096,915	-8.9 %
<b>Parking District - Wheaton Expenditures</b>	<b>1,223,451</b>	<b>1,577,461</b>	<b>1,438,762</b>	<b>1,486,916</b>	<b>-5.7 %</b>

#### PERSONNEL

Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.42	3.42	3.42	3.42	—

## BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
<b>REVENUES</b>					
Investment Income	16,475	12,190	960	280	-97.7 %
Miscellaneous Revenues	26,682	0	0	0	—
Parking Fees	656,444	1,375,000	775,176	1,479,220	7.6 %
Parking Fines	325,662	476,000	142,956	404,600	-15.0 %
Property Tax	1,561	0	0	0	—
<b>Parking District - Wheaton Revenues</b>	<b>1,026,824</b>	<b>1,863,190</b>	<b>919,092</b>	<b>1,884,100</b>	<b>1.1 %</b>

### DEPARTMENT TOTALS

<b>Total Expenditures</b>	<b>25,870,816</b>	<b>28,030,119</b>	<b>24,290,906</b>	<b>24,579,335</b>	<b>-12.3 %</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>33,049,326</b>	<b>36,192,353</b>	<b>14,815,713</b>	<b>30,922,162</b>	<b>-14.6 %</b>

### FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>PARKING DISTRICT - BETHESDA</b>		
<b>FY21 ORIGINAL APPROPRIATION</b>	<b>14,883,816</b>	<b>20.39</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY21 Compensation Adjustment	59,697	0.00
Increase Cost: Motor Pool Adjustment	30,046	0.00
Increase Cost: FY22 Compensation Adjustment	29,133	0.00
Increase Cost: Annualization of FY21 Personnel Costs	5	0.00
Decrease Cost: Print and Mail Adjustment	(36)	0.00
Decrease Cost: OPEB Adjustment	(4,680)	0.00
Decrease Cost: Retirement Adjustment	(16,408)	0.00
Decrease Cost: Correction - Retiree Health Insurance Pre-funding Adjustment [Parking Fixed Costs]	(19,552)	0.00
Decrease Cost: Operational Savings - Bethesda PLD [Parking Operations]	(177,693)	0.00
Decrease Cost: Fixed Costs Reduction - Bethesda PLD [Parking Fixed Costs]	(1,634,730)	0.00
<b>FY22 RECOMMENDED</b>	<b>13,149,598</b>	<b>20.39</b>
<b>PARKING DISTRICT - SILVER SPRING</b>		
<b>FY21 ORIGINAL APPROPRIATION</b>	<b>11,568,842</b>	<b>24.72</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Enforcement Funding Realignment [Parking Enforcement ]	75,000	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		

## FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY21 Compensation Adjustment	62,415	0.00
Increase Cost: FY22 Compensation Adjustment	30,498	0.00
Increase Cost: Motor Pool Adjustment	30,046	0.00
Increase Cost: Annualization of FY21 Personnel Costs	963	0.00
Decrease Cost: OPEB Adjustment	(3,380)	0.00
Decrease Cost: Retirement Adjustment	(15,686)	0.00
Decrease Cost: Operational Savings - Silver Spring PLD [Parking Operations]	(714,999)	0.00
Decrease Cost: Fixed Costs Reduction - Silver Spring PLD [Parking Fixed Costs]	(1,090,878)	0.00
<b>FY22 RECOMMENDED</b>	<b>9,942,821</b>	<b>24.72</b>

### PARKING DISTRICT - WHEATON

	FY21 ORIGINAL APPROPRIATION	1,577,461	3.42
<b><u>Changes (with service impacts)</u></b>			
Enhance: Garage 13 Revenue Collection [Parking Operations]	7,500	0.00	
<b><u>Other Adjustments (with no service impacts)</u></b>			
Increase Cost: Motor Pool Adjustment	15,023	0.00	
Technical Adj: Additional Enforcement [Parking Enforcement ]	12,000	0.00	
Increase Cost: FY21 Compensation Adjustment	9,335	0.00	
Increase Cost: Annualization of FY21 Personnel Costs	4,912	0.00	
Increase Cost: FY22 Compensation Adjustment	4,447	0.00	
Decrease Cost: OPEB Adjustment	(490)	0.00	
Decrease Cost: Retirement Adjustment	(2,004)	0.00	
Technical Adj: Enforcement Funding Realignment [Parking Operations]	(12,000)	0.00	
Decrease Cost: Operational Costs Changes [Parking Operations]	(129,268)	0.00	
<b>FY22 RECOMMENDED</b>	<b>1,486,916</b>	<b>3.42</b>	

## PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Parking Enforcement	2,758,013	4.24	2,822,260	4.24
Parking Fixed Costs	6,254,763	0.00	3,528,665	0.00
Parking Operations	18,432,561	39.59	17,435,916	39.59
Parking Services General Administration	584,782	4.70	792,494	4.70
<b>Total</b>	<b>28,030,119</b>	<b>48.53</b>	<b>24,579,335</b>	<b>48.53</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
<b>PARKING DISTRICT - BETHESDA</b>						
<b>EXPENDITURES</b>						
<b>FY22 Recommended</b>	<b>13,150</b>	<b>13,150</b>	<b>13,150</b>	<b>13,150</b>	<b>13,150</b>	<b>13,150</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(11)</b>	<b>(22)</b>	<b>(33)</b>	<b>(36)</b>	<b>(36)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>13,150</b>	<b>13,189</b>	<b>13,178</b>	<b>13,167</b>	<b>13,164</b>	<b>13,164</b>
<b>PARKING DISTRICT - SILVER SPRING</b>						
<b>EXPENDITURES</b>						
<b>FY22 Recommended</b>	<b>9,943</b>	<b>9,943</b>	<b>9,943</b>	<b>9,943</b>	<b>9,943</b>	<b>9,943</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(8)</b>	<b>(16)</b>	<b>(24)</b>	<b>(26)</b>	<b>(26)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>9,943</b>	<b>9,987</b>	<b>9,979</b>	<b>9,971</b>	<b>9,969</b>	<b>9,969</b>
<b>Subtotal Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PARKING DISTRICT - WHEATON</b>						
<b>EXPENDITURES</b>						
<b>FY22 Recommended</b>	<b>1,487</b>	<b>1,487</b>	<b>1,487</b>	<b>1,487</b>	<b>1,487</b>	<b>1,487</b>
No inflation or compensation change is included in outyear projections.						
<b>Retiree Health Insurance Pre-funding</b>	<b>0</b>	<b>(91)</b>	<b>(180)</b>	<b>(275)</b>	<b>(295)</b>	<b>(295)</b>
<b>Labor Contracts</b>	<b>0</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>1,487</b>	<b>1,404</b>	<b>1,315</b>	<b>1,220</b>	<b>1,200</b>	<b>1,200</b>



<b>Budget Summary - Parking Districts</b>				
<b>FY22 Recommended Budget</b>	<b>Bethesda</b>	<b>Silver Spring</b>	<b>Wheaton</b>	<b>Total</b>
Administration	707,054	616,556	97,386	1,420,996
Financial Management	4,847,362	1,530,774	135,446	6,513,582
Engineering and Capital Management	2,517,085	3,006,652	600,266	6,124,003
Parking Operations	5,078,097	4,788,839	653,818	10,520,754
<b>Total</b>	<b>13,149,598</b>	<b>9,942,821</b>	<b>1,486,916</b>	<b>24,579,335</b>
<b>FY21 Approved Budget</b>	<b>Bethesda</b>	<b>Silver Spring</b>	<b>Wheaton</b>	<b>Total</b>
Administration	614,912	558,554	86,084	1,259,550
Financial Management	6,632,887	2,951,354	136,288	9,720,529
Engineering and Capital Management	2,511,918	3,062,655	659,143	6,233,716
Parking Operations	5,124,099	4,996,279	695,946	10,816,324
<b>Total</b>	<b>14,883,816</b>	<b>11,568,842</b>	<b>1,577,461</b>	<b>28,030,119</b>

Bethesda PLD							
FY21-26 Public Services Program: Fiscal Plan							
Bethesda Parking Lot District	Estimated 2021	Recommended 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<b>Assumptions</b>							
Indirect Cost Rate	18.64%	19.18%	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.28%	1.62%	1.99%	2.42%	2.44%	2.44%	2.44%
Investment Income Yield	0.15%	0.10%	0.35%	0.35%	0.35%	0.35%	0.35%
<b>Beginning Fund Balance</b>	<b>14,483,508</b>	<b>9,643,894</b>	<b>5,908,007</b>	<b>8,913,640</b>	<b>7,244,051</b>	<b>6,276,531</b>	<b>5,990,542</b>
<b>Revenues</b>							
<b>Taxes</b>	-	-	-	-	-	-	-
Real Property Taxes	-	-	-	-	-	-	-
<b>Charges for Services</b>	<b>12,902,912</b>	<b>13,184,065</b>	<b>16,699,827</b>	<b>16,237,327</b>	<b>16,237,327</b>	<b>16,237,327</b>	<b>16,237,327</b>
Parking Fees Base	15,355,081	15,355,081	15,355,081	14,755,081	14,755,081	14,755,081	14,755,081
Reduced Fees - COVID	(8,407,423)	(3,071,016)	(767,754)	(767,754)	(767,754)	(767,754)	(767,754)
Increased Rates	-	900,000	1,912,500	2,250,000	2,250,000	2,250,000	2,250,000
Additional Revenue (GF)	5,955,254	-	-	-	-	-	-
<b>Fines &amp; Forfeits</b>	<b>1,804,882</b>	<b>2,762,500</b>	<b>3,087,500</b>	<b>3,087,500</b>	<b>3,087,500</b>	<b>3,087,500</b>	<b>3,087,500</b>
Parking Fines	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000	3,250,000
Reduced Fines - COVID	(1,445,118)	(487,500)	(162,500)	(162,500)	(162,500)	(162,500)	(162,500)
<b>Miscellaneous</b>	<b>382,890</b>	<b>365,990</b>	<b>6,704,920</b>	<b>2,396,130</b>	<b>2,410,930</b>	<b>2,410,930</b>	<b>2,410,930</b>
Investment Income	23,770	6,870	14,800	37,010	51,810	51,810	51,810
Property Rentals	75,000	75,000	75,000	2,075,000	2,075,000	2,075,000	2,075,000
G-49 Air Rights	284,120	284,120	284,120	284,120	284,120	284,120	284,120
Land Sales	-	-	6,331,000	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-	-	-
<b>Subtotal Revenues</b>	<b>15,090,684</b>	<b>16,312,555</b>	<b>26,492,247</b>	<b>21,720,957</b>	<b>21,735,757</b>	<b>21,735,757</b>	<b>21,735,757</b>
<b>Transfers</b>							
<b>Transfers to/from General Fund</b>	<b>(433,485)</b>	<b>(449,122)</b>	<b>100,954</b>	<b>(469,137)</b>	<b>(480,601)</b>	<b>(492,345)</b>	<b>(504,376)</b>
Indirect Costs	(433,485)	(449,122)	(458,046)	(469,137)	(480,601)	(492,345)	(504,376)
Lot 43 Current Appraisal Delta	-	-	559,000	-	-	-	-
<b>Transfers to/from Special Funds : Tax Supported</b>	<b>(1,609,890)</b>	<b>(2,408,612)</b>	<b>(2,483,344)</b>	<b>(2,546,907)</b>	<b>(2,611,732)</b>	<b>(2,681,568)</b>	<b>(2,747,377)</b>
Bethesda Urban District	(1,609,890)	(2,408,612)	(2,483,344)	(2,546,907)	(2,611,732)	(2,681,568)	(2,747,377)
<b>Transfers to/from Other Funds</b>	<b>-</b>	<b>-</b>	<b>(1,500,000)</b>	<b>(1,500,000)</b>	<b>(1,200,000)</b>	<b>(1,090,000)</b>	<b>110,000</b>
Wheaton PLD Transfers	-	-	-	-	-	-	110,000
Silver Spring PLD Transfers	-	-	(1,500,000)	(1,500,000)	(1,200,000)	(1,200,000)	-
<b>Subtotal Transfers</b>	<b>(2,043,375)</b>	<b>(2,857,735)</b>	<b>(3,882,391)</b>	<b>(4,516,044)</b>	<b>(4,292,333)</b>	<b>(4,263,913)</b>	<b>(3,141,752)</b>
<b>Total Resources</b>	<b>27,530,816</b>	<b>23,098,714</b>	<b>28,517,864</b>	<b>26,118,554</b>	<b>24,687,475</b>	<b>23,748,375</b>	<b>24,584,546</b>
<b>CIP Current Revenue Appropriation Expenditure</b>							
Facilities Planning Parking: Bethesda PLD	(250,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Parking Bethesda Facilities Renovations	(3,932,000)	(3,958,000)	(6,115,000)	(5,174,000)	(4,465,000)	(3,765,000)	(3,765,000)
<b>Subtotal CIP Current Revenue Appropriation Expenditure</b>	<b>(4,182,000)</b>	<b>(4,048,000)</b>	<b>(6,205,000)</b>	<b>(5,264,000)</b>	<b>(4,555,000)</b>	<b>(3,655,000)</b>	<b>(3,655,000)</b>
<b>Appropriations/Expenditures</b>							
<b>Operating Budget</b>	<b>(9,087,293)</b>	<b>(10,045,398)</b>	<b>(10,284,554)</b>	<b>(10,531,703)</b>	<b>(10,787,744)</b>	<b>(11,049,534)</b>	<b>(11,329,491)</b>
Personnel Costs	(2,104,956)	(2,341,618)	(2,388,145)	(2,445,969)	(2,505,739)	(2,566,969)	(2,629,696)
Operating Expenses	(6,982,337)	(7,703,780)	(7,896,409)	(8,085,733)	(8,282,005)	(8,482,565)	(8,699,796)
Existing Debt Service	(4,634,250)	(3,104,200)	(3,091,100)	(3,078,800)	(3,068,200)	(3,053,300)	(1,803,600)
Adjustment	-	-	-	-	-	-	-
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(13,721,543)</b>	<b>(13,149,598)</b>	<b>(13,375,654)</b>	<b>(13,610,503)</b>	<b>(13,855,944)</b>	<b>(14,102,834)</b>	<b>(13,133,091)</b>
<b>Other Claims on Fund Balance</b>	<b>16,621</b>	<b>6,891</b>	<b>(23,569)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers OPEB	(23,569)	(23,569)	(23,569)	-	-	-	-
Claim on Fund Balance - Prepaid Retiree Health Insurance	40,190	30,460	-	-	-	-	-
<b>Total Use of Resources</b>	<b>(17,886,922)</b>	<b>(17,190,707)</b>	<b>(19,604,223)</b>	<b>(18,874,503)</b>	<b>(18,410,944)</b>	<b>(17,757,834)</b>	<b>(16,788,091)</b>
<b>Revenue vs Outflows (Transfer+Total Use of Resources) Gap</b>	<b>(4,839,613)</b>	<b>(3,735,887)</b>	<b>3,005,633</b>	<b>(2,665,589)</b>	<b>(967,520)</b>	<b>(285,990)</b>	<b>1,805,913</b>
<b>Year End Fund Balance</b>	<b>9,643,894</b>	<b>5,908,007</b>	<b>8,913,640</b>	<b>7,244,051</b>	<b>6,276,531</b>	<b>5,990,542</b>	<b>7,796,455</b>
<b>Bond Restricted Reserve</b>	<b>(4,479,896)</b>	<b>(5,203,390)</b>	<b>(5,229,582)</b>	<b>(5,257,609)</b>	<b>(5,285,920)</b>	<b>(5,315,232)</b>	<b>(5,344,026)</b>
<b>Year End Available Fund Balance</b>	<b>5,163,998</b>	<b>704,617</b>	<b>3,684,058</b>	<b>1,986,442</b>	<b>990,611</b>	<b>675,310</b>	<b>2,452,429</b>
<b>Available Fund Balance as a % of Next Year's PSP Expenses</b>	<b>39%</b>	<b>5%</b>	<b>27%</b>	<b>14%</b>	<b>7%</b>	<b>5%</b>	<b>18%</b>
<b>Target Balance</b>	<b>3,287,399</b>	<b>3,343,914</b>	<b>3,402,626</b>	<b>3,463,986</b>	<b>3,525,708</b>	<b>3,283,273</b>	<b>3,456,288</b>

Other Assumptions:

- 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.
- 2. Net Proceeds from the sale of Lot 43 in FY23 in the amount of \$6.331M assuming gross sales price of \$8.441M and HIF retainage of 25% of the sales amount.
- 3. Transfer from the General Fund to cover the appraisal difference for Lot 43 sale of \$559K.
- 4. Revenue growth starting in FY24 as a result of increased occupancy associated with the Marriott development (Net increase of \$1.2M per year).
- 5. Deferment of capital renovation projects in FY21 and FY22 to future years due to revenue loss from COVID.
- 6. Reduction to revenues in FY21-22 due to G47 renovation limiting available spaces (\$200K in FY21 and FY22).
- 7. Debt repayment to General Fund to payoff Silver Spring loan (\$3M) in the amount of \$1.5M in FY23 and FY24.
- 8. 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 26 (Service Center costs \$4.8M, Bethesda's share is \$2.4M).
- 9. Significant revenue reduction in F21 and FY22 with lingering affect through FY27.
- 10. Using the Bond Renewal and Restoration Account Reserve in FY21 with repayment in FY22.
- 11. Receiving a loan from the General Fund Reserve of \$2.7M in FY21 with repayment in FY27.
- 12. Taking out a line of credit from the Bond Reserve Account for \$2M.

Silver Spring PLD

FY21-26 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated 2021	Recommended 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<b>Assumptions</b>							
Indirect Cost Rate	18.64%	19.18%	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.28%	1.62%	1.99%	2.42%	2.44%	2.44%	2.44%
Investment Income Yield	0.15%	0.10%	0.35%	0.35%	0.35%	0.35%	0.35%
<b>Beginning Fund Balance</b>	<b>11,551,783</b>	<b>2,898,979</b>	<b>452,670</b>	<b>2,252,628</b>	<b>3,213,496</b>	<b>2,530,741</b>	<b>1,325,384</b>
<b>Revenues</b>							
<b>Taxes</b>	-	-	-	-	-	-	-
Real Property Taxes	-	-	-	-	-	-	-
<b>Charges for Services</b>	<b>4,090,421</b>	<b>11,086,331</b>	<b>14,253,892</b>	<b>14,943,892</b>	<b>14,943,892</b>	<b>14,943,892</b>	<b>14,943,892</b>
Parking Fees Base	12,920,413	12,920,413	12,920,413	12,920,413	12,920,413	12,920,413	12,920,413
Reduced Fees - COVID	(8,139,992)	(2,884,082)	(786,521)	(786,521)	(786,521)	(786,521)	(786,521)
Increased Rates	(690,000)	1,050,000	2,010,000	2,700,000	2,700,000	2,700,000	2,700,000
Discovery G9	-	-	110,000	110,000	110,000	110,000	110,000
<b>Fines &amp; Forfeits</b>	<b>629,501</b>	<b>1,613,036</b>	<b>1,802,805</b>	<b>1,802,805</b>	<b>1,802,805</b>	<b>1,802,805</b>	<b>1,802,805</b>
Parking Fines	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689	1,897,689
Reduced Fines - COVID	(1,268,188)	(284,654)	(94,884)	(94,884)	(94,884)	(94,884)	(94,884)
<b>Miscellaneous</b>	<b>41,270</b>	<b>26,140</b>	<b>33,220</b>	<b>53,050</b>	<b>66,270</b>	<b>66,270</b>	<b>66,270</b>
Investment Income	21,270	6,140	13,220	33,050	46,270	46,270	46,270
Property Rentals	-	-	-	-	-	-	-
Miscellaneous Revenues	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Subtotal Revenues</b>	<b>4,761,192</b>	<b>12,725,507</b>	<b>16,089,917</b>	<b>16,799,747</b>	<b>16,812,967</b>	<b>16,812,967</b>	<b>16,812,967</b>
<b>Transfers</b>							
<b>Transfers to/from General Fund</b>	<b>(489,681)</b>	<b>(507,278)</b>	<b>(517,258)</b>	<b>(529,662)</b>	<b>(542,482)</b>	<b>(555,616)</b>	<b>(569,071)</b>
Indirect Costs	(484,681)	(502,278)	(512,258)	(524,662)	(537,482)	(550,616)	(564,071)
Telecommunications NDA	-	-	-	-	-	-	-
General Fund - Other	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
<b>Transfers to/from Special Funds : Tax Supported</b>	<b>(2,813,959)</b>	<b>(2,704,922)</b>	<b>(2,804,101)</b>	<b>(2,892,581)</b>	<b>(2,994,464)</b>	<b>(3,094,790)</b>	<b>(3,094,790)</b>
Silver Spring Urban District	(2,813,959)	(2,704,922)	(2,804,101)	(2,892,581)	(2,994,464)	(3,094,790)	(3,094,790)
<b>Transfers to/from Other Funds</b>	<b>-</b>	<b>-</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>-</b>
Bethesda PLD Transfers	-	-	1,500,000	1,500,000	1,200,000	1,200,000	-
Wheaton PLD Transfers	-	-	-	-	-	-	-
<b>Subtotal Transfers</b>	<b>(3,303,640)</b>	<b>(3,212,200)</b>	<b>(1,821,359)</b>	<b>(1,922,243)</b>	<b>(2,336,946)</b>	<b>(2,450,406)</b>	<b>(3,663,861)</b>
<b>Total Resources</b>	<b>13,009,335</b>	<b>12,412,285</b>	<b>14,721,228</b>	<b>17,130,132</b>	<b>17,689,516</b>	<b>16,893,302</b>	<b>14,474,490</b>
<b>CIP Current Revenue Appropriation Expenditure</b>							
Facilities Planning Parking: Silver Spring PLD	(74,000)	(290,000)	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Parking Silver Spring Facilities Renovations	(656,000)	(1,730,000)	(2,195,000)	(3,370,000)	(4,310,000)	(4,410,000)	(2,610,000)
Parking Lot Districts Service Facility	(260,000)	-	-	-	-	-	-
<b>Subtotal CIP Current Revenue Appropriation Expenditure</b>	<b>(990,000)</b>	<b>(2,020,000)</b>	<b>(2,285,000)</b>	<b>(3,460,000)</b>	<b>(4,400,000)</b>	<b>(4,500,000)</b>	<b>(2,700,000)</b>
<b>Appropriations/Expenditures</b>							
<b>Operating Budget</b>	<b>(9,130,601)</b>	<b>(9,942,821)</b>	<b>(10,164,744)</b>	<b>(10,456,636)</b>	<b>(10,758,776)</b>	<b>(11,067,917)</b>	<b>(11,393,147)</b>
Personnel Costs	(2,202,330)	(2,618,761)	(2,670,795)	(2,735,463)	(2,802,306)	(2,870,783)	(2,940,934)
Operating Expenses	(6,928,271)	(7,324,060)	(7,493,950)	(7,721,174)	(7,956,469)	(8,197,134)	(8,452,213)
Adjustment	-	-	-	-	-	-	-
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(9,130,601)</b>	<b>(9,942,821)</b>	<b>(10,164,744)</b>	<b>(10,456,636)</b>	<b>(10,758,776)</b>	<b>(11,067,917)</b>	<b>(11,393,147)</b>
<b>Other Claims on Fund Balance</b>	<b>10,245</b>	<b>3,205</b>	<b>(18,855)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers OPEB	(18,855)	(18,855)	(18,855)	-	-	-	-
Claim on Fund Balance - Prepaids Retiree Health Insurance	29,100	22,060	-	-	-	-	-
<b>Total Use of Resources</b>	<b>(10,110,356)</b>	<b>(11,959,616)</b>	<b>(12,468,599)</b>	<b>(13,916,636)</b>	<b>(15,158,776)</b>	<b>(15,567,917)</b>	<b>(14,093,147)</b>
<b>Revenue vs Outflows (Transfer+Total Use of Resources) Gap</b>	<b>(8,652,804)</b>	<b>(2,446,309)</b>	<b>1,799,958</b>	<b>960,867</b>	<b>(602,755)</b>	<b>(1,205,357)</b>	<b>(944,041)</b>
<b>Year End Fund Balance</b>	<b>2,898,979</b>	<b>452,670</b>	<b>2,252,628</b>	<b>3,213,496</b>	<b>2,530,741</b>	<b>1,325,384</b>	<b>381,343</b>
<b>Bond Restricted Reserve</b>							
<b>Year End Available Fund Balance</b>	<b>2,898,979</b>	<b>452,670</b>	<b>2,252,628</b>	<b>3,213,496</b>	<b>2,530,741</b>	<b>1,325,384</b>	<b>381,343</b>
<b>Available Fund Balance as a % of Next Year's PSP Expenses</b>	<b>29%</b>	<b>4%</b>	<b>22%</b>	<b>30%</b>	<b>23%</b>	<b>12%</b>	<b>3%</b>
<b>Target Balance</b>	<b>2,485,705</b>	<b>2,541,186</b>	<b>2,614,159</b>	<b>2,689,694</b>	<b>2,766,979</b>	<b>2,848,287</b>	<b>3,494,081</b>
<b>Year End Balance vs Target Balance Gap (Shortfall)</b>	<b>413,274</b>	<b>(2,088,516)</b>	<b>(361,531)</b>	<b>523,802</b>	<b>(236,238)</b>	<b>(1,522,902)</b>	<b>(3,112,738)</b>

Other Assumptions:

- Phase 2 of incremental rate increase that was approved in FY21 will be implemented in FY22. FY22 revenues are projected to be \$1,050,000.
- Increase in operating expense starting in FY21 based on the increased hours and rates to cover enforcement, security, and cashier management (\$400K)
- Transfer from Bethesda fund to cover half the costs of the new PLD Service Center in the amount of \$1.2M in FY25 and 26 (Service Center costs \$4.8M, Bethesda's share is \$2.4M)
- Operational Expenditure savings of \$2.1M in FY21-23 and \$1.9M in FY24-27
- Projected Revenue reduction to Fees and Fines based on COVID
- Defer CIP renovation expenditures of \$4.5M in FY21, \$2.3M in FY22, and \$2.0M in FY23.
- Urban District Reduction of \$142K in FY22-27
- Projected Discovery G9 partial revenue return of \$110K in FY23

Wheaton PLD

FY21-26 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated 2021	Recommended 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<b>Assumptions</b>							
Indirect Cost Rate	18.64%	19.18%	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.28%	1.62%	1.99%	2.42%	2.44%	2.44%	2.44%
Investment Income Yield	0.15%	0.10%	0.35%	0.35%	0.35%	0.35%	0.35%
<b>Beginning Fund Balance</b>	<b>874,605</b>	<b>79,679</b>	<b>109,675</b>	<b>309,615</b>	<b>557,575</b>	<b>854,637</b>	<b>1,014,185</b>
<b>Revenues</b>							
<b>Taxes</b>	-	-	-	-	-	-	-
Real Property Taxes	-	-	-	-	-	-	-
<b>Charges for Services</b>	<b>775,176</b>	<b>1,479,220</b>	<b>1,876,250</b>	<b>1,876,250</b>	<b>1,876,250</b>	<b>1,876,250</b>	<b>1,876,250</b>
Parking Fees Base	1,375,000	1,375,000	1,375,000	1,375,000	1,375,000	1,375,000	1,375,000
Reduced Fees - COVID	(599,824)	(345,780)	(98,750)	(98,750)	(98,750)	(98,750)	(98,750)
Increased Rates	-	450,000	600,000	600,000	600,000	600,000	600,000
Fines & Forfeits	142,956	404,600	452,200	452,200	452,200	452,200	452,200
Parking Fines	476,000	476,000	476,000	476,000	476,000	476,000	476,000
Reduced Fines - COVID	(333,044)	(71,400)	(23,800)	(23,800)	(23,800)	(23,800)	(23,800)
Miscellaneous	960	280	600	1,500	2,100	2,100	2,100
Investment Income	960	280	600	1,500	2,100	2,100	2,100
Miscellaneous Revenues	-	-	-	-	-	-	-
<b>Subtotal Revenues</b>	<b>919,092</b>	<b>1,884,100</b>	<b>2,329,050</b>	<b>2,329,950</b>	<b>2,330,550</b>	<b>2,330,550</b>	<b>2,330,550</b>
<b>Transfers</b>							
<b>Transfers to/from General Fund</b>	<b>(71,213)</b>	<b>(74,802)</b>	<b>(76,289)</b>	<b>(78,136)</b>	<b>(80,045)</b>	<b>(82,001)</b>	<b>(84,005)</b>
Indirect Costs	(71,213)	(74,802)	(76,289)	(78,136)	(80,045)	(82,001)	(84,005)
<b>Transfers to/from Special Funds : Tax Supported</b>	<b>(88,667)</b>	<b>(200,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>	<b>(300,000)</b>
Wheaton Urban District	(88,667)	(200,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
<b>Transfers to/from Other Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(110,000)</b>	<b>(110,000)</b>
Bethesda PLD Transfers	-	-	-	-	-	(110,000)	(110,000)
Silver Spring PLD Transfers	-	-	-	-	-	-	-
<b>Subtotal Transfers</b>	<b>(159,880)</b>	<b>(274,802)</b>	<b>(376,289)</b>	<b>(378,136)</b>	<b>(380,045)</b>	<b>(492,001)</b>	<b>(494,005)</b>
<b>Total Resources</b>	<b>1,633,817</b>	<b>1,688,977</b>	<b>2,062,436</b>	<b>2,261,430</b>	<b>2,508,080</b>	<b>2,693,186</b>	<b>2,850,730</b>
<b>CIP Current Revenue Appropriation Expenditure</b>							
Facilities Planning Parking: Wheaton PLD	(45,000)	(58,000)	(145,000)	(145,000)	(45,000)	(45,000)	(45,000)
Parking Wheaton Facilities Renovations	(71,000)	(34,000)	(12,000)	(12,000)	(112,000)	(112,000)	(112,000)
<b>Subtotal CIP Current Revenue Appropriation Expenditure</b>	<b>(116,000)</b>	<b>(92,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>	<b>(157,000)</b>
<b>Appropriations/Expenditures</b>							
<b>Operating Budget</b>	<b>(1,438,762)</b>	<b>(1,486,916)</b>	<b>(1,592,285)</b>	<b>(1,546,855)</b>	<b>(1,496,442)</b>	<b>(1,522,001)</b>	<b>(1,569,338)</b>
Personnel Costs	(354,612)	(390,001)	(397,750)	(407,381)	(417,336)	(427,534)	(437,981)
Operating Expenses	(1,084,150)	(1,096,915)	(1,194,534)	(1,139,474)	(1,079,107)	(1,094,467)	(1,131,357)
Operating Expenses	(1,084,150)	(1,096,915)	(1,277,519)	(1,311,469)	(1,346,662)	(1,381,682)	(1,418,572)
Retiree Health Insurance Pre-Funding	-	-	90,890	179,900	275,460	295,120	295,120
Labor Agreement	-	-	(7,905)	(7,905)	(7,905)	(7,905)	(7,905)
Scenario: Operating Expenses	-	-	-	-	-	-	-
Adjustment	-	-	-	-	-	-	-
<b>Subtotal PSP Operating Budget Appropriation</b>	<b>(1,438,762)</b>	<b>(1,486,916)</b>	<b>(1,592,285)</b>	<b>(1,546,855)</b>	<b>(1,496,442)</b>	<b>(1,522,001)</b>	<b>(1,569,338)</b>
<b>Other Claims on Fund Balance</b>	<b>624</b>	<b>(386)</b>	<b>(3,536)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers OPEB	(3,536)	(3,536)	(3,536)	-	-	-	-
Claim on Fund Balance – Prepaids Retiree Health Insurance	4,160	3,150	-	-	-	-	-
<b>Total Use of Resources</b>	<b>(1,554,138)</b>	<b>(1,579,302)</b>	<b>(1,752,821)</b>	<b>(1,703,855)</b>	<b>(1,653,442)</b>	<b>(1,679,001)</b>	<b>(1,726,338)</b>
<b>Revenue vs Outflows (Transfer+Total Use of Resources) Gap</b>	<b>(794,926)</b>	<b>29,995</b>	<b>199,941</b>	<b>247,959</b>	<b>297,063</b>	<b>159,548</b>	<b>110,208</b>
<b>Year End Fund Balance</b>	<b>79,679</b>	<b>109,675</b>	<b>309,615</b>	<b>557,575</b>	<b>854,637</b>	<b>1,014,185</b>	<b>1,124,393</b>
<b>Bond Restricted Reserve</b>							
<b>Year End Available Fund Balance</b>	<b>79,679</b>	<b>109,675</b>	<b>309,615</b>	<b>557,575</b>	<b>854,637</b>	<b>1,014,185</b>	<b>1,124,393</b>
<b>Available Fund Balance as a % of Next Year's PSP Expenses</b>	<b>5%</b>	<b>7%</b>	<b>20%</b>	<b>37%</b>	<b>56%</b>	<b>65%</b>	<b>65%</b>
<b>Target Balance</b>	<b>371,729</b>	<b>398,071</b>	<b>386,714</b>	<b>374,111</b>	<b>380,500</b>	<b>392,334</b>	<b>435,367</b>

Other Assumptions:

1. Projected Revenue reduction to Fees and Fines based on COVID.
2. Proposed rate increase in FY22 will generate Revenue an additional \$450,000 in FY22.
3. Increase in operating expense starting in FY22 based on the increased hours and rates to cover enforcement, security (\$50K).
4. Repayment of a Bethesda PLD loan of \$220K in FY26 and FY27
5. Reduction to Urban District Transfer in FY22 of 268K and \$168K for FY23-27.
6. Implement \*\*10% savings plan from FY21-27