Vision

A More Equitable and Inclusive Montgomery County



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

About Montgomery County

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 1,050,688 as of July 2019, consisting of 42.9 percent White (non-Hispanic) and 57.10 percent cultural minorities. About 32.3 percent of Maryland's foreign-born population resided in Montgomery County in 2019.

The 2019 median household income was $108,820. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for December 2020 was 546,409 with an unemployment rate of 5.7 percent. Montgomery County is an employment center with 61.5 percent of employment occupied by persons residing and working in the County. For the 2020 fall enrollment, 160,294 pupils were registered in the County's schools.

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FY22 Recommended Operating Budget and FY22-FY27 Public Services Program

Marc Elrich, County Executive

March 2021

Montgomery County, Maryland
Office of Management and Budget



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, 2020.

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

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* 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 15, 2021

TO: Tom Hucker, President, Montgomery County Council

FROM: Marc Elrich, County Executive

SUBJECT: FY22 Recommended Operating Budget and Public Services Program FY22-FY27

I am pleased to submit my Fiscal Year 2022 Recommended Operating Budget. This budget is put forth at a critical time for our community and is focused on our response to and recovery from the COVID-19 pandemic, while also remaining focused on our long-term goals of social justice, equity, and community resiliency. We must position ourselves to respond successfully to challenges in the future, including climate change.

FY22 Recommended Budget by Agency

Agency	Total Budget	Tax Supported
Montgomery County Government	$2,167,555,652	$1,665,868,937
Montgomery County Public Schools	2,780,512,190	2,534,935,412
Montgomery College	312,582,500	265,454,984
M-NCPPC (including Debt Service)	165,806,522	146,092,288
Retiree Health Insurance	93,940,501	92,154,058
Debt Service (MCG)	448,687,490	420,725,740
TOTAL	5,969,084,855	5,125,231,419

OVERVIEW

A little over one year ago the first cases of COVID-19 were reported in Montgomery County and in the State of

Maryland. On March 5, 2020, the Governor declared a state of emergency that continues to this day. In the last twelve months, nearly 1,400 County residents have lost their lives and more than 64,000 County residents have contracted COVID-19. Sadly, these numbers continue to rise every day. For many who do get sick, the effects continue to linger even after they have recovered from the virus. Our seniors and communities of color have been disproportionately impacted at an alarming rate. The collective pain we have suffered as a County will remain in our hearts and minds for years to come, but we have been resilient and found ways to overcome the challenges that COVID-19 has created.

Our dedicated County workforce has done an incredible job of assisting the people who live and work here by administering COVID-19 tests and vaccines; providing food to those who are hungry; implementing new assistance programs to aid our businesses, nonprofits, and childcare providers; and quickly assembling emergency assistance programs to provide urgently needed help to residents who suddenly found themselves in a precarious economic situation.

I am proud of the work we have accomplished over the past year. County employees have learned to work differently and found innovative ways to deliver services throughout the pandemic. Many of our employees have been on the front lines - from the beginning putting themselves at risk to provide necessary services to our community. I am grateful for their tireless efforts to serve the people of Montgomery County.

Over the past year, we have made many difficult financial decisions to adjust to these unprecedented times. And while the County has a Fiscal Policy to achieve and maintain a funding reserve level of ten percent of adjusted governmental revenues, certain expenditures during this pandemic were essential to protecting and supporting our residents and organizations. In many cases, we needed to pay up-front for costs that we are confident will be fully reimbursed by the Federal Emergency Management Agency (FEMA). In other instances, tapping our reserves to alleviate economic pressures on our community was simply the right thing to do. We ended FY20 with reserves at 8.9 percent of adjusted governmental revenue. This budget presents a plan to restore the reserves to our policy level within three fiscal years, and the actions taken in my budget will bring our expected FY22 reserve level up to 9.6 percent.

Thankfully, our Federal and State partners have provided some much-needed assistance, and our revenue forecasts have greatly improved. The Coronavirus Aid, Relief, and Economic Security (CARES) Act provided the County with $183.3 million in flexible aid to help address many of our most pressing expenditure challenges. In addition, we also received funds to help maintain our transit system that experienced record lows in ridership due to stay at home orders, business shutdowns, physical distancing requirements, and other societal shifts brought on by the virus. The State provided us with funds to help our restaurants when the pandemic was in its most extreme phase.

Most recently, the enactment of President Biden's American Rescue Plan Act will provide the County government with $204 million in Federal aid that will be used over the coming months and years to provide economic assistance to our residents and businesses. In addition, this funding will ensure that the County government recovers from the pandemic stronger and more resilient.

I want to thank our Congressional Delegation for their work in providing much needed fiscal relief to the County and economic relief to our residents and businesses. Without this critical Federal aid, we would not be able to support the revitalization of our community with this budget.

The toll that this disease has taken on us has been in the forefront of our minds as we have worked to minimize the impact the virus takes in our community. We have put public health first and it is been hard on all of us. Our businesses, non-profits, educators, children and their parents have had to adjust to a new normal that have extremely challenging. The County has worked diligently to help our struggling employers keep their doors open because we understand that they are essential to our economy and our quality of life. We continue to provide financial support through multiple relief programs designed to assist restaurants, retailers, service providers, and arts organizations during these difficult times.

The County has also provided rental relief assistance for families and individuals who are not working or have lost income due to COVID-19. We have expanded Wi-Fi into more public spaces and created more outdoor spaces for residents.

We continue to do as much as possible to stabilize working families, many who were already in need of assistance. We anticipate that many of these programs will continue into the next fiscal year.

The FY22 Recommended Operating Budget focuses on three main goals: Response, Recovery, and Resilience, so that our residents and businesses can continue to pull through this crisis and that we continue to move towards our critical community goals. I feel confident that better days are ahead.

SUPPORT FOR FAMILIES AND VULNERABLE RESIDENTS

This pandemic has been especially difficult for our low-income residents. My Recommended Budget sets aside an additional $15 million to enhance the Working Families Income Supplement program and an additional $5 million to expand the program for those residents who have a taxpayer identification number. These programs provide financial assistance to low-income working families in the County and will help them overcome the challenges that many have faced during this past year.

The pandemic has not only taken a toll on the financial health of families, but it has also taken a significant toll on the mental health and well-being of our residents. In the Department of Health and Human Services, I am recommending continuing funding for the Family Strengthening Program to address the complex needs of families, improve family stability, and reduce risky behaviors. In addition, I am recommending continuing funding for the Family Strengthening and Intervention Program that will provide holistic one-on-one coaching for families that are struggling with instability and violence at home.

One of the most important programs that the County has implemented during the pandemic has been the creation of eight service consolidation hubs. These hubs were established to coordinate a cluster of organizations that provide comprehensive services to residents. Each hub is hosted by a community-based organization that is supported by the County and assisted by multiple nonprofit partners, and each one develops a unique approach to the challenges of their particular community. The eight hubs provide a single location for multiple services, including groceries and prepared meals, telemedicine, diapers, and access to other social services. They are a critical resource providing comprehensive wrap-around services to those facing food insecurity. The hubs have also provided us with the opportunity to go deeper into communities where the County government alone could not have provided services in a culturally appropriate manner. Recognizing the continued need for these sites and services, I am recommending $3.6 million be provided to the Department of Health and Human Services to continue working with our community providers to strengthen the hubs and to provide one full-time position to support the continued work.

One important goal of my Administration is to help all individuals and families obtain one of the most basic human needs: adequate shelter. The FY22 Recommended Budget includes almost $500,000 to expand our Rapid Rehousing Program. Rapid Rehousing is an effective strategy that helps individuals and families quickly exit homelessness, return to housing in the community, and avoid becoming homeless again in the near term. The funds provided in my Recommended Budget will fund an additional 26 Rapid Rehousing slots plus 5 additional slots for victims of Domestic Violence.

In addition to expanding Rapid Rehousing, I am also recommending an additional $1 million for the Rental Assistance Program. The program provides subsidies to individuals and families of up to 25 percent of the monthly rental cost of a unit. The average two-bedroom unit in Montgomery County rents for over $1,600 per month, yet the current monthly benefit has been capped at $200 for decades. The cap must be raised in order to provide an appropriate subsidy to households to ensure housing stability. This enhancement will allow the Department of Health and Human Services to provide this meaningful benefit to hundreds of families.

In May 2019, the location of our primary men's shelter at 600 E. Gude Drive was compromised due to environmental issues. Loss of this shelter plus the need to provide adequate space for physical distancing for sleeping, eating, and common program areas in existing shelters has created a great need. To address this need and to implement a policy that provides housing for the homeless year round, I am recommending changes to the County's capital budget to fill

the gap by constructing a new facility that will shelter 200 people. As a result, my Recommended Budget includes $3.1 million in additional funds for the new shelter and year-round sheltering.

One of the signature initiatives of my Administration is the Early Care and Education Initiative. In March 2019, I, along with then-Council President Nancy Navarro, jointly announced this initiative in partnership with Montgomery County Public Schools and Montgomery College. This Initiative is a four-year action plan to significantly expand quality early care and education options for infants, toddlers, and preschoolers - providing greater access to more families. My FY22 Recommended Budget includes $5 million in additional funding for this program's sustainability, access, affordability, and expansion. Quality childcare is especially important as more parents and caretakers reenter the job market as our local economy recovers. There will be $12.5 million available for this program in FY22.

AFFORDABLE HOUSING

One of the key steps to achieving a more equitable and just society and helping all of our residents thrive is ensuring access to housing that is affordable and safe. To expand the preservation and production of housing that is affordable to our most economically burdened residents, the FY22 budget for the Montgomery Housing Initiative (MHI) provides the highest level of funding in County history by allocating $89.1 million for affordable housing. This includes $61.1 million in the Montgomery Housing Initiative (MHI) Fund, $22.0 million for the Affordable Housing Acquisition and Preservation CIP project, and $6.0 million for the new Affordable Housing Opportunity Fund requested through a special supplemental sent to the Council in December 2020 that still awaits action.

This budget recommendation increases dedicated funding to provide financing loans for the acquisition and preservation of affordable housing units, renovation of distressed housing, and creation of mixed-income housing as well as housing units for special needs residents and seniors. It also continues funding to support the "Building Neighborhoods to Call Home" and "Housing First" programs and provides committed rental assistance to help the County's most vulnerable residents.

In addition, the FY22 Recommended Budget supports a $50 million Housing Production fund within the Housing Opportunities Commission (HOC). The committed County funding over a 20-year period will allow HOC to provide construction bridge-financing for their affordable housing development projects. Loan repayments from the fund can be used to support additional affordable housing projects.

PUBLIC SAFETY

My administration takes very seriously the community's call to reimagine public safety so that members of all communities truly feel protected. For this reason, I am reorganizing the Montgomery County Police Department to address community concerns, create service efficiencies, and realize financial savings.

The reorganization contained in my Recommended Budget eliminates 29 positions across MCPD, of which 25 are for sworn officers. While many of these eliminated positions are currently vacant, the officers and staff that were assigned to a position that will be eliminated will be reassigned in the department. Reductions were taken from a wide cross-section of positions including, but not limited to, School Resource Officers and police officers in Patrol, Collision Reconstruction, Traffic Complaints, SWAT, K9, and Emergency Services. Savings created by the reorganization also resulted from replacing sworn officer positions with civilian positions within the Evidence Unit and the Personnel Division.

For far too long, the County, like most jurisdictions across this country, has allowed major social problems to become problems that have been left to the police to address, such as incidents involving residents presenting mental health issues. To better address these issues, we will be enhancing and strengthening much needed social services and emotional

supports. At the same time, we will reduce the reliance on police, thereby reducing negative interactions and outcomes with police officers.

To that end, my Recommended Budget adds six additional support personnel to the Mobile Crisis and Outreach Team in the Department of Health and Human Services, to create three new crisis outreach teams. This service boosts the County's behavioral health crisis response to residents with a mental and/or substance use disorder, and crisis response to schools. The Department is also pursuing additional grant funding to further bolster this effort.

In addition, I am including funds to create a community-based Homeless Court program to connect persons who are homeless or have been homeless to services while simultaneously resolving open misdemeanor criminal, traffic, and transit matters. Furthermore, this budget includes over $550,000 to expand mental health services at Linkages to Learning sites in schools with a high concentration of poverty, plus $250,000 for mental health services for MCPS students and their families.

For the Montgomery County Fire and Rescue Service, my Recommended Budget adds firefighter/rescuer positions to reduce the need for overtime while firefighter/rescuers are engaged in full-time training to become paramedics. In addition, I am recommending additional funding to continue the deployment of cell phone technology on all apparatus to support new alternative destination and telemedicine programs, and to provide backup communication contingency. An additional daywork ambulance will provide enhanced EMS transport capacity. Furthermore, I am recommending that we add a paramedic chase car to improve advanced life support (ALS) emergency medical service delivery in the County. By separating the paramedic from the transport unit, the advanced medical resource can be redeployed back into the community more quickly, improving ALS availability. Finally, I am recommending that the County replace 27 aging heart monitor/defibrillators assigned to advanced life support transport units, paramedic chase cars, and engines to ensure the operability of critical life-saving equipment. Funds are allocated in the debt service budget for this purchase.

Funds are also provided to support an audit of MCFRS operations and administration with a focus on optimizing resource deployment to address Racial Equity and Social Justice while identifying resource efficiencies. This effort, in partnership with the Department's ongoing work with the Office of Racial Equity and Social Justice, will create an Equity-focused framework for decision-making in resource allocation, operations, and administration.

EQUITY

One of the central tenets of my Administration is the creation of a more equitable and inclusive community. The Office of Racial Equity and Social Justice was created to reduce and eliminate racial disparities and inequities in Montgomery County. These inequities were made all too clear this past year with communities of color and low-income families disproportionately impacted by the pandemic. To change this, we must continue to build capacity within County Government to implement policies and programs throughout County government that advance these principles. Therefore, I am recommending that the Office of Racial Equity and Social Justice be provided with two additional program manager positions to increase its capacity to carry out its charge.

As we have seen all too clearly, the pandemic has laid bare the health disparities that existed in our society before its arrival. Whether someone lives in a city or in a rural area, whether they are wealthy or are just scraping by, and regardless of their race, ethnicity, or the language they speak - everyone should have access to adequate medical care. For this purpose, my budget includes nearly $900,000 to fund a Mobile Health Clinic in order to increase health care access and alleviate disparities throughout the County. The program will seek to improve health outcomes in vulnerable populations and communities.

Montgomery County's diversity is one of its greatest strengths. Our community is home to residents from around the world, many of whom speak languages other than English at home. During the response to COVID-19, a communications gap became apparent between services that the County offers and the people who call the County home. Language should never be a barrier between a family needing vital services and those who provide the services. As a result, working with

members of the County Council, the need for a multilingual and multicultural communications unit was identified.

My FY22 Recommended Budget includes nearly $1.7 million for the creation of a Multilingual and Multicultural Communications Unit within the Community Engagement Cluster. This unit, staffed with an additional 15 positions, will help connect the County's limited English proficient residents to the services that they and their families need. Furthermore, the FY22 Recommended Budget includes approximately $640,000 to hire bilingual contractual staff in HHS to help field the more complex "Tier 2" calls to MC311 from individuals seeking assistance with multiple health or social service needs and address longer than normal wait times at MC311. In addition to this unit, my Recommended Budget also provides a $100,000 enhancement to the Montgomery Coalition of Adult English Literacy (MCAEL) to help scale up services to meet the increased needs of limited English proficient individuals.

This past year we have become increasingly reliant on internet technology as many of us were working or learning remotely. Too often, however, our lower-income neighbors were left behind because of lack of access to high-speed broadband internet service. As we move forward to becoming a more equitable and resilient community, this issue must be addressed. My budget includes $100,000 to continue a program to bring broadband to Housing Opportunities Commission properties and affordable housing properties through the Digital Equity Initiative. Closing this digital divide will make the internet accessible to everyone regardless of income.

Part of creating a more equitable and inclusive community is making sure that everyone is treated fairly in housing, employment, and public accommodation and that they live free of intimidation. To this end, my proposed budget includes funding for two additional Investigator positions in the Office of Human Rights. These positions will work to resolve complaints of discrimination either through a formal complaint process or through mediation.

ENVIRONMENT AND TRANSPORTATION

The climate emergency is an imminent and existential threat to our way of life. I recognize that County government alone cannot meet our climate goals, therefore my recommended budget is designed to facilitate partnerships with residents and businesses of the County as well as our State and Federal partners. To advance the County's efforts to combat the threat of climate change, my budget adds three positions that will be funded by the Climate Change Planning NDA. An Energy Policy Manager will advocate with State-level policymakers and regulators for policies that align with our efforts to clean the electric grid. A new Program Manager position will accelerate the electrification of private and commercial vehicles, and an Outreach Specialist will engage the public in reducing greenhouse gas emissions.

I have also added a new position to the Tree Montgomery program to clear the backlog of requests for new trees and allow the program to focus proactively on areas with little tree cover. Trees are an effective way to reduce greenhouse gas emissions. In addition, I am recommending a new Capital Project to renovate our Material Recycling Facility so that the County can process 100 percent of the recyclable material we generate, with capacity to add new materials to our recycling capabilities. This is a project that has both environmental and financial benefits.

Furthermore, my Recommended Budget adds $100,000 each for the RainScapes Program and Watershed Grants, two programs that help residents and businesses initiate environmentally friendly rainwater practices on their own property. The demand for both programs exceeds their current budgets, and the effort helps us meet stormwater management obligations under State law on land that is not owned by the County. I have also added $100,000 for a comprehensive Countywide anti-litter campaign, and a new position to increase enforcement of laws that fall under the Department of Environmental Protection, such as the recently enacted bans on single-use plastic straws and un-recyclable polystyrene. Finally, I propose adding funding to expand a pilot program that provides the supplies for food scrap composting to interested residents. This program will reduce the amount of waste that enters the refuse stream.

Getting traffic and congestion under control is one of the most effective ways in curbing greenhouse gas emissions and at the same time contributing to our quality of life. An effective and reliable mass transit system is key to those efforts.

Amid this pandemic, we launched the Flash BRT on Route 29, which is an important step forward for the East County.

Now, we are moving forward with plans for BRT along Viers Mill Road and Route 355. For FY22, I am recommending a study to reimagine our Ride On transit network. The study will examine the system's route network and recommend changes for more efficient and effective service delivery, as well as consider Racial Equity concerns. A variety of route features will be examined including route structure and connectivity, route span, and frequency of service. The study's recommendations will assist the Department of Transportation in implementing strategies to improve in their performance measures and will be key to successfully incorporating electric vehicles into our fleet. Furthermore, I am recommending the purchase of an additional ten electric buses in FY22. This will bring the total electric fleet to 24 buses. There are currently four electric buses in service with another ten to be deployed within a year.

To accelerate the transition to a zero emissions fleet for Montgomery County Government, this budget includes funding for the Brookeville Bus Depot Electrification project, a Public Private Partnership (P3) intended to deliver the electrical infrastructure necessary to support the County's growing electric transit fleet. The project will involve building a large solar array system over the existing parking lot at the Brookeville Bus Depot in Silver Spring to provide green energy to charge the County's fleet of electric buses. This microgrid technology is part of the County's sustainability plan.

In addition, the Division of Fleet Management Services is purchasing two portable solar-powered electric vehicle charging stations with battery storage. The budget funds a pilot alternative approach to electric vehicle charging infrastructure. An off-grid, construction-free power solution that fits in a parking space, the system can be configured for any type of electric vehicle to provide sufficient electricity to drive approximately 245 miles per day. In the event of an emergency, the solar chargers can be used to provide emergency power.

ECONOMIC DEVELOPMENT

Since last March the County has provided more than $70 million in assistance to the businesses that have been hardest hit by the economic downturn. Through the Public Health Emergency Grant (PHEG) program, funding for the streeteries, funds for the business continuity task force, assistance for child care providers, and restaurant relief and tourism assistance, the County has partnered with our businesses to ensure that they can weather this storm. Looking ahead, as we return to a degree of normalcy, my FY22 budget includes funding for several initiatives that will work to ensure that our business community is resilient and comes back stronger than ever.

The FY22 Recommended Budget includes an additional $1 million in funds to continue our critical partnership with the Montgomery County Economic Development Corporation (MCEDC) - the organization that leads the County's efforts to showcase the County as an ideal location to start and grow a business. Of these funds, $300,000 will be used to support entrepreneurship development and $250,000 will be used to establish an Entrepreneurs-in-Residence Fellowship Fund. Furthermore, the FY22 budget includes $250,000 to fund MCEDC's efforts to support the proposed White Flint Research and Innovation Center collaborative project with the Washington Metropolitan Area Transit Authority (WMATA) in White Flint and $100,000 to support an Inclusive Economy Initiative that will work with minority-owned businesses and ethnically focused chambers of commerce to build a more equitable and inclusive economy in the County.

Finally, as we continue to recover from the pandemic, it will be critical to match potential employees and employers for our local economy to thrive. To support this need, my FY22 budget provides $100,000 to expand the talent pipeline and workforce development partnership to strategically promote targeted industries and connect the local business network to top talent.

Alongside our partnership with MCEDC, my Recommended Budget provides over $320,000 to support the development of an entrepreneurship ecosystem in the Incubator Programs - Economic Development Partnership non-departmental account. Additionally, as a result of the pandemic, my Recommended Budget includes $804,200 to the Conference and Visitors Bureau to offset the projected hotel/motel tax shortfall to help facilitate the resiliency of the

hospitality industry in the County.

My Recommended Budget provides $1.4 million to WorkSource Montgomery to implement the County's workforce development policies, including an additional $180,000 to provide growth opportunities to youth through the Summer RISE program. This successful program will be led again by WorkSource Montgomery in partnership with Montgomery County Public Schools to provide rising juniors and seniors with career development experiences in the public and private sectors.

EDUCATION

The return to in-person learning will be a critical component of our rebound from the pandemic. This budget fully funds the Board of Education's Request for $2.8 billion in FY22, including $1.8 billion from the County. This funding level exceeds the State's Maintenance of Effort requirement by over $40.2 million, a result of declining enrollment numbers, and qualifies our public schools for $29.7 million in additional State incentive funding.

We must provide the resources needed for safe in-person education to help students return to grade level after an unprecedented 2020-2021 school year. We are actively working with our partners in the General Assembly to ensure that any future Maintenance of Effort requirements will not be based on the artificially high per pupil allocation for FY22.

This budget also includes $312.5 million in funding for Montgomery College. This amount fully funds their budget request including a $500,000 increase for an expanded Montgomery Can Code program and an Innovation Hub on the Rockville Campus. The Montgomery Can Code program is a unique learning opportunity for youth who would like to pursue STEM education fields. The goals of the Innovation Hub, working with an equity lens, are to expand access to education and careers in STEM fields, and to spur community-based problem solving, entrepreneurship, innovation and collaboration for students, educators, emerging businesses, nonprofits, County residents, and community leaders.

Efforts to date to acquire a suitable site for the KID Museum have not been successful, so the Museum has opted to rent an expanded facility on an interim basis. This will allow KID to immediately expand its partnership programs with Montgomery County Public Schools to address COVID-related learning losses, serve at-risk children, and provide hands on learning programs for more children and their families. As a result, the County's support for KID Museum will shift to the operating budget, and a previously approved capital budget project will be phased out.

COMMUNITY PARTNERS

One of the County's major strengths is its collaborations with our community partners. The services offered by our partners help us to address poverty and social inequity, provide emergency services, serve disconnected youth in our community, and ensure that seniors and the differently-abled receive quality services. These partnerships help our most vulnerable neighbors access the services they need to thrive in a cost-effective manner. I am recommending a 1.5 percent inflationary adjustment for nonprofit contracts in the Department of Health and Human Services, medical adult day care supplement payments, developmental disabilities supplement payments, and grant funds to arts and humanities organizations through the Montgomery County Arts and Humanities Council. In addition, this budget moves 23 programs previously funded through the Community Grants budget into the base budgets of departments ($711,500). I also recommend including $9.6 million to renew previously awarded community grants.

EFFECTIVE AND SUSTAINABLE GOVERNMENT

My Recommended Budget includes a number of enhancements that will instill further confidence into our electoral system, provide enhancements for MC311 and the Public Information Office, and fund a negotiated solution to the ongoing

Municipal Tax Duplication issue. We are also beginning to realize the work of our cost efficiency study group.

Having publicly financed elections helps to level the playing field between candidates so that elections are not controlled by a handful of wealthy donors. Enacted in 2014, the County's Public Campaign Financing legislation established a Public Election Fund. The County's Committee to Recommend Funding for the Public Election Fund recommended that $3 million be provided in FY22 to support the June 2022 primary election. My FY22 budget honors the recommendation of that committee and provides the new funding at the requested level.

Over the past year, many more residents have used our MC311 call center to find out vital information about County services and to stay connected to the resources that are imperative to their daily lives. As a result of the increased volume of calls, the wait times for someone to speak with a customer service representative have increased significantly. To handle the influx of calls, employees across County government were reassigned to assist the call center, but this practice is not sustainable. My FY22 Recommended Budget includes nearly $350,000 for an additional customer service representative and for ten temporary staff for six months to handle the increased number of calls. We will continue to monitor and evaluate wait times for MC311 calls to determine if additional staff are needed as we enter a post-COVID world.

For several years, the County's municipalities and the County Government have not agreed to a methodology to compute the amount owed to municipalities as a result of property tax duplication. For the second year in a row, I have negotiated a new methodology that the municipalities and I agree is a realistic solution. Recognizing the County's fiscal situation, my FY22 budget includes funding to provide for a two-year phase-in of that new methodology. In addition, I am submitting to Council for consideration a resolution that would officially adopt the revised calculation of these annual payments.

The County Council and I have both made clear the significance, of and our commitment to, priorities in areas such as Reimagining Public Safety, Racial Equity and Social Justice, and climate change, as well as an efficient and sustainable government. This budget includes the resources necessary to make good on those commitments. This budget also recognizes the long overdue conversion of temporary and contractual support positions in HHS and CEC to full time, merit status permanent positions to comply with legal guidance. Each year, legislation passed by the County Council or the Maryland General Assembly requires an increase in capacity; in FY22, seven new positions have been created to address the requirements from these laws. Once those increases are factored in, the increase in positions in the FY22 budget is limited. These remaining increases serve to address growing workloads or changing dynamics in existing programs, and to reduce the impact of training requirements on MCFRS overtime spending, all of which I expect will pay dividends in the years ahead.

This budget also demonstrates my commitment to ensuring that our government funds are spent wisely and well. Growth is expected to accompany new initiatives, but it is important to have a continuous review of the resources necessary to keep our existing programs running smoothly. The net position change in this budget includes the elimination of 41 positions from departments, representing just the beginning of my efforts to improve the efficiency and effectiveness of existing programs and the resources we devote to them.

CONCLUSION

The year ahead presents us with enormous challenges, but also provides us with tremendous opportunities. We have the chance to reimagine public safety so that everyone feels protected in our community. We can work with our neighbors to ensure that all feel welcomed, they have a place to rest their heads at night, and they have enough food to eat. We can fully fund the budget requests of our school system and our community college to ensure that the youth and adults in our County can thrive as they head back to the classroom. We can seriously tackle the most pressing issue of our generation and our children's generation - climate change - and, in doing so, provide for a more robust transit network. We can embrace the diversity of our community, celebrate it, and ensure that all of us have an equitable chance at success. We can work with our business and nonprofit partners to help them come back from a year fraught with challenges so they can once again flourish.

All of this will require hard work and difficult choices, yet I am certain that when we are done, our County will be stronger and more resilient.

I look forward to working with the Council as it considers my FY22 Recommended Budget. The resources of the Executive Branch are at your disposal as you begin in the next phase in the budget process.

FY22 RECOMMENDED OPERATING BUDGET HIGHLIGHTS

Thriving Youth and Families...

- Recommend $5 million in funding to the Early Care and Education Non-Departmental Account to provide funds for sustaining and expanding quality child care in the County and to provide greater access to affordable child care for low-income families.
- Provide $3.6 million in funding for service hubs
- Bolster funding to the Family Strengthening Contract Services through the Positive Youth Development program.
- Support KID Museum expansion through $1.2 million in funding.
- Provide funding for therapeutic recreation services for school-age youth through the Child & Adolescent School & Community Based Services program.

A Growing Economy...

- Continue funding support to all economic development programs provided through the Economic Development Fund for financial and/or technical assistance to eligible businesses.
- Through the Economic Development Grant & Loan (EDGL) Program, the Economic Development Fund continues to provide support for biotechnology growth, a key strategic economic sector in the County. In FY20, a $350,000 conditional grant was approved to facilitate establishment of the U.S. Headquarters of Aurinia Pharma and to attract over 200 new jobs to the County. In FY21, the County will provide a $1 million conditional grant to Novavax, Inc. to support $80 million in capital investment and create 400 new jobs for COVID-19 vaccine development.

- Include $1 million in additional funds to continue the critical partnership with the Montgomery County Economic Development Corporation (MCEDC) that leads the County's efforts to showcase the County as an ideal location to start and grow a business.

    - $300,000 will be used to support entrepreneurship development through an ecosystem approach;
    - $250,000 will be used to establish an Entrepreneurs in Residence Fellowship Fund;
    - $100,000 to expand the talent pipeline workforce development partnership;
    - $250,000 to fund MCEDC's efforts to support the White Flint Research and Innovation Center collaborative project with the Washington Metropolitan Area Transit Authority (WMATA) in White Flint; and
    - $100,000 to support an Inclusive Economy Initiative that will work with minority-owned businesses and ethnically focused chambers of commerce to build a more equitable and inclusive economy in the County.

- Provide funding for streeteries through the Public Health Emergency Grant (PHEG) program which was created to provide assistance to small businesses and nonprofits showing a revenue loss due to the COVID-19 pandemic.

- The creation of the Business Advancement Team has consolidated services to the business community by providing a central access point related to business growth and development within the County. Staff are working in a cohesive manner to provide support, assistance, information and guidance to the local business community.

- Increase funding in the Incubator Programs Non-Departmental Account with dedicated County staff tasked to grow the County's entrepreneurial ecosystem and to focus on outreach in the business community.

- Support the operational needs of Visit Montgomery by offsetting the projected hotel/motel tax shortfall to help and facilitate the resiliency of the hospitality industry through a recovery.

- Provide increased funding to WorkSource Montgomery (WSM) to support its Summer RISE program, an initiative that will be led again by WorkSource Montgomery in partnership with Montgomery County Public Schools to provide rising juniors and seniors with career development experiences in the public and private sectors.



A Greener County...

- Construct the Brookville Depot P3 Electrification Grid, a large solar array system to be built over the existing parking lot at the Brookville Bus Depot. 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 microgrid technology will be part of the County's sustainability plan.

- Employ hybrid technology when possible for new department vehicles to reduce vehicle emissions, improve gas mileage, and aid in reaching the County's 2035 emissions goal.

- Expand the commercial food scraps recycling program to additional large-scale commercial food scrap generators of food scraps, and expand the pilot of the single-family residential food scraps collection program in FY22.

- Address the goal of greenhouse gas reduction through tree plantings. Improve the ability to plant trees on individual properties through additional staffing as well as enhanced procedures for interacting with property owners. Improve focus on planting of trees where canopy is lacking due to disturbance and development particularly in dense urban areas and areas where attention is needed to address equity issues.

- Develop a technical specification for the County's electric bus program and a Request for Proposals (RFP) to procure electric buses as part of a Federal Transit Administration (FTA) Bus and Facilities Grant. The County's first four electric buses went into service in September 2020, with additional electric buses scheduled to be purchased and delivered in FY22; additional electric buses are planned for purchase in FY23 and 24.

- Accelerate the transition to zero emissions of the Ride On Bus fleet through the Division of Fleet Management Services' execution of a Request for Information (RFI) to gauge market interest in and concept development for procuring transit assets as a service, with an emphasis on Public-Private Partnerships (P3) and Vehicle as a Service procurement models. Fleet Management is in the process of evaluating responses from interested parties with the goal of developing alternative procurement approaches for electric buses.

- Fund the budget to include a Program Manager for Public Climate Change Outreach in the Department of Environmental Protection.

- Funding for Program Coordination for Electric Vehicle Conversions

- Expand the Backyard Food Waste Composting Program through additional funding.

- Increase funding for the Watershed Grants and RainScapes programs, the demand for which exceeds available funding. These programs help the County make progress on stormwater management and runoff goals on private property.

- Initiate a comprehensive County-wide anti-litter campaign; the goal of the outreach effort is to reduce material and debris entering the County's sewers and waterways.

- Accelerate the transition to a zero emissions fleet by piloting an alternative approach to electric vehicle charging infrastructure. Fleet Management Services is purchasing two portable solar-powered electric vehicle charging stations with battery storage. An off-grid, construction-free power solution that fits in a parking space, the system can be configured for any type of electric vehicle to provide sufficient electricity to drive approximately 245 miles per day. In the event of an emergency, the solar chargers can be used to provide emergency power.

- Initiate a pilot program to evaluate the use of battery-electric vehicles in the County fleet. The Division of Fleet Management Services is purchasing six (6) Mustang Mach E electric vehicles to explore utilization in Police patrol and Ride On incident response applications.

- Include funding for a Hydrologic Expert that will assess the County's topography and areas prone to flooding events.

- Add a new position to enhance the enforcement of the laws and regulations that the Department of Environmental Protection is tasked with enforcing, such as the bans on polystyrene, single-use plastic straws, and the bag tax.

- Enhanced sustainability efforts by combining solar, energy, and "green code" requirements and developing strategies to accomplish the County's goal of "Net Zero" by 2035.

Easier Commutes...

- Re-imagine Ride On Transit Services by implementing a route restructuring study that will examine the entire Ride On transit system's route network looking at changes to the County's population, demographics, employment centers and residential network to determine enhanced optimization of current and proposed

transit services. The study will provide recommended changes for a more equitable, efficient, effective and sustainable service delivery of transit services to meet the evolving needs of the community. Route structure, connectivity, route span, frequency of service, and logistics associated with deploying zero emission buses will be considered.

- Successfully introduced the County's first four zero emission buses. The four buses operate on Ride On bus routes serving Silver Spring, Takoma Park, and Langley Park. In Spring 2022, the department expects to deploy ten additional zero emission buses. The 14 zero emission buses put in service in FY21 and FY22 will be responsible for a reduction of 9,568.4 metric tons of carbon dioxide over the next 12 years.

- Successfully launched limited stop FLASH service between the Burtonsville Park and Ride Lot and the Silver Spring Transit Center. The FLASH service runs from 5:30 a.m. to midnight seven days a week with 7.5 minutes headways in the morning and afternoon peak periods and 15 minutes at all other times. The FLASH service includes 18 unique new station platforms and a fleet of 16 60-foot articulated buses. Travel time is reduced compared to previous bus routes through limited stops, paying for fares off board at platforms, exclusive transit use of shoulder along the northern portion of US29, and traffic signal priority that allows buses to get through some intersections more efficiently.

An Affordable, Welcoming County for a Lifetime...

- Provide the highest level of affordable housing funding in the County's history by investing $89.1 million in affordable housing. This includes $61.1 million in the

Montgomery Housing Initiative (MHI) Fund; $22 million in the Affordable Housing Acquisition and Preservation CIP project; and $6 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. Since FY08, $1.14 billion has been invested in support of affordable housing, leveraging $2.21 billion in non-County funding.

- Expand the Rapid Rehousing Program through additional funding.
- Advance racial equity and social justice through the creation of two Investigator positions in the Office of Human Rights.
- Preserve and produce affordable housing by underwriting affordable housing loans. Twelve developments, including three senior and eight family projects, have already been identified with another project up for consideration. These developments would preserve or produce over 1,150 total and 899 affordable units.
- Enhance the Rental Assistance Program with $1 million in additional funding.
- Advance racial equity and social justice through the creation of a Performance Management and Data Analyst III position in the Office of Legislative Oversight.
- Provide funding for education and outreach campaigns in support of racial equity and social justice and Council legislation.
- Collaborate with Health and Human Services (HHS), and the Housing Opportunities Commission (HOC) to provide rental assistance programs to the residents who need it the most. Over 5,550 households are projected to be assisted in FY22. A renewed focus will be on eviction prevention, including targeted assistance and financial literacy seminars in areas experiencing high evictions.
- Provide funding for the Mobile Health Clinic through the Department of Health and Human Services' Admin - Public Health Program.
- Continue to receive 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.
- Provide additional funding to support grant funds to arts and humanities organizations.
- MoCoNet, Montgomery County Government's internet service network, will

expand services to targeted affordable housing locations throughout Montgomery County. Partnership with the Office of Broadband Programs staff, FiberNet Housing Opportunities Commission (HOC), and leveraging the East County Fiber Highway contributed to a successful Main Street Apartment pilot.

Safe Neighborhoods...

- Add funding for a paramedic chase car to improve advanced life support (ALS) emergency medical service delivery in the County. By separating the paramedic from the cot, the advanced medical resource can be redeployed back into the community more quickly, improving ALS availability.
- As part of a major departmental reorganization, the Department of Police will redeploy staffing resources to improve the efficiency and effectiveness of the agency.
- Supplement firefighter/rescuer staffing in the Fire and Rescue Service to reduce the need for overtime while firefighter/rescuers are engaged in full-time training to become paramedics.
- Reimagine public safety by providing additional support to the Crisis Center through three additional Mobile Crisis Outreach Teams. This will boost the County's behavioral health crisis response to residents with a mental or substance use disorder. To further support residents, grant funding will be pursued to increase access to and improve the quality of community mental and substance use disorder treatment services.
- Replace 27 aging heart monitor/defibrillators assigned to advanced life support transport units, paramedic chase cars, and engines to ensure the operability of critical life saving equipment.
- Create a new Community Resources Bureau under the command of a Civilian Assistant Chief.
- Provide funding for a daywork ambulance to provide enhanced emergency medical services (EMS) transport capacity.
- Support an audit of the Fire and Rescue Service operations and administration with a focus on optimizing resource deployment to address racial equity and social justice while identifying resource efficiencies.
- Provide funding to continue deployment of cell phone technology on all apparatus to support new alternative destination and telemedicine programs, and to provide

backup communication contingency.

- Increase the number of sergeants in the Internal Affairs Division to reduce the caseload per investigator to allow for a more timely completion of administrative investigations.

- Address the rate of attrition and increase recruitment in the Police Department by increasing the Winter Police Recruitment class by 12.

Effective, Sustainable Government...

- During the COVID-19 pandemic, Montgomery County government employees have

  - maximized teleworking;
  - utilized Microsoft Teams and other technology tools;
  - streamlined business processes to increase productivity, create efficiencies, reduce costs, conduct business in a virtual environment;
  - swiftly migrated to other service delivery tools to support County residents;
  - provide on-line services and appointments;
  - managed the development and implementation of web-based solutions to provide County residents with end-to-end services;
  - converted paper workflows to electronic workflows and forms; and
  - implemented on-line payment portals.

- Presents a plan to restore the reserves to our policy level (10 percent) within three fiscal years, and the actions taken in the FY22 budget will bring the expected FY22 reserve level up to 9.6 percent. Because of necessary expenditures to robustly respond to the COVID-19 pandemic, the County ended FY20 with reserves at 8.9 percent of adjusted governmental revenue.

- Converting temporary contractual support into two permanent merit positions to enhance programmatic and administrative support to the Cluster.

- Added two Senior Customer Representatives (Remote Proceeding Facilitators) and two Office Assistants (Remote Proceeding Schedulers) to manage the scheduling/facilitation of remote proceedings.

- Increase staffing in the Office of Racial Equity and Social Justice in FY22 to enable this office to accomplish its mission and to advance racial equity and social justice

in the County.

- 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.

- The Device Client Management (DCM) program intends to complete the replacement of up to 3,000 devices, primarily laptops, for eligible employees. Funding has been requested to allow the County to establish a 5-year PC replacement policy in contrast to the current 6.5-year policy.

- Enhance the County's multilingual and multicultural outreach efforts by creating a permanent Multilingual/Multicultural Communications Unit, including translation services.

- Develop a Zero Emission Fleet Plan to reduce emissions and streamline the County's fleet of light-duty vehicles and heavy trucks and equipment. Vehicle allocations will be re-examined to leverage the use of telework and reduce vehicle use while maintaining the current level of service delivery. County fleet users will be encouraged to use mobility alternatives such as pooled vehicles, public transportation, or ride-sharing services.

- Partnered with the Department of Permitting (DPS) to begin business re-engineering strategy to upgrade permitting system to include cloud-based solution with enhanced functionality for permit processing and customer service.

- Installation of new LED light fixtures in additional parking garages to improve lighting and energy efficiency.

- Initiated a search for a fully integrated and inclusive one stop shop enterprise cloud-based permitting system that is compatible with other departments in Montgomery County to improve customer service delivery.

- Office of Emergency Management and Homeland Security and the Office of Management and Budget are coordinating the compilation, organization, and assessment of costs that are eligible for Federal Emergency Management Agency (FEMA) reimbursement.

- Provide funding for one full-time Customer Service Representative position and funding for temporary contractors for six months. MC311 Management plans to hire multi-lingual candidates with an emphasis on Spanish speaking call takers. These hours are expected to decrease the average call wait time, increase the number of answered calls, and decrease the call abandonment rate.

- Continue funding to support expansion of the Innovation Program that increases participation among County employees and partners to make the County a more effective, efficient, and equitable place to work and deliver the best results for County taxpayers.

- Add a Planning Division Support Specialist (Emergency Management) to manage the County's Continuation of Operations Plan (COOP), the Food Security Taskforce, and the Disaster Assistance Call Center.

- Montgomery County received the following National Association of Counties (NACo) Achievement Awards in 2020:

  - African American Health Program and Montgomery County Fire & Rescue Service Senior Home Safety Visit Program
  - ADA Sidewalk Inventory
  - Babies Born Healthy
  - Bike Safety Initiative
  - Board of Election MobileApp
  - Building Safety Month-Check Your Deck
  - Celebrating Music &Community @ Montgomery County Public Libraries, MD
  - Construction Manager at Risk (CMAR) Project Delivery System
  - County Executive Dashboard
  - Creation of the Community Corrections Division
  - Customer Service Training for Liquor/Wine Stores
  - Data Analysis to Improve Community Service @ Montgomery County Public Libraries, MD
  - Department of Transportation Highway Depot Move
  - Dual Vendor Mobile Payment Program
  - Enterprise Citations (eCitations)
  - Field Management of Infrastructure and Systems of Montgomery County Parking Facilities
  - In the Hands of Customers: Improving Efficiency and Availability of Materials @ Montgomery County Public Libraries, MD
  - Language Friendly Hours
  - LED Infrastructure: Lighting and Controls
  - Leveraging GIS Data to Enhance Public Safety
  - Microsoft Business Intelligence (BI) Regulation System
  - MLS LEADS
  - MoComCon@ MontgomeryCounty Public Libraries, MD

- Montgomery Energy Connection: Your Link to Energy Savings
- Multigenerational Voter Empowerment for an Ethnically Diverse Community
- Project Accounting Workbook
- Recruitment Event Model
- Ride On Flex
- Solicitation Tracker -Transparency in Public Procurement
- South County Regional Recreation& Aquatic Center and Elizabeth Square
- Spot the Mystery Shopper Incentive Program
- Streetlights LED Conversion
- Summer Leadership Challenge Lifeguarding
- TeenWorks Volunteer
- The Certified site Plan Compliance and Enforcement Program
- The Educational Partnership to Support Human Services Advancement
- Transit Panel Recycle
- Visualizing the Solicitation Process with KanBan
- Workflow Automation Program

Funding the Budget...

- Recommend a total County budget from all sources for all County agencies of $5,969,084,855 which is $127.8 million or 2.2 percent more than the FY21 budget.
- Recommend tax-supported funding for the Montgomery County Government of $2,707,404,411 (including debt service and OPEB funding).
- Recommend tax-supported funding for the Montgomery County Government of $1,755,355,186 an increase of 5.0% percent (excluding debt service).

- Funding for Montgomery County Public Schools will increase $25.0 million or 0.9 percent. Within this total, the County contribution is $40.2 million over maintenance of effort.

- Funding for Montgomery College's FY22 Recommended Operating Budget totals $312.6 million, including $500,000 for an expanded Montgomery Can Code Program and Innovation Hub.

- Recommend tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $4,268,585 or 3.0 percent from FY21 (including debt service and OPEB funding).

- Fund the Washington Suburban Sanitary Commission's (WSSC Water) FY22 operating and capital budgets with a 5.9 percent water and sewer rate increase as proposed by the Commission.

- Recommended a property tax rate of $0.9785 per $100 of assessed value and a $692 homeowners' property tax credit. The recommended property tax rate keeps the rate within the County's Charter limit.

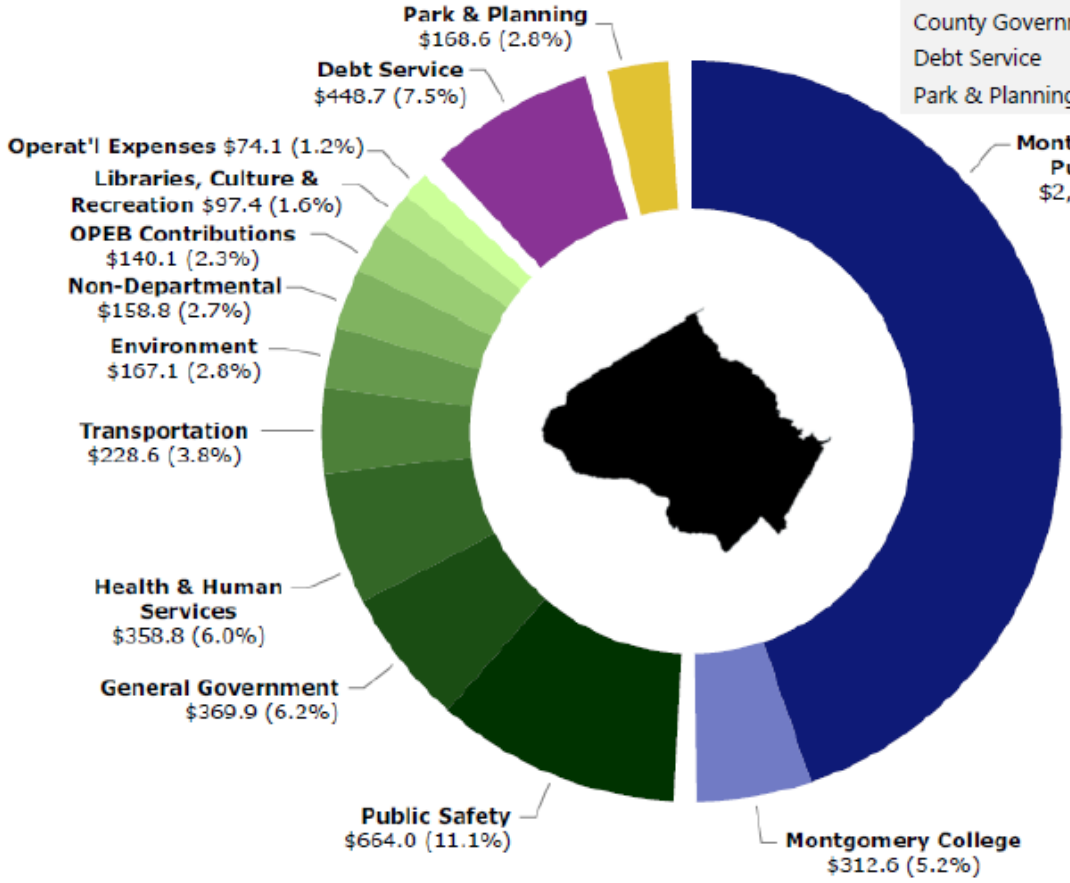
- Promote existing mechanisms for senior citizens and those on limited incomes to assist them as needed with property tax increases, such as the Senior Tax Credit program that benefits eligible residents who are at least 65 years of age. This credit is calculated as 50 percent of the combined State Homeowners' Tax Credit and County Supplement.

- Retains the energy tax rate at the level approved by the Council for FY21, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

Highlights

WHERE THE MONEY GOES

Expenditures by Function (millions)

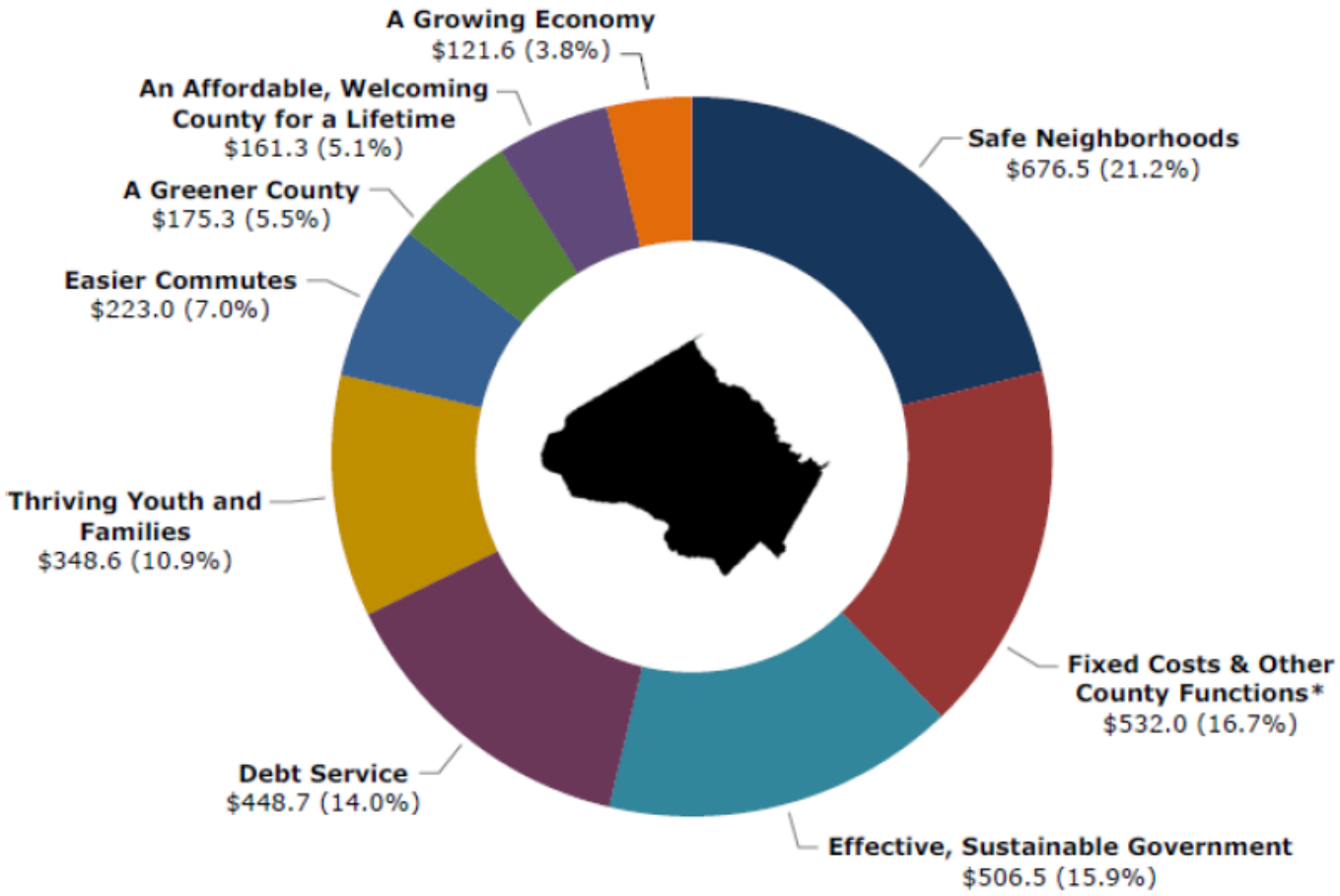


Expenditure Categories	
Education	51.8%
County Government	37.8%
Debt Service	7.5%
Park & Planning	2.8%

How a Dollar of Taxes is Spent



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



*This spending category includes funding for fixed costs that serve all priority areas including: legislative and judicial branches, Employee Health and Welfare Program, retirement and other post-employment benefits contributions, compensation adjustments, and payments to municipalities for tax duplication purposes.

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 **2020**
- **Current Year** - Fiscal Year **2021**
- **Next Year** - Fiscal Year **2022**

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.

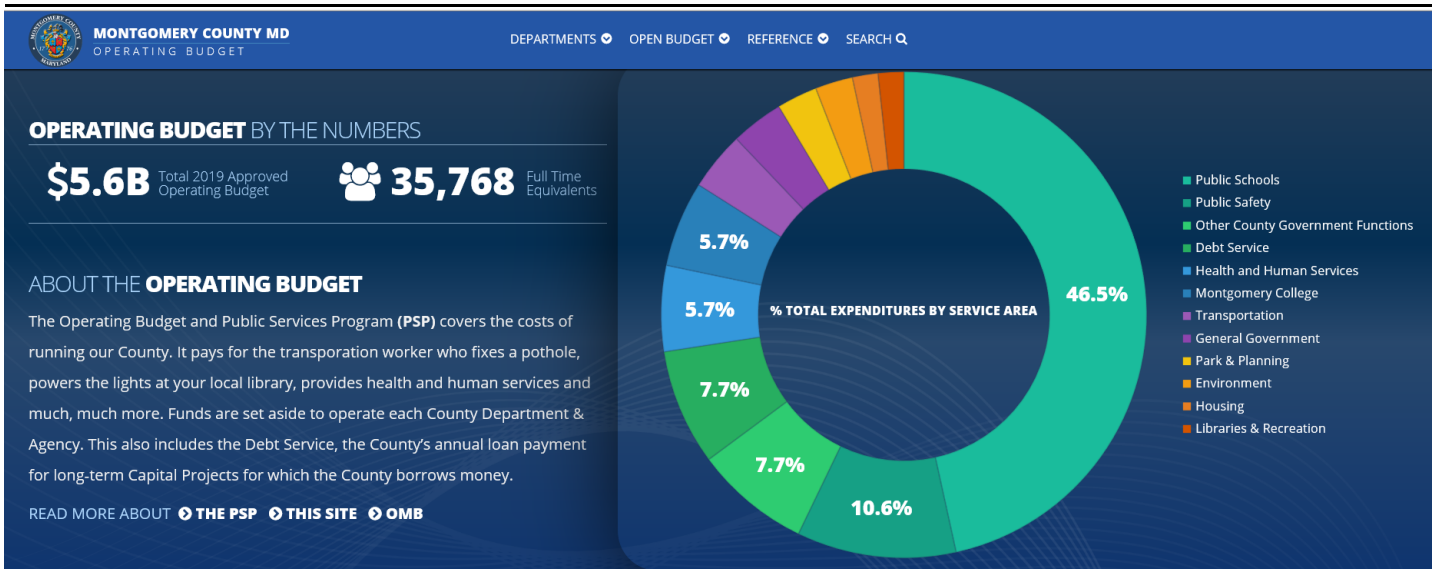
OPEN BUDGET

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.

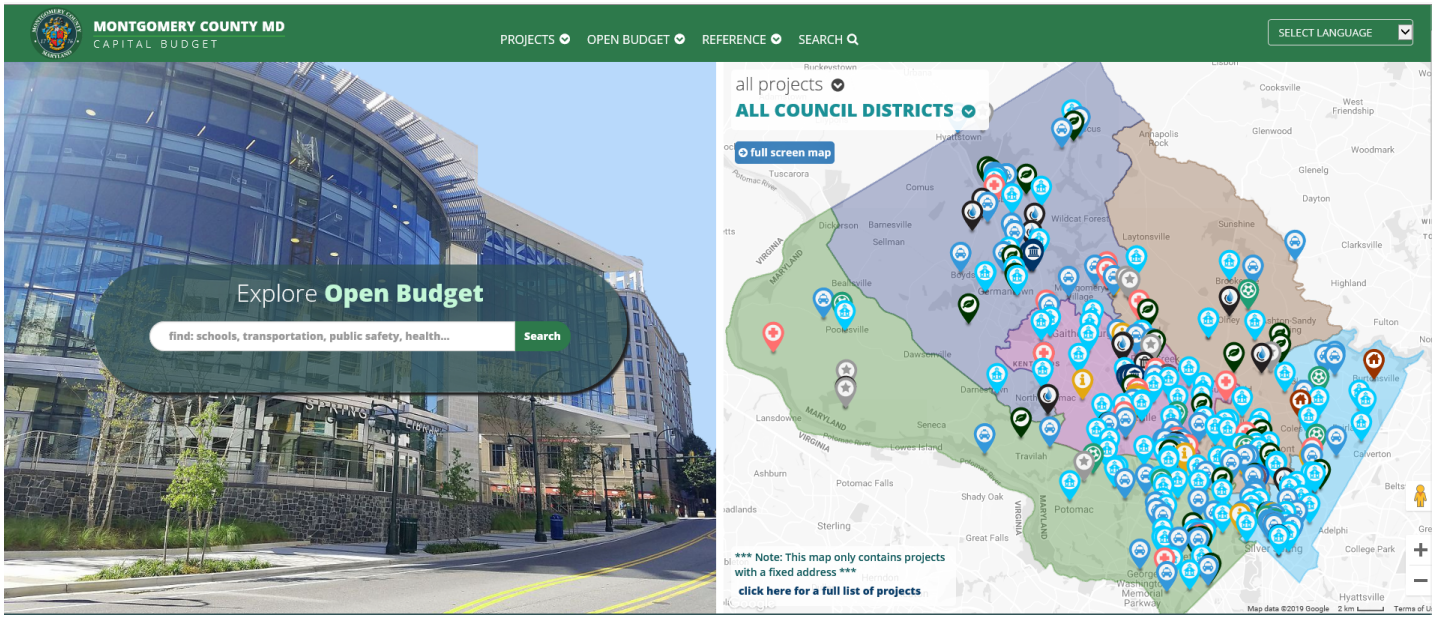
Capital Improvements Program (CIP)**

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.



Debt Service

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.

Workforce/Compensation**

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.

Agency Summaries

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.

County Government Recommended Department Budgets

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.

Non-Departmental Accounts (NDAs)

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.

Budget Summary Schedules

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.

Glossary

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

documents.

DEPARTMENT BUDGET PRESENTATIONS

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 projections for the next two fiscal years. The FY21 figures and some of the FY22 figures represent projections 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.

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

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

INTRODUCTION

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

Fiscal Year

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

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

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.

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.

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.

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.

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.

Racial Equity & Social Justice

During the FY21 operating budget development season, racial equity was part of the discussions at the budget meetings with the Office of Management and Budget (OMB), departments, and the County Executive as recommendations were developed and made.

As part of the FY22 operating budget development season, the Office of Management and Budget requested department users to include a brief explanation in their program proposal (budget submission) on how their programs promote racial equity. OMB also included a definition in the guidance document for department users to reference during the development season.

Enhancements were established for the FY22 operating budgeting development season including:

• Information provided to the public attending the operating budget forums on the County's efforts to advance racial equity

as a part of the operating budget development process

• Dedicated a section of the form in one of the County's budgeting systems to collect information on the topic of racial equity

OMB requested departments/analysts identify requests that should be aligned with a racial equity characteristic in an attempt to determine which Community residents will potentially benefit the most from the department's program proposal or be burdened by the department's program proposal.

The County will integrate these considerations as part of the budget process. As an initial step, the County's Office of Racial Equity & Social Justice will

- perform an equity assessment to identify policies that do not advance equity;
- train all Montgomery County employees on racial equity and social justice;
- guide County departments to examine policies, procedures, and practices to determine if they create or exacerbate racial disparities in the County; and
- develop metrics to measure the success of County government programs, short-term and long-term goals.

See Chapter 39 for a discussion on the Office of Racial Equity and Social Justice.

Climate Change

As part of the FY22 operating budget development season, the Office of Management and Budget requested department users to include a brief explanation in their program proposal (budget submission) on how their programs address climate change. OMB also included the County's climate change goals in the guidance document for department users to reference during the development season.

Enhancements were established for the FY22 operating budgeting development season including:

• Information provided to the public attending the operating budget forums on the County's efforts to tackle climate change as a part of the operating budget development process

• Dedicated a section of the form in one of the County's budgeting systems to collect information on the topic of climate change

OMB requested departments/analysts identify requests that should be aligned with a climate change characteristic in an attempt to determine how a department's program proposal does the following:

- Reduce greenhouse gas emissions (Examples include: energy efficiency, use of renewable energy, reduce consumption of resources, increase tree cover. For more detailed examples, see below.)
- Increase the resiliency of County infrastructure or County residents to withstand the future impacts of climate change such as severe storms, flooding, heat, and damaging winds. (Examples include: outreach about climate hazards, install green infrastructure, increase tree cover. (Provided more detailed examples for department users.)
- Sequester carbon. Carbon sequestration is the removal and storage of carbon dioxide from the atmosphere in carbon sinks (such as forests or soils). (Examples include: protection and restoration of forests and wetlands; increase tree cover through planting; promote regenerative agriculture).

Additionally, the County Executive announced his interest in having at least one Climate Change Ambassador from each department to mobilize staff to green their department's day-to-day operations, build resiliency among vulnerable community members, and work as a team with other department Ambassadors to facilitate deep emission reductions across all departments.

See Chapter 72 for a discussion on the County's climate change goals.

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.

Council Budget Review

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.

Operating and Capital Budget Approval

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.

Amending the Approved Operating and Capital Budgets

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.

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;
- 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. This approach also includes evaluating the value of the services offered; evaluating what we are doing; identifying 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

For more, please visit the following website (available throughout the year): http://montgomerycountymd.gov/openbudget

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

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

Tax Supported Funds	Non-Tax Supported 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

General Fund

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

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

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

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.

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

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

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

Permanent Funds

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

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 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.

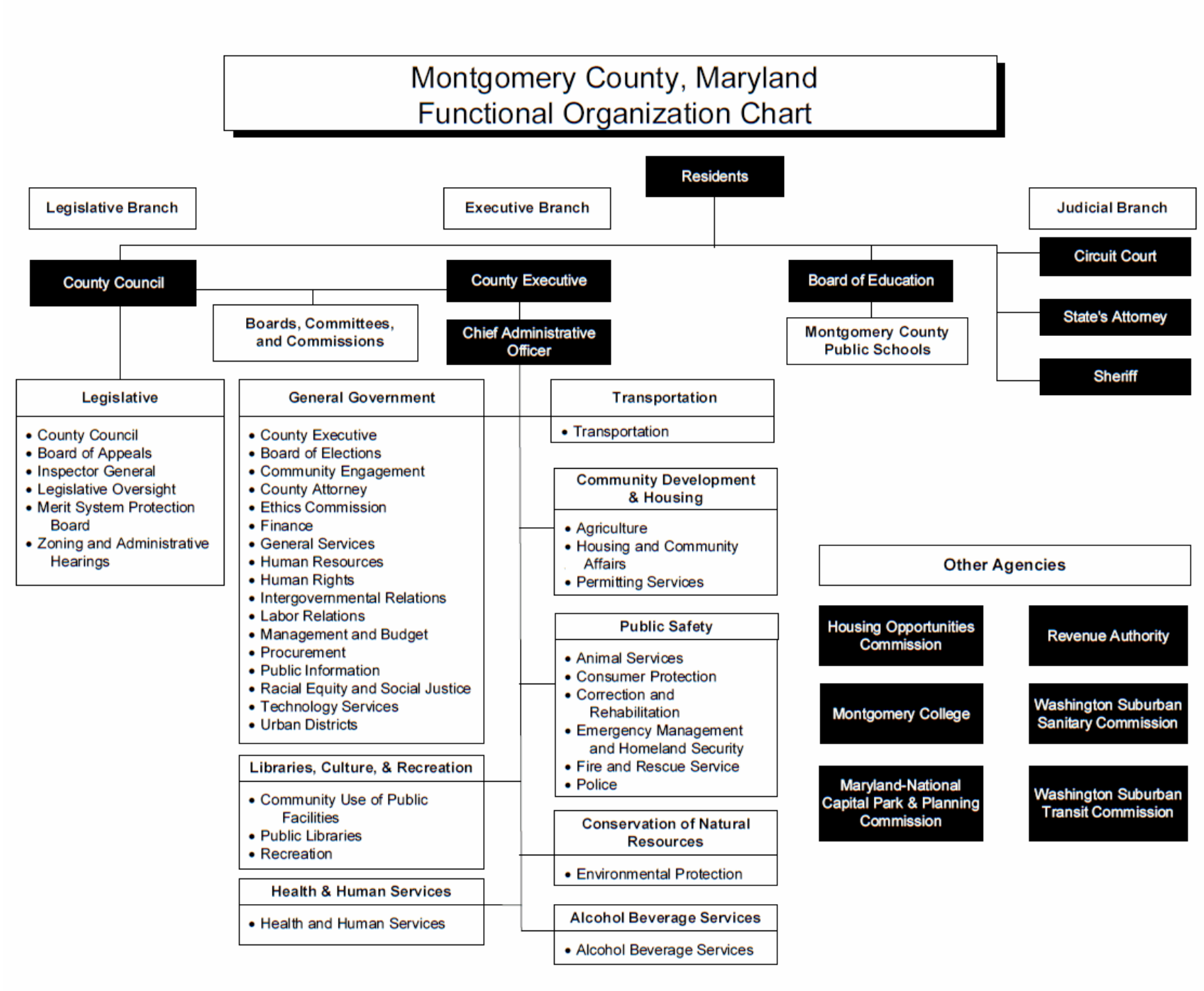
Restricted Donations Fund: accounts for donations and contributions received by the County that are restricted for use in specific County programs.

SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

	A CATEGORY	B FY21 CC Approved 5-21-20	C FY21 Estimate	D FY22 CC SAG 2-9-21	E FY22 CE Recommended 3-15-21	F FY22 % Chg App / Rec	G FY22 $ Chg App / Rec
1	Property Tax	1,830.8	1,830.9		1,884.7	2.9%	53.9
2	Income Tax	1,695.4	1,707.7		1,708.8	0.8%	13.5
3	Transfer/Recordation Tax	181.6	161.9		169.8	-6.5%	(11.8)
4	Other Tax	273.6	240.3		244.4	-10.7%	(29.2)
5	General State/Fed/Other Aid	945.3	1,135.0		999.2	5.7%	53.9
6	All Other Revenue	232.1	164.6		195.5	-15.7%	(36.5)
7	**Revenues**	**5,158.7**	**5,240.4**		**5,202.5**	**0.8%**	**43.8**
8	Net Transfers In (Out)	24.9	22.1		11.5	-54.0%	(13.5)
9	Set Aside: Potential Supplementals	-	-		-	n/a	-
10	Set Aside: Other Claims	(6.8)	4.2		-	-100.0%	6.8
11	Beginning Reserve: Total	564.9	512.7		536.2	-5.1%	(28.7)
11a	Revenue Stabilization Fund	382.2	376.3		403.8	5.7%	21.6
11b	Reserve: Undesignated	182.7	136.5		132.4	-27.6%	(50.4)
12	**TOTAL RESOURCES**	**5,741.7**	**5,779.4**		**5,750.1**	**0.1%**	**8.4**
13	**APPROPRIATIONS**						
14	**Capital Budget:**						
15	CIP Current Revenue	(65.9)	(71.4)	(77.4)	(53.9)	-18.2%	12.0
16	CIP PAYGO	(32.0)	-	(31.0)	(15.5)	-51.6%	16.5
17	**Operating Budget:**						
18	MCPS	(2,562.4)	(2,544.2)	(2,550.7)	(2,534.9)	-1.1%	27.4
19	College, Total	(268.9)	(249.2)		(265.5)	-1.3%	3.5
20	Less College Tuition	75.3	68.1		68.0	-9.6%	(7.2)
21	College, Net	(193.7)	(181.1)	(196.9)	(197.4)	1.9%	(3.8)
22	County Government	(1,584.7)	(1,740.9)	(1,564.9)	(1,665.9)	5.1%	(81.1)
23	M-NCPPC	(134.2)	(127.6)	(132.5)	(139.2)	3.7%	(5.0)
24	Retiree Health Insurance Prefunding	(90.1)	(90.1)	(90.5)	(92.2)	2.2%	(2.0)
24	Other: (Unallocated) / GAP	-	-		-	n/a	0.0
25	**Total Operating Budget:**	**(4,640.3)**	**(4,752.1)**		**(4,697.6)**	**1.2%**	**(57.2)**
26	**Debt Service:**						
27	All County Debt Service	(383.4)	(380.9)	(441.5)	(391.6)	2.2%	(8.3)
28	M-NCPPC Debt Service	(7.3)	(6.4)	-	(6.9)	-5.1%	0.4
29	MCG Long Term Leases (b)	(31.8)	(32.5)	-	(29.1)	-8.6%	2.7
30	**TOTAL APPROPRIATIONS**	**(5,160.8)**	**(5,243.2)**	**(5,085.4)**	**(5,194.6)**	**0.7%**	**(33.9)**
31	(Incl. Capital, Operating & Debt Service)						
32	**Aggregate Operating Budget**	**(5,085.5)**	**(5,175.1)**	**(5,085.4)**	**(5,126.6)**	**0.8%**	**(41.1)**
33	(excludes College tuition)						
34	Revenue Stabilization Fund (new $s)	(8.6)	(27.5)		(27.3)	217.7%	(18.7)
35	**Ending Reserve: Total**	**581.0**	**536.2**		**555.5**	**-4.4%**	**(25.5)**
36a	Revenue Stabilization Fund	390.8	403.8		431.1	10.3%	40.3
36b	Ending Reserve: Designated	-	-		-	n/a	-
36c	Ending Reserve: Undesignated	190.2	132.4		124.4	-34.6%	(65.8)
37	**Maximum AOB without 6 votes**	**(5,087.8)**			**(5,122.1)**		
38	(Prior Year AOB + Inflation as shown)	1.27%			0.72%		

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.

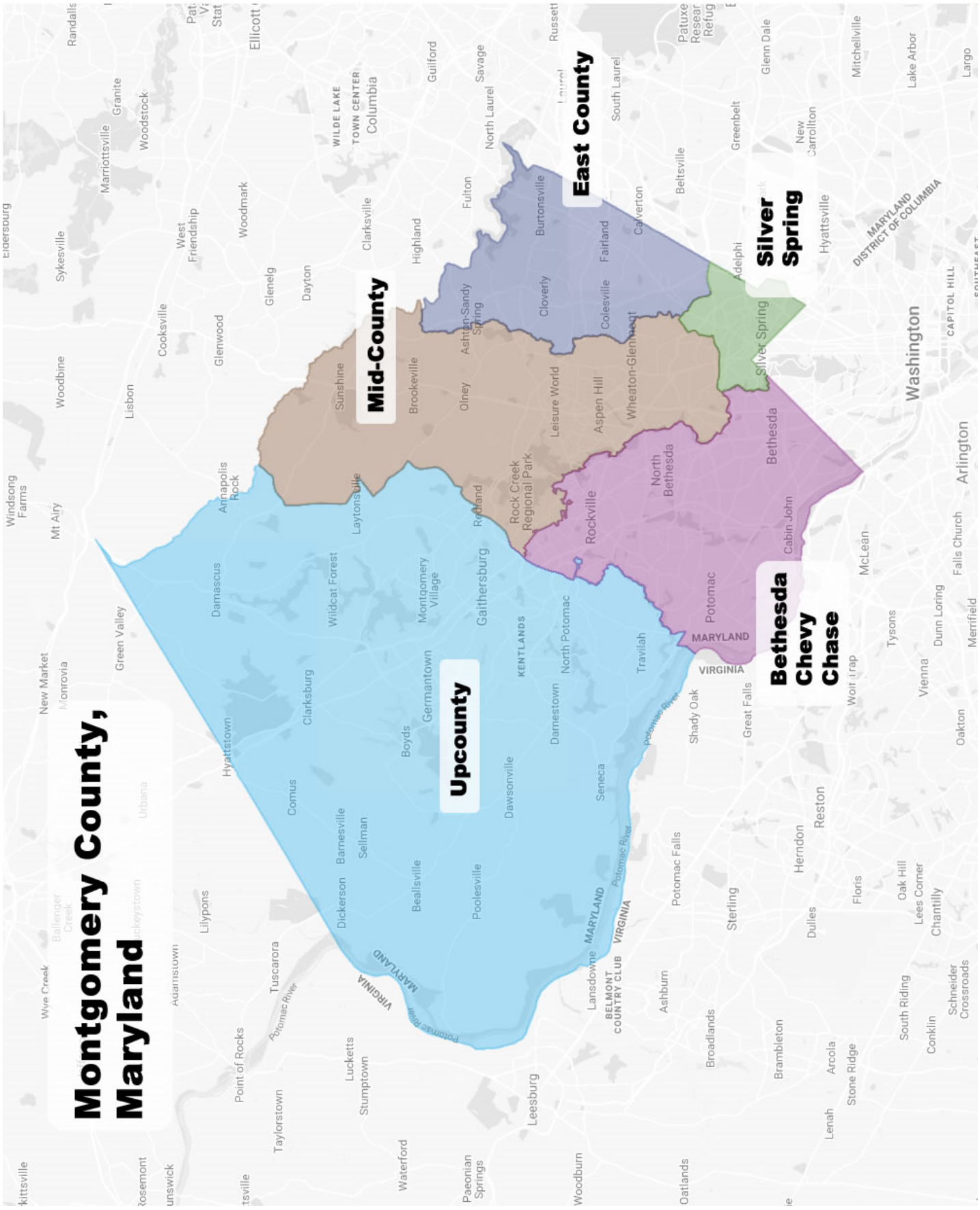

Montgomery County, Maryland
Functional Organization Chart
Residents
Legislative Branch
Executive Branch
Judicial Branch
County Council
County Executive
Board of Education
Circuit Court
State's Attorney
Sheriff
Boards, Committees, and Commissions
Chief Administrative Officer
Montgomery County Public Schools
Legislative
• County Council
• Board of Appeals
• Inspector General
• Legislative Oversight
• Merit System Protection Board
• Zoning and Administrative Hearings
General Government
• County Executive
• Board of Elections
• Community Engagement
• County Attorney
• Ethics Commission
• Finance
• General Services
• Human Resources
• Human Rights
• Intergovernmental Relations
• Labor Relations
• Management and Budget
• Procurement
• Public Information
• Racial Equity and Social Justice
• Technology Services
• Urban Districts
Transportation
• Transportation
Community Development & Housing
• Agriculture
• Housing and Community Affairs
• Permitting Services
Public Safety
• Animal Services
• Consumer Protection
• Correction and Rehabilitation
• Emergency Management and Homeland Security
• Fire and Rescue Service
• Police
Libraries, Culture, & Recreation
• Community Use of Public Facilities
• Public Libraries
• Recreation
Conservation of Natural Resources
• Environmental Protection
Health & Human Services
• Health and Human Services
Alcohol Beverage Services
• Alcohol Beverage Services
Other Agencies
Housing Opportunities Commission
Revenue Authority
Montgomery College
Washington Suburban Sanitary Commission
Maryland-National Capital Park & Planning Commission
Washington Suburban Transit Commission

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

DATE	ITEM	AVAILABILITY
January 15th (even calendar years)	**COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND CAPITAL IMPROVEMENTS PROGRAM (CIP)** *County Executive's Transmittal; Introductory Sections; County Government Departments; HOC; Revenue Authority; MCPS; Montgomery College; M-NCPPC; WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
January 15th (odd calendar years)	**COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND AMENDMENTS TO (PRIOR YEAR) CAPITAL IMPROVEMENTS PROGRAM** *County Executive's Transmittal; Capital Budget; Amendments*	www.montgomerycountymd.gov/omb
March 15th	**COUNTY EXECUTIVE'S RECOMMENDED OPERATING BUDGET AND PUBLIC SERVICES PROGRAM** *County Executive's Transmittal; Financial Summaries; Legislative, Judicial, Executive Branch Departments; MCPS; Montgomery College; M-NCPPC; WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
March 31st	**FISCAL PLAN** *Contains estimates of costs and revenues over the six-year planning period for all Montgomery County special and enterprise funds and many Agency funds.*	www.montgomerycountymd.gov/omb Office of Management and Budget (240.777.2800)
June 15th (odd calendar years)	**PLANNING BOARD RECOMMENDED GROWTH POLICY - STAFF DRAFT**	Reference copies from M-NCPPC (301.495.4610)
mid-July (even calendar years)	**APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED CAPITAL IMPROVEMENTS PROGRAM** *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*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800) (for purchase on limited basis)
mid-July (odd calendar years)	**APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED AMENDMENTS TO THE CAPITAL IMPROVEMENTS PROGRAM** *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*	Reference copies at public libraries Office of Management and Budget www.montgomerycountymd.gov/omb (240.777.2800) (for purchase on limited basis)
August 1 (odd calendar years)	**PLANNING BOARD RECOMMENDED GROWTH POLICY - FINAL DRAFT**	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	**COMPREHENSIVE ANNUAL FINANCIAL REPORT**	Reference copies at public libraries: Department of Finance (240.777.8860) www.montgomerycountymd.gov/finance (on limited basis)
Quarterly	**ECONOMIC INDICATORS**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Monthly (To update the Economic Indicators Report)	**ECONOMIC UPDATE**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Annually	**ANNUAL INFORMATION STATEMENT**	Department of Finance (240.777.2020) www.montgomerycountymd.gov/finance (on limited basis)
Available throughout the year	**MONTGOMERY COUNTY HISTORICAL SOCIETY INFORMATION**	Montgomery County Historical Society (301.340.2825) www.montgomeryhistory.org
Available throughout the year	**MONTGOMERY COUNTY DEMOGRAPHIC INFORMATION**	Maryland-National Capital Park and Planning Commission: Montgomery County Planning Board(301.650.5600) www.montgomeryplanning.org/research


Montgomery County, Maryland
Upcounty
Mid-County
East County
Silver Spring
Bethesda Chevy Chase
MARYLAND
VIRGINIA
Potomac River
Washington
Arlington
Rockville
Bethesda
North Bethesda
Silver Spring
Gaithersburg
Germantown
Clarksburg
Damascus
Laytonsville
Sunshine
Brookeville
Olney
Ashton-Sandy Spring
Cloverly
Burtonsville
Fairland
Colesville
Wheaton-Glenmont
Aspen Hill
Leisure World
Rock Creek Regional Park
Potomac
Cabin John
Travilah
Darnestown
North Potomac
Seneca
Dawsonville
Poolesville
Beallsville
Sellman
Barnesville
Dickerson
Comus
Boyds
Hyattstown
Lilypons
Tuscarora
Point of Rocks
Taylorstown
Lucketts
Stumptown
Leesburg
Waterford
Paeonian Springs
Woodburn
Oatlands
Lansdowne
Ashburn
Broadlands
Brambleton
Arcola
Stone Ridge
Lenah
Sterling
Potomac Falls
Herndon
Reston
Dulles
Floris
Oak Hill
Lees Corner
Chantilly
South Riding
Conklin
Schneider Crossroads
Oakton
Vienna
Tysons
Dunn Loring
Merrifield
Falls Church
McLean
Woir Trap
Great Falls
Shady Oak
Potomac River
Potomac River
Potomac River
Potomac River
Rockville
Bethesda
Silver Spring
Wheaton-Glenmont
Aspen Hill
Leisure World
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Brookeville
Ashton-Sandy Spring
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Fairland
Burtonsville
Sunshine
Laytonsville
Redland
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Potomac
Travilah
Darnestown
Seneca
Dawsonville
Poolesville
Beallsville
Sellman
Barnesville
Dickerson
Comus
Hyattstown
Clarksburg
Boyds
Germantown
Montgomery Village
Wildcat Forest
Damascus
Annapolis Rock
Green Valley
New Market
Monrovia
Urbana
Lilypons
Adamstown
Tuscarora
Point of Rocks
Taylorstown
Lucketts
Stumptown
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Tysons
Dunn Loring
Merrifield
Falls Church
McLean
Woir Trap
Great Falls
Shady Oak
Potomac River
Potomac River
Potomac River
Potomac River
Sykesville
Woodbine
Lisbon
Cooksville
Glenwood
Glenelg
Dayton
Woodmark
West Friendship
Marriottsville
Granite
Woodstock
Randalls
Ellicott
Columbia
Guilford
Savage
North Laurel
Fulton
Highland
Clarksville
Dayton
Glenwood
Woodbine
Windsong Farms
Mt Airy
Ellicott
Guilford
Russett
Laurel
South Laurel
Greenbelt
Beltsville
Calverton
Adelphi
Hyattsville
New Carrollton
Glenn Dale
Mitchellville
Lake Arbor
Largo
MARYLAND DISTRICT OF COLUMBIA
CAPITOL HILL
WILDE LAKE TOWN CENTER
BELMONT COUNTRY CLUB
KENTLANDS
Wye Creek
Ballenger Creek
Urbana
Rosemont
Lunswick
Rockville
Bethesda
Silver Spring
Wheaton-Glenmont
Aspen Hill
Leisure World
Olney
Brookeville
Ashton-Sandy Spring
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Colesville
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BELMONT COUNTRY CLUB
KENTLANDS
Wye Creek
Ballenger Creek
Urbana
Rosemont
Lunswick
MARYLAND
VIRGINIA
MARYLAND
VIRGINIA


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
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

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



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's 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 towards 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, payment of salaries and benefits, debt service, and other expenditures are all essential to maintaining control over 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 Budget for more detailed 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

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

FISCAL CONTROL POLICIES

Structurally Balanced Budget

The County must have a structurally balanced budget. Budgeted expenditures may 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

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

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

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 issuance that year.

Fiscal Plan

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

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

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

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

The County's basis of accounting used in the preparation and presentation of its Annual Comprehensive Financial Report 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. Custodial 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.

- 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

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

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

Content of Budgets

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

The County 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, 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.

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

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 residents 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.

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.

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.

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.

Public Investment in Infrastructure

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

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.

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, or is the most cost-effective means of procuring goods and services.

Use of Restricted Funds

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

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. The County's revenue forecasts reflect this repayment schedule.

The FY22 budget development was impacted by FY20 actuals, increased costs in FY21, and reduced tax and fee revenue estimates for FY21 and FY22 - primarily related to the fiscal impacts of the COVID-19 virus. The FY20 actual General Fund ending fund balance was $56.6 million less than estimated in May 2020. This resulted in ending reserves of $474.0 million, or 8.9 percent of Adjusted Gross Revenues - short of the budgeted target of 10 percent. This was primarily due to COVID-19-related differential pay costs, overspending for Fire and Rescue Services and reduced revenues. Based on the comparison of estimated tax revenues for the FY20 Approved Budget and actual revenues for the property tax, income tax, transfer and general fund portion of the recordation taxes, and other taxes (Fuel Energy, Hotel-Motel, Telephone, Admissions, and E-Cigarettes taxes), actual revenues were $17.1 million (or 0.43%) below the estimates for the FY20 Approved Budget. The shortfall in the property tax was attributed to the differences between the estimated actual value for new construction, the increase in appeals, and revisions by the State in the re-assessments post-adopted budget. The shortfall in the transfer and recordation taxes is due to the decline in collections from commercial transactions because of COVID-19. The impact of COVID-19 also contributed to the decline in non-residential collection from the Fuel and Energy Tax (FET), Hotel-Motel Tax, and Admissions Tax. However, actual income tax revenues were greater than the estimate for the FY20 Approved Budget, largely due to a 77.2% increase in the November 2019 reconciliation distribution compared to the November 2018 distribution. This is due to the earlier delay in revenues from taxpayers filing and extensions as a response to the 2017 Tax Cut and Jobs Act. Finally, the Department of Finance incorporated the shortfall in actual revenues and a decline in the November 2020 distribution from the November 2019 distribution for the income tax along with the economic forecast of a moderate recession provided by Moody's Analytics to derive the revenue estimates for FY21 and FY22. Finance also derived estimates for the property tax under the current Charter Limit for FY21 and the new Charter Limit voted in November 2020 for FY22. In FY21, Transfer/Recordation, Hotel/Motel, Energy, and other minor taxes are estimated to be more than $50 million below budget, while fees and fines are also projected to be short by $45.8 million. Similarly, FY21 expenditures are expected to exceed budgeted expenses by almost $85 million due primarily to the costs of combatting the COVID-19 virus. A significant component of the COVID-19 related costs includes differential pay for front-facing and in-office employees (nearly $89 million since March 2020). Fortunately, these revenue losses and cost increases were offset primarily by $168 million in federal pandemic-related grants and Federal Emergency Management Administration

(FEMA) grants and modest income tax gains ($12.3 million).

FY22 expenditure and revenue estimates are challenging to predict. In FY21, the State has allowed taxpayers to defer tax payments and made unemployment benefits exempt from income taxes - making it difficult to estimate income tax revenues. Uncertainties regarding the ability to safely reopen the economy, the level of resident needs, and the rules for FEMA reimbursements and additional federal aid have made the FY22 budget development process very complex. While property taxes and income taxes are estimated to increase compared to FY20 actuals, other taxes and fees and fines are expected to decrease. Assuming an estimated $85.7 million in COVID-19 federal grants and FEMA reimbursements, total FY22 revenues are estimated to increase to $5.2 billion compared to FY20 actual revenues of $5.1 billion. Due to increased costs, the FY22 reserves are expected to be $521.9 million, or 9.6 percent of adjusted governmental revenues - again below the target of 10 percent, but an improvement over FY21 estimated year-end reserves.

To address the challenges of COVID-19 and its impacts on County residents, business and the County's budget, County leaders have:

- Adopted a "same services budget in FY21" since early in the COVID crisis it was difficult to predict the duration and severity of the virus' budgetary impacts.
- Adopted two mid-year savings plans to reduce FY21 spending when it became obvious that the COVID-19 crisis was going to be prolonged and have a negative impact on County revenues.
- Temporarily waived the policy of using PAYGO (pay-as-you-go) funding for capital expenditures in FY21 and recommended providing only half of the 10 percent of General Obligation debt PAYGO policy level in FY22. This represented $47.5 million in savings for the Operating Budget.
- Reduced nearly $18 million of other cash expenditures in the capital budget to support the Operating Budget.
- Renegotiated hazard pay provisions twice. The County's labor agreements did not envision long-lasting general emergencies and the bargained hazard pay provisions were too costly to maintain for an extended period.
- Aggressively pursued FEMA reimbursement for all eligible COVID-19 expenses. This has entailed extensive work with changing and sometimes unclear guidance from FEMA. From March through December 2020, the County incurred $129.9 million of expenditures that will be submitted to FEMA for reimbursement. To date, $23.9 million has been received, $7.2 million is expected shortly, $61.8 million is currently being reviewed by FEMA, and the remaining $35.7 million is being prepared for submission. FY21 eligible expenditures will be submitted for reimbursement as well.
- Appropriated more than $280 million of Federal and County funds to provide relief and support to County residents, businesses, and non-profits impacted by COVID-19. This support helped mitigate the pandemic's local impacts by providing the funds needed to maintain personal incomes and keep businesses open. Funding has supported business assistance, food security, economic and rental assistance to residents, targeted COVID-19 response to the our disproportionately impacted communities of color, childcare assistance, and County government response and service modifications due to COVID-19.
- Used the County's reserves to pay for expenditures related to the public health crisis that were likely to be reimbursed by FEMA or other Federal support. These costs included COVID-19 testing, food security, personal protective equipment acquisition and distribution, cleaning and sanitation supplies. While this meant the County did not achieve its 10 percent reserve target, the County will add funds to the reserves over the next three years to achieve that target by FY24.
- Accessed all available Federal funds to support County services. This included $183.3 million in Coronavirus Relief Funds; $53.2 million for transit funding; and over $30 million for rental assistance with more rental assistance funding expected. The American Rescue Plan Act is expected to provide over $200 million during FY21 and FY22.
- Refinanced debt to achieve savings.
- Established one-year lines of credit worth $250 million with two bank providers in August and October of 2020.

These lines of credit have not been utilized but are available to ensure that the County has sufficient liquidity to meet its obligations.

- Established a goal to identify budget reductions as the first action to reduce the use of reserves during an economic recession or national emergency. In the event the total reserves fall below 10% of Adjusted Gross Revenues, the County must replenish the County Government Reserves to its policy goal within three fiscal years.
- The County Council has also requested that the County Executive follow a new practice as a means to preserve long-term budget sustainability, such that the annual growth rate of total compensation costs (including all wage and benefit costs) should be similar to the annual growth rate of tax-supported revenues; compensation costs in excess of the projected one-year or six-year rate of revenue growth should be explained as to how they will be affordable in the future.
- Established a goal to identify budget reductions as the first action to reduce the use of reserves during an economic recession or national emergency.

The Office of Management and Budget coordinated with the Office of Racial Equity and Social Justice to incorporate racial equity considerations into the budgeting process, systems, meetings, and decision-making process. This year, this work focused on budget changes but in the future, base budget programs will also be evaluated through this lens.

In addition, the County has begun work on efforts that will improve the County's finances in FY23 and beyond. These include a Cost Containment Project, a reexamination of the County's Other Post-Employment Benefits (OPEB) policies and practices, and approval of a revised charter amendment regarding property tax increase limitations. The Cost Containment initiative is a collaborative effort with the MCGEO employee union to improve County Government functions and services through increased efficiency, use of technology, staffing planning, management streamlining, and collaboration. This project includes a review of all vacant positions, supervisory structures, and process evaluation and improvements. Regarding OPEB expenses, the County has continued its commitment to make the actuarially determined contributions in FY22 and is finalizing an updated OPEB funding policy to take effect after FY22.

In November 2020, County residents voted to amend Section 305 of the County Charter that prohibits the County Council from adopting a tax rate on real property that exceeds the tax rate on real property approved the previous year, unless all current Councilmembers vote affirmatively for the increase. The amendment to Section 305 replaces the prior Charter Limit that restricted 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.

There were also challenges in developing the Recommended Amended FY21-26 Capital Improvements Program (CIP) due to funding reductions related to 1) COVID-19 impacts on Recordation Taxes (-$41.7 million); 2) changes in the Subdivision Staging Growth Policy which resulted in decreases in impact taxes (-$51.5 million); and the County's decision to reduce PAYGO (-$47.5 million) and other cash (-18.0 million) funding for the CIP to support the Operating Budget. While priority was given to maintaining support for key priorities such as education, critical transportation projects, core infrastructure, and economic development, given the scale of reduced funding, all agencies had some projects recommended for reduction or deferral. As part of this review, consideration was also given to equitably distributing projects throughout the County and to ensuring that racial equity was a factor in decision-making.

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 FY22 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, 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 ensures 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

General Obligation Bebt 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

To maintain our 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 issuer's 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

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, 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

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.

Policy on Use of Revenue Bonds

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.

Policy on Use of Appropriation-Backed Debt

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.

Policy on Issuance of Taxable Debt

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.

Policy on Use of Interim Financing

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.

Policy on Use of Short-Term Financing

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.

Policy on Use of Current Revenues

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 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 new and improved transportation and other infrastructure required to serve that development. To implement this policy, the County has established the following taxes:

Impact Tax - Transportation. In November 2020, the County Council approved the 2020-2024 Growth and Infrastructure Policy (formerly known as the Subdivision Staging Policy). The new policy continues existing rates but modifies geographic boundaries of the Red Policy Areas to include certain Metro stations. 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). The new policy requires that non-exempt dwelling units in a development with at least 25% affordable units must pay a discounted tax rate by housing type applicable in the Red Policy Area. Except for a development located in the City of Rockville, a discounted rate is also applied to development in a Desired Growth and Investment Area within an Orange or Yellow Policy Area. The impact tax exemption is expanded to include development located in a Qualified Opportunity Zone certified by the U.S. Treasury Department.

Impact Tax - Schools. Most residential development in Montgomery County is subject to an impact tax for certain school facilities. The Growth and Infrastructure Policy eliminates residential development moratoria and designates neighborhoods by two School Impact Areas - Infill and Turnover - for the school impact taxes that vary by housing, commensurate with the average student generation rates of that type of residential development. Non-exempt dwelling units in a development with at least 25% affordable units must pay a discounted rate by housing type applicable in the Infill School Impact Area. A discounted rate is applied to residential development with multi-family dwelling units or in a Desired Growth and Investment Area. Exemption of school impact tax is applied to development in a Qualified Opportunity Zone.

Utilization Premium Payments. The policy also requires developers of new housing to make Utilization Premium

Payments (UPP) in areas with overcrowded schools, effective March 9, 2021. Three utilization thresholds for residential development at the individual school level were established; however, the UPP is exempt if any development plan was filed prior to February 26, 2021 that includes 25% affordable units, under a government regulation or binding agreement, or in a former Enterprise Zone that is filed and accepted before January 1, 2021.

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

Productivity

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

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

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

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

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.

Risk Management

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

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.

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.

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.

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.

Fiscal Impact Reviews

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

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

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.

POLICIES FOR REVENUES AND PROGRAM FUNDING

Diversification of Revenues

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

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

Property Tax

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.

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.

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

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

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

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

One-time revenues and revenues in excess of projections must be prioritized 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 in the following priority order: OPEB more than the annual actuarial pre-funding contribution and/or pension prefunding more than the annual actuarial goal, if unfunded liabilities exist and then for other unfunded liabilities and/or other non-recurring expenditures and/or PAYGO for the CIP in excess of the County's targeted PAYGO goal. This assumes that excess revenues which must go to the Revenue Stabilization Fund (see below) have already been allocated to the RSF.

Intergovernmental Revenues

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 a 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.

User Fees and Charges

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.

Cash Management and Investments

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.

Reserves and Revenue Stabilization

The County goal will be to budget for and maintain an unrestricted General Fund balance (or, an "operating margin reserve") of five percent of the prior year's General Fund revenues and the Revenue Stabilization Fund (or, "rainy day"), which together, will represent 10 percent of Adjusted Governmental Revenues, except for a period of economic recession or national emergency. This budget satisfies the County's policy given the current national pandemic emergency. 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 goal for reserves in funds other than the General Fund and Revenue Stabilization Fund are approved each year with the annual operating budget.

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 County's goal is to identify targeted budget reductions to reduce the use of reserves during an economic recession or national emergency. In the event that total reserves fall below 10 percent of Adjusted Gross Revenues, the County must replenish the County Government Reserves to its policy goal within three fiscal years following the decrease, which must be included in the County's six-year fiscal plan.

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.

POLICIES FOR USER FEES AND CHARGES

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.

Purpose of User Fee Policy

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 principle 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.

Goals

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.

Criteria

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 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 fees, 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 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.
- 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 programs and services.
- 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)

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

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

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				
	FY21 Approved Ending Fund Balance	FY22 Recommended Ending Fund	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	161,391,947	90,774,285	-70,617,662	-43.8%
Bethesda Urban District	144,519	52,591	-91,928	-63.6%
Silver Spring Urban District	658,899	104,429	-554,470	-84.2%
Wheaton Urban District	286,412	70,411	-216,001	-75.4%
Mass Transit	96,209	878,617	782,408	813.2%
Fire	295,050	833,919	538,869	182.6%
Recreation	54,640	436,089	381,449	698.1%
Revenue Stabilization Fund	390,754,104	431,080,150	40,326,046	10.3%
Montgomery College				
Emergency Repair Fund	492,766	551,494	58,728	11.9%
Current Fund MC	21,844,206	24,710,876	2,866,670	13.1%
Maryland-National Capital Park and Planning Commission				
Administration Fund	1,030,535	1,223,338	192,803	18.7%
Park Fund	3,925,413	4,748,364	822,951	21.0%
NON-TAX SUPPORTED				
Montgomery County Government				
Water Quality Protection Fund	3,975,662	3,184,931	-790,731	-19.9%
Cable Television	1,076,040	200,000	-876,040	-81.4%
Community Use of Public Facilities	1,825,896	-565,832	-2,391,728	-131.0%
Bethesda Parking District	9,173,649	5,908,008	-3,265,641	-35.6%
Silver Spring Parking District	10,079,262	452,670	-9,626,592	-95.5%
Wheaton Parking District	351,026	109,675	-241,351	-68.8%
Permitting Services	5,961,092	9,292,876	3,331,784	55.9%
Solid Waste Collection	-3,774,813	-3,640,914	133,899	N/A
Vacuum Leaf Collection	450,156	749,739	299,583	66.6%
Liquor Control	1,836,960	12,313,078	10,476,118	570.3%

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 FY22 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 Metropolitan Washington Council of Governments (COG) 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 1,074,693 in 2021 to 1,154,171 by 2031. This reflects an average annual growth rate of 0.72 percent.
- Current projections estimate the number of households to increase from 389,107 in 2021 to 420,430 by 2031. Household growth over that period is projected to grow at an average annual rate of 0.78 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 11,900 in 2020 to 13,100 by 2027.
- The County expects Montgomery County Public School student enrollment to increase by 9,1789 between FY21 and FY27.
- Montgomery College full-time equivalent student enrollments are projected to decrease from 13,093 in FY21 to 12,402 by 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 or 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 as well as domestic or global health incidences
- Major international economic and political changes.

Note that the total effect of the COVID-19 virus on the County's revenues (and expenditures) is unknown at this date. This

public health event is being monitored and further information will be provided to the Executive and the County Council as that information becomes available.

Policy Assumptions

Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY22 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.

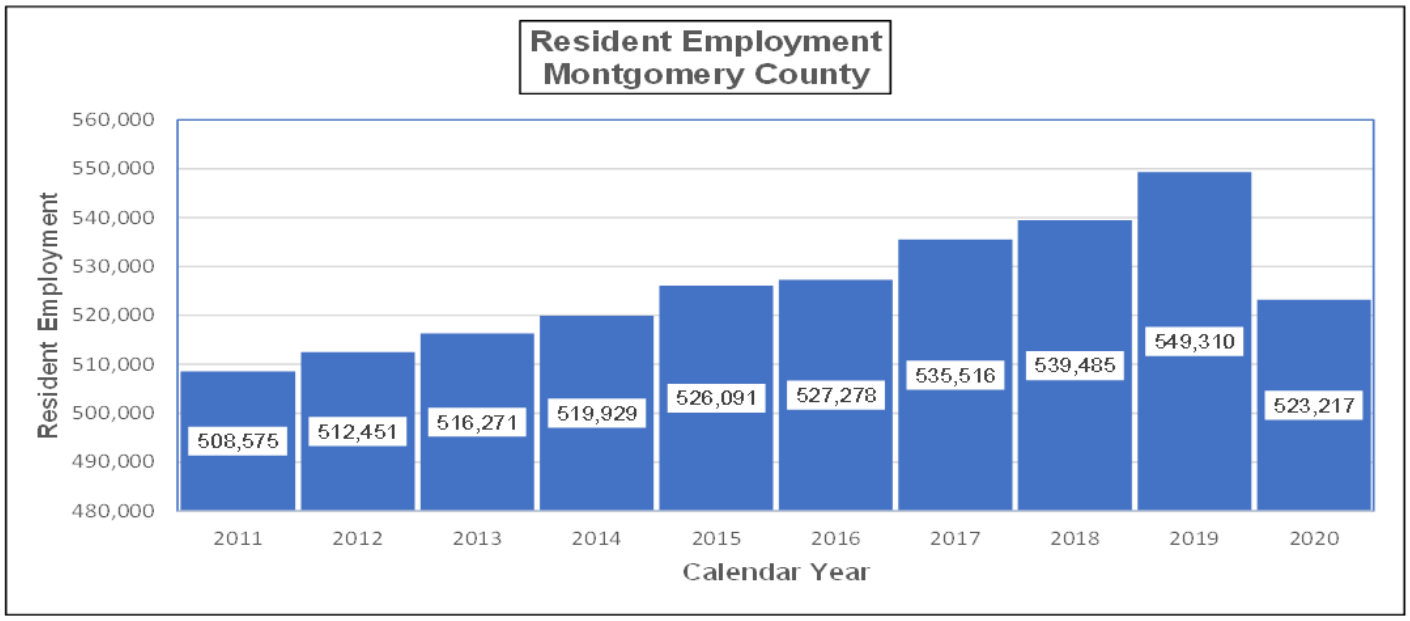
Economic Assumptions

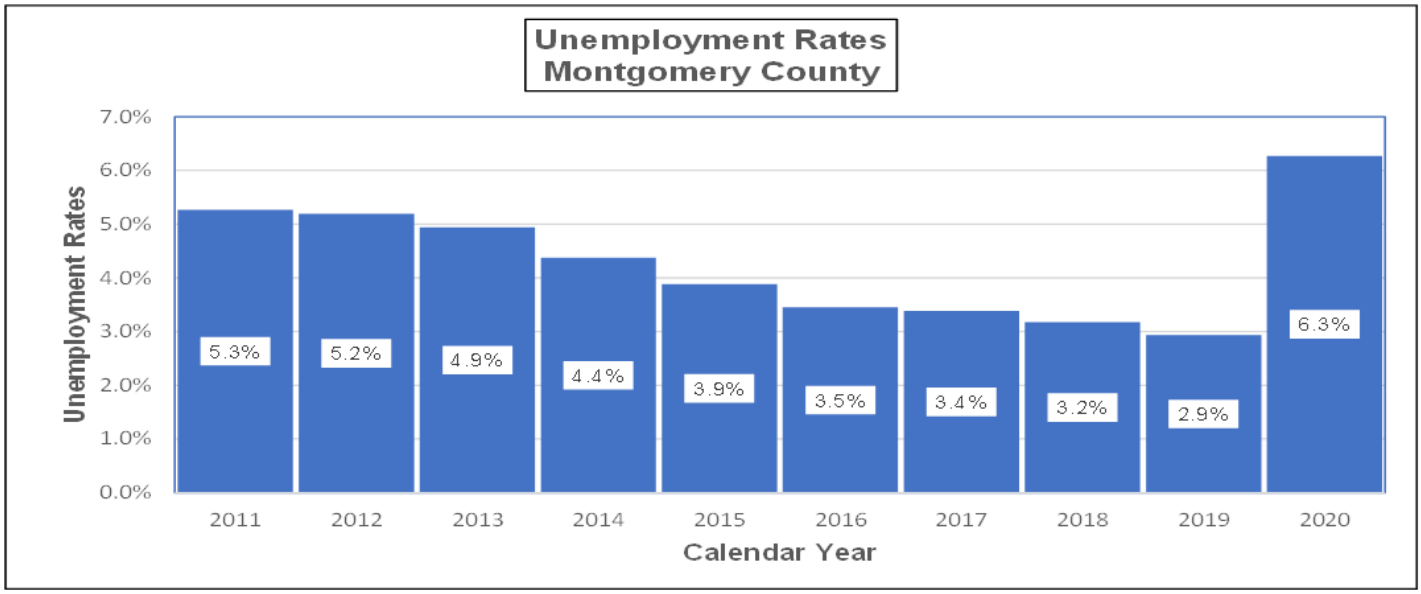
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment 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 mixed economic performance during calendar (CY) 2020 attributed to COVID-19. The areas of weakness included a decrease in resident employment, a significant increase in the unemployment rate, a decrease in the construction of residential housing and non-residential projects, and decreases in the added values of new construction for residential and non-residential properties. The areas of strength in the County's economy were an increase in the sales of existing homes and an increase in the median sales price for an existing home.

Employment Situation

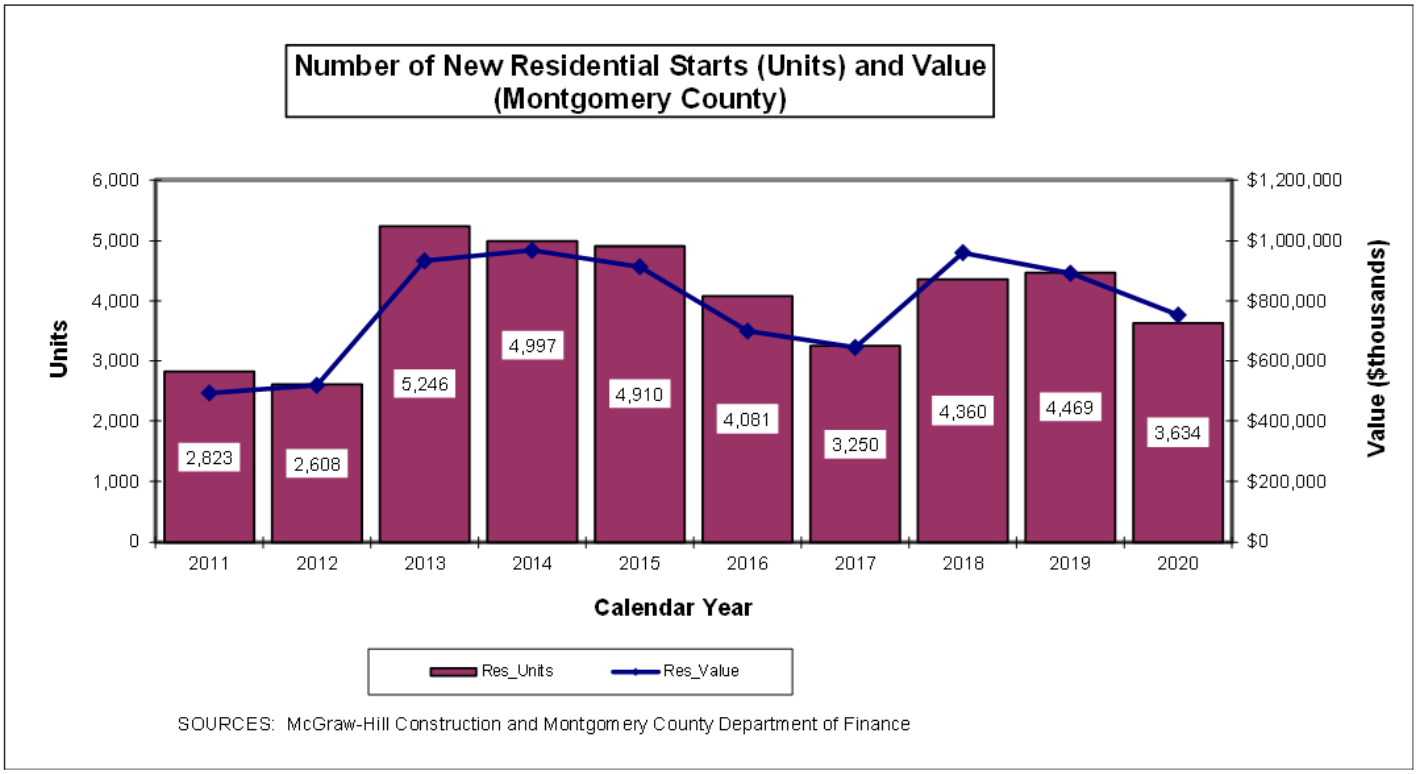
Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S. Department of Labor, resident employment (labor force series and not seasonally adjusted) in CY2020 decreased by 26,000 from CY2019 (?4.8%). The County's unemployment rate at 6.3 percent was more than twice the rate in CY2019.

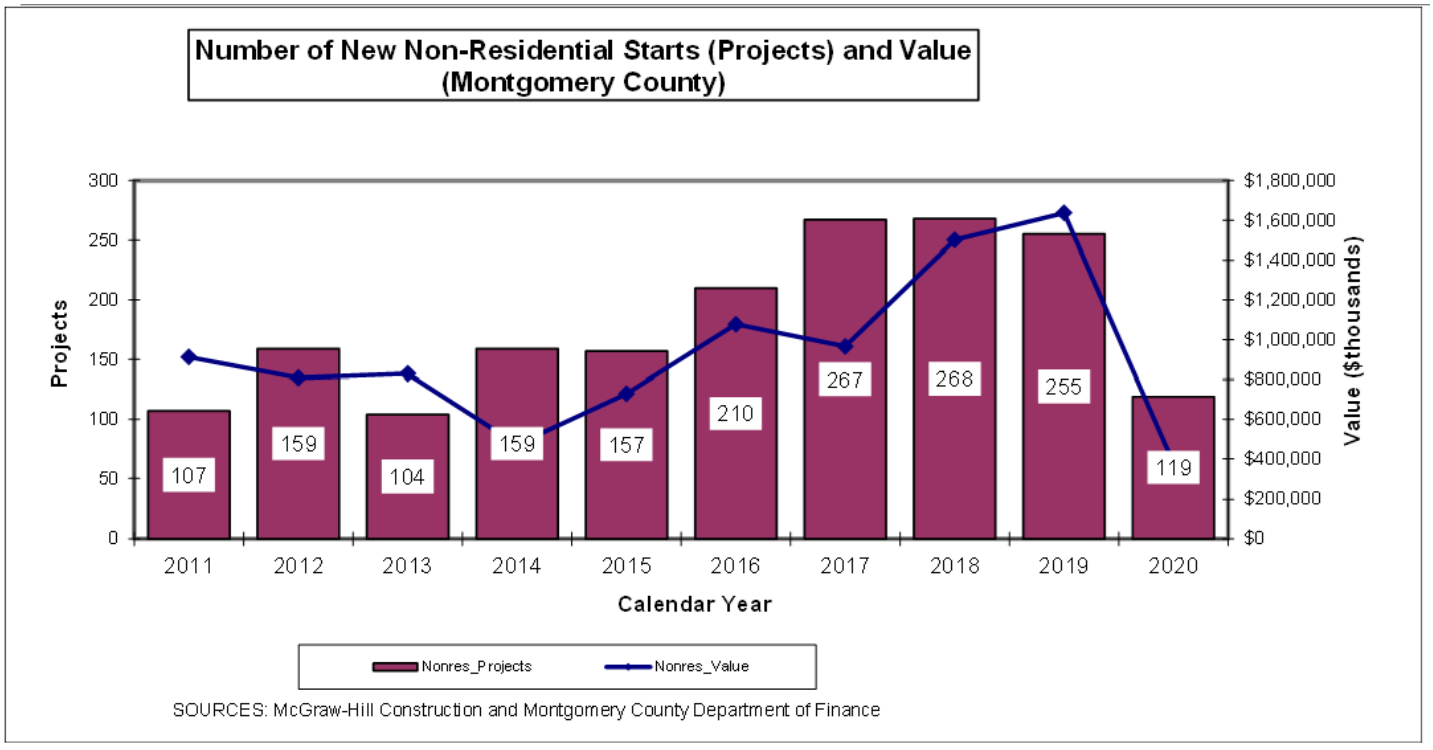




Construction Activity

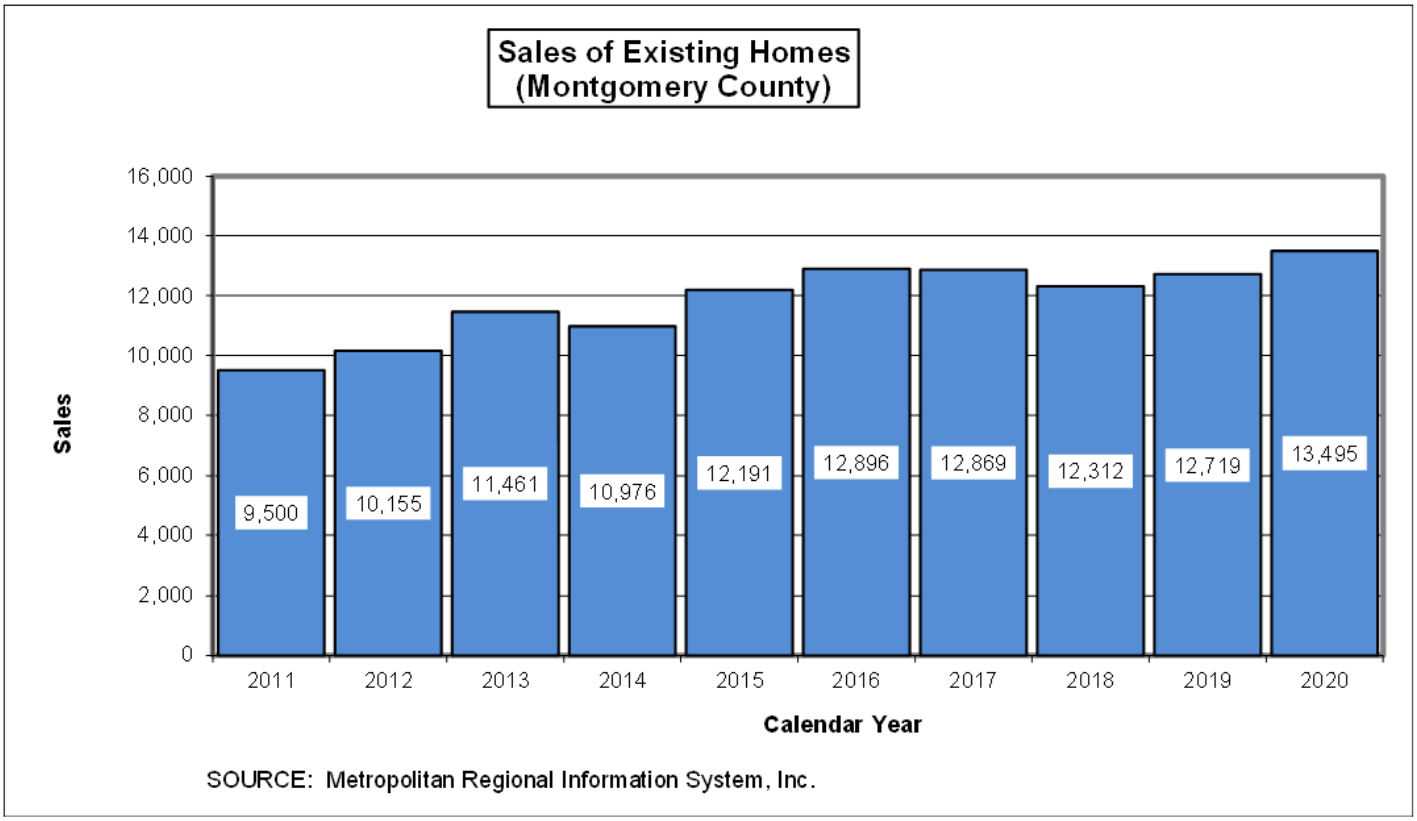
The construction of new residential units decreased 18.7 percent in CY2020, and total value added decreased from $892.1 million in CY2019 to $752.7 million in CY2020 (?15.6%). The total value added from non-residential projects decreased from $1,636.0 million in CY2019 to $377.3 million (?77.0%) in CY2020.

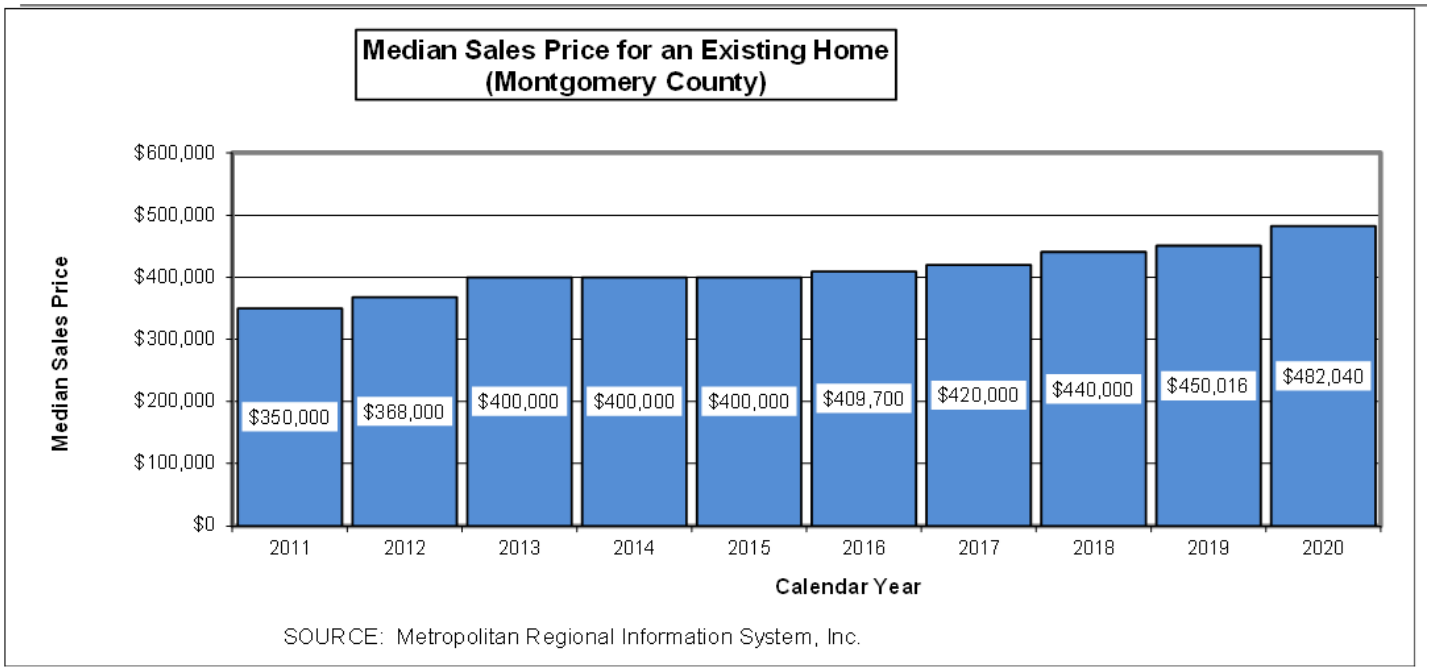




Residential Real Estate

During calendar year 2020, existing home sales increased 6.1 percent which followed an increase of 3.3 percent in CY2019. The median sales price for existing homes increased 7.1 percent in CY2020 following an increase of 2.3 percent in 2019.





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%).

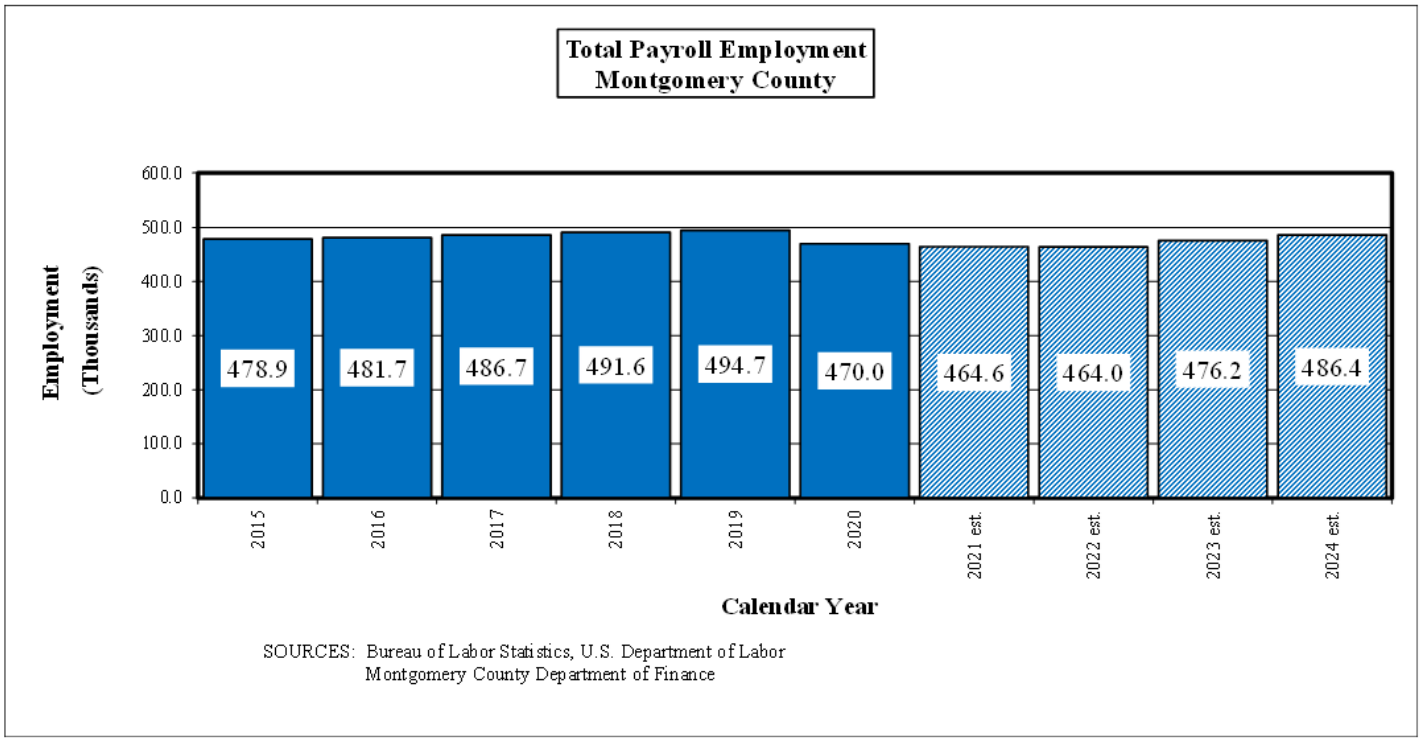
CONCLUSION

The two economic indicators, employment and construction, confirm that the County's economy experienced weak economic performance attributed to the impact of COVID-19 during CY2020. That performance included a decrease in residential employment, an elevated unemployment rate, and a decrease in residential and non-residential construction However, the residential real estate market experienced positive performance during COVID-19.

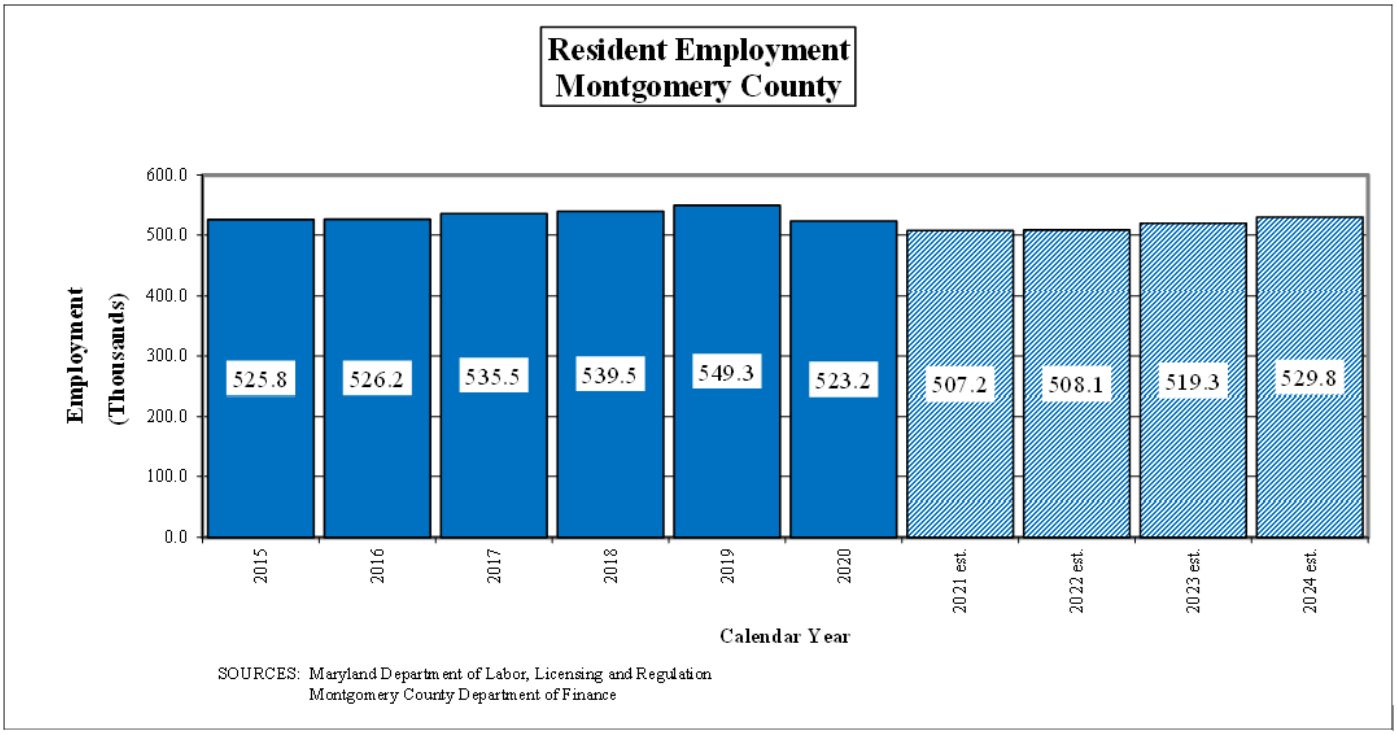
ECONOMIC OUTLOOK

The Department of Finance (Finance) forecasts that Montgomery County's economy will continue to experience weak economic performance through CY2021 and CY2022.

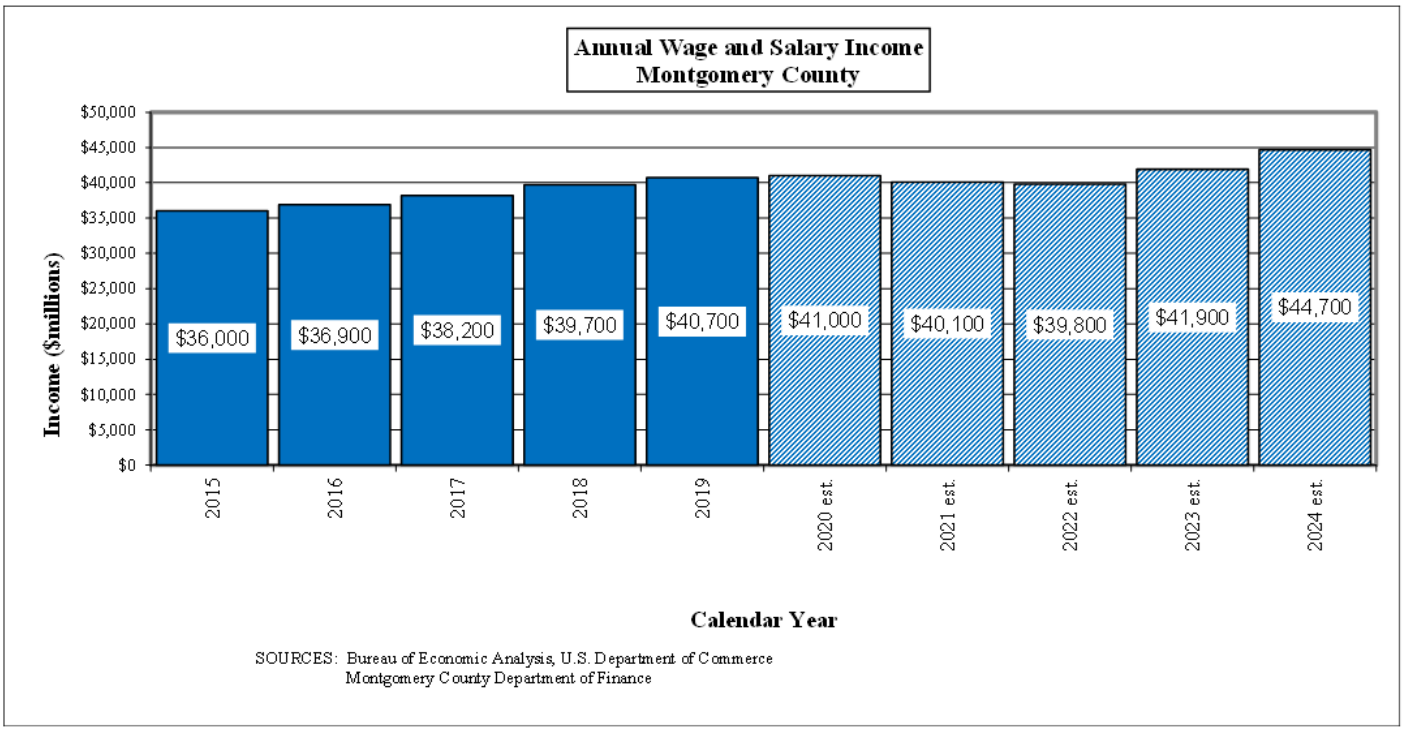
Employment. Finance assumes payroll employment will decrease from CY2019 to CY2022 at an average annual rate of 1.3 percent over that period. This is below the average annual growth rate of 0.8 percent experienced between CY2015 and CY2019. Finance assumes payroll employment will not reach its pre-pandemic level until CY2026.



Finance assumes that resident employment will decrease at an average annual rate of 1.5 percent from CY2019 to CY2022. That rate is below the average annual growth rate of 1.1 percent between CY2015 and CY2019. Finance estimates the resident employment will not reach its pre-pandemic level in CY2019 until CY2027-CY2028.

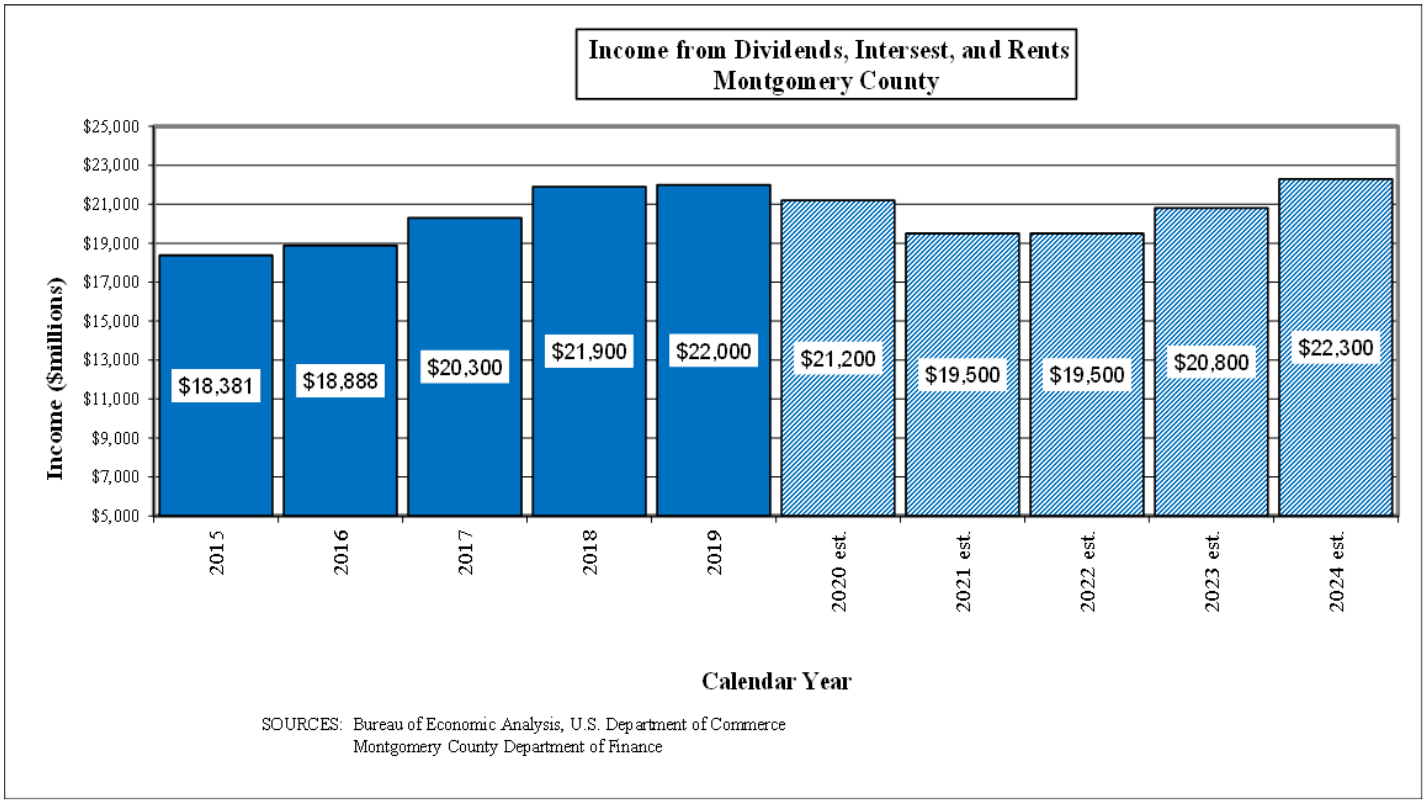


Wage and Salary Income. Finance assumes wage and salary income will decrease at an average annual rate of 1.5 percent from CY2020 to CY2022 compared to the average annual growth rate of 2.6 percent from CY2015 to CY2020. Finance estimates that total wage and salary income will not reach its pre-pandemic peak in CY2020 until CY2023.

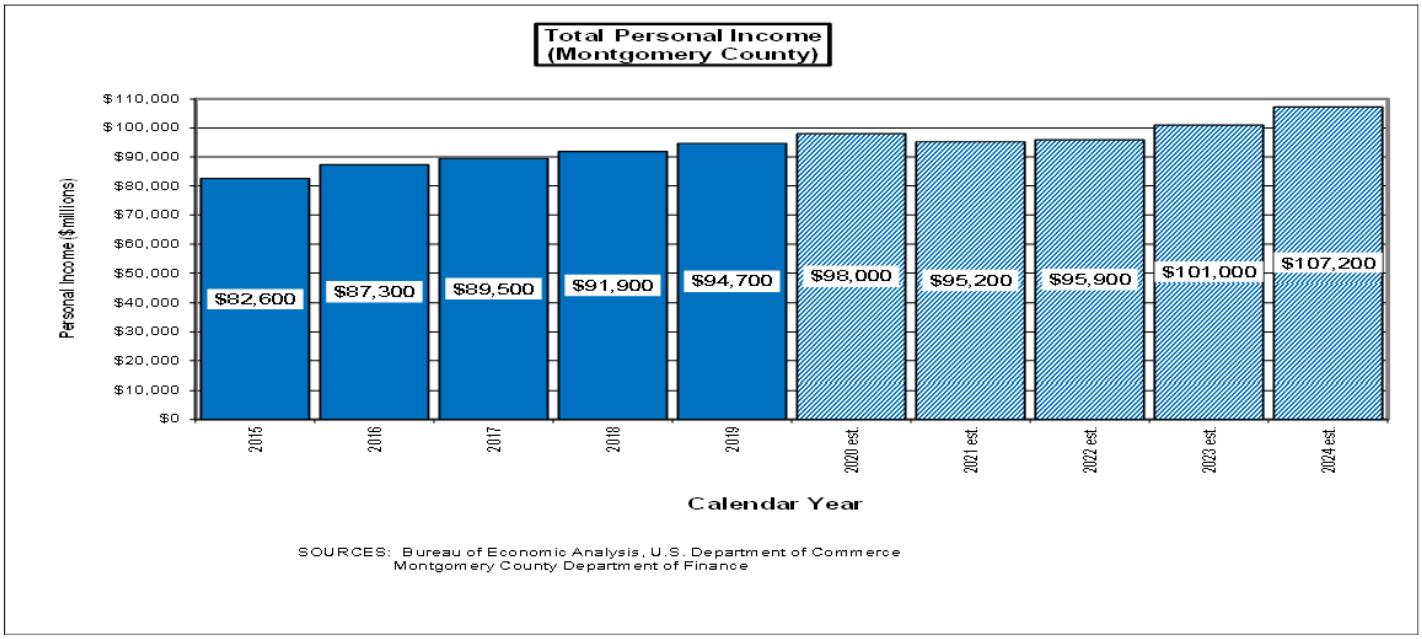


Income from Dividends, Interest, and Rents. Finance assumes income from dividends, interest and rents in Montgomery County will decrease at an average annual rate of 5.9 percent from CY2019 to CY2021 compared to the average annual growth rate of 4.6 percent from CY2015 to CY2019. Income from dividends, interest, and rents will not reach its

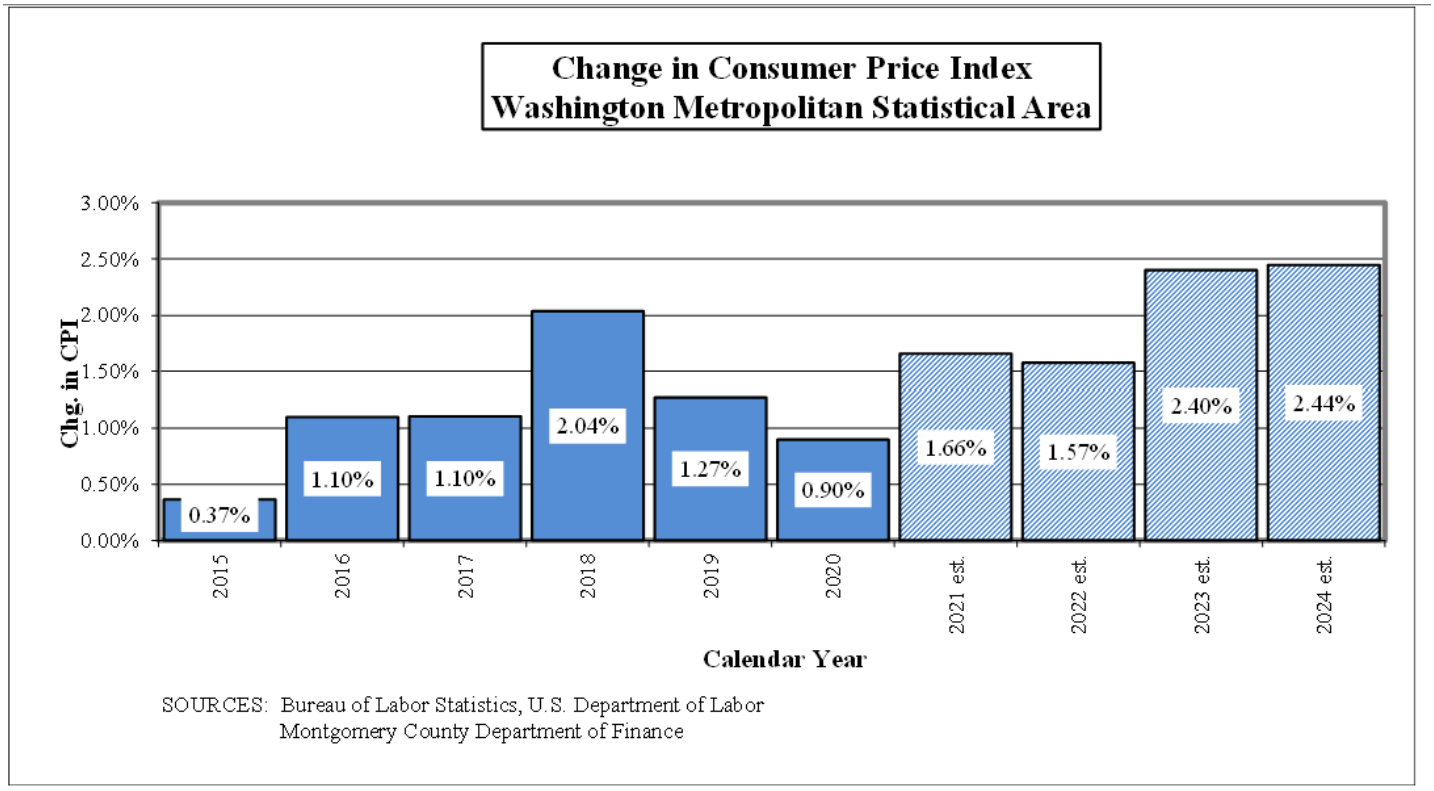
pre-pandemic peak until CY2024.



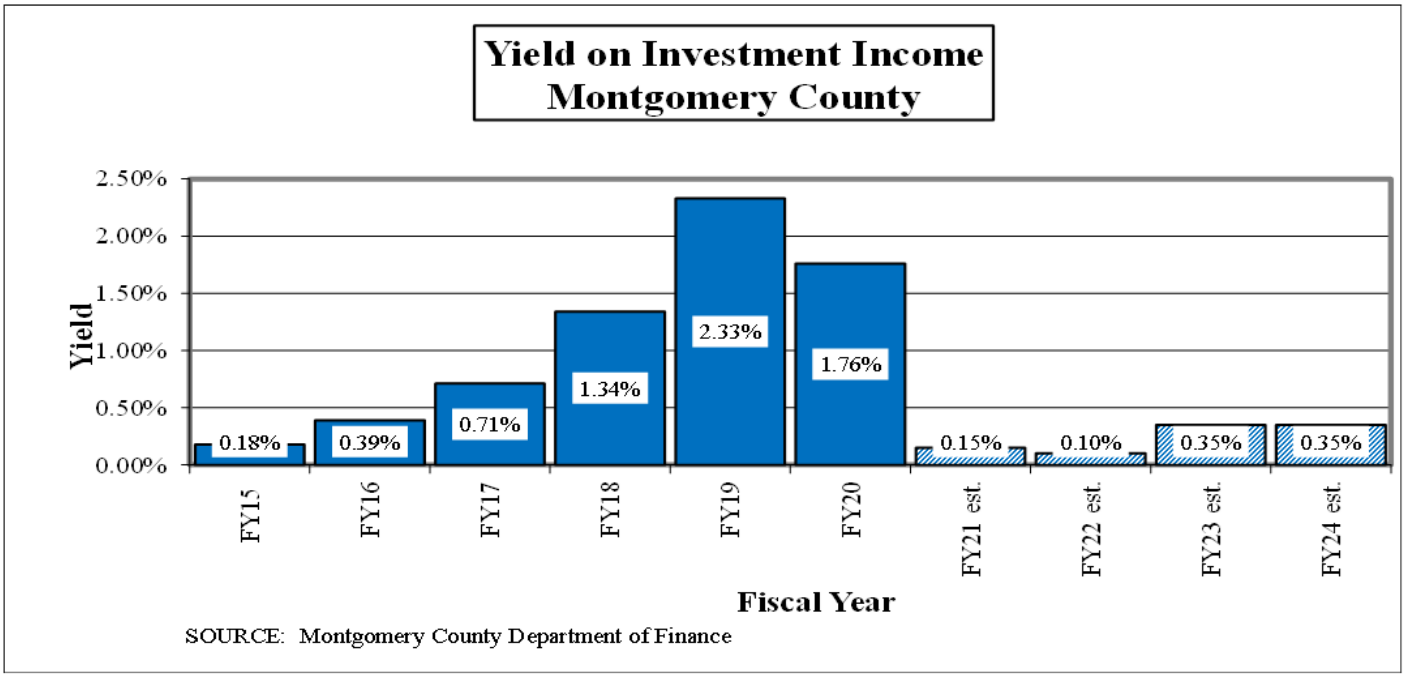
Personal Income. Finance assumes that total personal income in Montgomery County will decrease at an average annual rate of 1.1 percent from CY2020 to CY2022 compared to an average annual growth rate of 3.5 percent from CY2015 to CY2020. Total personal income will not reach its pre-pandemic peak until CY2023.



Inflation (annual average). Finance assumes that the overall regional inflation index will increase from 0.90 percent in CY2020 to 1.66 percent in CY2021, decelerate to 1.57 percent in CY2022, then increase to 2.40% in CY2023, and 2.44% in CY2024.



Interest Rates. Since the yield on the County's short-term investments are highly correlated with the federal funds rate, the County earned an average of 1.76 percent in investment income on its short-term portfolio for fiscal year (FY) 2020 but will only earn an estimated average of 0.15 percent in FY21 and FY22 and 0.35 percent in FY23 and FY24 due to the rate cuts to the targeted federal funds by the Federal Open Market Committee of the Board of Governors of the Federal Reserve System in response to COVID-19 and national recession.



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 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 Amended FY21-26 Capital Improvements Program (CIP) (as of January 15, 2021).

Anticipated current revenue adjustments to the January 15, 2021 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 FY20 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

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 Liquor Control Fund 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

Debt service estimates are those made to support the County Executive's Recommended Amended FY21-26 Capital Improvements Program (as of January 15, 2021). 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 41.6 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, 2020, is 1.49 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

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

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 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 FY22 Recommended Budget estimates that the Revenue Stabilization fund balance will be $403.8 million in FY21 and the balance is estimated to increase to $431.1 million in FY22.

Other Uses

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

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"). The County had adopted a plan to increase total budgeted reserves of the unrestricted General Fund and Revenue Stabilization Fund to 10 percent of Adjusted Governmental Revenues (AGR) by FY20. Due to the financial impacts of the COVID-19 crisis, FY20 actual reserves were 8.9 percent of AGR, and FY21 estimated reserves are expected to remain at 8.9 percent of AGR. The County must replenish the County Government Reserves to its policy goal within three fiscal years following the decrease. This budget satisfies that policy by increasing the budgeted reserve to 9.6 percent with plans to increase FY23 and FY24 reserves, respectively, to 9.8 percent and 10 percent.

REVENUE ASSUMPTIONS

Projections for revenues are included in six-year schedules for County Government Special Funds and for Montgomery College, M-NCPPC, and WSSC in the relevant sections of this document. See the MCPS Budget Document for six-year projections of MCPS funds. Projections for revenues funding County government appropriations are provided to the Council and public as fiscal projections. Such projections are based on estimates of County income from its own sources such as taxes, user fees, charges, and fines, as well as expectations of other assistance from the State and Federal government. The most likely economic, demographic, and governmental policy assumptions that will cause a change in revenue projections are included in this section.

TAX REVENUES

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. In order of magnitude, however, the property tax and the income tax are the most important with 47.0 percent and 42.6 percent, respectively, of the estimated total tax revenues in FY22. The third category is the energy tax estimated for the General Fund with 4.4 percent share. In fact, these three revenue sources represent 94.0 percent of total tax revenues. Of the total tax-supported revenues, property tax and income tax are also the most important with 36.2 percent and 32.8 percent, respectively. The third category is intergovernmental revenues with a 19.2 percent share of the estimated total tax supported revenues in FY22. 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.

Property Tax

Using proposed tax rates (levy year 2021) and a recommended $692 credit, total estimated FY22 tax supported property tax revenues of $1,884.7 million are 2.9 percent above the revised FY21 estimate. The general countywide rate for FY22 (Levy Year 2021) is $0.7180 per $100 of assessed real property, while a rate of $1.7950 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 FY22 (Levy Year 2021) is $0.9785 per $100 of assessed real property which is the same weighted rate for FY21 (Levy Year 2020). In November 2020, County residents voted to amend Section 305 of the County Charter "to prohibit the County Council from adopting a tax rate on real property that exceeds the tax rate on real property approved the previous year, unless all current Councilmembers vote affirmatively for the increase." The amendment to Section 305 replaces the current Charter Limit that restricts 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.

The countywide total property taxable assessment is estimated to increase approximately 3.1 percent from a revised $201.2 billion in FY21 to $207.4 billion in FY22. The base is comprised of real property and personal property. For FY22, the Department of Finance estimates a real property taxable assessment of approximately $203.1 billion, an increase of 3.1 percent from FY21, with the remaining $4.3 billion in personal property. This is the ninth 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 triennial residential property reassessment for Group 1 increased 5.0 percent and commercial property increased 16.5 percent in FY20 and the triennial residential property reassessment for Group 2 increased 4.8 percent and commercial property increased 16.5 percent in FY21. Based on data from SDAT the triennial reassessment for real property is estimated to increase 6.6 percent for residential properties in Group 3 and is estimated to increase 14.1 percent for commercial property in FY22.

Income Tax

Estimated FY22 income tax revenues of $1,708.8 million are 0.07 percent above the revised FY21 estimate. With the 2020 amendment of HB621 by the Maryland General Assembly, reimbursements to the Comptroller of Maryland from the County's quarterly income tax distributions starting in May of FY21 will be eighty equal installments rather than the original twenty. For FY22, the impact of the legislation reduces the amount of the reimbursements from $29.128 million to $7.282 million.

A number of economic indicators impact the County's quarterly distribution from withholdings and estimated payments. Those indicators include growth in resident employment; wage and salary income; income from dividends, interest and rents; and capital gains. Based on the economic forecasts provided by Moody's Analytics, Finance assumes County resident employment will decrease at an average annual rate of 1.5 percent from CY2019 to CY2022. Finance estimates that resident employment will not reach its pre-pandemic level until CY2027-CY2028. Finance assumes wage and salary income will decrease at an average annual rate of 1.5 percent from CY2020 to CY2022 and will not reach its CY2020 pre-pandemic peak until CY2023. Finally, Finance assumes income from dividends, interest, and rents in Montgomery County will decrease at an average annual rate of 5.9% percent from CY2019 to CY2021 compared to the average annual growth rate of 24.6 percent from CY2015 to CY2019. Income from dividends, interest, and rents will not reach its pre-pandemic peak until CY2024.

Following the decline of 3.8 percent in Tax Year 2013 (TY2013), income tax revenues increased 6.6 percent in TY2014, 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 TY2018. 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 is what occurred in the receipts from October 15th filers in 2016 and the reconciling distribution for TY2016 declined 27.5 percent from TY2015. In fact, that delay resulted in a dramatic increase in the November and January FY2019 reconciling distribution of 77.5 percent pertaining to TY2018. The Maryland Comptroller cautioned against assuming a similarly strong reconciling distribution in TY2019 (FY20) and TY2020 (FY21). In fact, the reconciling distributions declined 15.6 percent for TY2019 (FY20) and 8.5 percent for TY2020 (FY21). Because of the impact of COVID-19 beginning in February of 2020, the Comptroller of Maryland allowed the deferral of TY2019 estimated and final payments to the state until July 15, 2020. As such, the deferral reduced both June and July 2020 income tax distributions to the County reducing fourth quarter FY20 income tax and negatively affecting final income tax revenues for FY20. However, the amount of the deferral in the fourth quarter of FY20 was distributed in August and applied to FY21.

Transfer and Recordation Taxes

Estimated FY22 revenues for the General Fund of $169.9 million, which exclude the School Capital Improvement Program (CIP) portion, condominium conversions, and the tax premium, are 4.9 percent above the revised FY21 estimate. This reflects a FY22 estimate of $117.2 million in the transfer tax and $52.7 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 3.0 percent in CY21 and 2.5 percent in CY22. Over the same two years, median sales prices will increase 3.2 percent in CY21 and 3.1 percent in CY22

Energy Tax

Estimated FY22 revenues of $175.7 million are 1.8 percent below the revised FY21 estimate. The estimated revenues for FY22 are based on the County Executive's recommendation to continue the FY22 rates at the FY21 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. Because of the impacts of COVID-19, non-residential tax collections declined 41.9 percent through the first seven months (July-January) of FY21 compared to the same period in FY20 while residential tax collections increased 64.6 percent during the first seven months of FY21 compared to the same period in FY20.

Telephone Tax

Estimated FY22 revenues of $55.1 million are 1.1 percent above the revised FY21 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.

Hotel/Motel Tax

Estimated FY22 revenues of $11.8 million are 127.5 percent above the revised FY21 estimate attributed to a significant increase in the occupancy rate. 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 FY21 is also assumed for FY22. 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. However, because of the impact of COVID-19, tax collections from the hotel/motel tax are estimated to decline 65.0 percent in FY21 but rebound to its pre-pandemic level by FY24.

Admissions Tax

Estimated FY22 revenues of $0.8 million are 2.6 percent above the revised FY21 estimate. Estimated revenues for FY21 are expected to decline 67.5 percent similar to the decline in the hotel/motel tax. 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 FY22 revenues is attributed to a rebound in the growth in the attendance, which is a function of the estimated growth in the County's population in CY2021, and by the COVID-19 vaccinations and federal and state fiscal stimulus.

E-Cigarettes Tax

Estimated FY22 revenues from the E-Cigarettes tax of $1.0 million are 3.7 percent above the revised FY21 estimate. On March 31, 2020, the Montgomery County Council enacted legislation that prohibited an electronic devices manufacturer from distributing flavored electronic cigarettes to certain retail stores in the County. As such, FY21 revenues are estimated to decline 29.9 percent from FY20.

NON-TAX REVENUES

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 $1.195 billion in FY22. This is a $104.9 million decrease, or 8.1 percent, from the revised FY21 estimate. Non-tax revenues include: intergovernmental aid, investment income, licenses and permits, user fees, fines, and forfeitures, and miscellaneous revenues.

General Intergovernmental Revenues

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 FY22. 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 FY22 assumes a $135.8 million, or 12.0 percent, decrease in intergovernmental revenues from the revised FY21 estimate. Total intergovernmental revenue represents an estimated 83.69% percent of the total non-tax revenues for FY22.

Licenses and Permits

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 FY22 assumes a 19.6 percent increase over the revised estimates for FY21, resulting in $13.5 million in available resources in FY22.

Charges for Services (User Fees)

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 FY22 assumes an increase of 37.7 percent over the revised estimates for FY21, resulting in $57.8 million in available resources in FY22.

Fines and Forfeitures

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 FY22 assumes that fines and forfeitures will increase 98.1 percent from the revised estimates for FY21, resulting in $38.3 million in available resources in FY22. It should be noted that COVID-related reductions in overall driving resulted in estimated photo red light and speed camera revenues being significantly reduced in FY21.

College Tuition

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, number of credit hour enrollments, and the tuition rate. The Recommended Budget for FY22 includes a 0.1 percent decrease in tuition revenue over the revised estimates for FY21, resulting in $68.0 million in available resources in FY22.

Investment Income

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 FY21 tax-supported investment income estimates of $337,460 assumes a yield of 0.15 percent and an average daily balance of $750 million. The FY22 projected estimate of tax-supported investment income of $522,190 assumes a yield of 0.05 percent and an average daily balance of $650 million. With the action of the Federal Open Market Committee starting in March 2020 in response to the coronavirus pandemic and the dramatic decrease in the targeted federal funds rate, the estimate for FY22 will depend on future actions by the FOMC regarding the federal funds rate.

Other Miscellaneous

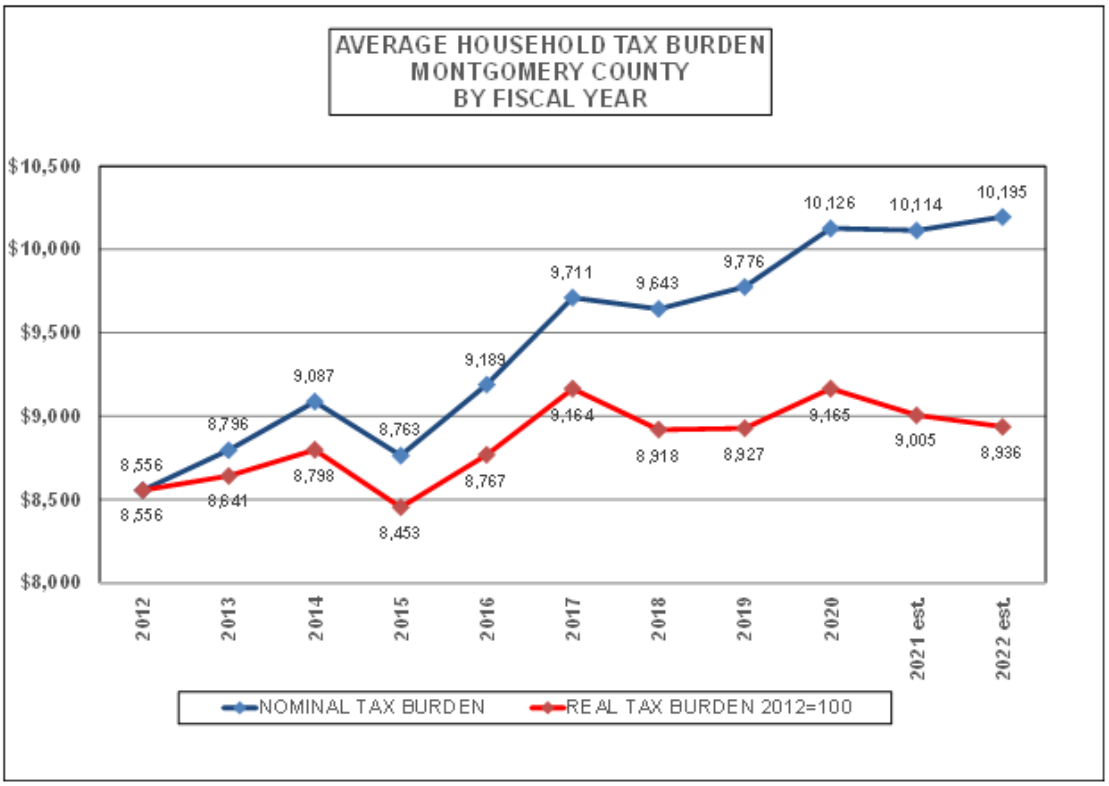
The County receives miscellaneous revenues from a variety of sources. For the Recommended Budget for FY22, miscellaneous revenues will decrease 25.4 percent from the revised estimates for FY21, resulting in $15.6 million in available resources in FY22.

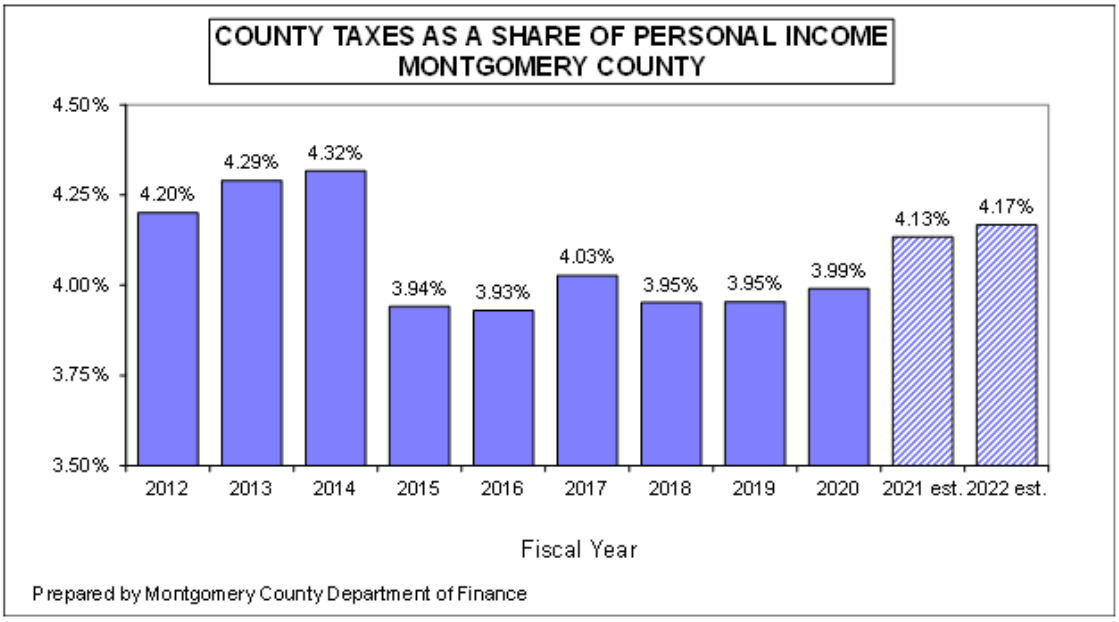
DEMOGRAPHIC AND PLANNING INDICATORS	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
POPULATION	**1,067,624**	**1,074,693**	**1,081,809**	**1,088,972**	**1,096,182**	**1,103,440**	**1,111,738**	**1,120,098**
Annual Increase	7,555	7,069	7,116	7,163	7,210	7,258	8,298	8,360
Population Growth Since 2012	7.7%	8.4%	9.1%	9.9%	10.6%	11.3%	12.2%	13.0%
County Resident Births (Prior Calendar Year) (a)	**11,900**	**11,700**	**12,200**	**12,730**	**12,820**	**12,915**	**13,010**	**13,100**
HOUSEHOLDS	**386,285**	**389,107**	**391,949**	**394,811**	**397,695**	**400,600**	**403,839**	**407,104**
Household Annual Growth (%)	0.9%	0.7%	0.7%	0.7%	0.7%	0.7%	0.8%	0.8%
Household Growth Since 2012	5.9%	6.7%	7.5%	8.2%	9.0%	9.8%	10.7%	11.6%
Household Growth Since 1992	32.7%	33.6%	34.6%	35.6%	36.6%	37.6%	38.7%	39.8%
Household Size	2.76	2.76	2.76	2.76	2.76	2.75	2.75	2.75
RESIDENT EMPLOYMENT (Jan = Calendar Year)	**523,217**	**507,200**	**508,090**	**519,270**	**529,830**	**537,190**	**543,220**	**547,510**
Resident Employment Annual Growth (%)	-4.8%	-3.1%	0.2%	2.2%	2.0%	1.4%	1.1%	0.8%
Resident Employment Growth Since 2012	3.7%	0.6%	0.7%	3.0%	5.0%	6.5%	7.7%	8.5%
Resident Employment Per Household	1.35	1.30	1.30	1.32	1.33	1.34	1.35	1.34
Jobs in County	**543,500**	**549,300**	**555,100**	**560,900**	**566,700**	**572,500**	**578,900**	**585,300**
PERSONAL INCOME ($ Millions)	**$98,000**	**$95,200**	**$95,900**	**$101,000**	**$107,200**	**$113,600**	**$119,800**	**$125,600**
Per Capita Personal Income	**$91,790**	**$88,580**	**$88,650**	**$92,750**	**$97,790**	**$102,950**	**$107,760**	**$112,130**
Annual Growth (%)	2.8%	-3.5%	0.1%	4.6%	5.4%	5.3%	4.7%	4.1%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	**0.95%**	**1.28%**	**1.62%**	**1.99%**	**2.42%**	**2.44%**	**2.44%**	**2.44%**
Inflation Growth (Fiscal Year) Since 2012	-66.8%	-55.4%	-43.7%	-30.8%	-15.6%	-14.9%	-14.9%	-14.9%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	**0.90%**	**1.66%**	**1.57%**	**2.40%**	**2.44%**	**2.44%**	**2.44%**	**2.44%**
ASSESSABLE TAX BASE ($ Millions)	**$197,588**	**$201,216**	**$207,363**	**$212,070**	**$217,522**	**$223,208**	**$229,079**	**$235,148**
Annual Growth (%)	2.3%	1.8%	3.1%	2.3%	2.6%	2.6%	2.6%	2.6%
Growth of Base Since 1992 (%)	230.3%	236.4%	246.6%	254.5%	263.6%	273.1%	282.9%	293.1%
Growth of Base Since 2012 (%)	19.1%	21.3%	25.0%	27.8%	31.1%	34.5%	38.1%	41.7%
INVESTMENT INCOME YIELD (%)	1.76%	0.15%	0.10%	0.35%	0.35%	0.35%	0.35%	0.35%
MCPS ENROLLMENT (Sept = Calendar Year)	**165,267**	**161,583**	**164,750**	**166,055**	**167,845**	**168,551**	**170,382**	**170,761**
Annual Growth (%)	1.6%	-2.2%	2.0%	0.8%	1.1%	0.4%	1.1%	0.2%
Annual Increase (Decrease)	2,587	-3,684	3,167	1,305	1,790	706	1,831	379
MONTGOMERY COLLEGE ENROLLMENTS (b)	**20,038**	**19,263**	**18,882**	**18,998**	**19,110**	**19,292**	**19,292**	**19,292**
Annual Growth (%)	-5.7%	-3.9%	-2.0%	0.6%	0.6%	1.0%	0.0%	0.0%
Full Time Equivalents (Sept = Calendar Year) (c)	**13,495**	**13,093**	**12,431**	**12,214**	**12,311**	**12,402**	**12,538**	**12,538**
Annual Growth in FTE's (%)	-26.4%	-3.0%	-5.1%	-1.7%	0.8%	0.7%	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 FY25. Since no projections are provided for FY26 or FY27 the projections for FY25 were used. Projections are from March 2021.

(c) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and only include projections through FY26. Since no projections are provided for FY27 the projections for FY26 were used. Projections are from March 2021.


AVERAGE HOUSEHOLD TAX BURDEN
MONTGOMERY COUNTY
BY FISCAL YEAR
$10,500
$10,000
$9,500
$9,000
$8,500
$8,000
8,556
8,796
9,087
8,763
9,189
9,711
9,643
9,776
10,126
10,114
10,195
8,556
8,641
8,798
8,453
8,767
9,164
8,918
8,927
9,165
9,005
8,936
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021 est.
2022 est.
NOMINAL TAX BURDEN
REAL TAX BURDEN 2012=100


COUNTY TAXES AS A SHARE OF PERSONAL INCOME
MONTGOMERY COUNTY
4.50%
4.25%
4.00%
3.75%
3.50%
4.20%
4.29%
4.32%
3.94%
3.93%
4.03%
3.95%
3.95%
3.99%
4.13%
4.17%
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021 est.
2022 est.
Fiscal Year
Prepared by Montgomery County Department of Finance

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY21	Est. FY21	% Chg. FY21-22	Rec. FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27
	TAXES	5-21-20	3-15-21	App/Rec	3-15-21										
1	Property Tax	1,830.8	1,830.9	2.9%	1,884.7	2.5%	1,931.0	2.8%	1,984.4	2.8%	2,040.5	2.8%	2,098.1	2.9%	2,157.9
2	Income Tax	1,695.4	1,707.7	0.8%	1,708.8	3.5%	1,769.1	5.4%	1,865.2	4.4%	1,947.8	5.2%	2,049.1	6.0%	2,171.1
3	Transfer Tax	122.4	111.7	-4.3%	117.2	4.8%	122.8	5.6%	129.7	5.2%	136.5	4.8%	143.2	4.7%	149.9
4	Recordation Tax	59.2	50.2	-11.0%	52.7	4.8%	55.2	5.6%	58.3	5.2%	61.4	4.9%	64.4	4.7%	67.4
5	Energy Tax	191.3	178.9	-8.2%	175.7	1.6%	178.5	0.2%	178.8	0.1%	179.0	0.1%	179.2	0.1%	179.3
6	Telephone Tax	53.8	54.5	2.5%	55.1	1.1%	55.7	1.1%	56.3	1.1%	56.9	1.1%	57.5	1.0%	58.1
7	Hotel/Motel Tax	23.3	5.2	-49.3%	11.8	22.8%	14.5	20.5%	17.5	1.5%	17.8	1.4%	18.0	12.7%	20.3
8	Admissions Tax	3.4	0.8	-75.6%	0.8	3.0%	0.9	3.4%	0.9	3.4%	0.9	3.5%	0.9	3.5%	1.0
9	E-Cigarette Tax	1.8	0.9	-44.5%	1.0	3.5%	1.0	3.4%	1.0	3.2%	1.1	3.1%	1.1	3.0%	1.1
10	**Total Local Taxes**	**3,981.3**	**3,940.7**	**0.7%**	**4,007.7**	**3.0%**	**4,128.8**	**4.0%**	**4,292.2**	**3.5%**	**4,441.9**	**3.8%**	**4,611.5**	**4.2%**	**4,806.1**
	INTERGOVERNMENTAL AID														
11	Highway User	8.4	7.5	-5.9%	7.9	0.0%	7.9	0.0%	7.9	0.0%	7.9	0.0%	7.9	0.0%	7.9
12	Police Protection	14.3	14.3	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	5.6	5.4	0.9%	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	4.8	4.8	-0.4%	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	64.2	55.8%	64.4	0.0%	64.4	0.0%	64.4	0.0%	64.4	0.0%	64.4	0.0%	64.4
16	Public Schools	781.5	784.6	-3.4%	754.9	0.0%	754.9	0.0%	754.9	0.0%	754.9	0.0%	754.9	0.0%	754.9
17	Community College	41.8	36.8	-7.2%	38.8	0.0%	38.8	0.0%	38.8	0.0%	38.8	0.0%	38.8	0.0%	38.8
18	Other	47.5	217.4	128.4%	108.4	-56.1%	47.6	-3.7%	45.8	-3.7%	44.1	0.0%	44.1	0.0%	44.1
19	**Total Intergovernmental Aid**	**945.3**	**1,135.0**	**5.7%**	**999.2**	**-6.1%**	**938.4**	**-0.2%**	**936.7**	**-0.2%**	**935.0**	**0.0%**	**935.0**	**0.0%**	**935.0**
	FEES AND FINES														
20	Licenses & Permits	13.9	11.3	-2.8%	13.5	1.5%	13.7	1.5%	13.9	1.5%	14.1	1.5%	14.3	1.5%	14.5
21	Charges for Services	69.6	42.0	-16.9%	57.8	1.6%	58.8	1.9%	59.9	2.0%	61.1	2.0%	62.3	2.0%	63.5
22	Fines & Forfeitures	45.7	19.3	-16.2%	38.3	1.6%	38.9	1.6%	39.5	1.6%	40.2	1.6%	40.8	1.6%	41.4
23	Montgomery College Tuition	76.7	70.8	-9.0%	69.8	1.6%	70.9	1.9%	72.3	2.0%	73.7	2.0%	75.1	2.0%	76.6
24	**Total Fees and Fines**	**205.9**	**143.3**	**-12.9%**	**179.4**	**1.6%**	**182.2**	**1.8%**	**185.6**	**1.8%**	**189.0**	**1.8%**	**192.5**	**1.8%**	**196.0**
	MISCELLANEOUS														
25	Investment Income	5.8	0.3	-90.9%	0.5	11.2%	0.6	66.8%	1.0	27.1%	1.2	0.5%	1.2	0.5%	1.2
26	Other Miscellaneous	20.4	20.9	-23.6%	15.6	2.0%	15.9	2.4%	16.3	2.4%	16.7	2.4%	17.1	2.4%	17.5
27	**Total Miscellaneous**	**26.2**	**21.3**	**-38.4%**	**16.1**	**2.3%**	**16.5**	**4.7%**	**17.3**	**3.8%**	**17.9**	**2.3%**	**18.4**	**2.3%**	**18.8**
28	**TOTAL REVENUES**	**5,158.7**	**5,240.4**	**0.8%**	**5,202.5**	**1.2%**	**5,266.0**	**3.1%**	**5,431.7**	**2.8%**	**5,583.8**	**3.1%**	**5,757.3**	**3.5%**	**5,955.9**
	Calculation for Adjusted Governmental Revenues														
29	**Total Tax Supported Revenues**	**5,158.7**	**5,240.4**	**0.8%**	**5,202.5**	**1.2%**	**5,266.0**	**3.1%**	**5,431.7**	**2.8%**	**5,583.8**	**3.1%**	**5,757.3**	**3.5%**	**5,955.9**
30	Capital Projects Fund	**129.4**	**129.4**	**1.8%**	**131.7**	**-7.8%**	**121.5**	**1.1%**	**122.8**	**6.6%**	**130.9**	**0.3%**	**131.3**	**0.0%**	**131.3**
31	Grants	**128.0**	**128.0**	**1.6%**	**130.1**	**2.0%**	**132.7**	**2.4%**	**135.9**	**2.4%**	**139.2**	**2.4%**	**142.6**	**2.4%**	**146.1**
32	MCG Adjusted Revenues	**5,416.1**	**5,413.4**	**0.2%**	**5,427.3**	**1.7%**	**5,520.1**	**3.1%**	**5,690.4**	**2.9%**	**5,853.9**	**3.0%**	**6,031.1**	**3.4%**	**6,233.2**

County Executive's Recommended FY22-27 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY21	Est. FY21	% Chg. FY21-22	Rec. FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27
		5-21-20	3-15-21	App/Rec	3-15-21										
	Total Revenues														
1	Property Tax	1,830.8	1,830.9	2.9%	1,884.7	2.5%	1,931.0	2.8%	1,984.4	2.8%	2,040.5	2.8%	2,098.1	2.9%	2,157.9
2	Income Tax	1,695.4	1,707.7	0.8%	1,708.8	3.5%	1,769.1	5.4%	1,865.2	4.4%	1,947.8	5.2%	2,049.1	6.0%	2,171.1
3	Transfer/Recordation Tax	181.6	161.9	-6.5%	169.8	4.8%	178.0	5.6%	188.1	5.2%	197.9	4.8%	207.5	4.7%	217.3
4	Other Taxes	273.6	240.3	-10.7%	244.4	2.6%	250.6	1.6%	254.6	0.4%	255.7	0.4%	256.8	1.2%	259.9
5	Other Revenues	1,177.4	1,299.6	1.5%	1,194.8	-4.8%	1,137.2	0.2%	1,139.5	0.2%	1,141.9	0.3%	1,145.8	0.3%	1,149.8
6	**Total Revenues**	**5,158.7**	**5,240.4**	**0.8%**	**5,202.5**	**1.2%**	**5,266.0**	**3.1%**	**5,431.7**	**2.8%**	**5,583.8**	**3.1%**	**5,757.3**	**3.5%**	**5,955.9**
7															
8	**Net Transfers In (Out)**	**24.9**	**22.1**	**-54.0%**	**11.5**	**2.0%**	**11.7**	**2.4%**	**12.0**	**2.4%**	**12.3**	**2.4%**	**12.6**	**2.4%**	**12.9**
9	**Total Revenues and Transfers Available**	**5,183.6**	**5,262.5**	**0.6%**	**5,213.9**	**1.2%**	**5,277.6**	**3.1%**	**5,443.7**	**2.8%**	**5,596.1**	**3.1%**	**5,769.8**	**3.4%**	**5,968.7**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	422.5	419.8	1.2%	427.7	0.5%	429.9	2.6%	441.0	2.9%	453.6	1.3%	459.3	0.9%	463.4
13	PAYGO	32.0	0.0	-51.6%	15.5	103.2%	31.5	-7.9%	29.0	-3.4%	28.0	-3.6%	27.0	0.0%	27.0
14	CIP Current Revenue	65.9	71.4	-18.2%	53.9	88.1%	101.4	-7.0%	94.3	-20.8%	74.6	4.8%	78.2	0.0%	78.2
15	Change in Other Reserves	0.2	18.1	-10393.2%	-23.3	96.8%	-0.7	124.6%	0.2	34.1%	0.2	-1.1%	0.2	6.5%	0.3
16	Contribution to General Fund Undesignated Reserves	7.2	-22.2	110.4%	15.3	-143.9%	-6.7	501.5%	26.9	-35.3%	17.4	-4.2%	16.7	23.8%	20.6
17	Contribution to Revenue Stabilization Reserves	8.6	27.5	217.7%	27.3	3.3%	28.2	-100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0
18	Set Aside for other uses (supplemental appropriations)	6.8	-4.2	-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**	**543.3**	**510.5**	**-5.0%**	**516.3**	**16.9%**	**603.5**	**1.3%**	**611.3**	**-2.9%**	**593.8**	**1.3%**	**601.4**	**1.3%**	**609.5**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**4,640.3**	**4,752.1**	**1.2%**	**4,697.6**	**-0.5%**	**4,674.1**	**3.4%**	**4,832.4**	**3.5%**	**5,002.2**	**3.3%**	**5,168.4**	**3.7%**	**5,359.3**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	2,562.4	2,544.2	-1.1%	2,534.9										
25	Montgomery College (MC)	268.9	249.2	-1.3%	265.5										
26	MNCPPC (w/o Debt Service)	137.2	130.6	3.4%	141.8										
27	MCG	1,671.9	1,828.0	5.0%	1,755.4										
28	**Agency Uses**	**4,640.3**	**4,752.1**	**1.2%**	**4,697.6**	**-0.5%**	**4,674.1**	**3.4%**	**4,832.4**	**3.5%**	**5,002.2**	**3.3%**	**5,168.4**	**3.7%**	**5,359.3**
29	**Total Uses**	**5,183.6**	**5,262.5**	**0.6%**	**5,213.9**	**1.2%**	**5,277.6**	**3.1%**	**5,443.7**	**2.8%**	**5,596.1**	**3.1%**	**5,769.8**	**3.4%**	**5,968.7**
30	(Gap)/Available	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**

Assumptions:

1. FY21 Property taxes are at the previous Charter Limit with a $692 credit. FY22-FY27 property taxes reflect the passage of Ballot Question A with a $692 credit. Other taxes are at current rates.
2. Due to the County's response to the COVID-19 pandemic, reserves are estimated to be lower than the 10% policy target in FY21-FY23. When emergencies require reserves to dip below the 10 percent target, it is the County's policy to ensure reserves achieve the policy target within three fiscal years. The fiscal plan shows reserves increasing from 8.9% of Adjusted Governmental Revenue (AGR) in FY20 and FY21 to 9.6% in FY22, 9.8% in FY23, and 10.0% in FY24. The calculation for AGR in FY21 and FY22 excludes the County's allocation of Federal Emergency Grants received through the Coronavirus Relief Fund and the American Rescue Plan Act.
3. PAYGO, debt service, and current revenue reflect the Amended FY21-26 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY23-27.

County Executive's Recommended FY22-27 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

	App. FY21	Est. FY21	% Chg. FY21-22	Rec. FY22	% Chg. FY22-23	Projected FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27
Beginning Reserves														
Unrestricted General Fund	154.1	97.7	-51.0%	75.5	20.2%	90.8	-7.4%	84.1	32.0%	111.0	15.7%	128.3	13.0%	145.0
Revenue Stabilization Fund	382.2	376.3	5.7%	403.8	6.8%	431.1	6.5%	459.3	0.0%	459.3	0.0%	459.3	0.0%	459.3
Total Reserves	536.3	474.0	-10.6%	479.3	8.9%	521.9	4.1%	543.3	4.9%	570.2	3.0%	587.6	2.8%	604.3
Additions to Reserves														
Unrestricted General Fund	7.2	-22.2	110.4%	15.3	-143.9%	-6.7	501.5%	26.9	-35.3%	17.4	-4.2%	16.7	23.8%	20.6
Revenue Stabilization Fund	8.6	27.5	217.7%	27.3	3.3%	28.2	-100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0
Total Change in Reserves	15.8	5.4	168.6%	42.5	-49.5%	21.5	25.0%	26.9	-35.3%	17.4	-4.2%	16.7	23.8%	20.6
Ending Reserves														
Unrestricted General Fund	161.4	75.5	-43.8%	90.8	-7.4%	84.1	32.0%	111.0	15.7%	128.3	13.0%	145.0	14.2%	165.6
Revenue Stabilization Fund	390.8	403.8	10.3%	431.1	6.5%	459.3	0.0%	459.3	0.0%	459.3	0.0%	459.3	0.0%	459.3
Total Reserves	552.1	479.3	-5.5%	521.9	4.1%	543.3	4.9%	570.2	3.0%	587.6	2.8%	604.3	3.4%	624.9
Reserves as a % of Adjusted Governmental Revenues	**10.2%**	**8.9%**		**9.6%**		**9.8%**		**10.0%**		**10.0%**		**10.0%**		**10.0%**
Other Reserves														
Montgomery College	22.3	33.8	13.1%	25.3	0.0%	25.3	0.0%	25.3	0.0%	25.3	0.0%	25.3	0.0%	25.3
M-NCPPC	5.0	13.8	20.6%	6.0	-12.6%	5.2	2.8%	5.4	2.8%	5.5	2.8%	5.7	2.8%	5.8
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
MCG Special Funds	1.5	-15.7	54.7%	2.4	0.4%	2.4	1.6%	2.4	4.0%	2.5	3.4%	2.6	3.8%	2.7
MCG + Agency Reserves as a % of Adjusted Govt Revenues	**10.7%**	**9.9%**		**10.2%**		**10.4%**		**10.6%**		**10.6%**		**10.6%**		**10.6%**
Retiree Health Insurance Pre-Funding														
Montgomery County Public Schools (MCPS)	**69.4**	**69.4**		**73.0**		**66.2**		**60.5**		**53.9**		**53.9**		**53.9**
Montgomery College (MC)	**5.5**	**5.5**		**5.6**		**5.4**		**5.3**		**5.2**		**5.2**		**5.2**
MNCPPC	**3.0**	**3.0**		**2.7**		**2.7**		**2.7**		**2.8**		**2.8**		**2.7**
MCG	**12.3**	**12.3**		**10.8**		**7.5**		**4.2**		**0.7**		**0.0**		**0.0**
Subtotal Retiree Health Insurance Pre-Funding	**90.1**	**90.1**		**92.2**		**81.9**		**72.8**		**62.6**		**61.8**		**61.8**
Adjusted Governmental Revenues														
Total Tax Supported Revenues	**5,158.7**	**5,240.4**	**0.8%**	**5,202.5**	**1.2%**	**5,266.0**	**3.1%**	**5,431.7**	**2.8%**	**5,583.8**	**3.1%**	**5,757.3**	**3.5%**	**5,955.9**
Capital Projects Fund	**129.4**	**129.4**	**1.8%**	**131.7**	**-7.8%**	**121.5**	**1.1%**	**122.8**	**6.6%**	**130.9**	**0.3%**	**131.3**	**0.0%**	**131.3**
Grants	**128.0**	**128.0**	**1.6%**	**130.1**	**2.0%**	**132.7**	**2.4%**	**135.9**	**2.4%**	**139.2**	**2.4%**	**142.6**	**2.4%**	**146.1**
Total Adjusted Governmental Revenues	**5,416.1**	**5,413.4**	**0.2%**	**5,427.3**	**1.7%**	**5,520.1**	**3.1%**	**5,690.4**	**2.9%**	**5,853.9**	**3.0%**	**6,031.1**	**3.4%**	**6,233.2**

FY22 FEE AND FINE CHANGES*			
DEPARTMENT/FEE AND FINE	FY22 REVENUE CHANGE	METHOD OF CHANGE	NOTE
DEPARTMENT OF ENVIRONMENTAL PROTECTION			
Solid Waste Disposal Charge	$2,912,859	Council Resolution	Increase the single family per household from $222.86 to $239.69, multi-family per household from $16.25 to $17.29, and nonresidential properties from $608.79 to $644.61.
Water Quality Protection Charge	$2,144,220	Council Resolution	Increase rate per Equivalent Residential Unit (ERU) from $107.60 to $113.50 per ERU.
Refuse Collection Charge	$998,762	Council Resolution	Increase charges from $107.00 to $117.00 per household.
DEPARTMENT OF TRANSPORTATION			
Parking Fees- Silver Spring	$1,050,000	Council Resolution	Increase the hours of parking enforcement for On-street Parking from 9am - 6pm to 9am - 10pm, and increase the hours of parking enforcement for Lots and Garages from 7am to 7pm to 7am - 10pm.
Parking Fees- Wheaton	$450,000	Council Resolution	Implement a maximum hourly rate of $1.25 for On-street parking, $1.00 for Lots, and $1.00 for Garages. Increase the Parking Convenience Sticker from $113 to $132 per month. Increase the hours of parking enforcement for On-street to 9am - 10pm, for Lots to 7am - 10pm, and Monday through Saturday for Garages to 7am to 10pm.
Parking Fees - Bethesda	$900,000	Council Resolution	Increase maximum hourly rates in Lots from $1.50 to $2.00, increase maximum hourly rates in Garage 40, Garage 47, and Garage 57 from $1.25 to $1.75, increase maximum hourly rates in other garages from $1.00 to $1.50, and increase the Parking Convenience Sticker from $150 to $195 per month.
GRAND TOTAL	**8,455,841**		

* All changes are assumed to be effective July 1, 2022 except as noted.
Revenues above do not include implementation costs.

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Capital Improvements Program (CIP)

INTRODUCTION

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

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

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

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

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

PROGRAM OBJECTIVES

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

CAPITAL PROGRAM PLANNING

Planning Policies

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

General Plan and Master Plans and Sector Plans

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

Growth and Infrastructure Policy

Overall planning policies involve an interdependence between the CIP as a budgeting document which allocates available public resources according to County priorities and the Growth and Infrastructure Policy, the main purpose of which is to manage the location and pace of private development. The Growth and Infrastructure 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 Growth and Infrastructure 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 Growth and Infrastructure Policy may be obtained directly from the M-NCPPC website.

Functional Plans

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

Public Input

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

Maryland Economic Growth, Resource Protection and Planning Act

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

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

County Council and Planning Board Review

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

Fiscal Policies

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

Economic Assumptions

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

Demographic Assumptions

The CIP is based on demographic assumptions based on data from Moody's Analytics and Woods & Poole Economics and are based on fiscal and economic data and analyses used or prepared by the Department of Finance. This forecast predicts that the County will continue to experience steady population growth. Besides general population changes, demographic forecasts anticipate the greatest enrollment growth shifting from the elementary school to the middle and high school levels.

Debt Capacity

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

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

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

Spending Affordability Assumptions

The County Charter (Section 305) requires that the Council adopt spending affordability guidelines for the capital and

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

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

General Obligation Debt Limits

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

IMPACT OF CAPITAL PROGRAM ON THE OPERATING BUDGET

Most capital improvement projects generate future operating budget costs in one or more of four ways: (1) debt service; (2) current revenues that fund projects not eligible for debt financing, (3) PAYGO which offsets the need to issue debt; and (4) changes to the Operating Budget to support new or renovated facilities.

Debt Service

The annual payment of principal and interest on general obligation bonds and other long-term and shorter-term debt used to finance roads, schools, and other major projects is included in the operating budget as a required expenditure. The FY22 tax-supported debt service, as displayed later in the Debt Service section, is approximately $420.7 million.

Current Revenue and PAYGO

Certain CIP projects are funded directly with County current revenues to avoid costs of borrowing. These amounts are included in the operating budget as specific transfers to individual projects within the capital projects fund. PAYGO, or "pay as you go" funding, is an additional amount included in the operating budget as a direct bond offset to reduce the amount of borrowing required for project financing. The FY22 Current Revenue and PAYGO are approximately $92.8 million and are displayed in Schedule A-3.

Operating Budget Impacts (OBI)

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

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

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND ($000s)						
Fund/Department	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**
County General Fund						
General Service & Transportation	112	-2,546	-1,579	-1,599	-1,531	-1,604
Health and Human Services	266	1,429	1,774	2,268	2,534	2,534
Police	-	-	-	-	273	547
Public Libraries	0	0	0	0	0	250
Mass Transit						
Transit Services	0	0	0	0	6	6
Fire						
Fire and Rescue Service	-	-	194	194	194	318
Recreation						
Recreation	-	-	1,218	2,886	2,886	2,886
Water Quality Protection Fund						
Environmental Protection	-	-	150	150	150	150
Total	**378**	**-1,117**	**1,757**	**3,899**	**4,512**	**5,087**

PROJECT COST PROJECTIONS

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

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

REVENUE SOURCES

The major revenue sources for the Capital Improvements Program are described in the Fiscal Policy section of the County Executive's Recommended CIP. There are four major types of revenue sources for the capital improvements program: current revenues (including PAYGO and recordation taxes); proceeds from bonds and other debt instruments; impact taxes paid to support increased transportation and school capacity needed as a result of development; and grants, contributions,

reimbursements, or other funds from intergovernmental and other sources. In some cases, where both a public and a private goal may be achieved, the County enters partnerships with the private sector to finance and construct public facilities.

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

Current Revenues

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

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

Bond Issues and Other Public Agency Debt

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

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

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

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

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

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

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

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

Intergovernmental Revenues

CIP projects may be funded in whole or in part through grants, matching funds, or cost sharing agreements with the Federal government, the State of Maryland, the County's incorporated municipalities, or regional consortia such as the Washington Metropolitan Area Transportation Authority (WMATA), Washington Suburban Sanitary Commission (WSSC), and the Washington Area Sewer Authority (WASA).

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

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

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

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

Other Revenue Sources

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

EXAMPLES OF CAPITAL PROJECTS

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

A More Affordable and Welcoming County

- Provide an additional $132 million over the next six fiscal years for the Affordable Housing Acquisition and Preservation Program, to preserve and increase the stock of affordable housing for the County, including low income residents and the senior population. This is the first time that the County will dedicate funding resources over a six-year period.
- Provide funding to support the newly created Affordable Housing Opportunity Fund of $14 million that allows development of an agreement with the private sector capital providers for acquisition of targeted properties to create long-term 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

- Complete preliminary engineering on Veirs Mill Road Bus Rapid Transit (BRT) in FY21.
- Complete preliminary engineering on MD 355 Bus Rapid Transit (BRT) in FY24.
- 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 $13.1 M in FY21 and FY22 with an additional $4.0 million assumed in FY23 and FY26. A six-year total of $170.9 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 FY23. 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.
- Complete final design and land acquisition and begin construction for Phase 1 of Observation Road 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.

Thriving Youth and Families

Montgomery County Public Schools:

- Provide $1.611 billion, meeting over 93 percent of MCPS' requested CIP, to fund school capacity and renovation projects as well as provide significant investment in countywide infrastructure. MCPS is the second largest expenditure category, representing approximately 39 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, 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.

- Maintain funds for a new Recreation Facilities Refurbishment project to provide a structured process to ensure that all Recreation center facilities are refurbished.
- Maintain 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.
- Added funding for a new shelter for homeless persons to address temporary housing needs in light of COVID-related social distancing considerations.

A Greener County

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

Wheaton Regional Park.

Safe Neighborhoods

- Design and construct a new White Flint Fire Station.
- Construct a permanent Clarksburg Fire Station, including the design and construction of the sewer for Historic Clarksburg.
- Continue apparatus replacement to meet critical apparatus needs. During the six-year period, ten aerials, 38 EMS units, 16 engines, four rescue squads, and one tanker will be replaced.
- Support planning funding for the Rockville Fire Station #3 renovation project.
- Continue to fund level-of-effort/ongoing maintenance projects including Life Safety Systems; Emergency Power System Upgrades; Heating, Ventilation, and Air Conditioning/Electrical Replacement; Resurfacing paved areas; and Roof Replacement.
- Provide funding to develop a new concept and plan for the Criminal Justice Complex (CJC) that will reflect changing circumstances including the establishment of a Mental Health Court, the implementation of the Justice Reinvestment Act, and the initiation of an opioid treatment program to include Medication Assisted Treatment.
- Plan, and design 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.
- Maintain funding for 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

- Maintain increased funding in the Pedestrian Safety Program 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.
- Maintain increased 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.
- Maintain increased 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.

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

A Growing Economy

- Complete construction and occupation of the Wheaton Redevelopment project.
- 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.
- Add funding to the Life Science and Technology Centers project to convert additional office space into wet labs in the

Germantown Innovation Center.

- Create a new Countywide FaÃ§ade Easement Program for revitalizing commercial areas throughout Montgomery County with a focus on older commercial properties. This program will provide support to small businesses and will encourage private investment in aging communities.

An Effective Sustainable Government

- Continue to replace aging County facility infrastructure at Colesville Health Center, Midcounty Recreation Center, Bethesda Library, Kennedy Shriver Aquatic Center, and Strathmore Mansion.
- Continue 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. By FY22, FiberNet will serve more than 1,845 user sites.
- Upgrade to FiberNet3 to enable 40 times more broadband capacity than FiberNet2. This will enable FiberNet to meet the projected exponential growth in MCPS' bandwidth demand and provide additional high-capacity and high-speed lines for critical public safety communications.
- Finalized all 22 public safety radio site locations in 2019. The County plans to fully deploy the Public Safety tower system by December 2020.
- Maintain increased 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.
- Fund a store refresh program for 25 Alcohol Beverage Services (ABS) stores over the next eight years. This project will be a vital piece of the Five-Year Financial Plan to increase ABS revenue transfers to the general fund by 50 percent.

EXPLANATION OF THE CHART WHICH FOLLOWS

Expenditure Summary by Category and Sub-Category

This is a program expenditure summary report for the County Executive's Amended 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 FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 22 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	627,871	303,928	111,545	212,398	46,004	31,906	31,901	29,382	38,952	34,253	-	28,545
Economic Development	256,116	186,577	13,383	56,156	10,039	6,429	5,347	5,347	11,347	17,647	-	4,729
Other General Government	24,032	605	15,103	6,832	1,785	1,267	781	957	1,435	607	1,492	1,267
Technology Investment Fund	2	-	2	-	-	-	-	-	-	-	-	-
Technology Services	99,902	65,216	2,600	32,086	8,538	6,452	4,568	4,176	4,176	4,176	-	4,272
GENERAL GOVERNMENT TOTAL	**1,007,923**	**556,326**	**142,633**	**307,472**	**66,366**	**46,054**	**42,597**	**39,862**	**55,910**	**56,683**	**1,492**	**38,813**
PUBLIC SAFETY												
Correction and Rehabilitation	14,635	7,931	1,229	5,475	2,964	2,511	-	-	-	-	-	232
Fire/Rescue Service	240,213	94,664	29,557	115,992	19,032	24,255	10,679	31,177	20,361	10,488	-	10,801
Other Public Safety	308,820	308,497	323	-	-	-	-	-	-	-	-	-
Police	78,118	30,121	422	44,600	1,391	2,811	14,992	18,391	5,419	1,596	2,975	722
PUBLIC SAFETY TOTAL	**641,786**	**441,213**	**31,531**	**166,067**	**23,387**	**29,577**	**25,671**	**49,568**	**25,780**	**12,084**	**2,975**	**11,755**
TRANSPORTATION												
Bridges	177,556	64,433	6,823	72,905	9,320	11,450	14,476	7,965	14,263	15,431	33,395	10,286
Highway Maintenance	623,929	392,175	6,641	225,113	30,313	36,200	38,400	38,400	40,400	41,400	-	36,200
Mass Transit (MCG)	946,592	649,047	44,660	252,537	53,334	68,564	62,841	36,498	14,113	17,187	348	26,232
Parking	138,752	88,674	934	49,144	10,120	10,455	9,335	7,169	6,053	6,012	-	3,191
Pedestrian Facilities/Bikeways	575,895	201,496	22,550	194,867	38,899	32,035	32,008	24,887	34,518	32,520	156,982	22,198
Roads	772,337	267,746	34,598	97,463	34,801	32,359	11,236	4,429	5,770	8,868	372,530	3,207
Traffic Improvements	295,169	185,192	6,753	100,000	15,257	15,607	16,979	16,945	15,851	19,361	3,224	15,307
TRANSPORTATION TOTAL	**3,530,230**	**1,848,763**	**122,959**	**992,029**	**192,044**	**206,670**	**185,275**	**136,293**	**130,968**	**140,779**	**566,479**	**116,621**
RECYCLING AND RESOURCE MANAGEMENT												
Recycling and Resource Management	67,746	1,789	281	64,928	5,156	19,452	11,670	12,105	10,687	5,858	748	12,255
RECYCLING AND RESOURCE MANAGEMENT TOTAL	**67,746**	**1,789**	**281**	**64,928**	**5,156**	**19,452**	**11,670**	**12,105**	**10,687**	**5,858**	**748**	**12,255**
HEALTH AND HUMAN SERVICES												
Health and Human Services	66,189	27,043	5,544	33,602	6,228	4,002	6,033	6,928	4,673	5,738	-	3,302
HEALTH AND HUMAN SERVICES TOTAL	**66,189**	**27,043**	**5,544**	**33,602**	**6,228**	**4,002**	**6,033**	**6,928**	**4,673**	**5,738**	**-**	**3,302**
CULTURE AND RECREATION												
Libraries	133,598	79,117	6,256	46,594	3,266	4,535	8,210	6,171	7,368	17,044	1,631	3,227
Recreation	224,383	61,882	16,698	137,733	33,971	32,761	11,772	16,402	27,328	15,499	8,070	25,292
CULTURE AND RECREATION TOTAL	**357,981**	**140,999**	**22,954**	**184,327**	**37,237**	**37,296**	**19,982**	**22,573**	**34,696**	**32,543**	**9,701**	**28,519**

Expenditure Summary by Category and Subcategory ($000s)

	Total	Thru FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 22 Approp.
CONSERVATION OF NATURAL RESOURCES												
Ag Land Preservation	15,351	7,538	4,520	3,293	542	545	547	550	553	556	-	545
Storm Drains	59,628	38,539	757	20,332	2,922	3,482	3,482	3,482	3,482	3,482	-	2,020
Stormwater Management	262,871	137,036	12,843	112,992	21,882	26,530	16,870	15,590	16,130	15,990	-	6,458
CONSERVATION OF NATURAL RESOURCES TOTAL	**337,850**	**183,113**	**18,120**	**136,617**	**25,346**	**30,557**	**20,899**	**19,622**	**20,165**	**20,028**	**-**	**9,023**
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	10,271	6,053	637	3,581	239	172	841	844	797	688	-	(543)
Housing (MCG)	372,236	191,238	34,998	146,000	30,000	28,000	22,000	22,000	22,000	22,000	-	28,000
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	**382,507**	**197,291**	**35,635**	**149,581**	**30,239**	**28,172**	**22,841**	**22,844**	**22,797**	**22,688**	**-**	**27,457**
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	83,657	20,501	55,406	7,750	1,625	1,125	1,250	1,250	1,250	1,250	-	1,000
HOUSING OPPORTUNITIES COMMISSION TOTAL	**83,657**	**20,501**	**55,406**	**7,750**	**1,625**	**1,125**	**1,250**	**1,250**	**1,250**	**1,250**	**-**	**1,000**
REVENUE AUTHORITY												
Miscellaneous Projects (Revenue Authority)	19,605	400	-	19,205	5,442	8,763	2,500	2,500	-	-	-	-
REVENUE AUTHORITY TOTAL	**19,605**	**400**	**-**	**19,205**	**5,442**	**8,763**	**2,500**	**2,500**	**-**	**-**	**-**	**-**
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	2,558,166	1,363,027	83,309	981,830	178,088	156,111	148,627	163,069	167,957	167,978	130,000	344,794
Individual Schools	1,036,574	274,481	44,331	682,762	106,656	114,117	167,131	131,314	95,362	68,182	35,000	129,952
Miscellaneous Projects	(53,758)	-	-	(53,758)	(5,060)	(15,962)	(18,809)	(5,809)	(10,809)	2,691	-	(15,962)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	**3,540,982**	**1,637,508**	**127,640**	**1,610,834**	**279,684**	**254,266**	**296,949**	**288,574**	**252,510**	**238,851**	**165,000**	**458,784**
MONTGOMERY COLLEGE												
Higher Education	889,672	448,096	65,062	287,680	49,274	59,674	40,764	50,232	45,575	42,161	88,834	31,034
MONTGOMERY COLLEGE TOTAL	**889,672**	**448,096**	**65,062**	**287,680**	**49,274**	**59,674**	**40,764**	**50,232**	**45,575**	**42,161**	**88,834**	**31,034**
M-NCPPC												
Acquisition	328,822	115,269	18,717	53,779	9,286	13,978	8,050	8,000	7,865	6,600	141,057	12,978
Development	420,308	149,238	41,702	168,795	31,652	30,118	27,226	26,368	26,766	26,665	60,573	20,191
M-NCPPC TOTAL	**749,130**	**264,507**	**60,419**	**222,574**	**40,938**	**44,096**	**35,276**	**34,368**	**34,631**	**33,265**	**201,630**	**33,169**

Total	Thru FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 22

Expenditure Summary by Category and Subcategory ($000s)

Total	Thru FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs	FY 22 Approp.
											Approp.
11,675,258	5,767,549	688,184	4,182,666	762,966	769,704	711,707	686,719	639,642	611,928	1,036,859	771,732

All Agency Funding Summary

All Agency Funding Summary

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

All Agency Funding Summary ($000s)

	Total	Thru FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs
Aging Schools Program	5,274	4,134	537	603	603	-	-	-	-	-	-
Agricultural Transfer Tax	3,421	967	1,254	1,200	200	200	200	200	200	200	-
Community Development Block Grant	337	337	-	-	-	-	-	-	-	-	-
Contributions	85,693	47,119	9,457	29,117	4,793	4,000	5,123	5,370	8,243	1,588	-
Contributions: Bethesda Park Impact Payments	15,000	7,040	2,960	5,000	2,500	2,500	-	-	-	-	-
Current Revenue: Cable TV	87,644	54,984	2,751	29,909	6,361	6,452	4,568	4,176	4,176	4,176	-
Current Revenue: CUPF	3,367	908	955	1,504	304	-	300	300	300	300	-
Current Revenue: Economic Development Fund	11,000	-	-	11,000	5,500	5,500	-	-	-	-	-
Current Revenue: Enterprise (M-NCPPC)	15,762	8,185	4,127	3,450	2,550	400	-	-	500	-	-
Current Revenue: Fire	44,544	10,627	2,315	31,602	3,215	6,185	4,980	6,345	5,634	5,243	-
Current Revenue: General	830,206	449,968	53,739	323,154	42,867	48,627	63,827	57,220	55,526	55,087	3,345
Current Revenue: Liquor	8,481	92	65	6,832	1,785	1,267	781	957	1,435	607	1,492
Current Revenue: M-NCPPC	5,135	1,717	818	2,600	350	450	450	450	450	450	-
Current Revenue: Mass Transit	166,225	52,221	11,759	100,490	13,231	11,837	30,448	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	42,265	16,356	-	25,909	5,182	5,848	4,705	3,864	3,155	3,155	-
Current Revenue: Parking - Montgomery Hill	100	100	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Silver Spring	41,394	18,699	908	21,787	4,822	4,320	4,285	2,960	2,700	2,700	-
Current Revenue: Parking - Wheaton	2,021	573	-	1,448	116	287	345	345	198	157	-
Current Revenue: Permitting Services	20,991	20,991	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Collection	421	421	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Disposal	38,314	10,814	870	26,630	5,156	19,452	2,022	-	-	-	-
Current Revenue: Urban District Bethesda	435	243	192	-	-	-	-	-	-	-	-
Current Revenue: Water Quality Protection	76,260	44,286	5,254	26,720	8,260	4,710	3,640	3,000	4,050	3,060	-
Developer Payments	6,995	4,848	321	1,826	572	348	277	150	211	268	-
EDAET	504	504	-	-	-	-	-	-	-	-	-
Fed Stimulus (State Allocation)	6,550	6,550	-	-	-	-	-	-	-	-	-
Federal Aid	290,269	239,214	11,471	39,584	9,003	6,534	6,620	3,850	5,343	8,234	-

All Agency Funding Summary ($000s)

	Total	Thru FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs
G.O. Bond Premium	18,992	-	-	18,992	18,992	-	-	-	-	-	-
G.O. Bonds	5,402,137	2,655,924	290,788	1,738,730	323,037	341,455	307,828	282,754	252,777	230,879	716,695
HIF Revolving Program	259,425	128,767	32,723	97,935	13,293	8,751	19,053	18,981	18,857	19,000	-
HOC Bonds	50,000	4,744	45,256	-	-	-	-	-	-	-	-
Impact Tax	143,945	90,576	10,083	43,286	8,661	7,725	6,725	6,725	6,725	6,725	-
Intergovernmental	25,431	9,740	5,630	2,461	947	1,076	325	-	-	113	7,600
Interim Finance	2,297	-	2,297	-	-	-	-	-	-	-	-
Investment Income	787	275	173	339	192	147	-	-	-	-	-
Land Sale	28,689	26,690	1,999	-	-	-	-	-	-	-	-
Land Sale (M-NCPPC Only)	513	513	-	-	-	-	-	-	-	-	-
Land Sale: Bethesda PLD	29,160	29,160	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	89,496	55,431	-	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	346,426	106,183	72,760	167,483	35,463	31,302	25,672	24,862	24,972	25,212	-
Long-Term Financing - White Flint	-	-	-	-	-	-	-	-	-	-	-
M-NCPPC Bonds	105,186	44,656	9,885	40,819	8,000	8,000	6,431	6,333	6,131	5,924	9,826
Major Facilities Capital Projects Fund (College)	19,000	9,948	52	9,000	1,500	1,500	1,500	1,500	1,500	1,500	-
PAYGO	202,409	202,409	-	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	230,913	36,663	10,575	46,792	7,875	7,875	8,000	8,250	7,969	6,823	136,883
Qualified Zone Academy Funds	3,926	3,627	299	-	-	-	-	-	-	-	-
Recordation Tax	880,741	431,869	34,503	414,369	62,597	65,496	67,536	70,152	72,873	75,715	-
Recordation Tax Premium (MCG)	208,444	96,602	6,724	105,118	15,818	16,605	17,125	17,791	18,485	19,294	-
Revenue Authority	25,105	12,870	780	11,455	2,442	8,763	125	125	-	-	-
Revenue Bonds	82,470	23,424	-	38,298	-	-	9,648	12,105	10,687	5,858	20,748
Revenue Bonds: Liquor Fund	69,521	69,521	-	-	-	-	-	-	-	-	-
Revolving Fund (M-NCPPC Only)	23,798	16,798	1,000	6,000	1,000	1,000	1,000	1,000	1,000	1,000	-
Revolving Fund: Current Revenue	4,607	129	4,478	-	-	-	-	-	-	-	-
Revolving Fund: G.O. Bonds	25,580	10,677	14,903	-	-	-	-	-	-	-	-
School Facilities Payment	4,914	3,907	1,007	-	-	-	-	-	-	-	-
Schools Impact Tax	177,588	131,308	(39,723)	86,003	18,958	13,409	13,409	13,409	13,409	13,409	-
Short-Term Financing	209,220	165,471	11,117	32,632	11,377	7,033	2,921	4,425	3,626	3,250	-
Short-Term Lease Financing	5,787	749	1	5,037	3,287	1,750	-	-	-	-	-
State Aid	906,327	278,485	57,630	525,795	74,609	80,930	76,870	98,769	96,715	97,902	44,417

All Agency Funding Summary ($000s)

	Total	Thru FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State ICC Funding (M-NCPPC Only)	1,913	1,662	251	-	-	-	-	-	-	-	-
Stormwater Management Waiver Fees	5,387	2,087	200	3,100	200	1,380	380	380	380	380	-
TEA-21	2,368	2,368	-	-	-	-	-	-	-	-	-
Transportation Enhancement Program	737	737	-	-	-	-	-	-	-	-	-
Transportation Facilities Capital Projects Fund (College)	1,000	999	-	1	-	1	-	-	-	-	-
Transportation Improvement Credit	500	500	-	-	-	-	-	-	-	-	-
Utility Incentives	5,296	4,993	303	-	-	-	-	-	-	-	-
Utility Merger Funds	13,200	-	-	13,200	6,501	3,118	3,581	-	-	-	-
Water Quality Protection Bonds	68,913	68,913	-	-	-	-	-	-	-	-	-
White Flint Special Tax District	176,796	32,251	212	50,235	22,040	20,222	7,532	147	147	147	94,098

Total	Thru FY20	Rem FY20	6 Yr Total	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	Beyond 6 Yrs
11,675,258	**5,767,549**	**688,184**	**4,182,666**	**762,966**	**769,704**	**711,707**	**686,719**	**639,642**	**611,928**	**1,036,859**

Debt Service

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$448,687,490	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, Water Quality Protection bonds, and Wheaton Redevelopment are also included.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for Debt Service is $448,687,490 an increase of $11,828,780 or 2.7 percent from the FY21 approved budget of $436,910,760. This amount excludes $49,650 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 41.6 percent of the County's capital expenditures (excluding WSSC) for the six years of the Amended 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 2, 2021, the County Council confirmed the guidelines set on October 1, 2019. The County Executive has recommended shifting $15 million in General Obligation bonds from FY21 to FY23 to better match projected spending. No change in the six-year total for General Obligation bonds is recommended.

Debt Service Program

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 FY22. 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.

FY21 Estimated Debt Service

FY21

The FY21 estimated general obligation debt service, lease and other long-term debt expenditure requirements for tax-supported funds total $413.4 million which is lower than the budget of $415.2 million primarily due to deferrals in some lease financings offset by prepayment of a promissory note that was entered into with WSSC for the purchase of Site II. The prepayment was funded with proceeds from the site developer.

During FY21, the County entered into one- year lines of credit with two financial institutions for a total of $250 million. These lines of credit have not been utilized but are available to ensure that the County has sufficient liquidity to meet its obligations.

During FY21 the County refinanced certain PNC equipment Master Leases with shorter-term maturities included in a Certificates of Participation (COPs)financing.

FY22 Recommended Debt Service Budget

The FY22 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues plus the following:

An FY22 issue of $310 million at an interest cost of 5.0 percent for 20 years with even principal payments and annual debt issuance to continue through FY27.

Interest expense based on an anticipated average BANs commercial paper balance of $375 million during FY22.

• 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 FY22 Debt Service requirement for tax supported funds of $420.7 million, which is a 1.3 percent increase from the FY21 budget of $415.2 million. The General Fund appropriation requirement is $362.3 million, or 1.3 percent more than the budgeted FY21 amount of $357.6 million. A schedule detailing debt service principal and interest by major fund is included at the end of the chapter.

Public Services Program

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 2021 (FY22) issue. Projected interest rates for bond issues for FY22 through FY27 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 $420.7 million in FY22 to $456.4 million by FY27 with the General Fund revenue requirement growing from $362.3 million in FY22 to $387.9 million by FY27.

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 Amended 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 Amended Recommended FY21-26 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's January 15, 2021 proposals for the Amended Recommended FY21-26 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals $2,939,810,000 as of June 30, 2020. 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, 2020, is $12,281,747,409 based upon the assessed valuation $197,440,400,000 for all real property and $4,235,489,393 for personal property. The County's outstanding general obligation debt of $2,939,810,000 plus outstanding short-term commercial paper of $500,000,000 is 1.49 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 Program Direct Debt for Fiscal Year 2020 (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 FY22 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 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. During FY20 the County entered into two drawdown loans with the Maryland Water Quality Financing Administration (MWQFA). The loans approximated $50.7 million and are secured by Water Quality Protection Charge (WQPC) revenues. From FY22, debt service estimates for two anticipated MWQFA loans totaling $11.3 million to finance M-NCPPC stormwater projects and secured by WQPC revenues are included. 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 Conservation 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.

The budget includes debt service estimates for up to $50 million in Taxable Limited Obligation Certificates financing to be issued by the Housing Opportunities Commission for County housing projects. Debt service is to be paid from the Montgomery County Housing Initiatives Fund.

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.

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. The County Executive has recommended a funding plan for White Flint District improvements that includes additional debt. The debt service schedule will be updated when Council decisions are finalized and accurate debt service costs can be determined.

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 240.777.2784 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
DEBT SERVICE					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service G.O Bonds	389,586,360	383,360,960	380,891,563	391,628,230	2.2 %
Debt Service Other	23,152,228	31,842,250	32,463,800	29,097,510	-8.6 %
Debt Service Expenditures	**412,738,588**	**415,203,210**	**413,355,363**	**420,725,740**	**1.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	3,894,791	252,930	1,373,400	252,930	—
Investment Income	1,465,500	0	0	0	—
Miscellaneous Revenues	3,695,350	450,000	7,930,938	0	-100.0 %
Premium on General Obligation Bonds	14,745,679	88,130	1,832,030	3,523,676	3898.3 %
Debt Service Revenues	**23,801,320**	**791,060**	**11,136,368**	**3,776,606**	**377.4 %**
DEBT SERVICE - NON-TAX SUPPORTED					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service - Non-Tax Supported Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service Other	15,772,674	21,707,550	18,878,950	27,961,750	28.8 %
Debt Service - Non-Tax Supported Expenditures	**15,772,674**	**21,707,550**	**18,878,950**	**27,961,750**	**28.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Miscellaneous Revenues	0	257,157	52,641	211,999	-17.6 %
Debt Service - Non-Tax Supported Revenues	**0**	**257,157**	**52,641**	**211,999**	**-17.6 %**
DEPARTMENT TOTALS					
Total Expenditures	**428,511,262**	**436,910,760**	**432,234,313**	**448,687,490**	**2.7 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**0.00**	**0.00**	**0.00**	**0.00**	**—**

BUDGET SUMMARY

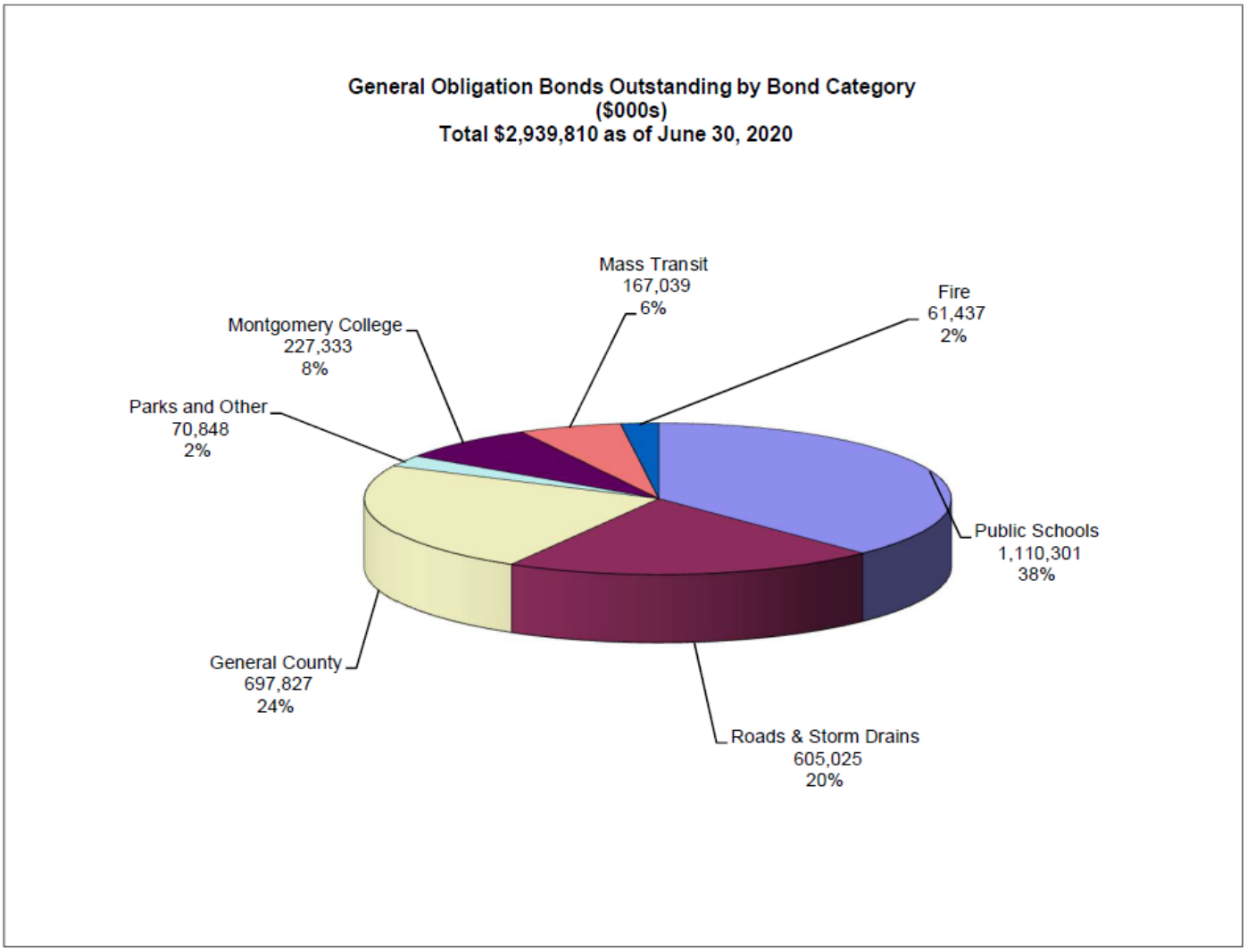
	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Total Revenues	**23,801,320**	**1,048,217**	**11,189,009**	**3,988,605**	**280.5 %**

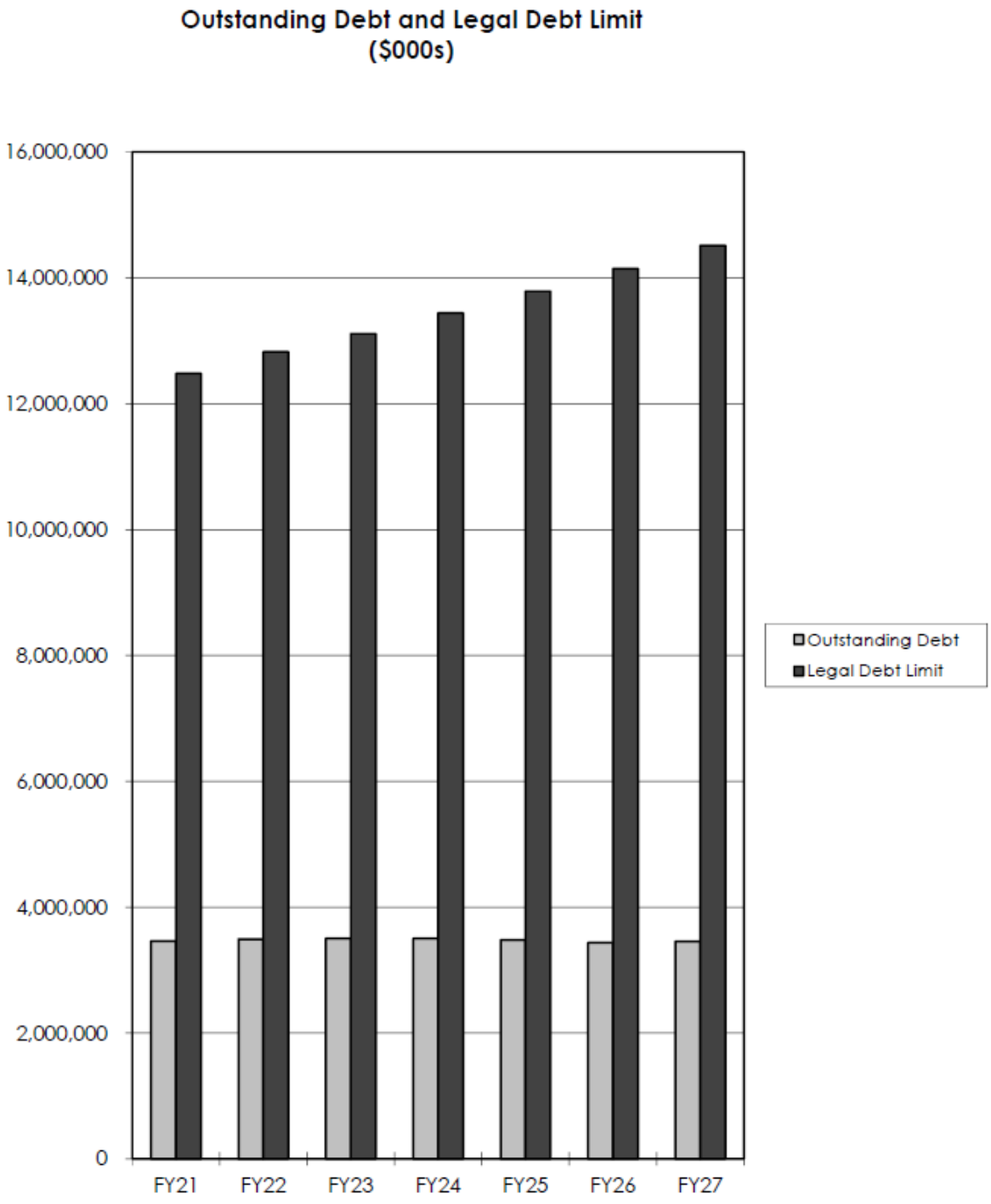
DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT

	Actual FY19	Actual FY20	Budget FY21	Estimated FY21	Recommended FY22	% Chg App/App	App % GO Bonds
GO BOND DEBT SERVICE EXPENDITURES							
General County	68,386,151	71,597,357	71,740,290	72,123,882	72,736,570		18.9%
Roads & Storm Drains	77,455,210	78,635,686	76,960,090	77,432,472	81,511,740		21.2%
Public Housing	58,334	60,110	54,840	49,823	52,060		0.0%
Parks	9,327,807	9,634,126	9,248,120	9,276,775	9,611,110		2.5%
Public Schools	154,327,680	153,776,579	149,682,120	151,598,620	153,878,840		40.0%
Montgomery College	26,321,750	27,880,119	27,510,250	27,522,871	27,721,800		7.2%
Bond Anticipation Notes/Commercial Paper	5,249,633	4,593,302	5,100,000	1,100,000	1,300,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,418,001	2,427,921	2,450,000	3,250,000	3,400,000		
Cost of Issuance	776,309	768,559	1,025,000	990,000	1,030,000		
Line(s) of Credit				700,000	1,400,000		
Total General Fund	344,320,875	349,373,759	343,770,710	344,044,443	352,642,120	2.6%	89.9%
Fire Tax District Fund	7,819,545	7,866,588	8,355,790	7,640,727	7,513,040		2.0%
Mass Transit Fund	21,468,983	21,710,478	20,686,890	19,359,687	20,997,580		5.5%
Recreation Fund	9,856,079	10,759,993	10,547,570	9,846,706	10,475,490		2.7%
Total Tax Supported Other Funds	39,144,607	40,337,058	39,590,250	36,847,119	38,986,110	-1.5%	10.1%
TOTAL TAX SUPPORTED	383,465,482	389,710,817	383,360,960	380,891,563	391,628,230	2.2%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	383,465,482	389,710,817	383,360,960	380,891,563	391,628,230	2.2%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	989,434	991,834	987,710	987,710	991,000		
Revenue Authority - Recreation Pools	1,525,590	-	-	-	-		
Revenue Authority - Crossvines Project - **Tax Supported**	-	-	250,000	-	250,000		
Fire and Rescue Equipment	2,090,843	2,090,843	3,118,250	1,409,200	1,500,000		
Fleet Equipment	-	-	370,000	-	-		
TOTAL LONG-TERM LEASE EXPENDITURES	4,605,866	3,082,677	4,725,960	2,396,910	2,741,000	-42.0%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	4,661,384	3,646,948	3,647,100	3,647,000	3,647,100		
Libraries System Modernization	96,955	96,955	97,000	97,000	48,500		
Corrections Security System	80,901	161,802	162,000	-	-		
Digital Evidence Data Storage			210,100	154,000	264,000		
Ride On Buses	6,640,713	6,885,469	11,773,900	5,246,000	1,738,200		
Public Safety System Modernization	3,564,498	3,564,498	2,823,500	1,323,000	387,200		
Fire Breathing Apparatus	-	-	1,472,700	736,400	-		
Fuel Management System	829,410	829,410	513,800	415,000	-		
Transit System Radios					365,000		
Police Body Armor					110,000		
Intelligent Transit System					980,000		
Fire Defibrillators					150,000		
Fire and Rescue Equipment	-	-	-	-	-		
TOTAL SHORT-TERM LEASE EXPENDITURES	15,873,861	15,185,082	20,700,100	11,618,400	7,690,000	-62.9%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue - **Tax supported**	291,005	290,643	294,100	294,100	292,000		
Incubators - **Tax Supported**	770,453	926,325	931,500	931,500	936,720		
Site II Acquisition - **Tax supported**	1,238,855	1,238,855	1,238,900	8,719,500	-		
Rockville Core - **Tax Supported**	-	-	1,669,000	374,200	1,508,500		
Energy Performance Leases QECBs - **Tax supported**	727,878	1,075,762	660,270	677,020	660,540		
Energy Performance Leases Other - **Tax supported**	803,764	1,352,884	1,622,420	1,605,670	1,674,150		
Wheaton Redevelopment - **Non-Tax supported**	-	-	2,613,500	584,900	2,355,550		
MHI-HUD Loan - **Non-Tax supported**	56,727	54,396	52,050	52,100	49,650		
Water Quality Protection Charge Bonds - **Non-Tax supported**	6,148,588	6,149,188	8,172,350	8,172,350	8,887,800		
MHI - Property Acquisition Fund - **Non-Tax supported**	8,688,335	9,623,486	10,921,700	9,621,700	13,318,400		
MHI - Property Acquisition Fund - HOC - **Non-Tax supported**				500,000	3,400,000		
COPs - Fire SCBA and Apparatus				1,394,000	4,386,575		
COPs - Fleet Equipment				58,000	329,250		
COPs - Buses				2,906,500	6,033,825		
COPs - Fuel Management				95,000	188,800		
COPs - PSSM				1,238,000	2,504,800		
COPs - Corrections				155,000	151,350		
TOTAL OTHER LONG-TERM DEBT	18,725,604	20,711,539	28,175,790	37,379,540	46,677,910	65.7%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**407,777,165**	**412,863,045**	**415,203,210**	**413,355,363**	**420,725,740**	**1.3%**	
Non-Tax Supported - Other Long-term Debt	**14,893,649**	**15,827,070**	**21,759,600**	**18,931,050**	**28,011,400**		
TOTAL DEBT SERVICE EXPENDITURES	**422,670,814**	**428,690,115**	**436,962,810**	**432,286,413**	**448,737,140**	**2.7%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	312,125,488	327,754,879	343,682,580	341,098,313	349,118,444		
BABs Crossover Funds with Escrow Agent	5,179,100	2,589,550	-	-	-		
Other Interest: Installment Notes, Interest & Penalties	2,715,106	1,465,500	-	-	-		
Federal Subsidy on General Obligation Bonds	5,186,898	3,684,798	-	1,114,100	-		
Premium on General Obligation Bonds	20,400,280	14,745,679	88,130	1,832,030	3,523,676		
Total General Fund Sources	345,606,872	350,240,406	343,770,710	344,044,443	352,642,120		
Fire Tax District Funds	7,598,125	7,689,547	8,355,790	7,640,727	7,513,040		
Mass Transit Fund	20,527,390	21,231,181	20,686,890	19,359,687	20,997,580		
Recreation Fund	9,310,389	10,425,227	10,547,570	9,846,706	10,475,490		
Total Other Funding Sources	37,435,904	39,345,955	39,590,250	36,847,119	38,986,110		
TOTAL GO BOND FUNDING SOURCES	383,042,775	389,586,361	383,360,960	380,891,562	391,628,230		
NON GO BOND FUNDING SOURCES							
General Funds	13,139,780	12,060,682	13,890,670	12,013,462	13,172,930		
MHI Fund - HUD Loan	56,727	54,396	52,050	52,100	49,650		
Water Quality Protection Fund	6,148,588	6,273,645	8,172,350	8,172,350	8,887,800		
MHI - Property Acquisition Fund	8,688,335	9,623,486	10,921,700	10,121,700	16,718,400		
Non-tax funds - Wheaton Redevelopment	-	-	2,613,500	584,900	2,355,550		
Motor Pool Fund	-	-	370,000	58,000	518,050		
Mass Transit Fund	6,640,713	6,885,469	11,773,900	8,152,500	9,117,025		
Recreation Fund	1,525,590	-	-	-	-		
Fire Tax District Fund	2,920,253	2,890,283	5,104,750	4,049,600	6,036,575		
Federal Subsidy - QECBs	277,357	209,993	252,930	259,300	252,930		
Capitalized Interest - Energy Performance Leases	90,107	45,405	-	-	-		
ESCO Pepco and Utility Rebates	140,590	610,395	-	-	-		
Developer Payments - Site II	-	450,000	450,000	7,930,938	-		
TOTAL NON GO BOND FUNDING SOURCES	39,628,039	39,103,754	53,601,850	51,394,850	57,108,910		
TOTAL FUNDING SOURCES	**422,670,814**	**428,690,115**	**436,962,810**	**432,286,412**	**448,737,140**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	340,000,000	340,000,000	320,000,000	320,000,000	310,000,000		
Council SAG Approved Bond Funded Expenditures	340,000,000	340,000,000	320,000,000	320,000,000	310,000,000		

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT						
	Recommended	Projected	Projected	Projected	Projected	Projected
GO BOND DEBT SERVICE EXPENDITURES	FY22	FY23	FY24	FY25	FY26	FY27
General County	72,736,570	71,558,240	74,359,080	76,049,960	77,080,390	79,362,350
Roads & Storm Drains	81,511,740	84,925,240	85,787,110	87,752,580	91,996,160	95,929,690
Public Housing	52,060	50,060	46,650	18,080	33,540	22,890
Parks	9,611,110	10,207,060	10,917,640	11,248,800	11,821,190	12,815,730
Public Schools	153,878,840	155,357,150	155,597,200	161,126,560	159,347,530	154,026,510
Montgomery College	27,721,800	28,767,530	29,467,850	31,050,480	31,224,770	31,510,020
Bond Anticipation Notes/Commercial Paper	1,300,000	1,500,000	2,200,000	2,900,000	3,800,000	4,700,000
Bond Anticipation Notes/Liquidity & Remarketing	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000
Cost of Issuance	1,030,000	1,050,000	1,080,000	1,100,000	1,150,000	1,200,000
Line(s) of Credit	1,400,000					
Total General Fund	352,642,120	356,815,280	362,855,530	374,648,460	379,853,580	382,967,190
Fire Tax District Fund	7,513,040	8,237,060	8,723,220	9,974,390	10,775,500	10,450,660
Mass Transit Fund	20,997,580	12,591,360	24,538,150	24,421,720	24,340,370	24,020,250
Recreation Fund	10,475,490	10,839,090	13,367,030	14,976,040	18,057,280	21,135,830
Total Tax Supported Other Funds	38,986,110	31,667,510	46,628,400	49,372,150	53,173,150	55,606,740
TOTAL TAX SUPPORTED	391,628,230	388,482,790	409,483,930	424,020,610	433,026,730	438,573,930
TOTAL GO BOND DEBT SERVICE EXPENDITURES	391,628,230	388,482,790	409,483,930	424,020,610	433,026,730	438,573,930
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	991,000	991,600		-	-	-
Fire and Rescue Equipment	1,500,000	1,900,000	2,200,000	2,700,000	3,100,000	3,100,000
Revenue Authority - Crossvines Project	250,000	798,000	797,250	800,750	798,250	800,000
TOTAL LONG-TERM LEASE EXPENDITURES	2,741,000	3,689,600	2,997,250	3,500,750	3,898,250	3,900,000
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	3,647,100	3,647,100	1,823,500			
Libraries System Modernization	48,500		-	-	-	-
Digital Evidence Data Storage	264,000	264,000	264,000	264,000	110,000	
Ride On Buses	1,738,200	712,400	712,400	712,400	712,400	712,400
Intelligent Transit System	980,000	1,960,000	1,960,000	1,960,000	1,960,000	1,960,000
Public Safety System Modernization	387,200	1,114,000	1,114,000	1,114,000	1,114,000	744,000
Transit System Radios	365,000	730,000	730,000	730,000	730,000	365,000
Fire Defibrillators	150,000	150,000	150,000	150,000	150,000	-
Police Body Armor	110,000	220,000	220,000	220,000	220,000	110,000
TOTAL SHORT-TERM LEASE EXPENDITURES	7,690,000	8,797,500	6,973,900	5,150,400	4,996,400	3,891,400
OTHER LONG-TERM DEBT						
Silver Spring Music Venue - **Tax supported**	292,000	294,100	291,000	292,000	292,500	230,000
Incubators - **Tax Supported**	936,720	4,244,500				
Rockville Core - **Tax Supported**	1,508,500	1,506,850	1,508,400	1,507,900	1,505,400	1,505,750
Energy Performance Leases QECBs - **Tax supported**	660,540	660,820	701,140	695,550	695,030	694,220
Energy Performance Leases Other - **Tax supported**	1,674,150	1,716,210	1,747,470	1,782,290	1,818,100	1,832,950
Wheaton Redevelopment - **Non-Tax Supported**	2,355,550	2,358,300	2,358,100	2,354,800	2,358,300	2,358,300
MHI-HUD Loan - **Non-Tax supported**	49,650	47,230	54,510			
Water Quality Protection Charge Bonds - **Non-Tax supported**	8,887,800	9,690,600	9,760,150	9,766,850	9,764,550	9,760,400
MHI - Property Acquisition Fund - **Non-Tax supported**	13,318,400	14,518,500	15,772,900	17,116,800	18,424,200	18,420,900
MHI - Property Acquisition Fund - HOC - **Non-Tax supported**	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000
COPs - Fire SCBA and Apparatus	4,386,575	4,383,850	4,389,750	4,388,650	2,401,500	2,399,600
COPs - Fleet Equipment	329,250	329,100	328,450	327,300	325,650	328,375
COPs - Buses	6,033,825	6,022,925	5,317,500	4,640,300	3,343,825	3,092,000
COPs - Fuel Management	188,800	187,400	185,800	189,000		
COPs - PSSM	2,504,800	2,496,500	-	-	-	-
COPs - Corrections	151,350	151,350	151,150	155,750	73,500	
TOTAL OTHER LONG-TERM DEBT	46,677,910	52,008,235	45,966,320	46,617,190	44,402,555	44,022,495
DEBT SERVICE EXPENDITURES						
Tax Supported	**420,725,740**	**422,963,495**	**434,075,740**	**446,650,500**	**452,376,885**	**456,448,225**
Non-Tax Supported - Other Long-term Debt	**28,011,400**	**30,014,630**	**31,345,660**	**32,638,450**	**33,947,050**	**33,939,600**
TOTAL DEBT SERVICE EXPENDITURES	**448,737,140**	**452,978,125**	**465,421,400**	**479,288,950**	**486,323,935**	**490,387,825**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	349,118,444	353,352,770	361,143,345	374,648,460	379,853,580	382,967,190
Premium on General Obligation Bonds	3,523,676	3,462,510	1,712,185	-	-	-
Total General Fund Sources	352,642,120	356,815,280	362,855,530	374,648,460	379,853,580	382,967,190
Fire Tax District Fund	7,513,040	8,237,060	8,723,220	9,974,390	10,775,500	10,450,660
Mass Transit Fund	20,997,580	12,591,360	24,538,150	24,421,720	24,340,370	24,020,250
Recreation Fund	10,475,490	10,839,090	13,367,030	14,976,040	18,057,280	21,135,830
Total Other Funding Sources	38,986,110	31,667,510	46,628,400	49,372,150	53,173,150	55,606,740
TOTAL GO BOND FUNDING SOURCES	391,628,230	388,482,790	409,483,930	424,020,610	433,026,730	438,573,930
NON GO BOND FUNDING SOURCES						
General Funds	13,172,930	17,861,680	8,096,650	6,061,820	5,711,950	4,913,700
MHI Fund - HUD Loan	49,650	47,230	54,510	0	0	0
Water Quality Protection Fund	8,887,800	9,690,600	9,760,150	9,766,850	9,764,550	9,760,400
MHI - Property Acquisition Fund	16,718,400	17,918,500	19,172,900	20,516,800	21,824,200	21,820,900
Non-tax funds - Wheaton Redevelopment	2,355,550	2,358,300	2,358,100	2,354,800	2,358,300	2,358,300
Motor Pool Fund	518,050	516,500	514,250	516,300	325,650	328,375
Mass Transit Fund	9,117,025	9,425,325	8,719,900	8,042,700	6,746,225	6,129,400
Fire Tax District Fund	6,036,575	6,433,850	6,739,750	7,238,650	5,651,500	5,499,600
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
TOTAL NON GO BOND FUNDING SOURCES	57,108,910	64,495,335	55,937,470	55,268,340	53,297,205	51,813,895
TOTAL FUNDING SOURCES	**448,737,140**	**452,978,125**	**465,421,400**	**479,288,950**	**486,323,935**	**490,387,825**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	310,000,000	300,000,000	290,000,000	280,000,000	270,000,000	270,000,000
Council SAG Approved Bond Funded Expenditures	310,000,000	300,000,000	290,000,000	280,000,000	270,000,000	270,000,000
ESTIMATED INTEREST RATE	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

Projected Debt Obligations Schedule of Principal & Interest FY22 Recommended Budget				
FUND	**Principal**		**Interest**	**Total**
Debt Service Fund	303,389,740		145,297,750	448,687,490
Liquor Control (Section 65)	$ 7,290,404	$	3,540,596	10,831,000
Montgomery Housing Initiative	43,000		6,650	49,650
Bethesda Parking Lot District (Section 46)	2,410,000	$	694,200	3,104,200
Total	**313,133,144**		**149,539,196**	**462,672,340**


General Obligation Bonds Outstanding by Bond Category
($000s)
Total $2,939,810 as of June 30, 2020
Mass Transit
167,039
6%
Fire
61,437
2%
Montgomery College
227,333
8%
Parks and Other
70,848
2%
Public Schools
1,110,301
38%
General County
697,827
24%
Roads & Storm Drains
605,025
20%


Outstanding Debt and Legal Debt Limit
($000s)
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
FY21
FY22
FY23
FY24
FY25
FY26
FY27
Outstanding Debt
Legal Debt Limit

DEBT CAPACITY ANALYSIS

FY21-26 CAPITAL IMPROVEMENTS PROGRAM

March 15, 2021

GO BOND 6 YR TOTAL = 1,770.0 MILLION

GO BOND FY21 TOTAL = 320.0.0 MILLION

GO BOND FY22 TOTAL = 310.0 MILLION

	FY20	FY21	FY22	FY23	FY24	FY25	FY26
1 GO Bond Guidelines ($000)	320,000	320,000	310,000	300,000	290,000	280,000	270,000
2 GO Debt/Assessed Value	1.70%	1.72%	1.68%	1.65%	1.61%	1.56%	1.50%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	11.49%	11.13%	11.36%	11.19%	11.12%	11.15%	10.98%
4 $ Debt/Capita	3,159	3,204	3,228	3,218	3,193	3,151	3,090
5 $ Real Debt/Capita (FY20=100%)	3,159	3,204	3,176	3,105	3,008	2,897	2,774
6 Capita Debt/Capita Income	3.36%	3.28%	3.64%	3.47%	3.26%	3.06%	2.87%
7 Payout Ratio	70.19%	71.03%	71.81%	72.60%	73.41%	74.21%	74.72%
8 Total Debt Outstanding ($000s)	3,439,810	3,460,365	3,491,790	3,504,285	3,499,720	3,476,570	3,435,335
9 Real Debt Outstanding (FY20=100%)	3,439,810	3,460,365	3,436,238	3,381,347	3,297,110	3,197,174	3,083,895
10 Note: OP/PSP Growth Assumption (2)		2.6%	1.3%	2.5%	3.1%	2.8%	3.1%

Notes:

(1) This analysis is used to determine the capacity of Montgomery County to pay debt service on long-term GO Bond debt, long-term leases, and substantial short-term financing.

(2) OP/PSP Growth Assumption equals change in revenues from FY21 approved budget to FY22 budget for FY22 and budget to budget for FY23-26.

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY21-26 Amended Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 15, 2021

($ millions)	6 YEARS	FY21	FY22	FY23	FY24	FY25	FY26
BONDS PLANNED FOR ISSUE	1,770.000	320.000	310.000	300.000	290.000	280.000	270.000
Plus PAYGO Funded	129.500	-	15.500	30.000	29.000	28.000	27.000
Adjust for Future Inflation **	(66.281)	-	-	(6.439)	(13.615)	(20.168)	(26.059)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	1,833.219	320.000	325.500	323.561	305.385	287.832	270.941
Less Set Aside: Future Projects	**147.002**	**11.154**	**22.367**	**15.733**	**22.631**	**35.055**	**40.062**
	8.02%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,686.217	308.846	303.133	307.828	282.754	252.777	230.879
MCPS	(549.411)	(127.622)	(98.952)	(123.347)	(98.411)	(58.790)	(42.289)
MONTGOMERY COLLEGE	(121.142)	(21.198)	(25.236)	(15.339)	(23.434)	(19.963)	(15.972)
M-NCPPC PARKS	(67.845)	(8.500)	(14.408)	(11.597)	(10.787)	(11.033)	(11.520)
TRANSPORTATION	(526.370)	(89.869)	(125.985)	(97.531)	(61.962)	(70.275)	(80.748)
MCG - OTHER	(473.962)	(75.848)	(76.874)	(60.014)	(88.160)	(92.716)	(80.350)
Programming Adjustment - Unspent Prior Years*	52.513	14.191	38.322				-
SUBTOTAL PROGRAMMED EXPENDITURES	(1,686.217)	(308.846)	(303.133)	(307.828)	(282.754)	(252.777)	(230.879)
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%	1.62%	1.99%	2.42%	2.44%	2.44%

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Workforce/Compensation

SUMMARY OF FY22 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY22, as recommended by the Board of Education (BOE), is 23,636.606 FTEs, or 240.116 FTEs greater than the Board of Education adopted FY21 workforce of 23,396.490 FTEs. MCPS has undertaken informal discussions 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). The potential impact on the FY22 budget is unknown. For more information on compensation and workforce changes, please see the Board of Education's FY22 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 FY22 Current Fund decrease in personnel costs of roughly $2.2 million maintains wages at a fair, reasonable, and sustainable level but achieves cost savings through cautionary hiring and compensation practices, employee retirements, and reductions in temporary student assistance. 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 FY22 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 FY22, as recommended by the Planning Board, is an increase of 18.01 FTEs. The Commission's requested budget includes an increase in personnel costs of $5.1 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 FY22 requested budget document.

Montgomery County Government (MCG): The net impact on the County government workforce for FY22, as recommended by the Executive, is an increase of 83 positions.

The recommended budget contains an increase in total personnel costs of $36.6 million, or 3.2 percent. In March 2021, the County Council approved a supplemental appropriation to provide compensation adjustments in FY21 not included in the original FY21 approved budget; these increases accounted for $28.1 million, or 2.4 percent, which is more than 75 percent of the total FY22 increase. The increase in FY22 related only to FY22 compensation adjustments totaled $16.8 million, or 1.5 percent. The primary factors in these changes are:

Factor	Millions
General Wage Adjustment	**$2.0**
Increase in required retirement contribution	**$0.8**
Increase in group insurance	**$3.0**
Service increments and longevity	**$8.0**

FY21 Compensation Adjustments approved March 2021	**$28.1**
Other FY22 Compensation Adjustments	**$6.8**
New positions in FY22	**$8.1**
Position eliminations in FY22	**-$4.9**
Other changes in personnel costs, including turnover savings and annualization of positions	**-$15.2**

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 (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

General Wage Adjustment: The Executive recommends the following general wage adjustments (GWA) in FY22: 2.5 percent effective the first full pay period after January 1, 2022 for all employees in the Police bargaining unit; 1.5 percent effective the first full pay period after June 19, 2022 for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; $1,684 effective the first full pay period after June 19, 2022 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.

FY22 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 $600 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 FY22.

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

Longevity Increments: The Executive recommends longevity increments in FY22 for all eligible employees.

Performance-Based Pay: The Executive recommends $3,000,000 in the Compensation Adjustment and Employee Benefits NDA to fund performance-based pay increases for MLS and PLS employees.

C. COUNTY GOVERNMENT: EMPLOYEE BENEFITS

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 2021 and projected changes for 2022. 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 and 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 $13,295 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 FY22 and FY27. 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 $2.1 billion - approximately 32.8 percent of the total FY22 budget for all agencies.

Proposed FY22 Consolidated Retiree Health Benefits Trust Contributions

Montgomery County Government (MCG)	**FY22**
General Fund:	
Retiree Health Benefits Trust NDA	$10,829,980
Proprietary Funds:	
Bethesda Parking District	$35,510
Wheaton Parking District	3,670
Silver Spring Parking District	25,720
Solid Waste Collection	4,900
Solid Waste Disposal	95,520
Alcohol Beverage Services	538,810
Permitting Services	295,120
Community Use of Public Facilities	37,960
Motor Pool	254,710
Risk Management	13,470
Central Duplicating	41,630
Participating Agency Contributions	$346,000
Total MCG Trust Contributions	**$12,523,000**
Consolidated Trust: Montgomery County Public Schools	**$73,048,269**

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 $79.7 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

Consolidated Trust: Montgomery College	**$5,608,000**
Park and Planning Commission Trust Fund*	**$2,797,490**
Total Contributions/Assets Held in Trust	**$93,976,759**

* MNCPPC's contribution from tax supported funds is $2,667,809.

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 FY21, these contributions were budgeted at $12.3 million (County General Fund), $69.4 million (MCPS Consolidated Trust), and $5.5 million (MC Consolidated Trust).

A detailed breakdown of FY22 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 FY22.

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 6,783 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, 2020, there were 6,783 retirees and survivors and 6,204 active members, including 2,521 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.

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 decreased by 95 and the number of public safety employees increased by 29, for a combined total active enrollment of 3,683 in FY21. GRIP membership increased by 201 employees, to 2,521 in FY21. The RSP had 52 fewer active employees enrolled in FY21 than in FY20, for a total FY21 enrollment of 3,328.

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 became effective July 1, 2020, and expires on June 30, 2022. A limited scope reopener agreement will become effective July 1, 2021 and expire on June 30, 2022. The agreement's salient economic terms include:

- General Wage Adjustment. A 1.5 percent GWA will be paid the pay period starting June 19, 2022.
- Service Increments. A service increment of 3.5 percent will be paid in FY22 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.
- Sick Leave Crediting. An adjustment to allow accumulated sick leave to be credited to employee's deferred compensation account, up to 176 hours, upon exiting the Deferred Retirement Option Plan.

MCGEO Bargaining Unit: The current agreement became effective July 1, 2020, and expires on June 30, 2023. A limited scope reopener agreement will become effective July 1, 2021 and expire on June 30, 2023. The original agreement's salient economic terms include:

- Sick leave payout program. A sick leave payout program will be created in FY22 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.
- Crisis Center Stipend. A stipend of $1,500 will be paid in FY22 to eligible unit members in the Health and Human Services Crisis Center.

The limited scope reopener agreement's salient economic terms include:

- General Wage Adjustment. A $1,684 GWA will be paid the pay period starting June 19, 2022.
- Service Increments. A service increment of 3.5 percent will be paid in FY22 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 FY22 to eligible unit members the first full pay period following July 1, 2021.
- Longevity step increases. Longevity step increases will be paid to eligible employees.
- Lump sum payment. A $600 lump sum payment for eligible unit members who are not eligible for a service increment in FY22 will be paid the first full pay period following July 1, 2021.
- Seasonal Wage Adjustment. A $0.50 an hour adjustment will be provided effective the first full pay period after July 1, 2021 for seasonal employees not affected by the County minimum wage increase.
- Stand By Pay. An increase in the stand by pay rate for Fire Marshals only from 15 percent of regular hourly salary to 30 percent, or 50 percent on Saturday through Sunday and holidays.

Police Bargaining Unit: The current agreement became effective July 1, 2020, and expires on June 30, 2023. A limited scope reopener agreement will become effective July 1, 2021 and expire on June 30, 2023. The agreement's salient economic terms include:

- General Wage Adjustment. A 2.5 percent GWA will be paid the first full pay period following January 1, 2022.
- 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. A longevity step increase will be paid to eligible employees.

Volunteer Fire and Rescue Bargaining Unit: The current agreement became 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 FY22. The nominal fee for eligible volunteers increases in July 2021 to $525 and to $900, depending on level of service.
- Association funding. Funding for the Association will increase to $281,178 on July 1, 2021.
- 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 2.5 percent will be made for certain active members, on July 1, 2021.

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 FY22 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY21, which began on July 1, 2020. 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 FY22 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, 2021; and technical changes.

Summary: The recommended budget includes funding for 9,829 full-time positions, a net increase of 96 from the approved FY21 Personnel Complement of 9,733 full-time positions. Funding for 986 part-time positions is also included, a net decrease of 13 positions from the approved FY21 Personnel Complement of 999 positions. FTEs increased by 79.2 to 10,598.1.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY22

	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY21 APPROVED COMPLEMENT	9,733	999	8,632.7	1,886.2	10,518.9
FY22 RECOMMENDED COMPLEMENT	9,829	986	8,701.7	1,896.5	10,598.1
CHANGE IN WORKFORCE (GROSS)	96	(13)	68.9	10.3	79.2
Percentage Change	1.0%	(1.3%)	0.8%	0.5%	0.8%

Detailed below are the significant net changes in the number of positions in the FY22 Recommended Budget.

Workforce Changes	Position Change
Health and Human Services - Change is related to the conversion of contractual brokers to merit staff, additional therapist staff, staff to enhance support to several programs, staff to address the implementation of Kirwan, and staff to support the implementation of the Mobile Health Clinic.	**61**

Community Engagement Cluster - Change is due to the establishment of multicultural/multilingual communication efforts, and the conversion of temporary support to merit staff.	**17**
Fire and Rescue Service - Change is due to positions added to reduce the need for overtime while firefighter/rescuers are engaged in full-time paramedic training, and other operational improvements.	**11**
Police - Change is due to the reallocation of positions to better utilize available resources and improve service delivery.	**-29**

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES

	2020					2021					CHANGE				
HEALTH PLAN	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	% OF INSURED	EMP	EMP+1	FAM	TOTAL	%Dif
Carefirst POS	1,211	1,067	1,863	4,141	46.1%	1,296	1,011	1,847	4,154	46.2%	85	(56)	(16)	13	0.1%
Carefirst POS Std	421	210	361	992	11.0%	450	206	398	1,054	11.7%	29	(4)	37	62	0.7%
Kaiser	836	418	607	1,861	20.7%	841	410	605	1,856	20.6%	5	(8)	(2)	(5)	-0.1%
United Healthcare	693	434	865	1,992	22.2%	681	425	829	1,935	21.5%	(12)	(9)	(36)	(57)	-0.7%
Grand Total				8,986					8,999					13	

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number Employees (7/1/19)	Fiscal 2021 Contribution Rate %	Number Employees (7/1/20)	Fiscal 2022 Contribution Rate %	Number Employees (7/19 v. 7/20)	Contribution Rate (7/19 v. 7/20)
Public Safety	2,840	18.17%	2,869	18.34%	29	0.17%
Non-Public Safety	909	21.28%	814	14.41%	(95)	-6.87%
Guaranteed Retirement Income Plan	2,254	6.10%	2,521	6.29%	267	0.19%
Total ERS System Plans	6,003		6,204		201	
Retirement Savings Plan	3,380	8.00%	3,328	8.00%	(52)	0.00%

Source: Montgomery County Employees' Retirement System, 2019 and 2020 Actuarial Valuation Reports for Plan Years Beginning July 1, 2019, and July 1, 2020, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.
Note: Group J participants (136 as of 7/1/20) 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	FY20 APPR	FY20 ACT	FY21 APPR	FY21 EST	FY22 REC	$ Change	% Change
EXPENSES							
Salaries and Benefits	173,000	153,588	191,000	168,000	187,000	(4,000)	(2.1%)
Professional Services	6,200	9,178	63,700	37,200	52,300	(11,400)	(17.9%)
Due Diligence/Education	3,600	145	3,600	1,000	2,800	(800)	(22.2%)
Office Management	10,000	4,728	9,600	7,300	8,000	(1,600)	(16.7%)
Investment Management fees	5,000	8,279	5,800	5,800	6,000	200	3.4%
TOTAL EXPENSES	$197,800	$175,917	$273,700	$219,300	$256,100	($17,600)	(6.4%)

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	FY20 APPR	FY20 ACT	FY21 APPR	FY21 EST	FY22 REC	$ Change	% Change
EXPENSES							
Salaries and Benefits	410,000	408,718	539,000	498,400	526,000	(13,000)	(2.4%)
Professional Services	136,000	207,677	209,200	88,100	174,042	(35,158)	(16.8%)
Due Diligence/Education	40,000	14,206	40,000	12,500	27,000	(13,000)	(32.5%)
Office Management	17,500	17,484	17,000	16,400	14,600	(2,400)	(14.1%)
Investment Management fees	5,864,000	4,845,772	5,627,000	6,635,000	7,088,250	1,461,250	26.0%
TOTAL EXPENSES	$6,467,500	$5,493,856	$6,432,200	$7,250,400	$7,829,892	$1,397,692	21.7%

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
						FY22 Req vs FY21 Appr	
ITEM	FY20 APPR	FY20 ACT	FY21 APPR	FY21 EST	FY22 REC	$	%
REVENUE							
Contributions	108,200,000	117,979,768	91,900,000	91,900,000	91,500,000	(400,000)	(0.4%)
Investment Income	331,000,000	191,277,121	337,600,000	313,000,000	322,000,000	(15,600,000)	(4.6%)
Miscellaneous Income	1,470,000	1,321,533	1,058,000	1,000,000	1,050,000	(8,000)	(0.8%)
TOTAL REVENUE	$ 440,670,000	$ 310,578,422	$ 430,558,000	$ 405,900,000	$ 414,550,000	(16,008,000)	(3.7%)
EXPENSES							
OPERATING EXPENSES							
Retirement Benefits	260,200,000	271,423,411	280,170,000	273,480,000	285,420,000	5,250,000	1.9%
Investment Management fees	25,200,000	19,230,564	22,200,000	23,330,000	24,582,000	2,382,000	10.7%
SUBTOTAL	285,400,000	290,653,975	302,370,000	296,810,000	310,002,000	7,632,000	2.5%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	2,424,000	2,054,294	2,584,000	2,166,300	2,550,000	(34,000)	(1.3%)
Professional Services	1,108,500	848,300	1,173,000	942,100	1,013,900	(159,100)	(13.6%)
Benefit Processing	125,000	125,384	128,000	128,800	129,800	1,800	1.4%
Due Diligence/Education	55,500	15,769	55,500	15,200	33,700	(21,800)	(39.3%)
Office Management	105,500	103,377	105,500	89,800	88,300	(17,200)	(16.3%)
SUBTOTAL	3,818,500	3,147,124	4,046,000	3,342,200	3,815,700	(230,300)	(5.7%)
TOTAL EXPENSES	$289,218,500	$293,801,099	$306,416,000	$300,152,200	$313,817,700	7,401,700	2.4%
NET REVENUE	$151,451,500	$16,777,323	$124,142,000	$105,747,800	$100,732,300	(23,409,700)	(18.9%)

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
						Change: FY22 Req vs FY21 Appr	
ITEM	FY20 APPR	FY20 ACT	FY21 APPR	FY21 EST	FY22 REC	$	%
REVENUE							
Investment Income	11,200	4,815	3,100	3,000	5,000	1,900	61.3%
Miscellaneous Income	200,000	155,105	132,000	204,700	150,000	18,000	13.6%
TOTAL REVENUE	211,200	159,920	135,100	207,700	155,000	19,900	14.7%
EXPENSES							
OPERATING EXPENSES							
Investment Management fees	5,000	8,279	5,800	5,800	6,000	200	3.4%
SUBTOTAL	5,000	8,279	5,800	5,800	6,000	200	3.4%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	198,000	195,774	217,000	194,600	213,000	(4,000)	(1.8%)
Professional Services	89,700	56,928	85,700	51,300	66,700	(19,000)	(22.2%)
Due Diligence/Education	3,600	145	3,600	1,000	2,800	(800)	(22.2%)
Office Management	10,000	4,397	9,600	7,300	7,300	(2,300)	(24.0%)
SUBTOTAL	301,300	257,244	315,900	254,200	289,800	(26,100)	(8.3%)
TOTAL EXPENSES	$306,300	$265,523	$321,700	$260,000	$295,800	(25,900)	(8.1%)

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

Article	Item	Description	FY22	Annual Cost Beyond FY22	Estimated # affected***
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,176,481	$1,720,575	663
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	$144,797	$241,031	89
36	Wages	2.5 Percent General Wage Adjustment in January 2022	$1,435,494	$2,870,988	1,242
		Total	**$2,756,772**	**$4,832,594**	**1,242**

Police Uniformed Management Pass-Through Estimates**

Item	Description	FY22	Annual Cost Beyond FY22	Estimated # affected***
Wages	$1,684 General Wage Adjustment in last pay period of June 2022	$4,245	$128,199	55
	Total	**$4,245**	**$128,199**	

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

Article	Item	Description	FY22	Annual Cost Beyond FY22	Estimated # affected**
19.1	Wages	1.5 Percent General Wage Adjustment in June 2022	$51,147	$1,534,410	1,184
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	$128,513	$238,108	81
51	Retirement	Unused Sick Leave to Deferred Compensation	$239,146	$239,146	
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$829,756	$1,604,960	756
		Total	**$1,248,562**	**$3,616,624**	**1,184**

Fire and Rescue Uniformed Management Pass-Through Estimates

Item	Description	FY22	Annual Cost Beyond FY22	Estimated # affected**
Wages	1.5 Percent General Wage Adjustment in June 2022	$2,869	$86,644	39
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$598	$857	2
	Total	**$3,467**	**$87,501**	**39**

* 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*

Article	Item	Description	FY22	Annual Cost Beyond FY22	Estimated # affected**
5	Wages	$1,684 General Wage Adjustment in last pay period of June 2022	$348,156	$10,401,161	5,254
5	Wages	$600 Lump Sum to Eligible Employees not Eligible to Receive a Full Service Increment in FY22	$1,055,791	$0	1,700
5.1	Longevity	Longevity Step Increase of 2.5, 3, or 3.5 Percent for Eligible Employees	$160,963	$333,099	174
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	
5.7	Stand By Pay	Increase Stand By Pay Rate for Fire Marshals to 30 percent of Regular Hourly Salary, or 50 percent on Saturday through Sunday and holidays.	$57,247	$57,247	
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	$4,212,458	$8,007,342	3,554
6	Deferred Increment	Deferred Service Increment from FY11 for Eligible Employees, Second Phase of 1.25% Effective July 2021	$734,274	$734,274	917
20.7	Holiday Leave	Adjustment to Requirements to Receive Holiday Pay	$104,574	$104,574	
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	
		Total	**$8,023,511**	**$20,976,061**	

* 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.

Items in shaded rows are part of the original agreement for FY21-FY23

Non-Represented Pass-Through Estimates*

Item	Description	FY22	Annual Cost Beyond FY22	Estimated # affected**
Wages	$1,684 General Wage Adjustment in last pay period of June 2022	$128,672	$3,885,894	1,837
Longevity	Longevity Step Increase of 2 Percent for Eligible Employees	$39,841	$71,990	
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,468,174	$2,823,363	665
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	
	Total	**$1,799,256**	**$6,943,816**	

* 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.

Items in shaded rows are part of the original pass-through agreement for FY21-FY23

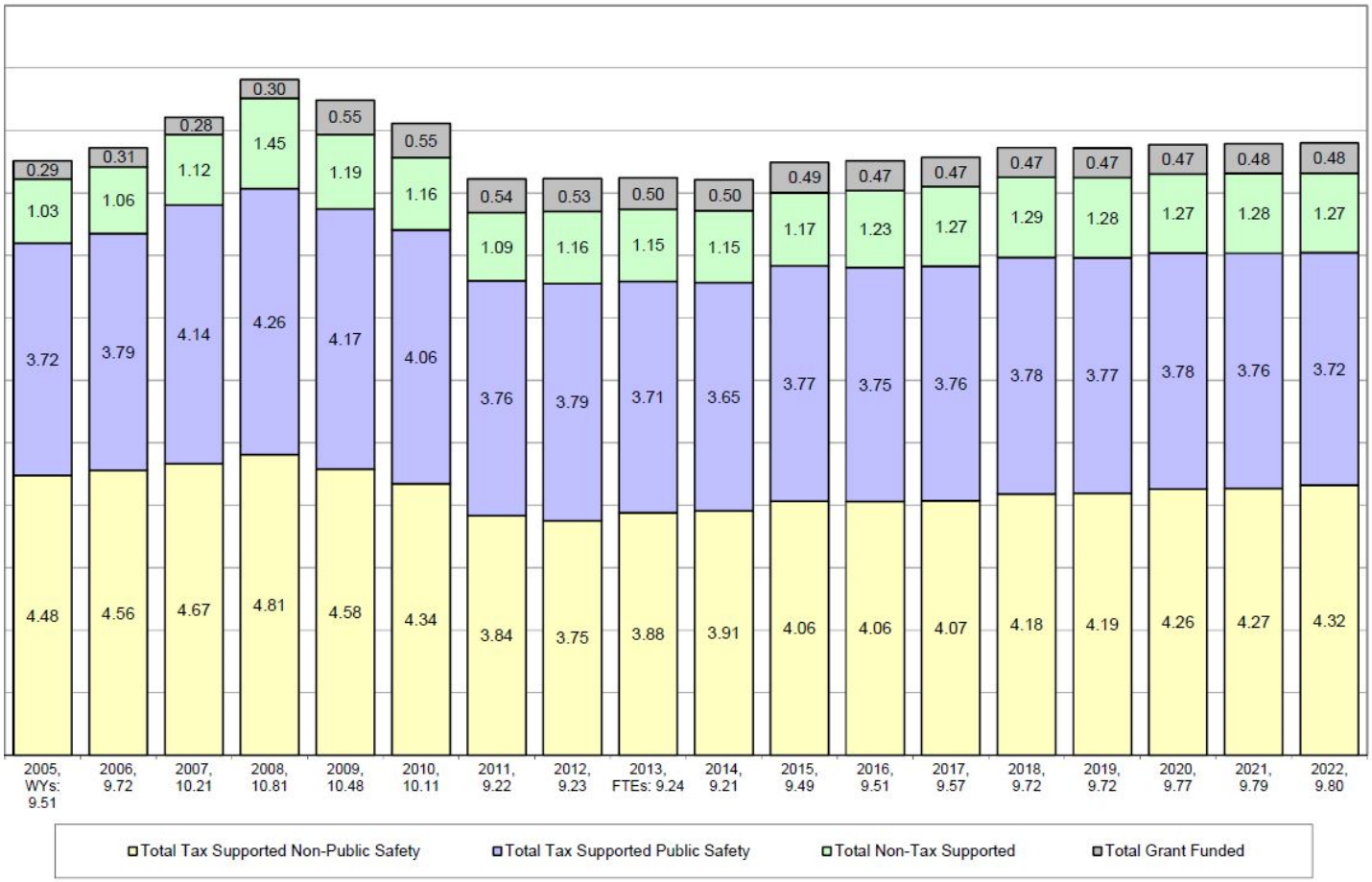
Montgomery County Volunteer Fire and Rescue Association Fiscal Impact Summary*

Article	Item	Description	FY22	Annual Cost Beyond FY22
12	Nominal Fee	Nominal fee of $525/$900 in FY22**	$119,935	$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 2.5 percent increase for certain active members, on July 1, 2021	$60,047	$60,047
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	$26,141	$26,141
		Total	**$242,123**	**$242,123**

* 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 FY05-FY21 Approved Workyears and FTEs, FY22 Recommended FTEs[1]



[1] From FY05 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.

MONTGOMERY COUNTY PRODUCTION REPORT

FY22 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
County General Fund				
General Government				
Board of Appeals	33,003	46,533	25,362	104,898
Board of Elections	270,014	408,732	180,906	859,652
Circuit Court	602,640	1,331,804	596,527	2,530,971
Community Engagement Cluster	249,757	654,717	226,595	1,131,069
County Attorney	317,182	497,963	339,524	1,154,669
County Council	666,379	1,204,136	698,195	2,568,710
County Executive	254,518	429,675	257,276	941,469
Ethics Commission	19,015	26,590	16,435	62,040
Finance	765,600	1,298,402	660,449	2,724,451
General Services	834,249	1,747,453	891,022	3,472,724
Human Resources	330,812	544,897	315,718	1,191,427
Human Rights	85,415	142,922	74,231	302,568
Inspector General	116,636	166,188	96,098	378,922
Intergovernmental Relations	51,950	70,464	56,446	178,860
Labor Relations	72,285	101,629	57,913	231,827
Legislative Oversight	120,925	181,743	133,908	436,576
Management and Budget	344,308	513,995	316,171	1,174,474
Merit System Protection Board	15,180	26,590	10,196	51,966
Procurement	266,692	495,721	231,978	994,391
Public Information	312,604	701,458	300,313	1,314,375
Racial Equity and Social Justice	38,852	73,123	23,773	135,748
State's Attorney	1,025,507	1,973,051	1,103,036	4,101,594
Technology Services	1,380,190	1,977,631	1,408,763	4,766,584
Zoning and Administrative Hearings	34,826	53,180	35,586	123,592
Total General Government	**8,208,539**	**14,668,597**	**8,056,421**	**30,933,557**
Public Safety				
Animal Services	358,271	914,090	297,580	1,569,941
Consumer Protection	123,246	216,152	145,706	485,104
Correction and Rehabilitation	3,715,276	7,095,557	4,330,101	15,140,934
Emergency Management and Homeland Security	85,094	144,171	82,658	311,923

	Social Security	Group Insurance	Retirement	Total Benefits
Police	13,680,439	26,100,616	16,690,709	56,471,764
Sheriff	1,232,508	2,464,062	1,384,821	5,081,391
Total Public Safety	**19,194,834**	**36,934,648**	**22,931,575**	**79,061,057**
Transportation				
Transportation	1,336,091	3,312,950	1,255,594	5,904,635
Health and Human Services				
Health and Human Services	8,046,424	17,580,071	7,818,769	33,445,264
Culture and Recreation				
Public Libraries	1,872,676	5,411,201	1,683,117	8,966,994
Housing and Community Development				
Agriculture	38,297	58,499	49,333	146,129
Housing and Community Affairs	415,255	809,062	449,789	1,674,106
Total Housing and Community Developme	**453,552**	**867,561**	**499,122**	**1,820,235**
Environment				
Environmental Protection	127,620	208,556	129,576	465,752
Other County Functions				
NDA - Climate Change Planning	14,456	29,914	7,559	51,929
NDA - Compensation and Employee Benefit Adjustments	10,954	15,291	9,718	35,963
NDA - Conference Center	7,232	13,295	7,562	28,089
NDA - Early Care and Education	25,220	49,450	39,890	114,560
NDA - Incubator Programs - Economic Development Partnership	28,244	56,504	22,593	107,341
NDA - Independent Audit	3,625	4,387	2,983	10,995
NDA - Legislative Branch Communications Outreach	46,007	93,065	34,654	173,726
NDA - State Positions Supplement	4,318	0	0	4,318
NDA - Vision Zero	7,660	13,295	8,010	28,965
Total Other County Functions	**147,716**	**275,201**	**132,969**	**555,886**
Total County General Fund	**39,387,452**	**79,258,785**	**42,507,143**	**161,153,380**
Special Funds - Tax Supported				
Bethesda Urban District	6,531	13,295	6,830	26,656
Economic Development Fund	9,834	13,295	10,284	33,413
Fire	10,594,479	17,218,897	25,615,122	53,428,498
Mass Transit	4,708,175	11,458,965	4,051,540	20,218,680
Recreation	1,702,388	2,096,382	982,311	4,781,081

MONTGOMERY COUNTY PRODUCTION REPORT

FY22 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Silver Spring Urban District	146,074	486,817	138,192	771,083
Wheaton Urban District	87,486	284,477	83,615	455,578
Total Special Funds - Tax Supported	**17,254,967**	**31,572,128**	**30,887,894**	**79,714,989**
Total Tax Supported Funds	**56,642,419**	**110,830,913**	**73,395,037**	**240,868,369**
Special Funds - NonTax Supported				
Cable TV	260,335	408,822	286,465	955,622
Grant Fund	3,343,096	7,801,039	3,423,067	14,567,202
Montgomery Housing Initiative	135,739	234,182	147,907	517,828
Water Quality Protection	575,056	1,069,815	662,038	2,306,909
Total Special Funds - NonTax Supported	**4,314,226**	**9,513,858**	**4,519,477**	**18,347,561**
Enterprise Funds				
Bethesda Parking	133,585	269,535	144,351	547,471
Community Use of Public Facilities	181,425	367,679	165,236	714,340
Leaf Vacuuming	197,297	426,852	151,076	775,225
Liquor	2,123,637	5,997,981	1,805,104	9,926,722
Permitting Services	1,782,366	3,105,021	1,789,817	6,677,204
Silver Spring Parking	149,302	306,391	164,707	620,400
Solid Waste Collection	93,284	170,324	98,070	361,678
Solid Waste Disposal	658,855	1,263,273	689,060	2,611,188
Wheaton Parking	22,346	45,374	23,609	91,329
Total Enterprise Funds	**5,342,097**	**11,952,430**	**5,031,030**	**22,325,557**
Total Non Tax Supported Funds	**9,656,323**	**21,466,288**	**9,550,507**	**40,673,118**
Internal Service Funds				
Central Duplicating (Printing & Mail)	171,813	454,858	157,479	784,150
Employee Health Self Insurance	185,469	322,643	179,930	688,042
Motor Pool	1,464,244	2,732,156	1,346,486	5,542,886
Risk Management (Self Insurance - ISF)	261,213	424,144	282,656	968,013
Total Internal Service Funds	**2,082,739**	**3,933,801**	**1,966,551**	**7,983,091**
Total Benefits	**68,381,481**	**136,231,002**	**84,912,095**	**289,524,578**

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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 FY22 Operating Budget for the County Government is $2,258,716,921, an increase of $92,726,102 or 4.3 percent from the FY21 approved budget of $2,165,990,819 (excludes debt service). The total recommended FY22 tax supported operating budget for the County Government is $1,755,355,186, an increase of $83,491,838 or 5.0 percent from the FY21 approved tax supported budget of $1,671,863,348.

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 2021, the Council approved FY22 Spending Affordability Guidelines (SAG) of $1,652.7 million for Montgomery County Government tax supported funds. For FY22, the Executive recommends $1,755.4 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

Contact Jennifer Bryant 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 FY22 BUDGET	FULL TIME EQUIVALENTS
$2,780,512,190	23,636.61

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 2020-2021 school year (FY21), 160,294 students in prekindergarten classes through Grade 12 attend 208 separate public educational facilities. For the 2021-22 school year (FY22), enrollment is estimated to be 164,175 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 FY22 budget is $2,780.5 million, an increase of $25.0 million, or 0.9% over the original FY21 Approved budget of $2,755.5 million. Due to declining enrollment in FY22 as a result of the COVID-19 pandemic, this recommended budget exceeds the amount required by the State's Maintenance of Effort (MOE) law by $40.2 million.

The County Executive's recommended budget funds 100% of the Board of Education's (BOE) request.

In addition to funding 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.

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

- School health services, childhood wellness, mental health services, 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 or organizations are provided by Community Use of Public Facilities; and
- the Maryland-National Capital Park and Planning Commission provides maintenance to MCPS ballfields.

In addition to the total recommended in the Operating Budget for public schools, MCPS's Capital Improvements Program (CIP) requires county funding. Approximately $17.7 million in FY22 Current Revenue: General and $65.5 million in Recordation Tax are

recommended in the FY22-26 Biennial CIP. The debt service requirement for the MCPS capital program is estimated at $153.9 million in FY22.

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

Additional County Support for MCPS in FY22	
MCPS Budget (in millions)	**$2,780.5**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$153.9
• Pre-funding retiree health benefits	$73.0
• Support services	$85.6
• Technology modernization	$14.5
Total additional County funding	**$327.1**
Total expenditures for MCPS	**$3,107.6**
Sources: County Executive Recommended FY22 Operating and Capital Budgets	

The recommended budget includes the County's contribution of $1,752.7 million plus $25.0 million in carryover funds (63.9 percent of all recommended funding); State Aid and grants of $822.2 million (29.6 percent); federal grants and aid of $84.0 million (3.0 percent); and tuition, fees, and private grants of $12.3 million (0.4 percent). The recommended appropriation for the fee-supported enterprise funds is $82.6 million (3.0 percent) and for the special revenue fund is $1.8 million (0.1 percent).

Tax Supported Funding for the Public Schools

For FY22, the total tax-supported portion of the County Executive's recommendation (excluding grants, enterprise funds, and special revenue funds) is $2,534.9 million, a decrease of $27.4 million, or 1.1 percent, from the FY21 Approved operating budget, driven mainly by an especially high amount of State grants in FY22. The tax-supported portion of the recommendation includes a FY22 local contribution of $1,752.7 million, plus carryover of $25.0 million, for a total local contribution of $1,777.7 million.

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. This requirement increases when enrollment grows, and decreases and enrollment declines. The County Executive's recommendation for local funding exceeds the MOE requirement and represents a total increase of $0.8 million from the FY21 local contribution. In FY22, if the County were to fund MCPS at the minimum required MOE level, County funding would decrease by $39.9 million.

Fiscal Summary

The County Executive's total recommended budget, from all funding sources, is $2,780.5 million and funds 100% of the 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 2021, the Montgomery County Council approved FY22 Spending Affordability Guidelines (SAG) of $2,550.7 million for the tax-supported funds of MCPS. The BOE requested $2,534.9 million in tax-supported funds, $15.8 million below the SAG guideline. The County Executive's recommendation is similarly $15.8 million below 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 FY22 operating budget adopted by the BOE in February 2021. 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:

- **Thriving Youth and Families**

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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
CURRENT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,500,372,311	2,562,357,999	2,544,246,120	2,534,935,412	-1.1 %
Current Fund MCPS Expenditures	**2,500,372,311**	**2,562,357,999**	**2,544,246,120**	**2,534,935,412**	**-1.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21,649.85	22,257.28	22,257.28	22,399.34	0.6 %
REVENUES					
Basic State Aid	368,197,235	388,035,631	388,035,631	384,201,699	-1.0 %
Federal Revenues	119,553	120,000	120,000	100,000	-16.7 %
Foster Care/Miscellaneous	181,458	200,000	180,000	180,000	-10.0 %
GCEI - Geographic Cost of Education Index	38,902,207	39,976,914	39,976,914	39,382,053	-1.5 %
Kirwan Commission	10,482,238	11,472,106	11,472,106	14,622,086	27.5 %
Students With Disabilities	60,466,733	63,704,962	66,828,474	63,420,239	-0.4 %
Thornton Legislation	219,907,148	230,529,919	230,529,919	210,952,720	-8.5 %
Transportation	46,449,499	47,626,347	47,626,347	42,164,380	-11.5 %
Tuition-Other Sources	4,448,724	3,830,000	3,850,000	2,250,000	-41.3 %
Current Fund MCPS Revenues	**749,154,795**	**785,495,879**	**788,619,391**	**757,273,177**	**-3.6 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
GRANT FUND MCPS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	99,320,453	110,451,136	110,451,136	161,218,854	46.0 %
Grant Fund MCPS Expenditures	**99,320,453**	**110,451,136**	**110,451,136**	**161,218,854**	**46.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	570.94	570.94	570.94	588.70	3.1 %
REVENUES					
Federal Grants	85,891,352	83,686,189	83,686,189	83,878,035	0.2 %
Private Grants	680,816	10,031,204	10,031,204	10,031,204	—
State Grants	12,748,285	16,733,743	16,733,743	67,309,615	302.2 %
Grant Fund MCPS Revenues	**99,320,453**	**110,451,136**	**110,451,136**	**161,218,854**	**46.0 %**
FOOD SERVICE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Food Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	59,351,635	60,399,980	60,399,980	61,899,980	2.5 %
Food Service Fund Expenditures	**59,351,635**	**60,399,980**	**60,399,980**	**61,899,980**	**2.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	604.32	607.57	607.57	607.57	—
REVENUES					
Federal Food	42,396,670	40,852,540	40,852,540	41,982,540	2.8 %
Miscellaneous: Investment Income	136,436	0	0	0	—
Sale of Meals	12,830,168	17,586,048	17,586,048	17,956,048	2.1 %
State Food	2,226,240	1,961,392	1,961,392	1,961,392	—
Food Service Fund Revenues	**57,589,514**	**60,399,980**	**60,399,980**	**61,899,980**	**2.5 %**
REAL ESTATE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Real Estate Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	3,674,332	4,967,149	4,967,149	4,967,149	—
Real Estate Fund Expenditures	**3,674,332**	**4,967,149**	**4,967,149**	**4,967,149**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	11.00	11.00	11.00	—
REVENUES					
Real Estate Fund	3,340,553	4,967,149	4,967,149	4,967,149	—
Real Estate Fund Revenues	**3,340,553**	**4,967,149**	**4,967,149**	**4,967,149**	**—**

FIELD TRIP FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Field Trip Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,527,869	2,914,182	2,914,182	3,074,182	5.5 %
Field Trip Fund Expenditures	**1,527,869**	**2,914,182**	**2,914,182**	**3,074,182**	**5.5 %**
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	1,334,742	2,914,182	2,914,182	3,074,182	5.5 %
Field Trip Fund Revenues	**1,334,742**	**2,914,182**	**2,914,182**	**3,074,182**	**5.5 %**

ENTREPRENEURIAL ACTIVITIES FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Entrepreneurial Activities Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	8,073,144	12,646,838	4,426,838	12,646,838	—
Entrepreneurial Activities Fund Expenditures	**8,073,144**	**12,646,838**	**4,426,838**	**12,646,838**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	12.00	12.00	12.00	12.00	—
REVENUES					
Entrepreneurial Activities Fee	1,977,505	2,446,838	2,446,838	2,446,838	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Entrepreneurial Activities Fund Revenues	**1,977,505**	**2,446,838**	**2,446,838**	**2,446,838**	**—**

INSTRUCTIONAL TELEVISION FUND

EXPENDITURES

Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Instructional Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,748,614	1,769,775	1,769,775	1,769,775	—
Instructional Television Fund Expenditures	**1,748,614**	**1,769,775**	**1,769,775**	**1,769,775**	**—**

PERSONNEL

Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.50	13.50	13.50	13.50	—

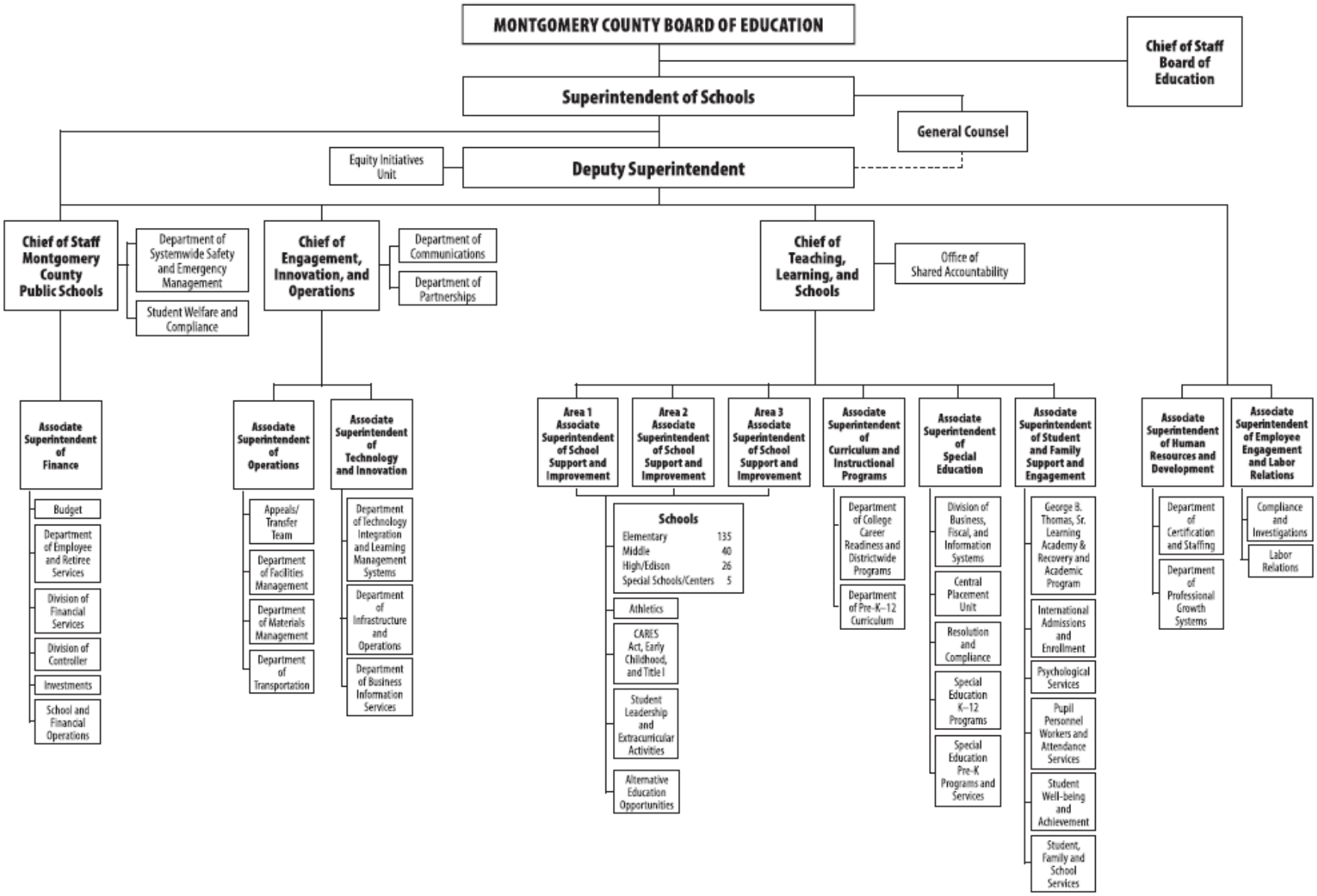
REVENUES

DEPARTMENT TOTALS

Total Expenditures	**2,674,068,358**	**2,755,507,059**	**2,729,175,180**	**2,780,512,190**	**0.9 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**22,867.11**	**23,476.79**	**23,476.79**	**23,636.61**	**0.7 %**
Total Revenues	**912,717,562**	**966,675,164**	**969,798,676**	**990,880,180**	**2.5 %**

MCPS BUDGETS FY95-FY22					
County Fiscal Year	Total Budget	Budgeted Enrollment	County Funding	Per Pupil	As Percent of Total
85	$399,916,181	91,704	$330,035,065	$4,361	82.5%
86	$436,875,791	92,871	$361,788,973	$4,704	82.8%
87	$475,866,930	94,460	$398,053,264	$5,038	83.6%
88	$519,622,140	96,271	$434,582,576	$5,397	83.6%
89	$577,957,669	98,519	$488,062,505	$5,866	84.4%
90	$642,553,932	100,259	$545,768,528	$6,409	84.9%
91	$702,260,084	103,732	$601,407,797	$6,770	85.6%
92	$712,896,646	107,140	$603,939,300	$6,654	84.7%
93	$738,767,864	110,037	$622,732,456	$6,714	84.3%
94*	$793,907,907	113,429	$666,557,884	$6,999	84.0%
95	$830,010,147	117,082	$695,512,609	$5,940	83.8%
96	$878,160,420	120,291	$718,938,647	$5,977	81.9%
97	$915,141,097	122,505	$740,984,871	$6,049	81.0%
98	$958,416,196	125,035	$765,835,476	$6,125	79.9%
99	$1,034,768,530	127,852	$820,833,423	$6,420	79.3%
00	$1,105,644,145	130,689	$870,940,869	$6,664	78.8%
01	$1,216,096,599	134,180	$959,754,838	$7,153	78.9%
02	$1,323,625,477	136,832	$1,029,703,651	$7,525	77.8%
03	$1,412,161,822	138,891	$1,079,188,698	$7,770	76.4%
04	$1,501,381,116	139,203	$1,136,392,169	$8,164	75.7%
05	$1,609,382,533	139,337	$1,217,214,553	$8,736	75.6%
06	$1,713,736,154	139,387	$1,296,325,112	$9,300	75.6%
07	$1,851,496,287	137,798	$1,384,725,787	$10,049	74.8%
08	$1,985,017,619	137,745	$1,456,912,582	$10,577	73.4%
09	$2,066,683,294	137,763	$1,531,482,602	$11,117	74.1%
10	$2,200,577,000	140,500	$1,573,754,447	$11,201	71.5%
11	$2,104,188,040	143,309	$1,425,385,344	$9,946	67.7%
12	$2,086,786,613	146,497	$1,387,101,480	$9,468	66.5%
13	$2,160,029,595	149,018	$1,436,513,701	$9,640	66.5%
14	$2,225,421,052	151,289	$1,475,223,045	$9,751	66.3%
15	$2,276,763,984	153,852	$1,515,027,760	$9,847	66.5%
16	$2,318,388,936	156,447	$1,540,794,230	$9,849	66.5%
17	$2,457,473,761	159,016	$1,650,794,230	$10,381	67.2%
18	$2,528,825,122	161,470	$1,683,943,316	$10,429	66.6%
19	$2,612,644,776	163,294	$1,712,627,645	$10,488	65.6%
20	$2,680,574,773	164,477	$1,726,807,241	$10,499	64.4%
21	$2,755,507,059	160,294	$1,751,862,120	$10,929	63.6%
22 CE Rec	$2,780,512,190	164,175	$1,752,662,235	$10,676	63.0%

MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION—FY 2022



Montgomery College

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$312,582,500	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 preparation for 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 FY22 operating budget for Montgomery College is $312.6 million, a decrease of $5.8 million, or 1.8 percent, from the FY21 Approved budget of $318.3 million. The budget recommends a $264.7 million Current Fund for FY22, a $3.5 million or 1.3 percent decrease from FY21, for both revenue and expenditures. The County Executive recommendation provides the full College request for a County contribution of $146.4 million, an increase of $500,000, or 0.3 percent, over FY21. These additional funds will support an expanded Montgomery Can Code program and a new Innovation Hub located on the College's Rockville campus.

Montgomery College's requested budget seeks minimal additional support from the taxpayers specifically for two programs that enhance racial equity, innovation, and economic growth in the County. In light of the economic impacts of the COVID-19 pandemic on the most vulnerable in the County, the requested budget again freezes tuition and fees to ensure affordability and accessibility for their students. Instead, this budget maximizes existing resources to protect affordable tuition, offer additional scholarships, and maintain fair and reasonable compensation for their employees. Other Current Fund revenues total $119.1 million, a decrease of $4.0 million from FY21, or 3.2 percent. This revenue decrease is made up of declines in tuition, State Aid, and other College revenue. These revenue decreases have been partially offset by the College's $8.4 million Use of Fund Balance, a $6.5 million increase over FY21. The increased Use of Fund Balance also includes the College's $4.3 million FY21 Savings Plan commitment to the County.

Montgomery Can Code is a joint venture between Apple, Montgomery College, Montgomery County Public Schools (MCPS), and the Montgomery County Economic Development Corporation with the goal of more equitably filling the high need for IT professionals in the region. 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 FARMS rates) to ensure equity in access to this program and tech career pathways. The additional funding will allow the

program to expand from 1,200 students across all three of the College's campuses in FY21 to 2,000.

The Innovation Hub builds on these partnerships and the success of the Montgomery Can Code program, by creating a rich, 21st century technology-learning environment on the Rockville campus that will help increase local entrepreneurship across the County. The goals of the Innovation Hub, working with an equity lens, are to expand access to education in STEM fields, technology, careers in tech, and to spur community based problem solving, entrepreneurship, innovation, and collaboration. Students, educators, emerging businesses, nonprofits, residents, and community leaders will have access to the space and its resident technology.

In addition to the total recommended operating budget for the College, the agency's Capital Improvement Program (CIP) requires Current Revenue funding. Approximately $12.9 million in FY22 Current Revenue is assumed in the County Executive's FY21-26 Biennial CIP.

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 https://www.montgomerycollege.edu/offices/administrative-and-fiscal-services/budget-office/index.html.

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 FY22 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 2021, the County Council approved FY22 spending affordability guidelines (SAG) of $196.9 million for the tax-supported funds of Montgomery College. The Board of Trustees requested $186.4 million, $10.5 million below the SAG level.

Enrollment

Current Fund enrollment is projected by the College to decrease 1,156 Full Time Equivalent Students (FTES) in FY22. The College estimates an FY22 enrollment of 12,432 FTES, a decline of 8.5 percent compared to the FY21 figure of 13,588 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 FY23 onwards. For FY22, the County's Current Fund contribution to the College represents a $1,034, or 9.7 percent, increase per FTE due to the projected enrollment decline.

Tuition and Fees

For FY22, 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 2021.

Tuition and other student fees represent approximately 26.4 percent of the revenue proposed by the County Executive to fund the FY22 Current Fund budget, compared to the 28.6 percent of revenues assumed in the FY21 budget.

State Funding

The total amount of State funding assumed in the County Executive's Recommended FY22 budget is estimated to be $47.7 million: the amount provided in legislation pending before the General Assembly, Senate Bill 493, the Budget Reconciliation and Financing Act (BRFA) of 2022. It is comprised of $38.8 million in the Current Fund and $8.9 million in the Workforce Development and Continuing Education (WDCE) enterprise fund. In July of 2020 the Board of Public Works reduced the College's FY21 state funding by $6.3 million total with $4.6 million from the Current Fund and $1.6 million from the WDCE fund. Expected FY22 State Aid represents a $1.6 million, or 4.4 percent, increase to the Current Fund and a $860,899, or 10.7 percent, increase to the WDCE enterprise fund over FY21 Adjusted 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 $265.5 million in the three tax-supported funds (Current, Emergency Plant Maintenance and Repair, and Grants). The amount is a $3.5 million decrease from the FY21 Approved level of $268.9 million, or 1.3 percent. The County's contribution to these funds has increased from the FY21 Approved level by $500,000, or 0.3 percent.

Current Fund

For the Current Fund, the County Executive is recommending an appropriation of $264.7 million, a decrease of $3.5 million, or 1.3 percent, from the $268.2 million approved in FY21. The recommendation assumes tuition and fee revenues under the proposed rates frozen to FY20 and FY21 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 equal to the FY21 level.

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 in FY22, equal to the FY21 level, 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 equal to the FY21 level 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 FY22, the State's funding formula uses FY20 actuals. The County Executive recognizes the importance of higher education to the economic development of Montgomery County and recommends the Board's request of $20.0 million for this fund, which is a $716,456, or 3.5 percent decrease compared to FY21.

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 FY22, 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 $17.4 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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
CURRENT FUND MC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Current Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	254,348,902	268,165,660	248,583,138	264,704,984	-1.3 %
Current Fund MC Expenditures	**254,348,902**	**268,165,660**	**248,583,138**	**264,704,984**	**-1.3 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,803.35	1,803.35	1,803.35	1,803.35	—
REVENUES					
Current Fund: Interest	565,306	350,000	100,000	250,000	-28.6 %
Current Fund: Other Revenue	2,903,659	1,235,000	657,712	1,236,949	0.2 %
Current Fund: Performing Arts Center	117,681	115,000	0	115,000	—
Fed. State & Priv. Gifts & Grants	272,145	300,000	181,673	300,000	—
Other Student Fees: Current Fund	1,926,056	1,494,472	2,677,689	1,790,467	19.8 %
State Aid	37,213,560	41,848,829	36,758,702	38,846,602	-7.2 %
Tuition and Fees: Current Fund	72,217,472	75,252,727	68,087,157	68,016,270	-9.6 %
Current Fund MC Revenues	**115,215,879**	**120,596,028**	**108,462,933**	**110,555,288**	**-8.3 %**

EMERGENCY REPAIR FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Emergency Repair Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	287,608	350,000	200,000	350,000	—
Emergency Repair Fund Expenditures	**287,608**	**350,000**	**200,000**	**350,000**	**—**
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	11,336	15,000	0	10,000	-33.3 %
Emergency Repair Fund Revenues	**11,336**	**15,000**	**0**	**10,000**	**-33.3 %**

GRANT FUND MC

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	14,251,658	18,782,000	19,426,000	17,355,000	-7.6 %
Grant Fund MC Expenditures	**14,251,658**	**18,782,000**	**19,426,000**	**17,355,000**	**-7.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
REVENUES					
Federal/State/Private Grants	14,251,658	18,782,000	19,426,000	17,355,000	-7.6 %
Grant Fund MC Revenues	**14,251,658**	**18,782,000**	**19,426,000**	**17,355,000**	**-7.6 %**
AUXILIARY FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Auxiliary Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	882,540	1,941,300	439,229	1,880,000	-3.2 %
Auxiliary Fund Expenditures	**882,540**	**1,941,300**	**439,229**	**1,880,000**	**-3.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	2.00	2.00	2.00	2.00	—
REVENUES					
Auxiliary Fund: Interest Income	0	51,000	3,290	21,000	-58.8 %
Other Revenues: Miscellaneous	0	684,050	0	631,550	-7.7 %
Sales	1,487,094	924,220	350,000	916,220	-0.9 %
Auxiliary Fund Revenues	**1,487,094**	**1,659,270**	**353,290**	**1,568,770**	**-5.5 %**
WORKFORCE DEVELOPMENT & CONTINUING ED					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Workforce Development & Continuing Ed Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	15,430,304	20,712,172	14,843,000	19,995,716	-3.5 %
Workforce Development & Continuing Ed Expenditures	**15,430,304**	**20,712,172**	**14,843,000**	**19,995,716**	**-3.5 %**
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	61,352	80,000	10,000	50,000	-37.5 %
State Aid	8,041,559	9,672,951	8,041,559	8,902,458	-8.0 %
Tuition and Fees: Continuing Education	9,323,134	10,372,460	6,172,462	8,874,000	-14.4 %
Workforce Development & Continuing Ed Revenues	**17,426,045**	**20,125,411**	**14,224,021**	**17,826,458**	**-11.4 %**
CABLE TELEVISION FUND					

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Cable Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,758,039	1,796,800	1,696,800	1,796,800	—
Cable Television Fund Expenditures	**1,758,039**	**1,796,800**	**1,696,800**	**1,796,800**	**—**
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	4,421	0	0	0	—
Cable Television Fund Revenues	**4,421**	**0**	**0**	**0**	**—**

ENDOWMENT FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Endowment Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Endowment Fund Expenditures	**0**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Interest	10,463	11,500	11,500	11,500	—
Endowment Fund Revenues	**10,463**	**11,500**	**11,500**	**11,500**	**—**

MAJOR FACILITIES RESERVE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Major Facilities Reserve Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,705,806	2,000,000	1,711,806	2,000,000	—
Major Facilities Reserve Fund Expenditures	**1,705,806**	**2,000,000**	**1,711,806**	**2,000,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
REVENUES					
Interest Income	208,262	175,000	15,000	25,000	-85.7 %
Student Fees	3,273,424	3,287,000	3,076,478	3,025,890	-7.9 %
Major Facilities Reserve Fund Revenues	**3,481,686**	**3,462,000**	**3,091,478**	**3,050,890**	**-11.9 %**

MC GRANTS TAX SUPPORTED FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
MC Grants Tax Supported Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	400,000	400,000	400,000	400,000	—
MC Grants Tax Supported Fund Expenditures	**400,000**	**400,000**	**400,000**	**400,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					

TRANSPORTATION FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Transportation Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	3,570,253	4,200,000	2,042,850	4,100,000	-2.4 %
Transportation Fund Expenditures	**3,570,253**	**4,200,000**	**2,042,850**	**4,100,000**	**-2.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Interest	100,244	125,000	94,750	75,000	-40.0 %
Miscellaneous Other	174,950	170,000	139,750	100,000	-41.2 %
Student Fees	3,553,683	3,585,000	3,076,478	3,350,380	-6.5 %
Transportation Fund Revenues	**3,828,877**	**3,880,000**	**3,310,978**	**3,525,380**	**-9.1 %**

DEPARTMENT TOTALS

Total Expenditures	**292,635,110**	**318,347,932**	**289,342,823**	**312,582,500**	**-1.8 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Total FTEs	**1,910.85**	**1,910.85**	**1,910.85**	**1,910.85**	**—**
Total Revenues	**155,717,459**	**168,531,209**	**148,880,200**	**153,903,286**	**-8.7 %**

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**	**FY20**	**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	28,945	*-15.9%*	*-3.4%*
Fiscal Year Unduplicated Students in WD&CE	22,244	23,164	24,064	24,609	24,890	21,598	*-6.8%*	*-13.2%*
FY Unduplicated Credit + WD&CE Students at M	56,228	56,001	55,243	54,335	52,732	49,168	*-12.2%*	*-6.8%*
Fiscal Year FTEs for Credit Students	16,803	16,323	15,515	14,686	14,040	13,495	*-17.3%*	*-3.9%*
Fiscal Year FTEs for WD&CE Students	3,647	4,125	4,228	4,365	4,307	4,093	*-0.8%*	*-5.0%*
FALL SEMESTER CREDIT STUDENTS	**FALL 2015**	**FALL 2016**	**FALL 2017**	**FALL 2018**	**FALL 2019**	**Fall 2020**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Total fall semester enrollment	25,320	23,916	22,875	21,720	21,260	20,037	*-16.2%*	*-5.8%*
New to College	4,796	4,383	4,228	4,034	3,931	3,588	*-18.1%*	*-8.7%*
Recent MCPS Graduates	2,587	2,494	2,507	2,446	2,484	2,490	*-0.2%*	*0.2%*
REASON FOR ATTENDING	**FALL 2015**	**FALL 2016**	**FALL 2017**	**FALL 2018**	**FALL 2019**	**Fall 2020**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Degree Seeking	1,621	1,554	1,710	1,724	1,813	1,726	*11.1%*	*-4.8%*
Transfer	534	495	271	239	199	134	*-72.9%*	*-32.7%*
Early Placement	246	249	329	296	279	417	*67.5%*	*49.5%*
Certificate Seeking	82	83	92	64	40	27	*-67.5%*	*-32.5%*
Continuing Education	1	2	4	21	62	113	*5550.0%*	*82.3%*
Personal Interest	5	8	5	1	2	2	*-75.0%*	*0.0%*
MD Dream Act	98	99	92	96	87	63	*-36.4%*	*-27.6%*
Other	5	4	4	5	2	8	*100.0%*	*300.0%*
Continuing/Returning	18,496	17,721	16,790	15,798	15,187	14,009	*-20.9%*	*-7.8%*
Transfer-In or "Visiting"	944	1,294	1,214	1,178	1,171	908	*-29.8%*	*-22.5%*
Dual Enrollment - MC and High School	485	518	643	710	971	1,532	*195.8%*	*57.8%*
Attending Full-Time	8,890	8,493	8,060	7,571	7,305	6,902	*-18.7%*	*-5.5%*
Average Hours Enrolled	9.04	9.08	9.00	9.06	9.01	8.94	*-1.5%*	*-0.8%*
Receiving Pell Grants	7,952	7,459	7,248	6595*	5730**	5,060	*-32.2%*	*-11.7%*
Receiving any Financial Aid	11,915	11,468	10,971	10265*	8671**	7,779	*-32.2%*	*NA*
New-Needing "Preparatory" Coursework	3,743	3,150	2,680	1,897	2,023	NA	*NA*	*NA*
"Foreign" by NCES definitions	2,295	2,253	2,269	2,121	2,190	1,800	*-20.1%*	*-17.8%*
Asian	3,547	3,395	3,344	3,105	3,086	3,020	*-11.0%*	*-2.1%*
Black	8,014	7,541	7,084	6,693	6,405	6,033	*-20.0%*	*-5.8%*
Hispanic	6,610	6,550	6,552	6,389	6,350	5,971	*-8.8%*	*-6.0%*
White	6,616	5,975	5,429	5,077	4,863	4,540	*-24.0%*	*-6.6%*
Multi-Race, Other, Unknown	533	455	466	456	556	473	*4.0%*	*-14.9%*

		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**	**Fall 2020**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Fall Semester Course Enrollments	70,356	66,605	62,817	60,249	58,228	56,044	-15.9%	-3.8%
Fall - Number of Separate Courses	717	699	672	671	656	682	-2.4%	4.0%
Fall - Number of Course Sections	3,751	3,549	3,232	3,173	3,164	3,011	-15.2%	-4.8%
EMPLOYEES	**FALL 2015**	**FALL 2016**	**FALL 2017**	**FALL 2018**	**FALL 2019**	**Fall 2020**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Administrators	85	83	86	83	89	80	-3.6%	-10.1%
Instructional Faculty	1,452	1,404	1,331	1,324	1,321	1,375	-2.1%	4.1%
Non-Instructional Faculty	86	92	90	84	86	82	-10.9%	-4.7%
Professional, Technical, and Support Staff	1,326	1,278	1,309	1,339	1,303	1,240	-3.0%	-4.8%
TOTAL	**2,949**	**2,857**	**2,816**	**2,830**	**2,799**	**2,777**	-2.8%	-0.8%

		YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
FY Unduplicated Students								
Workforce Development courses	9,079	10,060	10,206	10,946	11,455	9,822	-2.4%	-14.3%
Contract Training courses	3,114	4,004	3,902	5,045	5,099	4,398	9.8%	-13.7%
Industry-Based Certification courses	4,972	5,432	5,517	5,270	5,531	4,566	-15.9%	-17.4%
Adult Basic Educ., ESOL, Literacy courses	6,545	6,619	7,009	5,942	5,798	5,027	-24.1%	-13.3%
All Specifically Grant-Funded programs/courses	na	na	na	6,467	NA	5,867	NA	NA
Apprenticeship Programs	919	906	908	991	1,027	1,087	20.0%	5.8%
Allied Health/Health Careers courses	982	961	1,170	1,099	1,072	868	-9.7%	-19.0%

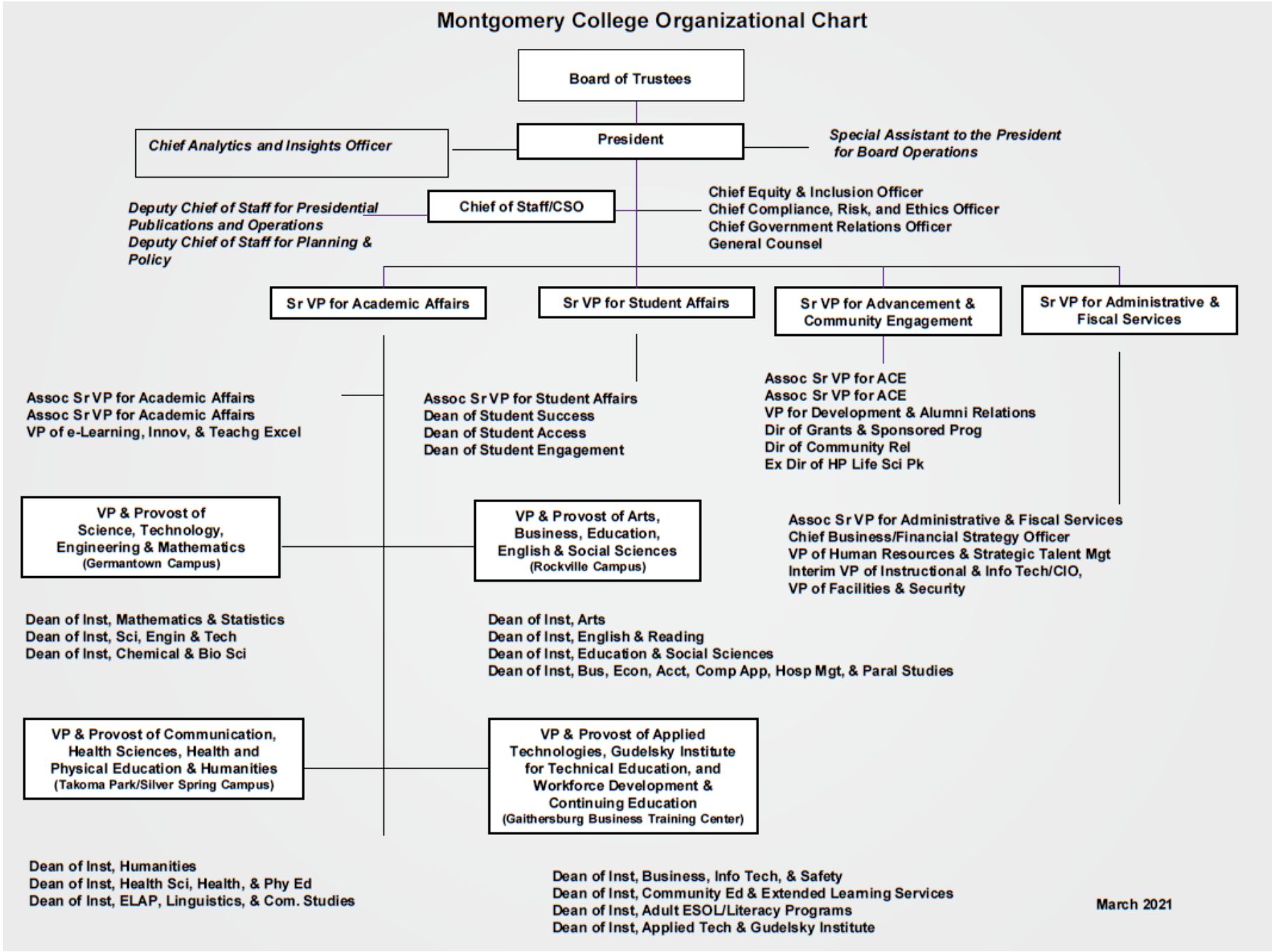
OUTPUT INDICATORS (CREDIT PROGRAMS)		YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FALL-TO-FALL NEW STUDENT RETENTION RATES	**FALL 2014**	**FALL 2015**	**FALL 2016**	**FALL 2017**	**FALL 2018**	**Fall 2019**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
All New Students	67.4%	64.7%	65.4%	64.7%	65.6%	64.3%	-0.6%	-2.0%
Developmental Students	68.8%	66.2%	64.6%	63.7%	62.2%	58.4%	-11.8%	-6.1%
College-Ready Students	65.4%	62.4%	67.1%	66.4%	70.4%	70.5%	13.0%	0.1%
Pell Grant Recipients	71.5%	67.8%	68.6%	66.7%	67.7%	68.7%	1.3%	1.5%
Began as Full-Time	77.3%	75.6%	74.7%	74.8%	74.2%	74.2%	-1.9%	0.0%
Began as Part-Time	55.6%	52.8%	54.1%	51.4%	54.8%	50.5%	-4.3%	-7.8%
Asian	77.1%	77.6%	76.4%	74.9%	78.1%	74.4%	-4.1%	-4.7%
Black	60.6%	60.8%	62.5%	62.8%	62.7%	63.6%	4.6%	1.4%
Hispanic	71.3%	66.8%	67.1%	63.8%	65.4%	63.6%	-4.7%	-2.7%
White	64.6%	59.5%	60.3%	62.1%	62.1%	57.1%	-4.0%	-8.1%
Multi-Race, Other, Unknown	68.0%	56.3%	64.2%	53.6%	60.0%	65.6%	16.6%	9.4%

		YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	
FOUR-YEAR GRADUATION-TRANSFER RATE	ENTER FALL 2010	ENTER FALL 2011	ENTER FALL 2012	ENTER FALL 2013	ENTER FALL 2014	**ENTER FALL 2015**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
All New Students	49.8%	47.5%	45.6%	48.2%	50.2%	50.7%	6.7%	1.0%
College-Ready	68.5%	68.5%	68.5%	67.7%	69.8%	70.3%	2.6%	0.7%
Developmental Completers	47.9%	46.7%	44.0%	54.6%	51.8%	52.7%	12.8%	1.7%
Developmental Non-Completers	28.0%	29.0%	18.5%	23.3%	21.4%	21.6%	-25.5%	0.9%
Pell Grant Recipients	47.6%	44.5%	42.9%	42.1%	44.7%	48.2%	8.3%	7.8%
Asian	62.0%	59.9%	55.7%	59.9%	63.3%	60.4%	0.8%	-4.6%
Black	42.4%	49.1%	39.7%	45.3%	46.2%	48.5%	-1.2%	5.0%
Hispanic	44.7%	34.6%	34.2%	38.0%	41.7%	43.7%	26.3%	4.8%
White	55.3%	52.8%	56.9%	58.4%	59.3%	59.0%	11.7%	-0.5%

		YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
GRADUATION / AWARDS / TRANSFERS	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Fiscal Year Graduates	2,933	2,770	2,733	2,723	2,922	2,900	4.7%	-0.8%
Fiscal Year Awards	2,973	2,843	2,833	2,885	3,082	3,033	6.7%	-1.6%
Associate Degrees	2,658	2,556	2,612	2,576	2,763	2,804	9.7%	1.5%
Certificates	284	287	213	303	312	224	-22.0%	-28.2%
TRANSFER TO FOUR-YEAR INSTITUTIONS								
MC Graduate	2,005	1,905	2,072	2,015	2,086	2,290	*20.2%*	*9.8%*
12+ Credits, but not Graduate	2,643	2,590	2,517	2,299	2,112	1,967	*-24.1%*	*-6.9%*

		YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
DEVELOPMENTAL METRICS	**FALL 2010**	**FALL 2011**	**FALL 2012**	**FALL 2013**	**FALL 2014**	**FALL 2015**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
New Students Needing Developmental	3,096	3,032	2,922	3,036	2,746	2,823	*-6.9%*	*2.8%*
Asian	287	260	235	226	233	276	*6.2%*	*18.5%*
Black	1,022	1,073	1,007	1,024	842	872	*-18.7%*	*3.6%*
Hispanic	862	873	896	1,011	996	1,068	*22.3%*	*7.2%*
White	866	768	728	677	602	526	*-31.5%*	*-12.6%*
Completed Developmental in Four Years	2,046	1,992	1,867	1,548	1,677	1,694	*-14.96%*	*1.0%*
New Students Needing Developmental Math	*These data were not generated and will take additional time to obtain*			2964***	2,665	2,760	NA	3.6%
New Students Completing Developmental Math in Year 1				1064***	1,179	1,150	NA	-2.5%

OUTPUT INDICATORS - WORKFORCE DEVELOPMENT & CONTINUING		YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
COURSE / STUDENT SUCCESS RATES	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**YR 5 VS YR 3**	**YR 5 VS YR 4**
Workforce Development Certificate Completers Students	na	3,910	4,045	3,378	2,623	2,434	*-37.75%*	*-7.2%*
Courses	na	6,263	6,019	4,908	3,924	2,019	*-67.76%*	*-48.5%*
Selected Health Career Program Students Obtaining Certification-Percent Successful	79.2%	87.3%	85.7%	92.0%	93.5%	96.80%	*10.88%*	*3.5%*
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	2,928	-27.3%	-7.3%
Percent Grant-funded Programs/Courses Students that Complete	Data not available							
Percent Apprenticeship Program Completers within 4 Years								
Number of Apprenticeship Program Graduates	135	119	136	159	163	173	*45.38%*	*6.1%*


Montgomery College Organizational Chart
Board of Trustees
President
Chief Analytics and Insights Officer
Special Assistant to the President for Board Operations
Chief of Staff/CSO
Deputy Chief of Staff for Presidential Publications and Operations
Deputy Chief of Staff for Planning & Policy
Chief Equity & Inclusion Officer
Chief Compliance, Risk, and Ethics Officer
Chief Government Relations Officer
General Counsel
Sr VP for Academic Affairs
Sr VP for Student Affairs
Sr VP for Advancement & Community Engagement
Sr VP for Administrative & Fiscal Services
Assoc Sr VP for Academic Affairs
Assoc Sr VP for Academic Affairs
VP of e-Learning, Innov, & Teachg Excel
Assoc Sr VP for Student Affairs
Dean of Student Success
Dean of Student Access
Dean of Student Engagement
Assoc Sr VP for ACE
Assoc Sr VP for ACE
VP for Development & Alumni Relations
Dir of Grants & Sponsored Prog
Dir of Community Rel
Ex Dir of HP Life Sci Pk
VP & Provost of Science, Technology, Engineering & Mathematics (Germantown Campus)
VP & Provost of Arts, Business, Education, English & Social Sciences (Rockville Campus)
Assoc Sr VP for Administrative & Fiscal Services
Chief Business/Financial Strategy Officer
VP of Human Resources & Strategic Talent Mgt
Interim VP of Instructional & Info Tech/CIO,
VP of Facilities & Security
Dean of Inst, Mathematics & Statistics
Dean of Inst, Sci, Engin & Tech
Dean of Inst, Chemical & Bio Sci
Dean of Inst, Arts
Dean of Inst, English & Reading
Dean of Inst, Education & Social Sciences
Dean of Inst, Bus, Econ, Acct, Comp App, Hosp Mgt, & Paral Studies
VP & Provost of Communication, Health Sciences, Health and Physical Education & Humanities (Takoma Park/Silver Spring Campus)
VP & Provost of Applied Technologies, Gudelsky Institute for Technical Education, and Workforce Development & Continuing Education (Gaithersburg Business Training Center)
Dean of Inst, Humanities
Dean of Inst, Health Sci, Health, & Phy Ed
Dean of Inst, ELAP, Linguistics, & Com. Studies
Dean of Inst, Business, Info Tech, & Safety
Dean of Inst, Community Ed & Extended Learning Services
Dean of Inst, Adult ESOL/Literacy Programs
Dean of Inst, Applied Tech & Gudelsky Institute
March 2021

Maryland-National Capital Park and Planning Commission

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$168,585,754	1,129.95

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 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 301-454-1740 or visiting the Commission's website at www.mncppc.org. Summary data only are included in this presentation.

Office and Department Overviews

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 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 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 equally 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 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.

Fund Information

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 ALA Debt Service Fund supports the payment of debt service on bonds issued to purchase land for a variety of public purposes. The ALA 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 to 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.

Debt Service - Park Fund

Park Debt Service pays principal and interest in 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 (CIP).

Debt Service - ALA Debt Service and Revolving Fund

The ALA Debt Service Fund pays principal and interest on the Commissions ALA bonds. The proceeds of the ALA bonds support the ALA Revolving Fund (ALARF). ALARF activities include 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 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 din new or existing public revenue-producing facilities through the operating budget and CIP.

Property Management Fund

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

FY22 Budget Information

Spending Affordability Guidelines

In February 2021, the Council approved the FY22 Spending Affordability Guidelines (SAG) of $132,500,000 for the tax-supported Administration and Park Funds of M-NCPPC, which represents a $1,691,109, or 1.3 percent decrease from the FY21 Approved budget of $134,191,109, excluding debt service and retiree health insurance prefunding (which are excluded from the SAG calculation). The Commission proposed a FY22 tax-supported budget of $143,445,199, excluding debt service and retiree health insurance prefunding, $10,955,199 above the FY22 SAG.

County Executive Recommendations

The County Executive recommends an FY22 tax-supported appropriation, excluding debt service, of $141,823,989 for M-NCPPC. This represents an increase of $4,640,487, or 3.4 percent, over the FY21 Approved.

Park Fund

The County Executive recommends funding of $108,227,117, excluding debt service. This represents an increase of $3,528,581, or 3.4 percent, over FY21. The Executive concurs with M-NCPPC's request for $6,801,058 in the Park Fund Debt Service Budget, a decrease of $364,352, or 5.1 percent, from the FY21 Approved budget.

Administration Fund

The County Executive recommends funding of $33,596,872. This represents an increase of $1,111,906, or 3.4 percent, over FY21 Approved. The County Executive additionally concurs with M-NCPPC's transfer of $500,000 from the Administration Fund to the Document Review Special Revenue Fund.

ALA Debt Service Fund

The County Executive concurs with the M-NCPPC request for funding of $135,050. This represents a decrease of $7,550, or 5.3 percent.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of $10,565,938. This represents a $16,829, or 0.2 percent, increase from the FY21 Approved budget.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of $1,657,600. This represents a $80,929, or 5.1 percent, increase from the FY21 Approved budget.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of $7,052,119. This represents a $300,310, or 4.1 percent, decrease from the FY21 Approved budget.

The County Executive concurs with the M-NCPPC request to transfer $1,736,523 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $131,403, or 8.2 percent, from the FY21 Approved budget, reflecting additional ballfields that will be maintained.

The County Executive additionally concurs with the M-NCPPC request to transfer of $500,000 from the Administration Fund to the Document Review Special Revenue Fund.

Although the County Executive typically recommends M-NCPPC's requested use of Community Use of Public Facilities (CUPF) funds for the Ballfields Initiative (P008720) project in in the County's CIP, a shortfall of CUPF revenue led the recommendation of using G.O. Bonds in its place for FY22.

Grant Fund

The County Executive concurs with the M-NCPPC request for funding of $550,000. This maintains the level of support in the FY21 Approved budget.

In addition, this agency's 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 Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **An Affordable, Welcoming County for a Lifetime**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact John Kroll of the Maryland-National Capital Park and Planning Commission at 301.454.1731 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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
ADMINISTRATION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Administration Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	32,313,578	32,484,966	30,634,016	33,596,872	3.4 %
Administration Fund Expenditures	**32,313,578**	**32,484,966**	**30,634,016**	**33,596,872**	**3.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	185.76	187.39	187.39	191.10	2.0 %
REVENUES					
Intergovernmental	740,500	415,600	415,600	415,600	—
Investment Income	236,700	100,000	13,810	100,000	—
Miscellaneous	21,250	0	0	0	—
Property Tax	29,603,191	31,512,507	31,417,401	31,628,826	0.4 %
User Fees	485,405	204,700	204,700	204,700	—
Administration Fund Revenues	**31,087,046**	**32,232,807**	**32,051,511**	**32,349,126**	**0.4 %**
PARK FUND					

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	96,543,631	104,698,536	99,965,022	108,227,117	3.4 %
Debt Service Other	6,209,906	7,165,410	6,268,660	6,801,058	-5.1 %
Park Fund Expenditures	**102,753,537**	**111,863,946**	**106,233,682**	**115,028,175**	**2.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	756.00	758.70	758.70	772.50	1.8 %
REVENUES					
Facility User Fees	1,595,887	3,233,793	3,233,793	3,240,547	0.2 %
Intergovernmental	3,422,473	3,585,896	3,585,896	3,665,414	2.2 %
Investment Income	261,815	100,000	7,370	25,000	-75.0 %
Investment Income: CIP	126,431	25,000	15,270	40,000	60.0 %
Miscellaneous	86,514	102,100	102,100	75,000	-26.5 %
Property Tax	97,525,522	107,429,001	107,104,778	102,242,019	-4.8 %
Park Fund Revenues	**103,018,642**	**114,475,790**	**114,049,207**	**109,287,980**	**-4.5 %**

ALA DEBT SERVICE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
ALA Debt Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service Other	143,700	142,600	142,600	135,050	-5.3 %
ALA Debt Service Fund Expenditures	**143,700**	**142,600**	**142,600**	**135,050**	**-5.3 %**
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	2,013,927	2,068,181	2,063,051	2,125,166	2.8 %
ALA Debt Service Fund Revenues	**2,013,927**	**2,068,181**	**2,063,051**	**2,125,166**	**2.8 %**

GRANT FUND MNCPPC

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

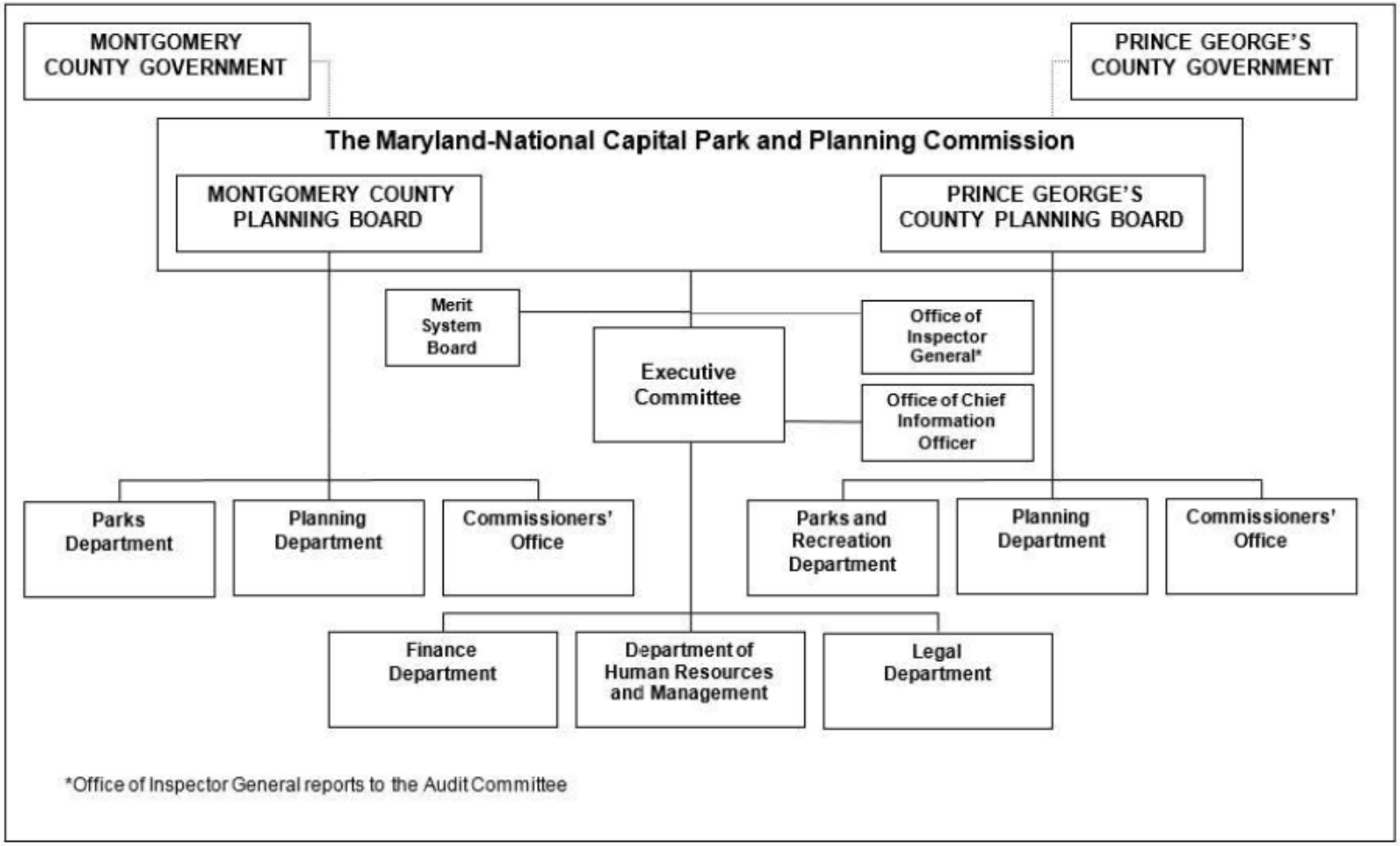
BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Grant Fund MNCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	282,630	550,000	550,000	550,000	—
Grant Fund MNCPPC Expenditures	**282,630**	**550,000**	**550,000**	**550,000**	**—**
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	12,670	150,000	150,000	150,000	—
Park Fund Grants	269,960	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	**282,630**	**550,000**	**550,000**	**550,000**	**—**
ENTERPRISE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Enterprise Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	8,603,648	10,549,109	7,412,906	10,565,938	0.2 %
Enterprise Fund Expenditures	**8,603,648**	**10,549,109**	**7,412,906**	**10,565,938**	**0.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	120.70	121.80	121.80	121.30	-0.4 %
REVENUES					
Fees and Charges	5,718,383	7,015,600	3,861,200	7,016,889	—
Intergovernmental	15,513	0	0	0	—
Merchandise Sales	606,247	886,500	394,937	885,700	-0.1 %
Miscellaneous	(2,836)	777,241	801,754	773,461	-0.5 %
Non-Operating Revenues/Interest	361,372	393,000	289,900	300,000	-23.7 %
Rentals	2,690,239	3,535,795	2,232,820	3,612,014	2.2 %
Enterprise Fund Revenues	**9,388,918**	**12,608,136**	**7,580,611**	**12,588,064**	**-0.2 %**
PROP MGMT MNCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Prop Mgmt MNCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,562,170	1,576,671	1,576,671	1,657,600	5.1 %
Prop Mgmt MNCPPC Expenditures	**1,562,170**	**1,576,671**	**1,576,671**	**1,657,600**	**5.1 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	5.80	5.80	5.80	5.80	—
REVENUES					
Investment Income	20,100	25,000	1,170	8,000	-68.0 %
Miscellaneous	4,500	0	0	0	—
Other Intergovernmental	375	0	0	0	—
Rental Income	1,387,725	1,561,500	1,541,085	1,647,600	5.5 %
Prop Mgmt MNCPPC Revenues	**1,412,700**	**1,586,500**	**1,542,255**	**1,655,600**	**4.4 %**
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Special Revenue Funds Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	6,334,676	7,352,429	6,459,797	7,052,119	-4.1 %
Special Revenue Funds Expenditures	**6,334,676**	**7,352,429**	**6,459,797**	**7,052,119**	**-4.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	34.15	38.25	38.25	39.25	2.6 %
REVENUES					
Intergovernmental	266,426	510,750	165,850	205,850	-59.7 %
Investment Income	118,353	110,000	6,900	28,000	-74.5 %
Miscellaneous	288,136	283,000	228,500	268,500	-5.1 %
Service Charges	2,658,486	3,285,260	2,391,821	3,160,920	-3.8 %
Special Revenue Funds Revenues	**3,331,401**	**4,189,010**	**2,793,071**	**3,663,270**	**-12.6 %**
DEPARTMENT TOTALS					
Total Expenditures	**151,993,939**	**164,519,721**	**153,009,672**	**168,585,754**	**2.5 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,102.41**	**1,111.94**	**1,111.94**	**1,129.95**	**1.6 %**
Total Revenues	**150,535,264**	**167,710,424**	**160,629,706**	**162,219,206**	**-3.3 %**

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION



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Housing Opportunities Commission

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.

The FY22 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $6,895,693. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $71,000 from the FY21 approved budget of $6,824,693.

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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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, 6,000 miles of water mains, and over 5,700 miles of sewer mains, 24 hours a day, seven days a week.
- Treating or delivering 163 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 37.5 miles of water main and 45.4 miles of sewer main and lateral lines.
- Restoring normal service within 24 hours form when the agency is notified of an emergency, and to limit time a customer is

without water service to less than 6 hours.

- More than doubling the Customer Assistance Program (CAP) from $900,000 in FY21 to $2.1 million in FY22 to help those economically impacted by the COVID pandemic.

Spending Control Limits

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 FY22 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 FY22 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 additional miscellaneous fee income.

FY22 Spending Control Limits Comparison

SPENDING CONTROL LIMITS	Approved Spending Control Limits		Projected Levels Under	
	Montgomery County	Prince George's County	WSSC's Proposed Budget	County Executive Recommended Budget
Maximum Average Water/Sewer Rate Increase	5.9%	5.9%	5.9%	5.9%
New Debt ($millions)	$427.9	$427.9	$409.7	$409.7
Water and Sewer Debt Service ($millions)	$309.7	$309.7	$309.0	$309.0
Total Water and Sewer Operating Expenses ($millions)*	$841.4	$841.4	$842.3	$842.3

* Covered by offsetting non rate related funding sources.

Source: WSSC Water FY22 Proposed Budget

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC Water's proposed FY22 budget be approved with a water and sewer rate increase of 5.9 percent in FY22 consistent with the Commission's resource needs outlined in their proposed budget.

Capital Budget

The County Executive recommended the WSSC Water FY22-27 Capital Improvements Program (CIP) budget be approved as submitted by the Commission.

Expenditures by Category - FY22 WSSC Water Proposed and Executive Recommended ($000s)						
Expenditure Categories	WSSC Water Total Approved FY21	WSSC Water Total Proposed FY22	CE Capital Recommended FY22	CE Operating Recommended FY22	CE Total Recommended FY22	% Change (CE Rec. vs. WSSC Water Proposed)
Salaries and Wages	155,552	160,488	27,449	133,039	160,488	0.0%
Heat, Light, & Power	20,700	18,715	222	18,493	18,715	0.0%
Regional Sewage Disposal	58,000	59,160	--	59,160	59,160	0.0%
Contract Work	353,066	444,405	444,405	--	444,405	0.0%
Consulting Engineers	77,183	79,614	79,614	--	79,614	0.0%
All Other	432,023	447,032	152,055	294,977	447,032	0.0%
PAYGO	31,016	27,585	--	27,585	27,585	0.0%
Reserve Contribution	--	--	--	--	--	--
Debt Service	319,883	309,045	--	309,045	309,045	0.0%
Total Budget	1,447,423	1,546,044	703,745	842,299	1,546,044	0.0%

Note: Total expenditures include the water and sewer operating funds and the three capital funds.

Source: WSSC Water FY22 Proposed Operating Budget

FY22 fiscal projections for all funds and budgets are shown below.

PROGRAM CONTACTS

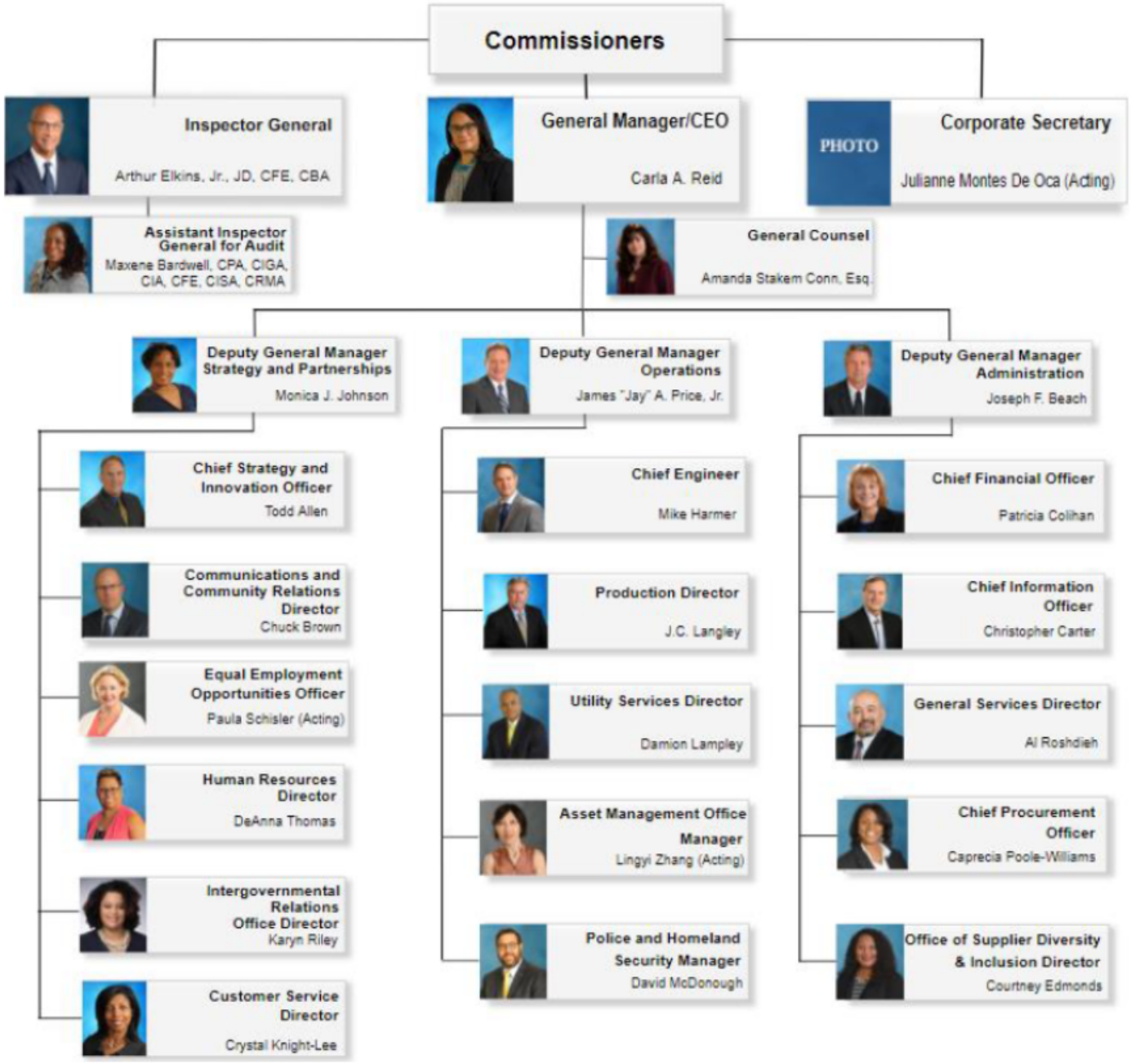
Contact Letitia Carolina-Powell of the WSSC Water at 301.206.8379 or Rafael Pumarejo Murphy of the Office of Management and Budget at 240.777.2775 for more information regarding this agency's operating budget.

WSSC Water PROPOSED BUDGET: SIX-YEAR FORECAST FOR WATER AND SEWER OPERATING FUNDS

FISCAL PROJECTIONS	FY21 APPROVED	FY22 CE REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
SPENDING AFFORDABILITY RESULTS							
New Water and Sewer Debt ($millions)	**$409.9**	$409.7	$415.6	$356.4	$350.0	$350.0	$350.0
Total Water and Sewer Operating Expenses ($millions)	**$836.0**	$842.3	$879.0	$929.9	$994.3	$1,043.8	$1,094.5
Debt Service ($millions)	**$313.9**	$309.0	$328.5	$352.2	$377.5	$398.4	$418.5
Average Water and Sewer Rate Increase	**6.0%**	5.9%	8.0%	8.0%	7.0%	6.5%	6.0%
BEGINNING FUND BALANCE ($000)	**147,605**	**162,291**	**162,291**	**171,665**	**191,711**	**205,715**	**230,353**
REVENUES ($000)							
Water and Sewer Rate Revenue	**689,210**	717,803	765,097	827,329	886,354	945,173	1,003,177
Interest Income	**10,000**	1,000	1,000	1,500	2,000	2,500	3,000
Account Maintenance Fee	**32,360**	31,866	31,930	31,994	32,058	32,122	32,186
Infrastructure Investment Fee	**39,410**	38,808	38,886	38,963	39,041	39,119	39,198
Miscellaneous	**38,271**	39,050	39,697	40,358	41,036	41,728	42,436
Total Revenues	**809,251**	**828,527**	**876,610**	**940,144**	**1,000,489**	**1,060,642**	**1,119,999**
SDC Debt Service Offset	**5,772**	5,772	5,772	5,772	5,772	5,772	5,748
Reconstruction Debt Service Offset (REDO)	**9,500**	6,000	4,000	2,000			
Use of Fund Balance	**8,000**						
Premium Transfer	**1,500**						
Underwriters Discount Transfer	**2,000**	2,000	2,000	2,000	2,000	2,000	2,000
Miscellaneous Offset							
TOTAL FUNDS AVAILABLE	**836,023**	**842,299**	**888,382**	**949,916**	**1,008,261**	**1,068,414**	**1,127,747**
EXPENDITURES ($000)							
Salaries and Wages	127,726	133,039	138,813	145,059	151,587	158,408	165,537
Heat, Light, and Power	20,423	18,493	19,233	20,003	19,191	18,413	19,276
Regional Sewage Disposal	58,000	59,160	60,343	61,550	62,781	64,037	65,317
Debt Service	313,865	309,045	328,519	352,154	377,451	398,406	418,476
PAYGO	31,016	27,585	31,016	44,000	65,000	80,000	80,000
All Other	284,993	294,977	301,084	307,105	313,247	319,512	325,903
Reserve Contribution							
Unspecified Expenditure Reductions					5,000	5,000	20,000
TOTAL USE OF RESOURCES	**836,023**	**842,299**	**879,008**	**929,870**	**994,257**	**1,043,776**	**1,094,511**
REVENUE/EXPENDITURE SURPLUS/(GAP)	**0**	**0**	**9,374**	**20,046**	**14,004**	**24,638**	**33,236**
YEAR END FUND BALANCE w/o additional reserve contribution	**147,605**	**162,291**	**171,665**	**191,711**	**205,715**	**230,353**	**263,589**
Additional Reserve Contribution	14,686						
TOTAL YEAR END FUND BALANCE	**162,291**	**162,291**	**171,665**	**191,711**	**205,715**	**230,353**	**263,589**
Debt Service as a Percentage of Water and Sewer Operating Budget	37.5%	36.7%	37.4%	37.9%	38.0%	38.2%	38.2%
Total End of Fiscal Year Operating Reserve	162,291	162,291	171,665	191,711	205,715	230,353	263,589
Total Operating Reserve as a Percentage of Water and Sewer Rate Revenue	20.1%	19.6%	19.6%	20.4%	20.6%	21.7%	23.5%
Total Workyears (all funds)	1,776	1,786	1,786	1,786	1,786	1,786	1,786

Assumptions:

1. The County Executive's operating budget recommendation is for FY22 only and incorporates the Executive's revenue and expenditure assumptions for that budget.
2. The FY23-27 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 FY22 water and sewer operating budget for WSSC Water.
3. The FY22 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY21 budget jointly approved by Montgomery and Prince George's counties. The FY22 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC Water's proposed FY21 budget. The FY22 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC Water budget for FY22. The FY23-27 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 Water.
4. The total FY21 estimated workyears shown correspond to the actual workyears as of December, 2020.
5. Estimates of revenue in FY23-27 assume the rate increases projected by WSSC Water in the Average Water and Sewer Rate Increase line.
6. In the projection for FY23-27 additional unspecified expenditure reductions are included to close WSSC Water's projected revenue shortfall in these years.
7. Totals in this chart and WSSC Water's FY22 Proposed Long-Range Fiscal Plan for Water and Sewer Operating Funds may not match due to rounding.


Commissioners
Inspector General
Arthur Elkins, Jr., JD, CFE, CBA
General Manager/CEO
Carla A. Reid
PHOTO
Corporate Secretary
Julianne Montes De Oca (Acting)
Assistant Inspector General for Audit
Maxene Bardwell, CPA, CIGA, CIA, CFE, CISA, CRMA
General Counsel
Amanda Stakem Conn, Esq.
Deputy General Manager Strategy and Partnerships
Monica J. Johnson
Deputy General Manager Operations
James "Jay" A. Price, Jr.
Deputy General Manager Administration
Joseph F. Beach
Chief Strategy and Innovation Officer
Todd Allen
Communications and Community Relations Director
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Karyn Riley
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Damion Lampley
Asset Management Office Manager
Lingyi Zhang (Acting)
Police and Homeland Security Manager
David McDonough
Chief Financial Officer
Patricia Colihan
Chief Information Officer
Christopher Carter
General Services Director
Al Roshdieh
Chief Procurement Officer
Caprecia Poole-Williams
Office of Supplier Diversity & Inclusion Director
Courtney Edmonds

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County Council

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$12,786,526	87.83

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 FY22 Operating Budget for the County Council is $12,786,526, an increase of $174,436 or 1.38 percent from the FY21 Approved Budget of $12,612,090. Personnel Costs comprise 92.10 percent of the budget for 94 full-time position(s) and nine part-time position(s), and a total of 87.83 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 7.90 percent of the FY22 budget.

PROGRAM CONTACTS

Contact Sandra Marin of the County Council at 240.777.7923 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,089,731**	**37.63**
Increase Cost: Advertising Operating Expenses	32,000	0.00
Increase Cost: Planning Lapse (Reduction)	25,088	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.	(16,276)	(0.40)
FY22 Recommended	**6,130,543**	**37.23**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,522,359**	**49.80**
Increase Cost: Personnel Costs	118,338	0.00

FY22 Recommended Changes	Expenditures	FTEs
Increase Cost: Operating Expenses	10,000	0.00
Increase Cost: Workforce Adjustment	0	0.40
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	5,286	0.40
FY22 Recommended	**6,655,983**	**50.60**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,216,761	9,025,407	8,624,350	9,208,102	2.0 %
Employee Benefits	2,543,016	2,618,124	2,618,124	2,568,710	-1.9 %
County General Fund Personnel Costs	**10,759,777**	**11,643,531**	**11,242,474**	**11,776,812**	**1.1 %**
Operating Expenses	1,011,434	968,559	826,335	1,009,714	4.3 %
County General Fund Expenditures	**11,771,211**	**12,612,090**	**12,068,809**	**12,786,526**	**1.4 %**
PERSONNEL					
Full-Time	92	96	96	94	-2.1 %
Part-Time	4	7	7	9	28.6 %
FTEs	85.18	87.43	87.43	87.83	0.5 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**12,612,090**	**87.43**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	215,919	0.00
Increase Cost: Personnel Costs [Councilmember Offices]	118,338	0.00
Increase Cost: FY22 Compensation Adjustment	70,016	0.00
Increase Cost: Advertising Operating Expenses [Council Staff Operations]	32,000	0.00
Increase Cost: Planning Lapse (Reduction) [Council Staff Operations]	25,088	0.00
Increase Cost: Operating Expenses [Councilmember Offices]	10,000	0.00
Increase Cost: Print and Mail Adjustment	2,521	0.00
Increase Cost: Workforce Adjustment [Councilmember Offices]	0	0.40
Decrease Cost: Reduce Operating Expenses - Printing	(3,366)	0.00
Decrease Cost: Retirement Adjustment	(26,131)	0.00
Increase Cost: Annualization of FY21 Personnel Costs	(269,949)	0.00
FY22 RECOMMENDED	**12,786,526**	**87.83**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Council Staff Operations	6,089,731	37.63	6,130,543	37.23
Councilmember Offices	6,522,359	49.80	6,655,983	50.60
Total	**12,612,090**	**87.43**	**12,786,526**	**87.83**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	678,173	7.00	775,130	7.00
Cable Television Communications Plan	Cable TV	663,125	5.00	668,542	5.00
	Total	**1,341,298**	**12.00**	**1,443,672**	**12.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**12,787**	**12,787**	**12,787**	**12,787**	**12,787**	**12,787**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**156**	**156**	**156**	**156**	**156**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,787**	**12,943**	**12,943**	**12,943**	**12,943**	**12,943**

Board of Appeals

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$582,520	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 FY22 Operating Budget for the Board of Appeals is $582,520, an increase of $23,675 or 4.24 percent from the FY21 Approved Budget of $558,845. Personnel Costs comprise 93.78 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 6.22 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:

- **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 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Number of Administrative Appeals decided	10	7	7	7	7

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Average days to issue written Administrative Appeals decisions (within 45 days of close of record unless extended) [1]	23	12	12	12	12
Number of Variances decided	41	31	31	31	31
Average days to issue Variance decision (within 30 days of close of record unless extended) [2]	10	13	13	13	13
Number of Conditional Use cases decided	1	2	2	2	2
Average days to issue Conditional Use decision (must issue within 30 days of voting on the matter unless extended)	15	16	16	16	16
Number of Circuit Court appeals processed	4	1	1	1	1
Number of Administrative Actions taken [3]	130	101	101	101	101

[1] *Board of Appeals Rule 9.1 requires issuance of administrative appeal opinions within 45 days of close of record.*

[2] *Board of Appeals Rule 9.1 requires issuance of variance opinions within 30 days of close of record.*

[3] *Matters considered and/or decided at worksessions include, but are not limited to, preliminary motions in Administrative Appeals, requests for major modifications (following the issuance of a report and recommendation by the Office of Zoning and Administrative Hearings) and administrative modifications of existing special exceptions, requests for by-right hearings, requests for oral argument regarding appeals of conditional use decisions, requests for the revocation of special exceptions, requests for the reconsideration of earlier Board decisions, requests for show cause hearings, complaints regarding the operation of special exceptions, inspection reports from the Department of Permitting Services and the Department of Housing and Community Affairs regarding such complaints, and the submission of documents fulfilling various Board-imposed reporting requirements.*

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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	423,152	417,896	428,875	441,385	5.6 %
Employee Benefits	102,015	104,710	102,114	104,898	0.2 %
County General Fund Personnel Costs	**525,167**	**522,606**	**530,989**	**546,283**	**4.5 %**
Operating Expenses	22,547	36,239	23,113	36,237	—
County General Fund Expenditures	**547,714**	**558,845**	**554,102**	**582,520**	**4.2 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
FTEs	3.50	3.50	3.50	3.50	—
REVENUES					
Board of Appeals Fees	128,984	164,413	158,064	158,064	-3.9 %
Other Charges/Fees	4,950	0	0	0	—
County General Fund Revenues	**133,934**	**164,413**	**158,064**	**158,064**	**-3.9 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**558,845**	**3.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	12,316	0.00
Increase Cost: Annualization of FY21 Personnel Costs	5,570	0.00
Increase Cost: FY22 Compensation Adjustment	4,933	0.00
Increase Cost: Retirement Adjustment	858	0.00
Decrease Cost: Print and Mail Adjustment	(2)	0.00
FY22 RECOMMENDED	**582,520**	**3.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**583**	**583**	**583**	**583**	**583**	**583**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**9**	**9**	**9**	**9**	**9**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**583**	**592**	**592**	**592**	**592**	**592**

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Inspector General

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$2,091,455	14.00

MEGAN DAVEY 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 FY22 Operating Budget for the Office of Inspector General is $2,091,455, an increase of $255,843 or 13.94 percent from the FY21 Approved Budget of $1,835,612. Personnel Costs comprise 94.75 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 5.25 percent of the FY22 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 Growing Economy**
- **Effective, Sustainable Government**

INITIATIVES

- The OIG reviewed the Public Health Emergency Grants issued by Montgomery County in response to the COVID-19 public health crisis. OIG assessed the resulting programs and agreements totaling $20.95M where the risk was high and opportunities for abuse were many. OIG issued a Bulletin to County leadership in October 2020 outlining enhancements that could be instituted to strengthen current and future County grant programs. By reviewing programs at their inception, the OIG can recommend impactful modifications and safeguarding measures to ensure the integrity of County programs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented an outreach program to help educate County Employees on how they can help the OIG 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. Outreach efforts resulted in a 92% increase in complaints received between FY19 and FY20.

- Implemented an Audit Division to conduct systematic risk-based rotating group by group review of the internal accounting and contracting processes and controls for Montgomery County Government departments.
- Expanded oversight by over $2 Billion to include Montgomery College, the Housing Opportunities Commission of Montgomery County, the Montgomery County Board of Education, and Montgomery County Public Schools through passage of legislation.
- Acquired and implemented a critical case management system to support the work of the Audit Division by providing a platform for audit planning, project execution, and report distribution. The software is programmed to assure conformance with the generally accepted governmental auditing standards which is the standard the OIG is required to meet under county law.

PROGRAM CONTACTS

Contact Becky Bolat of the Office of Inspector General at 240-777-1158 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 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Percent of initial inquiries (with no reports or memo) completed within 20 business days [1]	82%	93%	80%	80%	80%
Percent of audit/inspection/investigation reports completed within 8 months	50%	100%	60%	60%	60%
Percent of complaints reviewed and action initiated within 5 business days	98%	96%	95%	95%	95%
Number of audits or reviews of Principal Departments completed in current cycle (24 total to be completed in FY21-FY24 cycle)	N/A	N/A	3	5	6
Number of evaluations, inspections, or reviews of County programs and operations completed annually (the goal is two per year)	N/A	N/A	2	2	2

[1] *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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	749,316	1,431,510	1,200,655	1,602,796	12.0 %
Employee Benefits	159,586	310,574	281,114	378,922	22.0 %
County General Fund Personnel Costs	**908,902**	**1,742,084**	**1,481,769**	**1,981,718**	**13.8 %**
Operating Expenses	106,798	93,528	63,328	109,737	17.3 %
County General Fund Expenditures	**1,015,700**	**1,835,612**	**1,545,097**	**2,091,455**	**13.9 %**
PERSONNEL					
Full-Time	6	11	11	13	18.2 %
Part-Time	0	0	0	0	—
FTEs	7.00	12.00	12.00	14.00	16.7 %

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**1,835,612**	**12.00**
Changes (with service impacts)		
Add: Implementation of Bill 11-19- Staff for OIG Audit Division [Inspector General]	197,071	2.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	62,379	0.00
Increase Cost: Reclassification of Positions [Inspector General]	36,691	0.00
Increase Cost: FY22 Compensation Adjustment	24,942	0.00
Increase Cost: Print and Mail Adjustment	3,226	0.00
Increase Cost: Retirement Adjustment	2,431	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(70,897)	0.00
FY22 RECOMMENDED	**2,091,455**	**14.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**2,091**	**2,091**	**2,091**	**2,091**	**2,091**	**2,091**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY22	**0**	**61**	**61**	**61**	**61**	**61**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
New positions in the FY22 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.						
Elimination of One-Time Items Recommended in FY22	**0**	**(4)**	**(4)**	**(4)**	**(4)**	**(4)**
Items recommended for one-time funding in FY22, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**42**	**42**	**42**	**42**	**42**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,091**	**2,190**	**2,190**	**2,190**	**2,190**	**2,190**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY22 Recommended		FY23 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Implementation of Bill 11-19- Staff for OIG Audit Division	184,088	2.00	245,450	2.00
Total	**184,088**	**2.00**	**245,450**	**2.00**

Legislative Oversight

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$2,198,652	13.67

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 FY22 Operating Budget for the Office of Legislative Oversight is $2,198,652, an increase of $166,396 or 8.19 percent from the FY21 Approved Budget of $2,032,256. Personnel Costs comprise 97.91 percent of the budget for 14 full-time position(s) and no part-time position(s), and a total of 13.67 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 2.09 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:

- **Effective, Sustainable Government**

INITIATIVES

- Advance racial equity and social justice through the creation of a Performance Management and Data Analyst III position.

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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,538,527	1,562,430	1,481,361	1,716,050	9.8 %
Employee Benefits	449,191	424,438	361,591	436,576	2.9 %
County General Fund Personnel Costs	**1,987,718**	**1,986,868**	**1,842,952**	**2,152,626**	**8.3 %**
Operating Expenses	28,573	45,388	45,388	46,026	1.4 %
County General Fund Expenditures	**2,016,291**	**2,032,256**	**1,888,340**	**2,198,652**	**8.2 %**
PERSONNEL					
Full-Time	12	13	13	14	7.7 %
Part-Time	0	0	0	0	—
FTEs	11.67	12.67	12.67	13.67	7.9 %

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**2,032,256**	**12.67**
Changes (with service impacts)		
Enhance: Performance Management and Data Analyst III - Racial Equity & Social Justice Impact Statements - Bill 44-20 [Legislative Oversight]	123,014	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	38,826	0.00
Increase Cost: Annualizaton of Personnel Costs [Legislative Oversight]	19,680	0.00
Increase Cost: FY22 Compensation Adjustment	14,375	0.00
Increase Cost: Print and Mail Adjustment	638	0.00
Decrease Cost: Retirement Adjustment	(10,457)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY21 Personnel Costs	(19,680)	0.00
FY22 RECOMMENDED	**2,198,652**	**13.67**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	58,680	0.33	59,504	0.33

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**2,199**	**2,199**	**2,199**	**2,199**	**2,199**	**2,199**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**30**	**30**	**30**	**30**	**30**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,199**	**2,229**	**2,229**	**2,229**	**2,229**	**2,229**

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Merit System Protection Board

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$267,921	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 FY22 Operating Budget for the Merit System Protection Board is $267,921, an increase of $8,543 or 3.29 percent from the FY21 Approved Budget of $259,378. Personnel Costs comprise 94.59 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 5.41 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:

- **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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	198,769	192,396	195,622	201,451	4.7 %
Employee Benefits	51,599	52,478	50,710	51,966	-1.0 %
County General Fund Personnel Costs	**250,368**	**244,874**	**246,332**	**253,417**	**3.5 %**
Operating Expenses	8,347	14,504	13,562	14,504	—
County General Fund Expenditures	**258,715**	**259,378**	**259,894**	**267,921**	**3.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**259,378**	**1.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	5,879	0.00
Increase Cost: FY22 Compensation Adjustment	2,244	0.00
Increase Cost: Stipends - Boards, Commission Supplements [Merit System Oversight]	390	0.00
Increase Cost: Adjustment [Merit System Oversight]	30	0.00
FY22 RECOMMENDED	**267,921**	**1.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**268**	**268**	**268**	**268**	**268**	**268**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
Labor Contracts	**0**	**4**	**4**	**4**	**4**	**4**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**268**	**272**	**272**	**272**	**272**	**272**

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Zoning and Administrative Hearings

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$681,382	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 FY22 Operating Budget for the Office of Zoning and Administrative Hearings is $681,382, an increase of $23,078 or 3.51 percent from the FY21 Approved Budget of $658,304. Personnel Costs comprise 91.08 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 8.92 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:

- **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 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

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 conditional use cases; schedules and conducts hearings in contested cases referred by other departments, such as the Commission on Human Rights; adjudicates objections and waivers associated with accessory apartment license applications; maintains administrative records for public inspection; collects application fees; responds to public inquiries on zoning 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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	501,517	476,729	468,169	497,036	4.3 %
Employee Benefits	108,938	120,818	101,149	123,592	2.3 %
County General Fund Personnel Costs	**610,455**	**597,547**	**569,318**	**620,628**	**3.9 %**
Operating Expenses	63,070	60,757	60,757	60,754	—
County General Fund Expenditures	**673,525**	**658,304**	**630,075**	**681,382**	**3.5 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	4.00	4.00	4.00	4.00	—
REVENUES					
Other Charges/Fees	23,485	0	0	0	—
Zoning Fees	57,585	65,000	65,000	65,000	—
County General Fund Revenues	**81,070**	**65,000**	**65,000**	**65,000**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**658,304**	**4.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	15,047	0.00
Increase Cost: FY22 Compensation Adjustment	6,923	0.00
Increase Cost: Retirement Adjustment	1,111	0.00
Decrease Cost: Print and Mail Adjustment	(3)	0.00
FY22 RECOMMENDED	**681,382**	**4.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**681**	**681**	**681**	**681**	**681**	**681**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**10**	**10**	**10**	**10**	**10**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**681**	**691**	**691**	**691**	**691**	**691**

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Circuit Court

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$15,855,919	125.50

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 FY22 Operating Budget for the Circuit Court is $15,855,919, an increase of $554,949 or 3.63 percent from the FY21 Approved Budget of $15,300,970. Personnel Costs comprise 83.34 percent of the budget for 123 full-time position(s) and five part-time position(s), and a total of 125.50 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 16.66 percent of the FY22 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**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- During the COVID-19 pandemic, implemented remote hearings, court trials, and judicial proceedings. Supported judges, magistrates, attorneys, self-represented litigants, and case parties with new remote technology. Scheduled and facilitated an average of 1,600 remote events per month. Added two Senior Customer Representatives, grade 16 (Remote Proceeding Facilitators) and two Office Assistants, grade 13 (Remote Proceeding Schedulers) to manage the scheduling/facilitation of remote proceedings.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Provided phone consultations and limited in-person appointments for self-represented litigants needing support with family

cases and issues such as custody and child support payments during the COVID-19 pandemic.

- Immediately implemented remote Drug Court and Mental Health Court programs to support vulnerable populations during the pandemic. Retooled both programs policies and procedures to support participants via remote means. Held two virtual Drug Court graduations during the COVID-19 pandemic.
- Implemented remote custody evaluations, adoption investigations, co-parenting classes, pro bono mediations & custody/access programs, and supervised visitation to ensure these critical services continued virtually throughout the entire COVID-19 pandemic. Implemented online court services and appointments to ensure access to case files, marriage licenses, business licenses, land records, and notary services.
- Managed critical case backload through caseload/workload landscape analyses, Alternate Dispute Resolution, an additional family case docket, and recalling retired judges. Modified business practices related to the scheduling and rescheduling of court events.
- Developed a web-based request system to allow the public to listen to open court proceedings remotely.

PROGRAM CONTACTS

Contact Judy Rupp of the Circuit Court at 240.777.9103 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 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

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 improve the efficiency of case processing and reduce 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,631,979**	**33.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,407	0.00
FY22 Recommended	**3,670,386**	**33.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Case Clearance Rate (includes re-opened cases) - Civil	98.90%	96.46%	102.27%	102.41%	102.56%
Case Filings (includes re-opened cases) - Civil	11,513	10,052	12,138	12,109	12,080
Case Terminations (includes re-opened cases) - Civil (including Registrar of Wills, District Court appeals)	11,641	10,421	11,869	11,824	11,779
Case Clearance Rate (includes re-opened cases) - Criminal	98.82%	94.54%	98.53%	98.42%	98.30%
Case Filings (includes re-opened cases) - Criminal	6,220	5,226	6,453	6,471	6,488
Case Terminations (includes re-opened cases) - Criminal (including District Court appeals)	6,294	5,528	6,549	6,575	6,600
Case Clearance Rate (includes re-opened cases) - Domestic Relations	99.70%	98.78%	100.25%	100.32%	100.39%
Case Filings (includes re-opened cases) - Domestic Relations	13,795	11,414	14,547	14,603	14,659
Case Terminations (includes re-opened cases) - Domestic Relations	13,753	11,275	14,584	14,650	14,716
Case Clearance Rate (includes re-opened cases) - Juvenile	99.66%	93.87%	101.96%	102.70%	103.54%
Case Filings (includes re-opened cases) - Juvenile	2,639	2,159	2,077	1,902	1,727
Case Terminations (includes re-opened cases) - Juvenile (including Delinquency, CINA, and TPR)	2,648	2,300	2,037	1,852	1,668
OVERALL Case Clearance Rate	99.26%	96.79%	100.71%	100.80%	100.88%
TOTAL Case Filings	34,378	29,663	35,002	34,854	34,706
TOTAL Case Terminations	34,125	28,712	35,252	35,132	35,011
Total Trials	1,408	1,197	1,521	1,544	1,567

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,847,098**	**10.70**
Increase Cost: Kids Spot Staff Contract Increase	2,422	0.00
Increase Cost: Print and Mail Adjustment	1,212	0.00
Increase Cost: Motor Pool Adjustment	1,087	0.00
Re-align: $21,219.76 (0.41 FTE) to Grant Fund	(21,220)	(0.41)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	431,008	0.00
FY22 Recommended	**3,261,607**	**10.29**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,371,968**	**15.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(70,080)	0.00
FY22 Recommended	**1,301,888**	**15.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,254,088**	**11.68**
Increase Cost: Two Remote Proceeding Facilitators (Senior Customer Representative Grade 16)	142,692	2.00
Increase Cost: Two Remote Proceeding Scheduler (Office Assistant Grade 16)	130,616	2.00
Re-align: $86,949.23 (1.68 FTES) to Grant Fund	(86,949)	(1.68)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(117,524)	0.00
FY22 Recommended	**1,322,923**	**14.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**601,438**	**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.	(20,199)	0.00
FY22 Recommended	**581,239**	**6.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,752,590**	**22.12**
Shift: FTE Correction for Grants	108,169	2.09
FY22 Recommended	**2,860,759**	**24.21**

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.

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**695,400**	**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.	1,038	0.00
FY22 Recommended	**696,438**	**4.00**

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 online 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**449,666**	**3.00**
Increase Cost: Lexis/Nexis Contractual Increase	646	0.00
Increase Cost: Westlaw Contract Increase	26	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.	4,041	0.00
FY22 Recommended	**454,379**	**3.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,445,759**	**13.00**
Increase Cost: FileTrail Contractual Increase	93	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.	8,260	0.00
FY22 Recommended	**1,454,112**	**13.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**250,984**	**2.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,204	0.00
FY22 Recommended	**252,188**	**2.50**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,471,222	7,642,533	7,574,041	8,120,372	6.3 %
Employee Benefits	2,662,239	2,567,516	2,483,571	2,530,971	-1.4 %
County General Fund Personnel Costs	**10,133,461**	**10,210,049**	**10,057,612**	**10,651,343**	**4.3 %**
Operating Expenses	2,801,241	2,338,331	2,153,892	2,343,817	0.2 %
County General Fund Expenditures	**12,934,702**	**12,548,380**	**12,211,504**	**12,995,160**	**3.6 %**
PERSONNEL					
Full-Time	94	95	95	99	4.2 %
Part-Time	4	4	4	4	—
FTEs	97.43	99.38	99.38	101.29	1.9 %
REVENUES					
Miscellaneous Revenues	55,235	55,230	50,700	55,230	—
State Jury Fee Reimbursement	438,750	482,785	482,785	482,785	—
County General Fund Revenues	**493,985**	**538,015**	**533,485**	**538,015**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,901,901	1,870,795	1,870,795	1,933,390	3.4 %
Employee Benefits	662,492	584,736	584,736	630,310	7.8 %
Grant Fund - MCG Personnel Costs	**2,564,393**	**2,455,531**	**2,455,531**	**2,563,700**	**4.4 %**
Operating Expenses	226,663	297,059	297,059	297,059	—
Grant Fund - MCG Expenditures	**2,791,056**	**2,752,590**	**2,752,590**	**2,860,759**	**3.9 %**
PERSONNEL					
Full-Time	23	24	24	24	—
Part-Time	1	1	1	1	—
FTEs	22.07	22.12	22.12	24.21	9.5 %
REVENUES					
State Grants	2,877,789	2,752,590	2,752,590	2,860,759	3.9 %
Grant Fund - MCG Revenues	**2,877,789**	**2,752,590**	**2,752,590**	**2,860,759**	**3.9 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**15,725,758**	**15,300,970**	**14,964,094**	**15,855,919**	**3.6 %**
Total Full-Time Positions	**117**	**119**	**119**	**123**	**3.4 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**119.50**	**121.50**	**121.50**	**125.50**	**3.3 %**
Total Revenues	**3,371,774**	**3,290,605**	**3,286,075**	**3,398,774**	**3.3 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**12,548,380**	**99.38**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	357,303	0.00
Increase Cost: FY22 Compensation Adjustment	150,727	0.00
Increase Cost: Two Remote Proceeding Facilitators (Senior Customer Representative Grade 16) [Family Division Services]	142,692	2.00
Increase Cost: Two Remote Proceeding Scheduler (Office Assistant Grade 16) [Family Division Services]	130,616	2.00
Increase Cost: Annualization of FY21 Lapsed Positions	21,582	0.00
Increase Cost: Kids Spot Staff Contract Increase [Administration]	2,422	0.00
Increase Cost: Print and Mail Adjustment [Administration]	1,212	0.00
Increase Cost: Motor Pool Adjustment [Administration]	1,087	0.00
Increase Cost: Lexis/Nexis Contractual Increase [Law Library]	646	0.00
Increase Cost: FileTrail Contractual Increase [Technical Services]	93	0.00
Increase Cost: Westlaw Contract Increase [Law Library]	26	0.00
Decrease Cost: Retirement Adjustment	(7,944)	0.00
Re-align: $21,219.76 (0.41 FTE) to Grant Fund [Administration]	(21,220)	(0.41)
Re-align: $86,949.23 (1.68 FTES) to Grant Fund [Family Division Services]	(86,949)	(1.68)
Decrease Cost: Annualization of FY21 Personnel Costs	(245,513)	0.00
FY22 RECOMMENDED	**12,995,160**	**101.29**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**2,752,590**	**22.12**
Other Adjustments (with no service impacts)		
Shift: FTE Correction for Grants [Grants]	108,169	2.09
FY22 RECOMMENDED	**2,860,759**	**24.21**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Adjudication	3,631,979	33.50	3,670,386	33.50
Administration	2,847,098	10.70	3,261,607	10.29
Case Assignment	1,371,968	15.00	1,301,888	15.00
Family Division Services	1,254,088	11.68	1,322,923	14.00
Family Magistrates	601,438	6.00	581,239	6.00
Grants	2,752,590	22.12	2,860,759	24.21
Jury	695,400	4.00	696,438	4.00
Law Library	449,666	3.00	454,379	3.00
Technical Services	1,445,759	13.00	1,454,112	13.00
Trust and Guardianships	250,984	2.50	252,188	2.50
Total	**15,300,970**	**121.50**	**15,855,919**	**125.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**12,995**	**12,995**	**12,995**	**12,995**	**12,995**	**12,995**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**238**	**238**	**238**	**238**	**238**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,995**	**13,233**	**13,233**	**13,233**	**13,233**	**13,233**

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State's Attorney

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$19,280,707	153.85

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 FY22 Operating Budget for the State's Attorney's Office is $19,280,707, an increase of $487,948 or 2.60 percent from the FY21 Approved Budget of $18,792,759. Personnel Costs comprise 95.92 percent of the budget for 148 full-time position(s) and nine part-time position(s), and a total of 153.85 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 4.08 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- State's Attorney's Office Information Technology staff developed and implemented an online Discovery Request Application in SharePoint for attorneys and administrative staff to request discovery material through a secure site. Some of the key benefits include the following:
  - Provides the Discovery Unit with a complete and accurate information needed for each request.
  - Provides each requester with a complete list of their discovery request.
  - Provides a real-time status dashboard of each requestor's discovery request. The application will also provide email notifications to the requestor as well as anyone else who is identified within the request.
  - Built in workflow that will allow the application to provide email notifications to upper management when requests are designated as a rush, not assigned, or not completed within a specific timeframe.

- Provide accurate statistics for identifying future resources and staff.
- Allow for future automation to request evidence through the application for such items as 911 dispatch calls, police crime scene photographs, and circuit court transcript request.

This site has increased efficiency and reduced errors while providing discovery in a timely manner. It has been particularly helpful as the office continues remote operation.

- Overcome logistical obstacles in providing Court Support to attorneys in the midst of a global pandemic including creating multiple departmental SharePoint sites to assists attorneys and staff in group collaboration tasks as well as the ability to share all documents and files.

PROGRAM CONTACTS

Contact Lisa Russo of the State's Attorney's Office at 240.777.7407 or Lindsay Lucas of the Office of Management and Budget at 240.777.2766 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

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,635,602**	**12.76**
Technical Adj: Reallocation of Victims of Crimes Act Grant	0	(0.02)
Technical Adj: Reallocation of Gun Violence Reduction Grant FTEs	0	0.01
Technical Adj: Reallocation of Victims of Crimes Act Grant FTEs	0	0.02
Technical Adj: Reallocation of Gun Violence Reduction Grant FTEs	0	(0.01)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	294	(0.01)
FY22 Recommended	**1,635,896**	**12.75**

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 the District Court cases are litigated in the Circuit Court.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,581,141**	**64.75**
Increase Cost: Salary Plan	85,845	0.00
Technical Adj: Reallocation of Drug Court Grant Funding	0	0.01
Technical Adj: Reallocation of Drug Court Grant Funding	0	(0.01)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	448,200	0.00
FY22 Recommended	**9,115,186**	**64.75**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,633,682**	**25.13**
Technical Adj: Reallocation of FTEs for Violence Against Women Act Grant	0	0.01
Technical Adj: Reallocation of FTEs for Violence Against Women Act Grant	0	(0.01)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	49,478	(0.01)
FY22 Recommended	**2,683,160**	**25.12**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,500,888**	**13.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	26,801	0.00
FY22 Recommended	**1,527,689**	**13.50**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,145,259**	**17.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,167)	0.00
FY22 Recommended	**2,141,092**	**17.50**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**535,412**	**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.	1,303	0.00
FY22 Recommended	**536,715**	**5.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,215,051**	**10.00**
Decrease Cost: Lapse Program Manager Position	(157,250)	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.	33,768	0.00
FY22 Recommended	**1,091,569**	**10.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**545,724**	**5.21**
Technical Adj: Reallocation of FTEs	0	0.02
Technical Adj: Shift of FTEs from General Fund to Grant Fund	0	(0.02)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,676	0.02
FY22 Recommended	**549,400**	**5.23**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	13,767,640	13,463,972	13,608,101	14,121,061	4.9 %
Employee Benefits	4,371,204	4,278,923	3,976,777	4,101,594	-4.1 %
County General Fund Personnel Costs	**18,138,844**	**17,742,895**	**17,584,878**	**18,222,655**	**2.7 %**
Operating Expenses	926,003	778,138	761,384	786,326	1.1 %
Capital Outlay	12,702	0	0	0	—
County General Fund Expenditures	**19,077,549**	**18,521,033**	**18,346,262**	**19,008,981**	**2.6 %**
PERSONNEL					
Full-Time	143	144	144	144	—
Part-Time	10	8	8	8	—
FTEs	150.98	151.18	151.18	151.15	—
REVENUES					
Federal Grants	159,919	0	0	0	—
Miscellaneous Revenues	1,053	0	0	0	—
Other Charges/Fees	2,900	3,500	3,000	3,000	-14.3 %
County General Fund Revenues	**163,872**	**3,500**	**3,000**	**3,000**	**-14.3 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	220,348	201,293	201,293	200,443	-0.4 %
Employee Benefits	55,584	70,433	70,433	71,283	1.2 %
Grant Fund - MCG Personnel Costs	**275,932**	**271,726**	**271,726**	**271,726**	**—**
Operating Expenses	40,735	0	0	0	—
Grant Fund - MCG Expenditures	**316,667**	**271,726**	**271,726**	**271,726**	**—**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	2.87	2.67	2.67	2.70	1.1 %
REVENUES					
Federal Grants	216,628	0	0	0	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
State Grants	100,039	271,726	271,726	271,726	—
Grant Fund - MCG Revenues	**316,667**	**271,726**	**271,726**	**271,726**	**—**

DEPARTMENT TOTALS

Total Expenditures	**19,394,216**	**18,792,759**	**18,617,988**	**19,280,707**	**2.6 %**
Total Full-Time Positions	**147**	**148**	**148**	**148**	**—**
Total Part-Time Positions	**11**	**9**	**9**	**9**	**—**
Total FTEs	**153.85**	**153.85**	**153.85**	**153.85**	**—**
Total Revenues	**480,539**	**275,226**	**274,726**	**274,726**	**-0.2 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**18,521,033**	**151.18**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	609,471	0.00
Increase Cost: FY22 Compensation Adjustment	256,336	0.00
Increase Cost: Salary Plan [Circuit Court Prosecution]	85,845	0.00
Increase Cost: Motor Pool Adjustment	7,643	0.00
Increase Cost: Print and Mail Adjustment	545	0.00
Technical Adj: Reallocation of Drug Court Grant Funding [Circuit Court Prosecution]	0	(0.01)
Technical Adj: Reallocation of Victims of Crimes Act Grant FTEs [Administration]	0	0.02
Technical Adj: Reallocation of Gun Violence Reduction Grant FTEs [Administration]	0	(0.01)
Technical Adj: Shift of FTEs from General Fund to Grant Fund [Victim/Witness Court Assistance]	0	(0.02)
Technical Adj: Reallocation of FTEs for Violence Against Women Act Grant [District Court Prosecution]	0	(0.01)
Decrease Cost: Retirement Adjustment	(44,619)	0.00
Decrease Cost: Lapse Program Manager Position [Prosecution Management]	(157,250)	0.00
Increase Cost: Annualization of FY21 Personnel Costs	(270,023)	0.00
FY22 RECOMMENDED	**19,008,981**	**151.15**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**271,726**	**2.67**
Other Adjustments (with no service impacts)		
Technical Adj: Reallocation of Victims of Crimes Act Grant [Administration]	0	(0.02)
Technical Adj: Reallocation of Gun Violence Reduction Grant FTEs [Administration]	0	0.01
Technical Adj: Reallocation of Drug Court Grant Funding [Circuit Court Prosecution]	0	0.01
Technical Adj: Reallocation of FTEs [Victim/Witness Court Assistance]	0	0.02

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Reallocation of FTEs for Violence Against Women Act Grant [District Court Prosecution]	0	0.01
FY22 RECOMMENDED	**271,726**	**2.70**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	1,635,602	12.76	1,635,896	12.75
Circuit Court Prosecution	8,581,141	64.75	9,115,186	64.75
District Court Prosecution	2,633,682	25.13	2,683,160	25.12
District Court Screening and Mediation	1,500,888	13.50	1,527,689	13.50
Juvenile Court Prosecution	2,145,259	17.50	2,141,092	17.50
Major Fraud and Special Investigations	535,412	5.00	536,715	5.00
Prosecution Management	1,215,051	10.00	1,091,569	10.00
Victim/Witness Court Assistance	545,724	5.21	549,400	5.23
Total	**18,792,759**	**153.85**	**19,280,707**	**153.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Police	General Fund	156,166	1.00	156,128	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**19,009**	**19,009**	**19,009**	**19,009**	**19,009**	**19,009**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**407**	**407**	**407**	**407**	**407**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**19,009**	**19,416**	**19,416**	**19,416**	**19,416**	**19,416**

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County Executive

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$5,641,962	32.70

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 FY22 Operating Budget for the Office of the County Executive is $5,641,962, a decrease of $41,745 or 0.73 percent from the FY21 Approved Budget of $5,683,707. Personnel Costs comprise 84.59 percent of the budget for 38 full-time position(s) and six part-time position(s), and a total of 32.70 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 15.41 percent of the FY22 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 Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **An Affordable, Welcoming County for a Lifetime**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Provide funds to create the Director of Strategic Partnerships position to increase the efficiency of the Executive's work with the County Council and other strategic community partners.

- Add funds to continue critical partnership with Montgomery County Economic Development Corporation that leads the County's efforts to showcase the County as an ideal location to start and grow a business, to support entrepreneurship development through an ecosystem approach, and to strategically promote targeted industries to connect local business network and top talent.
- Increase funding in the Incubator Programs Non-Departmental Account with dedicated County staffing complement tasked to grow the County's entrepreneurial ecosystem and to focus on outreach in the business community.
- Provide increased funding to WorkSource Montgomery (WSM) to support its Summer RISE program, an initiative that will be led again by WSM in partnership with Montgomery County Public Schools to provide rising juniors and seniors with career development experiences in the public and private sectors.
- Continue supporting operational needs of Visit Montgomery by offsetting the projected hotel/motel tax shortfall to help and facilitate the hospitality industry through a recovery.
- Continue funding to support expansion of the Innovation Program that increases participation among County employees and partners to make the County a more effective, efficient, and equitable place to work for and deliver the best results for County taxpayers.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The creation of the Business Advancement Team has consolidated services to the business community by providing a central access point related to business growth and development within the County. Staff are working in a cohesive manner to provide support, assistance, information and guidance to the local business community.
- The CAO's Office facilitated the development of the County's Climate Action Plan, the roadmap to zero carbon emissions Countywide by 2035, and oversaw the work of the Reimagining Public Safety Task Force.
- Internal Audit completed and published eight audit reports in FY20 and FY21 to date, including reviews of the following: procure-to-pay operations; warehouse inventory management in Alcohol Beverage Services; risk assessment of the County's information technology (IT) environment; purchasing card operations; IT change management; and IT patch management.
- Working with Departments, Internal Audit has seen continued progress in closure of open recommendations from Office of the Inspector General, Office of Legislative Oversight, and Internal Audit reviews; with a closure rate of 90 percent.
- The Innovation program continues to change culture with action. Staff launched two additional Accelerator cohorts and re-imagined a fully remote experience; delivered human centered improvements to COVID-19 testing and response including rapid delivery of a transitional testing registration system and an improved process to expedite and streamline responses to COVID-19 questions from across the County; and digitized several County systems to bring critical services like housing assistance, emergency relief programs, election services and many more online.

PROGRAM CONTACTS

Contact Nicole Gyapong of the Office of the County Executive at 240.777.2516 or Pofen Salem of the Office of Management and Budget at 240.777.2773 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**312,805**	**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.	(200,305)	(1.00)
FY22 Recommended	**112,500**	**1.00**

Business Advancement Team

The Business Advancement Team serves 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 guides 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**773,933**	**5.00**
Shift: Noncompetitive Contract Award for the Hispanic Chamber of Commerce from Finance	25,000	0.00
Shift: Noncompetitive Contract Award for Foundation for the Asian Pacific American Chamber of Commerce from Finance	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.	5,005	0.00
FY22 Recommended	**823,938**	**5.00**

CAO - Supervision & Management of Executive Branch Departments

The 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 provides space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve constituent service; 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,563,073**	**17.70**

FY22 Recommended Changes	Expenditures	FTEs
Add: Funding Gap Need for the New Strategic Partnerships Director Position	134,206	0.00
Decrease Cost: Partial Lapse of Vacant Positions	(118,930)	0.00
Shift: Transfer of Chief Digital Officer to Department of Technology Services	(179,519)	(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.	280,500	1.00
FY22 Recommended	**2,679,330**	**17.70**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,108,548**	**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.	(14,296)	0.00
FY22 Recommended	**1,094,252**	**6.00**

Innovation

The Innovation Program provides space and support for workers to collaborate cross-departmentally as they improve processes, reduce costs and errors, and improve customer service.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**378,420**	**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.	6,505	0.00
FY22 Recommended	**384,925**	**2.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**546,928**	**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.	89	0.00
FY22 Recommended	**547,017**	**1.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,768,903	3,836,762	3,389,255	3,831,253	-0.1 %
Employee Benefits	1,166,385	1,027,256	835,010	941,469	-8.4 %
County General Fund Personnel Costs	**4,935,288**	**4,864,018**	**4,224,265**	**4,772,722**	**-1.9 %**
Operating Expenses	1,046,367	819,689	1,626,653	869,240	6.1 %
County General Fund Expenditures	**5,981,655**	**5,683,707**	**5,850,918**	**5,641,962**	**-0.7 %**
PERSONNEL					
Full-Time	34	36	36	38	5.6 %
Part-Time	6	6	6	6	—
FTEs	34.50	33.70	33.70	32.70	-3.0 %
REVENUES					
Miscellaneous Revenues	1,000	0	0	0	—
County General Fund Revenues	**1,000**	**0**	**0**	**0**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**5,683,707**	**33.70**
Changes (with service impacts)		
Add: Funding Gap Need for the New Strategic Partnerships Director Position [CAO - Supervision & Management of Executive Branch Departments]	134,206	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	47,394	0.00
Shift: Noncompetitive Contract Award for the Hispanic Chamber of Commerce from Finance [Business Advancement Team]	25,000	0.00
Shift: Noncompetitive Contract Award for Foundation for the Asian Pacific American Chamber of Commerce from Finance [Business Advancement Team]	20,000	0.00
Increase Cost: FY22 Compensation Adjustment	19,062	0.00
Increase Cost: Annualization of FY21 Personnel Costs	5,256	0.00
Increase Cost: Motor Pool Adjustment	3,282	0.00
Increase Cost: Print and Mail Adjustment	1,269	0.00
Increase Cost: Retirement Adjustment	1,235	0.00
Decrease Cost: Partial Lapse of Vacant Positions [CAO - Supervision & Management of Executive Branch Departments]	(118,930)	0.00
Shift: Transfer of Chief Digital Officer to Department of Technology Services [CAO - Supervision & Management of Executive Branch Departments]	(179,519)	(1.00)
FY22 RECOMMENDED	**5,641,962**	**32.70**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	312,805	2.00	112,500	1.00
Business Advancement Team	773,933	5.00	823,938	5.00
CAO - Supervision & Management of Executive Branch Departments	2,563,073	17.70	2,679,330	17.70
County Executive - Policy Planning and Development	1,108,548	6.00	1,094,252	6.00
Innovation	378,420	2.00	384,925	2.00
Internal Audit	546,928	1.00	547,017	1.00
Total	**5,683,707**	**33.70**	**5,641,962**	**32.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	209,651	0.90	203,028	0.90
CIP	Capital Fund	90,244	0.50	90,326	0.50
NDA - Conference Center	General Fund	122,579	1.00	124,683	1.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	265,800	2.00	526,382	5.00
NDA - Vision Zero	General Fund	126,163	1.00	130,702	1.00
	Total	**814,437**	**5.40**	**1,075,121**	**8.40**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**5,642**	**5,642**	**5,642**	**5,642**	**5,642**	**5,642**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**42**	**42**	**42**	**42**	**42**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,642**	**5,684**	**5,684**	**5,684**	**5,684**	**5,684**

Board of Elections

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$8,300,356	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 FY22 Operating Budget for the Montgomery County Board of Elections is $8,300,356, an increase of $16,250 or 0.20 percent from the FY21 Approved Budget of $8,284,106. Personnel Costs comprise 54.28 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 45.72 percent of the FY22 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

- Improve voter satisfaction with the polling place experience during Early Voting and Election Day.
- Monitor and mitigate voter wait time on Election Day.
- Ensure vulnerable populations always have access to various methods of voting: in-person, vote-by-mail, or provisional.
- Expand the use of social media to enhance voter education and community outreach.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Received the U.S. Election Assistance Commission Award for the Montgomery County Voter App and Short Code that links residents to the Maryland voter registration website, allows voters to request a vote-by-mail application, and allows voters to find the closest voting center to his or her voting location and access its current wait time.

- Transitioning from traditional in-person Election Judge training to a hybrid of virtual and on-site instruction, which will reduce training costs.
- Creation of a ballot drop box mail system to ensure the secure and expeditious return of cast ballots to the Board of Elections.
- Expansion of canvassing capacity using an off-site location that will allow up to 20,000 ballots to be counted per day.

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 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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of public comments recorded at official board meetings	4	12	13	14	15
Percent of precincts reporting election results by 11:00 p.m. [1]	98.9%	75.0%	8.0%	100.0%	100.0%
Average voter wait time on election day (minutes)	7	20	20	30	30

[1] *Results from the Silver Spring Civic Building were late in reporting results for the 2020 Presidential Primary Election due to long lines and a backlog of same-day registrants after polls closed. For the 2020 Presidential General Election, all sites returned their results to the Board of Elections timely but a technical issue in state software prevented the reporting of full results that night.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,787,986**	**4.00**
Increase Cost: Office Equipment Maintenance	3,000	0.00
Decrease Cost: Polling Place Moving Contract	(5,000)	0.00

FY22 Recommended Changes	Expenditures	FTEs
Reduce: Other Vehicle Rentals	(8,200)	0.00
Reduce: Maintenance Budget to Support Polling Place Supplies and Enterprise Software	(9,995)	0.00
Reduce: State Board of Election Fees	(13,751)	0.00
Reduce: Temporary Office Clerical/Contract Support	(23,000)	0.00
Reduce: Administrative Seasonal Temporary Staff	(27,913)	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.	176,616	0.00
FY22 Recommended	**2,879,743**	**4.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of voters rating Election Day polling place as "well run"	91%	99%	92%	92%	92%
Percent of no-show Election Judges on Election Day	4%	6%	3%	4%	4%
Number of election judges recruited, trained, and placed per election [1]	3,393	139	3,384	3,200	3,400
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 [2]	$299,049	$0	$13,413	$250,000	$250,000

[1] *The decrease in FY20 is due to the elimination of early voting for the 2020 Presidential Primary Election and COVID-19-related restrictions on in-person voting.*

[2] *Zero figure for FY20 reflects suspension of the Future Vote Program for the 2020 Presidential General Election. The reduced figure for FY21 reflects restriction of the program only to those age 16 or older choosing SSL hours rather than payment of a stipend for Election Judge service.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,038,814**	**21.53**
Increase Cost: Polling Place Furniture Rental	5,000	0.00
Reduce: Election Judge Training Supplies	(4,500)	0.00
Reduce: Election Day Support - Other County Employees	(10,000)	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.	(73,266)	0.00
FY22 Recommended	**2,956,048**	**21.53**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Annual hours worked by temporary employees to perform Maryland State Board of Elections mandated tasks exceeding merit workforce availability	10,892	18,586	19,414	20,000	20,000
Number of electronic poll books prepared and used on election days [1]	1,059	31	413	1,059	1,059
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	0.5	1.0	1.5	1.5
Incidents of emergency bin use during voting hours [2]	8	0	0	8	8

[1] *Less equipment was used in FY20 and FY21 due to restrictions in the number of in-person voting sites and an increase in the footprint required for each check-in station due to the restrictions presented by the COVID-19 virus.*

[2] *Due to the use of vote centers, there were several ballot scanners at each site. There was never a need for any voter to use the emergency bin due to a technical issue with a scanner during the 2020 Presidential General Election.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**764,654**	**12.45**
Increase Cost: Enterprise Software	2,093	0.00
Reduce: General Office Supplies	(3,000)	0.00
Reduce: Computer Maintenace	(4,000)	0.00
Reduce: Computer Equipment	(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.	246	0.00
FY22 Recommended	**754,993**	**12.45**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of registered voters served per program FTE [1]	35,989	38,584	36,647	36,830	37,014
Number of absentee ballots requested (000s) [2]	48	671	378	100	150
Number of active registered voters (000s)	665	670	673	676	679

[1] *The fluctuation between FY19 and FY21 reflects the transfer of a part-time position out of Voter Services and the subsequent transfer of a full-time position into Voter Services.*

[2] *The FY20 figure reflects the total number of ballots mailed to registered voters. 33,174 were affirmatively requested by voters and 637,604 were mailed without a request pursuant to emergency action of the governor.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,692,652**	**18.37**
Increase Cost: Seasonal Temporary Staff	40,000	0.00
Reduce: Temporary Contract Services	(45,000)	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.	21,920	0.00
FY22 Recommended	**1,709,572**	**18.37**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,655,197	3,518,079	4,166,372	3,645,453	3.6 %
Employee Benefits	851,600	874,694	941,903	859,652	-1.7 %
County General Fund Personnel Costs	**4,506,797**	**4,392,773**	**5,108,275**	**4,505,105**	**2.6 %**
Operating Expenses	4,299,905	3,891,333	5,197,483	3,795,251	-2.5 %
County General Fund Expenditures	**8,806,702**	**8,284,106**	**10,305,758**	**8,300,356**	**0.2 %**
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	2	2	2	2	—
FTEs	56.35	56.35	56.35	56.35	—
REVENUES					
Miscellaneous Revenues	1,492	0	0	0	—
Other Charges/Fees	1,173	10,000	1,000	1,000	-90.0 %
County General Fund Revenues	**2,665**	**10,000**	**1,000**	**1,000**	**-90.0 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	31,484	0	0	0	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Grant Fund - MCG Expenditures	**31,484**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

DEPARTMENT TOTALS

Total Expenditures	**8,838,186**	**8,284,106**	**10,305,758**	**8,300,356**	**0.2 %**
Total Full-Time Positions	**29**	**29**	**29**	**29**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**56.35**	**56.35**	**56.35**	**56.35**	**—**
Total Revenues	**2,665**	**10,000**	**1,000**	**1,000**	**-90.0 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**8,284,106**	**56.35**
Changes (with service impacts)		
Reduce: General Office Supplies [Information Technology]	(3,000)	0.00
Reduce: Computer Maintenace [Information Technology]	(4,000)	0.00
Reduce: Election Judge Training Supplies [Election Operations]	(4,500)	0.00
Reduce: Computer Equipment [Information Technology]	(5,000)	0.00
Reduce: Other Vehicle Rentals [Administration]	(8,200)	0.00
Reduce: Maintenance Budget to Support Polling Place Supplies and Enterprise Software [Administration]	(9,995)	0.00
Reduce: Election Day Support - Other County Employees [Election Operations]	(10,000)	0.00
Reduce: State Board of Election Fees [Administration]	(13,751)	0.00
Reduce: Temporary Office Clerical/Contract Support [Administration]	(23,000)	0.00
Reduce: Administrative Seasonal Temporary Staff [Administration]	(27,913)	0.00
Reduce: Temporary Contract Services [Voter Services]	(45,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	106,308	0.00
Increase Cost: FY22 Compensation Adjustment	57,735	0.00
Increase Cost: Seasonal Temporary Staff [Voter Services]	40,000	0.00
Increase Cost: Motor Pool Adjustment	15,291	0.00
Increase Cost: Polling Place Furniture Rental [Election Operations]	5,000	0.00
Increase Cost: Office Equipment Maintenance [Administration]	3,000	0.00
Increase Cost: Retirement Adjustment	2,618	0.00
Increase Cost: Enterprise Software [Information Technology]	2,093	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Print and Mail Adjustment	(20)	0.00
Decrease Cost: Polling Place Moving Contract [Administration]	(5,000)	0.00
Increase Cost: Annualization of FY21 Personnel Costs	(56,416)	0.00
FY22 RECOMMENDED	**8,300,356**	**56.35**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	2,787,986	4.00	2,879,743	4.00
Election Operations	3,038,814	21.53	2,956,048	21.53
Information Technology	764,654	12.45	754,993	12.45
Voter Services	1,692,652	18.37	1,709,572	18.37
Total	**8,284,106**	**56.35**	**8,300,356**	**56.35**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**8,300**	**8,300**	**8,300**	**8,300**	**8,300**	**8,300**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**38**	**38**	**38**	**38**	**38**
Labor Contracts	**0**	**83**	**83**	**83**	**83**	**83**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,300**	**8,421**	**8,421**	**8,421**	**8,421**	**8,421**

Community Engagement Cluster

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$6,124,668	41.75

FARIBA KASSIRI, DEPUTY CHIEF ADMINISTRATIVE OFFICER

MISSION STATEMENT

The Community Engagement Cluster (CEC) builds stronger, informed, and inclusive communities. The Cluster strengthens 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, all sharing core administrative support 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 FY22 Operating Budget for the Community Engagement Cluster is $6,124,668, an increase of $1,816,094 or 42.15 percent from the FY21 Approved Budget of $4,308,574. Personnel Costs comprise 84.10 percent of the budget for 32 full-time position(s) and 20 part-time position(s), and a total of 41.75 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 15.90 percent of the FY22 budget.

In FY22, the Office of Community Partnerships will expand as a result of the creation of multilingual and multicultural communications outreach efforts, which includes the creation of a permanent internal Translations unit.

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

- Converting temporary contractual support into two permanent merit positions to enhance programmatic and administrative support to the Cluster.
- Enhancing the County's multilingual and multicultural outreach efforts, expanding on the successful 2020 Census campaign efforts, including the creation of a permanent Translations unit.

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 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

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**754,172**	**4.00**
Enhance: Conversion of Contract Services to Permanent Staff	12,047	1.00
Decrease Cost: Elimination of Long Term Vacancy	(91,169)	(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.	(98,624)	(1.00)
FY22 Recommended	**576,426**	**3.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**276,591**	**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.	3,432	0.00
FY22 Recommended	**280,023**	**2.00**

Community Partnership

The Office of Community Partnerships (OCP) is a bridge builder between the County's diverse communities and County government. Due to OCPs deep reach into communities, OCP worked closely with the Regional Service Center Directors to lead the County's 2020 Census Campaign. "Everyone Counts in Montgomery County" was a multifaceted campaign targeted towards historically undercounted communities (communities of color, multilingual communities, LGBTQ, children under 5, seniors) and specific census tracts. Strategies included materials in the top 6 spoken languages in the county (Spanish, Chinese, Korean, French, Amharic and Vietnamese), multilingual and multicultural media, use of social media and strong nonprofit partners. OCP realized early on there was significant overlap between targeted communities/census tracts and communities most impacted by COVID-19 and therefore tied COVID information (rental assistance, food resources, etc) to census outreach. As a result of Montgomery County's successful 2020 Census campaign efforts, OCP will continue to serve point on the county's multilingual and multicultural communication outreach efforts. This will also include the creation of a permanent internal Translations Unit in FY22.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,199,276**	**8.50**
Add: Multilingual/Multicultural Communication	1,654,506	11.75
Increase Cost: Community Outreach Manager 1 FT to 2 PT	13,006	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.	151,310	1.00
FY22 Recommended	**3,018,098**	**21.25**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**622,987**	**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.	13,188	0.00
FY22 Recommended	**636,175**	**6.50**

Regional Services Centers

The County has five Regional Services Centers: Bethesda-Chevy Chase, East County, 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 collaborations with departments on service offerings and delivery systems, and in 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,455,548**	**9.00**
Add: Marketing and Placemaking for White Oak	100,000	0.00
Shift: Marketing and Placemaking for Pike District/White Flint	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.	(41,602)	0.00
FY22 Recommended	**1,613,946**	**9.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,713,991	2,859,292	2,613,328	3,943,286	37.9 %
Employee Benefits	736,281	863,296	720,590	1,131,069	31.0 %
County General Fund Personnel Costs	**3,450,272**	**3,722,588**	**3,333,918**	**5,074,355**	**36.3 %**
Operating Expenses	869,297	514,521	2,060,957	973,848	89.3 %
County General Fund Expenditures	**4,319,569**	**4,237,109**	**5,394,875**	**6,048,203**	**42.7 %**
PERSONNEL					
Full-Time	26	23	23	31	34.8 %
Part-Time	10	12	12	20	66.7 %
FTEs	31.35	29.35	29.35	41.10	40.0 %
REVENUES					
Commission for Women Fees	2,369	0	0	0	—
Facility Rental Fees	15,048	10,500	10,500	10,500	—
Miscellaneous Revenues	509	0	0	0	—
Parking Fees	(2,625)	0	0	0	—
Recreation Fees	6,080	0	0	0	—
County General Fund Revenues	**21,381**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	48,285	54,413	54,413	58,769	8.0 %
Employee Benefits	15,955	17,052	17,052	17,696	3.8 %
Grant Fund - MCG Personnel Costs	**64,240**	**71,465**	**71,465**	**76,465**	**7.0 %**
Operating Expenses	41,800	0	0	0	—
Grant Fund - MCG Expenditures	**106,040**	**71,465**	**71,465**	**76,465**	**7.0 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.65	0.65	0.65	0.65	—
REVENUES					
Federal Grants	(184,810)	71,465	71,465	76,465	7.0 %
State Grants	290,850	0	0	0	—
Grant Fund - MCG Revenues	**106,040**	**71,465**	**71,465**	**76,465**	**7.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**4,425,609**	**4,308,574**	**5,466,340**	**6,124,668**	**42.2 %**
Total Full-Time Positions	**27**	**24**	**24**	**32**	**33.3 %**
Total Part-Time Positions	**10**	**12**	**12**	**20**	**66.7 %**
Total FTEs	**32.00**	**30.00**	**30.00**	**41.75**	**39.2 %**
Total Revenues	**127,421**	**81,965**	**81,965**	**86,965**	**6.1 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**4,237,109**	**29.35**
Changes (with service impacts)		
Add: Multilingual/Multicultural Communication [Community Partnership]	1,654,506	11.75
Add: Marketing and Placemaking for White Oak [Regional Services Centers]	100,000	0.00
Enhance: Conversion of Contract Services to Permanent Staff [Administration]	12,047	1.00
Other Adjustments (with no service impacts)		
Shift: Marketing and Placemaking for Pike District/White Flint [Regional Services Centers]	100,000	0.00
Increase Cost: FY21 Compensation Adjustment	62,253	0.00
Increase Cost: FY22 Compensation Adjustment	37,679	0.00
Increase Cost: Community Outreach Manager 1 FT to 2 PT [Community Partnership]	13,006	0.00
Decrease Cost: Print and Mail Adjustment	(1,957)	0.00
Decrease Cost: Retirement Adjustment	(6,870)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(68,401)	0.00
Decrease Cost: Elimination of Long Term Vacancy [Administration]	(91,169)	(1.00)
FY22 RECOMMENDED	**6,048,203**	**41.10**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**71,465**	**0.65**
Other Adjustments (with no service impacts)		

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY21 Personnel Costs	5,000	0.00
FY22 RECOMMENDED	**76,465**	**0.65**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	754,172	4.00	576,426	3.00
Commission for Women	276,591	2.00	280,023	2.00
Community Partnership	1,199,276	8.50	3,018,098	21.25
Gilchrist Center	622,987	6.50	636,175	6.50
Regional Services Centers	1,455,548	9.00	1,613,946	9.00
Total	**4,308,574**	**30.00**	**6,124,668**	**41.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**6,048**	**6,048**	**6,048**	**6,048**	**6,048**	**6,048**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**47**	**47**	**47**	**47**	**47**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,048**	**6,096**	**6,096**	**6,096**	**6,096**	**6,096**

County Attorney

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$6,429,488	41.70

MARC HANSEN, COUNTY ATTORNEY

MISSION STATEMENT

The mission of the Office of the County Attorney is to act as the Chief Legal Officer of Montgomery County Government and to conduct all its legal business.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Office of the County Attorney is $6,429,488, an increase of $68,125 or 1.07 percent from the FY21 Approved Budget of $6,361,363. Personnel Costs comprise 87.05 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 12.95 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:

- **Effective, Sustainable Government**

INITIATIVES

- OCA successfully pivoted to teleworking during the COVID 19 pandemic by instituting policies and procedures to provide legal services remotely and to limit the number of personnel in the office to meet COVID 19 requirements.
- Successfully defended a legal challenge in Federal Court brought under the Religious Land Use and Institutionalized Persons Act (RLUIPA) seeking the reversal of the County Council's decision not to extend water and sewer to several parcels of property in Burtonsville to protect the Patuxent River watershed.
- Provided OCA oversight of an enforcement workgroup to coordinate all citations/closures with SAO related to COVID 19.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded the electronic citation application for use by more departments. Enhanced the application to allow inspectors to save a preview version of the citation ticket before final issuance. Code enforcement supervisors can now review and approve a citation after inspectors update information. Continued to train inspectors in Permitting Services, Health and Human

Services, Environmental Protection, Office of Consumer Protection, and Animal Services and Adoption Center on this application.

- Implemented an online payment portal for debt collection payments including dishonored checks, False Alarm and other miscellaneous payments. Debtors can pay by credit card or personal check via the payment portal and daily payment reports can be viewed online.
- Migrated all existing non-procurement contracts in Zymaging to SharePoint to create a Non-Procurement Contracts Resource Center to better implement AP2-4. Created a one-stop shop for contract administrators; provided online agreement checklist to create and update contract/MOU/grants information and allow contract administrators to upload support documentation. Created a workflow process for department contract approval, OCA review, and Finance verification.
- Converted all paper workflows with Child Welfare Service to electronic forms and all court-related forms to electronic format. Established new ad-hoc e-filing procedures to match the changes made by the courts. Enabled all attorneys to appear in 100% remote court appearances. Provided trainings session for HHS on remote court participation.

PROGRAM CONTACTS

Contact Carolyn Kilgariff of the Office of the County Attorney at 240.777.6766 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), 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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Overall average rating from Internal Customer Satisfaction Survey (1-4 scale)	3.38	3.38	3.38	3.38	3.38

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,257,575**	**12.95**
Shift: Deputy Privacy Official Position Transfer from HHS to OCA	52,325	0.50
Increase Cost: Personnel Cost Increase for Deputy Privacy Official Position Shift	30,871	0.00
Decrease Cost: Lapse Administrative Aide Position	(48,640)	0.00
Decrease Cost: Lapse Administrative Specialist II Position	(89,691)	0.00

FY22 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.	(14,804)	(0.75)
FY22 Recommended	**2,187,636**	**12.70**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,103,788**	**28.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	138,064	0.75
FY22 Recommended	**4,241,852**	**29.00**

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 FY22, all attorneys and staff in this program are fully charged to the Self-Insurance Fund (SIF).

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Debt collection ($000)	$11,693	$7,412	$7,500	$8,500	$9,500
Forfeitures collected ($000) [1]	$384.68	$301.16	$323.95	$323.95	$323.95
Debt collection - cost/revenue ratio [2]	4.1%	6.5%	5.0%	5.0%	5.0%
Code Citations processed [3]	6,253	7,074	6,086	6,086	6,086
Debt collection - collected/total referred ratio	139.5%	120.0%	110.0%	110.0%	110.0%
Code enforcement collected ($000)	$656	$437	$557	$557	$557
Code enforcement - Win/loss ratio	99.38%	99.68%	99.42%	99.42%	99.42%
Worker's compensation cases: Total net gain to the County ($000)	2,960	3,629	3,058	3,058	3,058

[1] *Court closed between March - June 2020 due to impact of coronavirus. There is no forfeiture actions since March 2020.*

[2] *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.*

[3] *Despite the impact of corona virus and the District Court closed since March 2020, the Code Enforcement Unit continued to process increasing case loads of citations issued by various agencies.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
FY22 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,278,015	4,297,742	4,248,130	4,441,986	3.4 %
Employee Benefits	1,349,511	1,230,736	1,210,162	1,154,669	-6.2 %
County General Fund Personnel Costs	**5,627,526**	**5,528,478**	**5,458,292**	**5,596,655**	**1.2 %**
Operating Expenses	764,206	832,885	592,303	832,833	—
County General Fund Expenditures	**6,391,732**	**6,361,363**	**6,050,595**	**6,429,488**	**1.1 %**
PERSONNEL					
Full-Time	76	76	76	77	1.3 %
Part-Time	2	1	1	1	—
FTEs	43.20	41.20	41.20	41.70	1.2 %
REVENUES					
Federal Financial Participation Reimbursements	244,730	250,000	250,000	250,000	—
Other Intergovernmental	(45,876)	45,630	45,630	45,630	—
County General Fund Revenues	**198,854**	**295,630**	**295,630**	**295,630**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	17,592	0	0	0	—
Grant Fund - MCG Expenditures	**17,592**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Grant Fund - MCG Revenues	**0**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**6,409,324**	**6,361,363**	**6,050,595**	**6,429,488**	**1.1 %**
Total Full-Time Positions	**76**	**76**	**76**	**77**	**1.3 %**
Total Part-Time Positions	**2**	**1**	**1**	**1**	**—**
Total FTEs	**43.20**	**41.20**	**41.20**	**41.70**	**1.2 %**
Total Revenues	**198,854**	**295,630**	**295,630**	**295,630**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**6,361,363**	**41.20**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	156,862	0.00
Increase Cost: FY22 Compensation Adjustment	63,082	0.00
Shift: Deputy Privacy Official Position Transfer from HHS to OCA [Administration]	52,325	0.50
Increase Cost: Personnel Cost Increase for Deputy Privacy Official Position Shift [Administration]	30,871	0.00
Decrease Cost: Print and Mail Adjustment	(52)	0.00
Decrease Cost: Retirement Adjustment	(14,247)	0.00
Decrease Cost: Lapse Administrative Aide Position [Administration]	(48,640)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(82,385)	0.00
Decrease Cost: Lapse Administrative Specialist II Position [Administration]	(89,691)	0.00
FY22 RECOMMENDED	**6,429,488**	**41.70**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	2,257,575	12.95	2,187,636	12.70
General Counsel	4,103,788	28.25	4,241,852	29.00
Litigation	0	0.00	0	0.00
Total	**6,361,363**	**41.20**	**6,429,488**	**41.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Board of Appeals	General Fund	76,335	0.50	77,302	0.50
Intergovernmental Relations	General Fund	29,015	0.30	29,397	0.30
Finance	General Fund	180,262	1.05	182,531	1.05
Finance	Risk Management (Self Insurance - ISF)	3,102,886	21.00	2,906,534	21.00
Human Resources	Employee Health Self Insurance	18,931	0.10	18,945	0.10
Correction and Rehabilitation	General Fund	159,607	1.00	159,561	1.00
Police	General Fund	178,216	1.00	178,384	1.00
Parking District Services	Bethesda Parking	22,832	0.10	22,228	0.10
Parking District Services	Silver Spring Parking	30,410	0.20	30,405	0.20
Health and Human Services	General Fund	0	0.00	83,477	0.50
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
Permitting Services	Permitting Services	211,260	1.00	205,768	1.00
Housing and Community Affairs	General Fund	93,653	0.50	94,958	0.50
Housing and Community Affairs	Montgomery Housing Initiative	186,430	1.00	186,626	1.00
Recycling and Resource Management	Solid Waste Disposal	141,985	0.75	142,091	0.75
Recycling and Resource Management	Solid Waste Collection	47,328	0.25	47,364	0.25
CIP	Capital Fund	483,202	2.80	483,235	2.80
NDA - Montgomery County Employee Retirement Plans	General Fund	18,931	0.10	18,945	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	18,931	0.10	18,945	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	79,512	0.42	79,571	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	32,183	0.17	32,207	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	11,359	0.06	11,367	0.06
Cable Television Communications Plan	Cable TV	114,160	0.50	111,140	0.50
	Total	**5,431,722**	**35.30**	**5,315,275**	**35.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**6,429**	**6,429**	**6,429**	**6,429**	**6,429**	**6,429**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**113**	**113**	**113**	**113**	**113**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,429**	**6,542**	**6,542**	**6,542**	**6,542**	**6,542**

Ethics Commission

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$371,629	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 FY22 Operating Budget for the Ethics Commission is $371,629, an increase of $6,363 or 1.74 percent from the FY21 Approved Budget of $365,266. Personnel Costs comprise 89.71 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 10.29 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:

- **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 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Number of financial disclosure statements required (calendar year)	1,814	1,703	1,703	1,703	1,703
Number of formal opinions, waivers and guidance (calendar year)	19	13	13	13	13
Number of lobbyist activity reports (calendar year)	219	221	221	221	221

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of lobbyists registered (calendar year)	135	148	148	148	148
Number of outside employment requests processed (calendar year) [1]	2,241	1,125	1,125	1,125	1,125
Percentage of Executive Branch public financial disclosure filers in compliance with ethics training requirement	99%	99%	99%	99%	99%

[1] *The Police Department began using the Outside Employment Online System and ended the practice of providing for "indefinite" approval (without an end date). These two factors created a precipitous climb in the number of OE requests processed by the Ethics Commission in CY2019.*

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. The Ethics Commission members are informed and advised as to all material matters under their jurisdiction. The 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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	261,055	267,006	265,301	271,330	1.6 %
Employee Benefits	60,016	59,353	54,738	62,040	4.5 %
County General Fund Personnel Costs	**321,071**	**326,359**	**320,039**	**333,370**	**2.1 %**
Operating Expenses	37,911	38,907	16,991	38,259	-1.7 %
County General Fund Expenditures	**358,982**	**365,266**	**337,030**	**371,629**	**1.7 %**
PERSONNEL					
Full-Time	3	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	3.00	2.00	2.00	2.00	—
REVENUES					
Miscellaneous Revenues	6,639	20,000	20,000	20,000	—
County General Fund Revenues	**6,639**	**20,000**	**20,000**	**20,000**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**365,266**	**2.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	4,339	0.00
Increase Cost: Retirement Adjustment	1,632	0.00
Increase Cost: FY22 Compensation Adjustment	1,040	0.00
Decrease Cost: Print and Mail Adjustment	(648)	0.00
FY22 RECOMMENDED	**371,629**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**372**	**372**	**372**	**372**	**372**	**372**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**4**	**4**	**4**	**4**	**4**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**372**	**376**	**376**	**376**	**376**	**376**

Finance

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$100,944,411	132.04

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 FY22 Operating Budget for the Department of Finance is $100,944,411, an increase of $7,295,110 or 7.79 percent from the FY21 Approved Budget of $93,649,301. Personnel Costs comprise 17.45 percent of the budget for 126 full-time position(s) and no part-time position(s), and a total of 132.04 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 82.55 percent of the FY22 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 FY22 Operating Budget for the General Fund component is $15,600,785, an increase of $295,205 or 0.20 percent over the FY21 approved budget of $15,305,580. Personnel Costs comprise approximately 83.15 percent of the General Fund budget for 115 full-time positions. A total of 99.67 FTEs includes these positions as well as any seasonal or temporary positions and positions charged to or from other departments or funds. Operating Expenses account for the remaining 16.85 percent of the budget.

The total FY22 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $85,343,626, an increase of $6,999,905 or 8.93 percent over the FY21 approved budget of $78,343,721. Personnel Costs comprise approximately 5.45 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 or temporary positions and positions charged to or from other departments or funds. Operating Expenses account for the remaining 94.55 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 FTEs 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:

- **A Growing Economy**
- **Effective, Sustainable Government**

INITIATIVES

- Develop electronic claim reporting forms to streamline reporting and eliminate significant paper waste in the Claims Section.
- The Partnering Community Banks with the Small Business Plus! Program 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, 2019 with the program generating over $2.9 million in interest income and creating an estimated 2,588 jobs. The program is in its 8th year in calendar year 2020 with 3 participating banks.
- MCTIME Workforce TimeKeeper on-premise migration to SaaS Strikethrough will provide a single platform for timekeeping, and the County will benefit from enhanced functionality and disaster recovery.
- The Department of Finance worked with the County Council to adopt amendments to the Public Election Fund Program that will improve and enhance the Administration and operations of the Program in the current election cycle. The Department is in the process of adopting Executive Regulations to address improvements that include enhanced clarity and transparency as well as establishing a post-election audit of the public campaign financing system to ensure compliance with County Law.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented Simplifile, the online system for e-recording for transfer/recordation to increase productivity and allow more staff to work remotely instead of more time-intensive manual processing.
- Implemented new software, Gravity, to improve the efficiency and accuracy of the creation and completion of the Comprehensive Annual Financial Report.
- With the assistance of the County Executive and Department Directors, created a mandatory Worksite Safety Coordinator Program to improve County safety and health culture. All Departments now have representation and have spent the past several months working on the core elements of the County Occupational Safety and Health Program. The implementation of new training and educational programs has strengthened the County's overall safety culture.

PROGRAM CONTACTS

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

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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Procurement Card transactions processed	43,321	37,881	38,000	38,000	38,000
Vendor payments issued [1]	118,086	107,773	110,000	110,000	110,000
Journal entries prepared	1,940	1,800	1,800	1,800	1,800
Journal entries reviewed and posted	4,098	3,600	3,600	3,600	3,600
Grant reports produced	552	488	500	500	500
Paychecks and payroll advices issued for employees [2]	298,471	289,751	300,000	300,000	300,000
Pension and long-term disability (LTD2) payroll payments processed	75,254	76,059	80,000	80,000	80,000
Procurement Card rebate revenue generated	$770,260	$768,078	$750,000	$750,000	$750,000
Percent of non-compliant payments - Direct purchase orders created the same day as invoice date and duplicate dollars per total invoices	0.30%	0.04%	0.04%	0.03%	0.03%

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of payroll errors per sum of dollars under and overpaid	0.30%	0.28%	0.32%	0.29%	0.29%

[1] *Vendor payments (checks, ACH's, wires, SUA) represent checks disbursed; each check may represent multiple invoice vouchers.*

[2] *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).*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,222,798**	**49.87**
Increase Cost: Reduce Chargeback to Alcohol Beverages Services	193,154	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.	(116,064)	0.00
FY22 Recommended	**6,299,888**	**51.87**

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 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased	122,316	81,763	65,000	71,500	78,650
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting [1]	Received	Expected	Expected	Expected	Expected
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread)	7.00	3.00	6.00	0.00	0.00
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	22	34	5	2	2

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Revenue Forecasting - Percent variance between actual revenue and projected revenue	-1.80%	-0.43%	0.00%	0.00%	0.00%
Interest Rate - True Interest Cost for Montgomery County General Obligation Bonds (the most common debt instrument used by the County)	3.30%	2.21%	1.42%	3.00%	4.00%
Investment Return - Rate of return on Montgomery County's investments	2.33%	1.76%	0.15%	0.10%	0.10%
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

[1] *The County has been awarded this certificate more times than any other county in the nation (FY19 = 50 times)*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,042,566**	**10.75**
Shift: Contract Administration for the Foundation for Asian Pacific American Chamber of Commerce to the Office of the County Executive.	(20,000)	0.00
Shift: Contract Administration for Hispanic Chamber of Commerce to the Office of the County Executive.	(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.	(28,020)	0.00
FY22 Recommended	**1,969,546**	**10.75**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank	4,331,646	4,625,166	4,763,921	4,906,839	5,054,044
Workflows, tasks, and processes streamlined utilizing existing or new technologies	23	37	39	41	43

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,599,064**	**4.00**
Increase Cost: Annual Payment Card Industry (PCI), and Automatic Clearing House (ACH) Industry Compliance	6,250	0.00
Shift: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds	(113,793)	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.	161,426	0.00
FY22 Recommended	**1,652,947**	**4.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,749,225**	**14.37**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	415,453	0.00
FY22 Recommended	**4,164,678**	**14.37**

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; and 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Computer based/onsite training classes provided by the Safety Section	462	2,300	3,300	3,000	3,000
Workers Compensation - Cost per $100 of payroll	$2.84	$2.99	$2.93	$2.98	$2.98
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	528	330	236	300	400

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**77,551,254**	**28.00**
Increase Cost: Self Insured Claims - Actuary Determined Increase	4,152,000	0.00
Increase Cost: Increase in Commercial Insurance Premiums	2,892,156	0.00
Increase Cost: Claims Handling - Contract Price Increase	31,273	0.00
Increase Cost: Increase in Charges from the State of Maryland to Self-Insurance Entities	26,240	0.00
Increase Cost: Building Space Lease	3,729	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.	(205,650)	0.00
FY22 Recommended	**84,451,002**	**28.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Tax related number of service request tickets transferred from MC311 Call Center to Treasury	3,220	3,241	3,500	3,750	3,750
Property tax accounts billed	376,259	348,037	376,600	377,500	379,500
Transfer tax transactions processed [1]	21,048	18,972	23,000	23,000	23,000
Cashier transactions processed	91,977	73,710	80,000	90,000	90,000

[1] *Transfer Tax transactions includes taxable and non-taxable transactions*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,484,394**	**23.05**
Shift: Chargeback for Billing, Collection and Processing Services for Non-Tax	32,483	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.	(110,527)	0.00
FY22 Recommended	**2,406,350**	**23.05**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,938,927	10,004,755	8,835,150	10,246,975	2.4 %
Employee Benefits	2,873,098	2,668,155	2,572,161	2,724,451	2.1 %
County General Fund Personnel Costs	**10,812,025**	**12,672,910**	**11,407,311**	**12,971,426**	**2.4 %**
Operating Expenses	3,538,635	2,632,670	2,889,899	2,629,359	-0.1 %
County General Fund Expenditures	**14,350,660**	**15,305,580**	**14,297,210**	**15,600,785**	**1.9 %**
PERSONNEL					
Full-Time	124	119	119	115	-3.4 %
Part-Time	0	0	0	0	—
FTEs	98.92	97.67	97.67	99.67	2.1 %
REVENUES					
Miscellaneous Revenues	810,013	700,000	700,000	700,000	—
Other Charges/Fees	444,974	505,200	570,600	535,500	6.0 %
Other Fines/Forfeitures	10,161	15,000	5,000	0	-100.0 %
Other Intergovernmental	508,022	514,230	514,230	510,700	-0.7 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
County General Fund Revenues	**1,773,170**	**1,734,430**	**1,789,830**	**1,746,200**	**0.7 %**
SELF INSURANCE INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	3,440,323	3,748,658	3,358,989	3,678,136	-1.9 %
Employee Benefits	981,678	1,003,665	884,975	968,013	-3.6 %
Self Insurance Internal Service Fund Personnel Costs	**4,422,001**	**4,752,323**	**4,243,964**	**4,646,149**	**-2.2 %**
Operating Expenses	60,862,037	73,591,398	73,763,202	80,697,477	9.7 %
Self Insurance Internal Service Fund Expenditures	**65,284,038**	**78,343,721**	**78,007,166**	**85,343,626**	**8.9 %**
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	31.87	32.37	32.37	32.37	—
REVENUES					
Investment Income	4,758,470	1,628,727	1,628,727	172,690	-89.4 %
Miscellaneous Revenues	1,194,840	1,000,000	1,000,000	1,000,000	—
Self Insurance Revenues	74,259,415	77,514,144	77,514,144	77,514,144	—
Self Insurance Internal Service Fund Revenues	**80,212,725**	**80,142,871**	**80,142,871**	**78,686,834**	**-1.8 %**
DEPARTMENT TOTALS					
Total Expenditures	**79,634,698**	**93,649,301**	**92,304,376**	**100,944,411**	**7.8 %**
Total Full-Time Positions	**135**	**130**	**130**	**126**	**-3.1 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**130.79**	**130.04**	**130.04**	**132.04**	**1.5 %**
Total Revenues	**81,985,895**	**81,877,301**	**81,932,701**	**80,433,034**	**-1.8 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**15,305,580**	**97.67**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	285,755	0.00
Increase Cost: Reduce Chargeback to Alcohol Beverages Services [Controller]	193,154	2.00
Increase Cost: FY22 Compensation Adjustment	110,654	0.00
Shift: Chargeback for Billing, Collection and Processing Services for Non-Tax [Treasury]	32,483	0.00
Increase Cost: Annual Payment Card Industry (PCI), and Automatic Clearing House (ACH) Industry Compliance [Information Technology]	6,250	0.00
Decrease Cost: Retirement Adjustment	(1,133)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Print and Mail Adjustment	(3,315)	0.00
Decrease Cost: Annualization of FY21 Operating Expenses	(5,066)	0.00
Shift: Contract Administration for the Foundation for Asian Pacific American Chamber of Commerce to the Office of the County Executive. [Fiscal Management]	(20,000)	0.00
Shift: Contract Administration for Hispanic Chamber of Commerce to the Office of the County Executive. [Fiscal Management]	(25,000)	0.00
Shift: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds [Information Technology]	(113,793)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(164,784)	0.00
FY22 RECOMMENDED	**15,600,785**	**99.67**

SELF INSURANCE INTERNAL SERVICE FUND

FY21 ORIGINAL APPROPRIATION	**78,343,721**	**32.37**
Other Adjustments (with no service impacts)		
Increase Cost: Self Insured Claims - Actuary Determined Increase [Risk Management]	4,152,000	0.00
Increase Cost: Increase in Commercial Insurance Premiums [Risk Management]	2,892,156	0.00
Increase Cost: FY21 Compensation Adjustment	124,030	0.00
Increase Cost: FY22 Compensation Adjustment	50,437	0.00
Increase Cost: Claims Handling - Contract Price Increase [Risk Management]	31,273	0.00
Increase Cost: Increase in Charges from the State of Maryland to Self-Insurance Entities [Risk Management]	26,240	0.00
Increase Cost: Building Space Lease [Risk Management]	3,729	0.00
Increase Cost: Motor Pool Adjustment	2,459	0.00
Decrease Cost: Print and Mail Adjustment	(8)	0.00
Decrease Cost: OPEB Adjustment	(1,770)	0.00
Decrease Cost: Retirement Adjustment	(9,760)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(270,881)	0.00
FY22 RECOMMENDED	**85,343,626**	**32.37**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Controller	6,222,798	49.87	6,299,888	51.87
Fiscal Management	2,042,566	10.75	1,969,546	10.75
Information Technology	1,599,064	4.00	1,652,947	4.00
Operations and Administration	3,749,225	14.37	4,164,678	14.37
Risk Management	77,551,254	28.00	84,451,002	28.00
Treasury	2,484,394	23.05	2,406,350	23.05
Total	**93,649,301**	**130.04**	**100,944,411**	**132.04**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	104,170	0.75	99,570	0.75
Human Resources	Retiree Health Benefits Trust Fund	38,650	0.25	41,582	0.30
General Services	Central Duplicating (Printing & Mail)	6,980	0.05	6,770	0.05
Transportation	Leaf Vacuuming	241,830	0.43	254,550	0.43
Parking District Services	Bethesda Parking	33,560	0.24	32,540	0.24
Parking District Services	Silver Spring Parking	38,000	0.27	36,810	0.27
Parking District Services	Wheaton Parking	12,790	0.09	12,370	0.09
Community Use of Public Facilities	Community Use of Public Facilities	51,480	0.37	50,010	0.37
Recreation	Recreation	45,300	0.33	44,110	0.33
Permitting Services	Permitting Services	13,590	0.10	13,240	0.10
Environmental Protection	Water Quality Protection	939,867	6.00	969,796	6.00
Recycling and Resource Management	Solid Waste Disposal	581,270	4.38	609,540	4.38
Recycling and Resource Management	Solid Waste Collection	266,990	0.64	280,770	0.64
Alcohol Beverage Services	Liquor	821,265	6.50	193,516	0.50
CIP	Capital Fund	39,397	0.25	39,895	0.25
Non-Departmental Accounts	Retirement Fund (ERS)	41,366	0.30	39,448	0.30
Non-Departmental Accounts	Retiree Health Benefits Trust Fund	4,884	0.05	0	0.00
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	1,550	0.01	1,480	0.01
Economic Development Fund	Economic Development Fund	163,335	1.00	161,959	1.00
	Total	**3,446,274**	**22.01**	**2,887,956**	**16.01**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**15,601**	**15,601**	**15,601**	**15,601**	**15,601**	**15,601**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**250**	**250**	**250**	**250**	**250**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,601**	**15,851**	**15,851**	**15,851**	**15,851**	**15,851**
SELF INSURANCE INTERNAL SERVICE FUND						
EXPENDITURES						
FY22 Recommended	**85,344**	**85,344**	**85,344**	**85,344**	**85,344**	**85,344**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(4)**	**(8)**	**(13)**	**(13)**	**(13)**
Labor Contracts	**0**	**92**	**92**	**92**	**92**	**92**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**85,344**	**85,432**	**85,428**	**85,423**	**85,423**	**85,423**

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General Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$41,246,435	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 FY22 Operating Budget for the Department of General Services is $41,246,435, an increase of $1,225,995 or 3.06 percent from the FY21 Approved Budget of $40,020,440. Personnel Costs comprise 43.37 percent of the budget for 234 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 56.63 percent of the FY22 budget.

As part of the County's response to the COVID-19 pandemic, the Department of General Services was tasked with managing the procurement and distribution of masks and other protective equipment, enhanced cleaning and sanitation services, and other supplies and services necessary to address the public health emergency. Increased operating expenditures related to these activities in FY20 and FY21 are reflected in the Budget Summary section of this publication.

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**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Expand the County's solar energy infrastructure to improve energy resiliency and reduce greenhouse gas emissions. Solar energy projects initiated by the DGS Office of Energy and Sustainability (OES) include the Scotland Resiliency Hub,

Brookville Bus Depot Microgrid, and Oaks Landfill solar development.

- Implement energy efficiency initiatives at County facilities, including lighting upgrades at ten facilities and building automation upgrades at six facilities.
- Initiate sustainability projects at the County Executive Office Building (EOB), including an efficiency concept study and a monitoring-based commissioning pilot, to achieve energy reduction and determine a path for a more efficient, sustainable, and productive space.
- Complete inventory of major County capital assets.
- Implementation of new Work Order Management System, integrated with a new Asset Management System and Decision Support System.
- Continued innovation and implementation of Green initiatives throughout the County's inventory of facilities.
- The DGS Office of Real Estate will continue to manage use of leased space to optimize the County's leasing footprint, increase utilization rates, and consolidate and terminate leased spaces to minimize costs and respond to evolving telecommuting trends.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Department of General Services contributed to the County's response to the COVID pandemic emergency by stocking, staffing, and maintaining a new COVID supply warehouse. DGS established an inventory management system and procedures to ensure seamless delivery of, and accountability for, hundreds of thousands of safety items to County operations, employees, child care service providers, and healthcare providers.
- To ensure a safer environment for staff and the public at County facilities during the COVID pandemic emergency, the DGS Division of Facilities Management established new COVID-related cleaning protocols and responded to COVID incidents. This effort also included implementation of new and enhanced air filtration and air circulations standards for existing County locations.
- The DGS Office of Planning and Development (OPD) secured $103 million in private investment in FY20, and a cumulative investment of $327 million since FY14, through its public-private partnerships. OPD successfully negotiated for the redevelopment of the former Department of Recreation headquarters to include 196 for-sale homes and rental apartments for very low and low income households.
- Effectively relocated all homeless residents of Gude Drive shelter to Taft Court, on an emergency basis, which included major renovation of the new location.
- DGS Central Duplicating Services digitized employee medical records in preparation for the planned physical office move of the Office of Occupational Medical Services. Digitizing employee active records, microfilm/microfiche and x-rays reduced the need for storage space in the new location, allowed for shared accessibility of records with doctors and staff, provided for a more secure solution for maintaining confidentiality, and supported disaster recovery.

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 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 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

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,898,269**	**15.03**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	646,074	1.00
FY22 Recommended	**3,544,343**	**16.03**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
FY22 Recommended	**0**	**0.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of printing orders completed [1]	8,004	6,917	6,700	6,700	6,700
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.40	3.35	3.35	3.35	3.35
Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4)	3.41	3.31	3.31	3.31	3.31

[1] *The Digital Storefront (DSF) records one requisition. However, a customer may have multiple requests within the requisition.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,157,604**	**34.57**
Increase Cost: Estimated Net Increase of Facility Leases	6,942	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.	162,348	0.00
FY22 Recommended	**8,326,894**	**34.57**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	1,306,250	3,959,710	2,248,838	369,245	50,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	1,303,806	1,872,812	1,087,262	255,744	250,000
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	5,952	17,374	5,500	6,062	5,860
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	132,059	114,685	126,559	121,497	116,637

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**849,755**	**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.	(41,346)	0.00
FY22 Recommended	**808,409**	**5.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [1]	$6,725	$7,438	$7,596	$7,908	$7,908
Average percent of work orders completed in quarter	78.6%	76.4%	80.0%	80.0%	80.0%
Number of hours offline for heating/cooling systems	0	10	0	0	0
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	2.72	2.80	2.80	2.80	2.80

[1] *Dollars reflect budget numbers.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**27,118,360**	**107.70**
Add: Operating Budget Impact - Grey Courthouse Renovation	388,835	0.00
Add: Operating Budget Impact - Avery Road Treatment Center	159,778	0.00
Increase Cost: Custodial Services Contract	106,893	0.00
Increase Cost: The Arc Montgomery County Custodial Services	44,495	0.00
Add: Operating Budget Impact - Grounds Keeping for New County Facilities	22,696	0.00
Increase Cost: Code Compliance - Aerial Equipment Maintenance	16,538	0.00
Increase Cost: Code Compliance - Elevator Inspection	3,465	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.	(232,513)	(1.00)
FY22 Recommended	**27,628,547**	**106.70**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of square feet of leased space managed	951,399	926,754	940,191	940,191	940,191
Average amount Montgomery County pays in rent (in dollars per square foot)	$25.85	$31.90	$32.85	$33.84	$34.85
Average rent paid by Montgomery County as a percent of average market rent for leased space [1]	90.9%	100.0%	100.0%	100.0%	100.0%
Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4)	2.94	3.17	3.17	3.17	3.17
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	2.97	3.10	3.10	3.10	3.10

[1] *For competitiveness, DGS does not provide real estate projections for future years.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**996,452**	**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.	(58,210)	0.00
FY22 Recommended	**938,242**	**7.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	11,599,480	10,975,578	11,369,222	11,305,481	3.0 %
Employee Benefits	3,937,958	3,581,377	3,512,861	3,472,724	-3.0 %
County General Fund Personnel Costs	**15,537,438**	**14,556,955**	**14,882,083**	**14,778,205**	**1.5 %**
Operating Expenses	26,733,445	17,305,881	54,066,834	18,141,336	4.8 %
Capital Outlay	22,163	0	0	0	—
County General Fund Expenditures	**42,293,046**	**31,862,836**	**68,948,917**	**32,919,541**	**3.3 %**
PERSONNEL					
Full-Time	198	198	198	200	1.0 %
Part-Time	1	1	1	1	—
FTEs	134.73	134.73	134.73	134.73	—
REVENUES					
Miscellaneous Revenues	345,222	120,000	80,000	80,000	-33.3 %
County General Fund Revenues	**345,222**	**120,000**	**80,000**	**80,000**	**-33.3 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,154,855	2,192,245	2,208,113	2,324,931	6.1 %
Employee Benefits	792,176	780,321	762,208	784,150	0.5 %
Printing & Mail Internal Service Fund Personnel Costs	**2,947,031**	**2,972,566**	**2,970,321**	**3,109,081**	**4.6 %**
Operating Expenses	4,653,475	4,825,628	4,680,871	4,858,403	0.7 %
Capital Outlay	0	359,410	359,410	359,410	—
Printing & Mail Internal Service Fund Expenditures	**7,600,506**	**8,157,604**	**8,010,602**	**8,326,894**	**2.1 %**
PERSONNEL					
Full-Time	34	34	34	34	—
Part-Time	0	0	0	0	—
FTEs	34.57	34.57	34.57	34.57	—
REVENUES					
Imaging/Archiving Revenues	1,423,112	1,513,588	1,586,262	1,584,603	4.7 %
Investment Income	40,778	28,330	2,380	7,804	-72.5 %
Mail Revenues	2,118,242	2,332,546	2,332,546	2,226,593	-4.5 %
Other Charges/Fees	1,943,945	1,828,260	1,828,260	1,869,320	2.2 %
Print Revenues	2,147,015	2,604,674	2,604,674	2,478,951	-4.8 %
Printing & Mail Internal Service Fund Revenues	**7,673,092**	**8,307,398**	**8,354,122**	**8,167,271**	**-1.7 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	7,867,893	0	0	0	—
Grant Fund - MCG Expenditures	**7,867,893**	**0**	**0**	**0**	**—**
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	85,000	0	0	0	—
Grant Fund - MCG Revenues	**85,000**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**57,761,445**	**40,020,440**	**76,959,519**	**41,246,435**	**3.1 %**
Total Full-Time Positions	**232**	**232**	**232**	**234**	**0.9 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**169.30**	**169.30**	**169.30**	**169.30**	**—**
Total Revenues	**8,103,314**	**8,427,398**	**8,434,122**	**8,247,271**	**-2.1 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**31,862,836**	**134.73**
Changes (with service impacts)		
Add: Operating Budget Impact - Grey Courthouse Renovation [Facilities Management]	388,835	0.00
Add: Operating Budget Impact - Avery Road Treatment Center [Facilities Management]	159,778	0.00
Add: Operating Budget Impact - Grounds Keeping for New County Facilities [Facilities Management]	22,696	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	297,122	0.00
Increase Cost: FY22 Compensation Adjustment	194,305	0.00
Increase Cost: Custodial Services Contract [Facilities Management]	106,893	0.00
Increase Cost: Motor Pool Adjustment	92,891	0.00
Increase Cost: The Arc Montgomery County Custodial Services [Facilities Management]	44,495	0.00
Increase Cost: Code Compliance - Aerial Equipment Maintenance [Facilities Management]	16,538	0.00
Increase Cost: Code Compliance - Elevator Inspection [Facilities Management]	3,465	0.00
Decrease Cost: Print and Mail Adjustment	(136)	0.00
Decrease Cost: Retirement Adjustment	(101,454)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(168,723)	0.00
FY22 RECOMMENDED	**32,919,541**	**134.73**
PRINTING & MAIL INTERNAL SERVICE FUND		
FY21 ORIGINAL APPROPRIATION	**8,157,604**	**34.57**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	94,784	0.00
Increase Cost: FY22 Compensation Adjustment	52,650	0.00
Increase Cost: Motor Pool Adjustment	31,346	0.00
Increase Cost: Estimated Net Increase of Facility Leases [Central Duplicating, Imaging, Archiving, & Mail Services]	6,942	0.00
Decrease Cost: Print and Mail Adjustment	(23)	0.00
Decrease Cost: OPEB Adjustment	(5,490)	0.00
Decrease Cost: Retirement Adjustment	(10,919)	0.00
FY22 RECOMMENDED	**8,326,894**	**34.57**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**0**	**0.00**
FY22 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	2,898,269	15.03	3,544,343	16.03
Building Design and Construction	0	0.00	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	8,157,604	34.57	8,326,894	34.57
Energy and Sustainability	849,755	5.00	808,409	5.00
Facilities Management	27,118,360	107.70	27,628,547	106.70
Real Estate Program	996,452	7.00	938,242	7.00
Total	**40,020,440**	**169.30**	**41,246,435**	**169.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Recycling and Resource Management	Solid Waste Disposal	72,033	0.10	72,033	0.10
Alcohol Beverage Services	Liquor	602,077	1.20	602,077	1.20
CIP	Capital Fund	8,178,578	55.65	8,344,014	56.65
Administration and Support	General Fund	749,029	3.50	749,029	3.50
	Total	**9,601,717**	**60.45**	**9,767,153**	**61.45**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**32,920**	**32,920**	**32,920**	**32,920**	**32,920**	**32,920**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**267**	**267**	**267**	**267**	**267**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
Subtotal Expenditures	**32,920**	**33,187**	**33,187**	**33,187**	**33,187**	**33,187**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY22 Recommended	**8,327**	**8,327**	**8,327**	**8,327**	**8,327**	**8,327**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(13)**	**(25)**	**(39)**	**(42)**	**(42)**
Labor Contracts	**0**	**71**	**71**	**71**	**71**	**71**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,327**	**8,385**	**8,373**	**8,359**	**8,356**	**8,356**

Fleet Management Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$83,590,037	211.10

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 FY22 Operating Budget for the Division of Fleet Management Services is $83,590,037, a decrease of $4,331,382 or 4.93 percent from the FY21 Approved Budget of $87,921,419. Personnel Costs comprise 29.89 percent of the budget for 207 full-time position(s) and no part-time position(s), and a total of 211.10 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 70.11 percent of the FY22 budget.

COUNTY PRIORITY OUTCOMES

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

- **A Greener County**
- **Easier Commutes**
- **Effective, Sustainable Government**

INITIATIVES

- Construct the Brookville Depot P3 Electrification Grid, a large solar array system to be built over the existing parking lot at the Brookville Bus Depot. 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 microgrid technology will be part of the County's sustainability plan.

- Initiate a pilot program to evaluate the use of battery-electric vehicles in the County fleet. The Division of Fleet Management Services is purchasing six (6) Mustang Mach E electric vehicles to explore utilization in Police patrol and Ride On incident response applications.
- Accelerate the transition to a zero emissions fleet by piloting an alternative approach to electric vehicle charging infrastructure. The Division of Fleet Management Services is purchasing two portable solar-powered electric vehicle charging stations with battery storage. An off-grid, construction-free power solution that fits in a parking space, the system can be configured for any type of electric vehicle to provide sufficient electricity to drive approximately 245 miles per day. In the event of an emergency, the solar chargers can be used to provide emergency power.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Division of Fleet Management Services (DFMS) has developed a technical specification for the County's electric bus program and is developing a Request for Proposals (RFP) 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 include a solar canopy microgrid that will make the County's electric bus service truly green. The County's first four electric buses went into service in September 2020, with additional electric buses scheduled to be purchased and delivered in FY22.
- To accelerate the transition to zero emissions of the Ride On Bus fleet, The Division of Fleet Management Services executed a Request for Information (RFI) to gauge market interest in and concept development for procuring transit assets as a service, with an emphasis on Public-Private Partnerships (P3) and Vehicle as a Service procurement models. DFMS is in the process of evaluating responses from interested parties with the goal of developing alternative procurement approaches for electric buses.
- The Division of Fleet Management Services is developing a Zero Emission Fleet Plan to reduce emissions and streamline the County's fleet of light-duty vehicles and heavy trucks and equipment. Vehicle allocations will be re-examined to leverage the use of telework and reduce vehicle use while maintaining the current level of service delivery. Where practical, County vehicles will be targeted for either elimination due to low utilization or replacement with zero-emissions models. County fleet users will be encouraged to use mobility alternatives such as pooled vehicles, public transportation, or ride-sharing services.
- 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.

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 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

Administrative Automotive Services

Administrative Automotive Services maintains and repairs the automotive light fleet for all administrative vehicles including automobiles, vans, and light trucks. The maintenance and repair service for the automotive and light truck fleet is provided through contractual services at the Seven Locks maintenance facility. DGS Fleet 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. Without properly maintained vehicles, County residents would be severely impacted.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of administrative vehicle work orders completed	6,002	6,358	6,485	6,615	6,747
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles)	13,064	15,124	13,345	13,844	14,104
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days)	0.5	0.4	0.6	0.5	0.5

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,107,704**	**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.	(58,163)	(0.50)
FY22 Recommended	**3,049,541**	**1.50**

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. Fleet prepares 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. Fleet'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. Parts 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Amount spent on parts (in dollars)	$10,514,997.00	$9,004,243.09	$9,184,327.95	$9,368,014.50	$9,555,374.79
Fiscal inventory parts turn rate	2.0	1.9	2.0	2.0	2.1
Percent of workorders completed without delay for parts	83%	84%	85%	84%	85%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**15,273,352**	**35.00**
Decrease Cost: Lease Payment	(62,460)	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.	82,312	0.00
FY22 Recommended	**15,293,204**	**35.00**

Heavy Equipment Services

Heavy Equipment Services (HES) maintains and repairs heavy equipment, including heavy dumps, 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 because without properly maintained vehicles, County services to residents would be severely impacted. Fleet is a 24/7 operation that includes maintenance on the County's dump trucks before, during, and after a storm so the trucks that plow the streets have high availability enabling emergency vehicles and resident's safe routes to travel. HES provides direct vehicle maintenance support at the Gaithersburg, Poolesville, Damascus, Bethesda, Colesville, and Silver Spring depots.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of heavy equipment work orders completed	5,011	4,977	5,027	5,077	5,127
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	1.7	1.9	1.8	1.8	1.8
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles)	13,175	14,563	13,839	13,859	14,087
Heavy equipment fleet availability	92.0%	89.3%	90.0%	91.0%	91.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,081,522**	**35.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	223,589	2.00
FY22 Recommended	**6,305,111**	**37.50**

Operational Management

Operational Management provides policy development and planning; 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 Green Fleet strategy combines sound management, Fleet rightsizing, alternative fuel, innovative technology to reduce fuel consumption and acquiring environmentally compliant vehicles, including flex-fuel, hybrid, electric, CNG and clean diesel.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of fleet work orders completed	44,998	45,451	45,450	45,300	45,400
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.0	3.5	3.5	3.5	3.5
Clean Air Commitment - Gallons of diesel/unleaded used	5,184,375	4,661,366	4,895,821	4,749,167	4,644,918
Clean Air Commitment - Gallons of alternative fuels used [1]	1,538,449	1,368,497	1,489,758	1,518,626	1,571,586

[1] *The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**35,163,486**	**18.10**
Increase Cost: Merit Awards per MCGEO Contract	204,108	0.00
Add: Portable Solar Electric Vehicle Charging Stations	168,000	0.00

FY22 Recommended Changes	Expenditures	FTEs
Increase Cost: Holiday Pay	4,485	0.00
Reduce: Adjust Operating Expenditures for Ramp Up of Transit Service	(454,255)	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.	(3,837,402)	(2.00)
FY22 Recommended	**31,248,422**	**16.10**

Public Safety Automotive Services

This program is responsible for the maintenance, repair and upfitting of the automotive light fleet for police, fire, sheriff and Public Safety Automotive Services maintains and repairs the automotive light fleet for police, fire, sheriff and corrections vehicles including automobiles, vans and light trucks. The maintenance and repair service for this fleet is provided through contractual services at the Seven Locks maintenance facility. Without properly maintained Public Safety vehicles, protective services to residents, neighborhoods and the community would be severely impacted.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of public safety vehicle work orders completed	18,467	18,695	19,069	19,450	19,839
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	26,600	29,629	27,041	27,757	27,757
Percent of customers satisfied with police vehicle maintenance	97.5%	98.0%	98.0%	98.0%	98.0%
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days)	0.9	1.2	1.5	1.2	1.3
Police vehicle fleet availability	98%	98%	98%	98%	98%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,538,493**	**2.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	60,707	0.50
FY22 Recommended	**6,599,200**	**3.00**

Transit Equipment Services

Transit Equipment Services (TES) provides scheduled and non-scheduled maintenance and repair of the Ride-On Bus fleet at three locations; Brookeville Maintenance Facility (BMF), Equipment Maintenance and Transit Operation Center (EMTOC) and Small Transit Shop (STS). TES 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 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of transit work orders completed	15,518	15,421	15,470	15,780	16,095
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	97.0%	93.0%	95.0%	97.0%	97.5%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) [1]	13,007	14,701	14,157	13,955	14,271

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	1.5	1.7	1.6	1.6	1.6
Average days out of service per bus for parts	3.32	4.10	3.20	3.50	3.20

[1] *The Federal Transit Administration requirement is 12,000 miles.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**21,756,862**	**118.00**
Reduce: Lapse Four Vacant Technician Positions for Six Months Due to Ramp Up of Transit Service	(168,538)	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.	(493,765)	0.00
FY22 Recommended	**21,094,559**	**118.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	18,286,900	18,564,767	19,306,383	19,439,901	4.7 %
Employee Benefits	5,566,213	5,669,056	5,535,237	5,542,886	-2.2 %
Motor Pool Internal Service Fund Personnel Costs	**23,853,113**	**24,233,823**	**24,841,620**	**24,982,787**	**3.1 %**
Operating Expenses	42,487,108	53,043,933	48,169,571	47,858,047	-9.8 %
Capital Outlay	6,557,376	10,581,203	10,581,203	10,749,203	1.6 %
Debt Service Other	0	62,460	0	0	-100.0 %
Motor Pool Internal Service Fund Expenditures	**72,897,597**	**87,921,419**	**83,592,394**	**83,590,037**	**-4.9 %**
PERSONNEL					
Full-Time	208	208	208	207	-0.5 %
Part-Time	0	0	0	0	—
FTEs	211.10	211.10	211.10	211.10	—
REVENUES					
Insurance Recoveries	1,841,798	1,786,236	1,786,236	1,788,108	0.1 %
Investment Income	402,010	210,410	23,450	6,770	-96.8 %
Miscellaneous Revenues	808,928	203,000	239,280	203,000	—
Motor Pool Charges/Fees	74,405,967	84,298,240	73,974,736	80,141,176	-4.9 %
Other Charges/Fees	0	0	86,282	69,000	—
Other Intergovernmental	45,000	0	0	0	—
Motor Pool Internal Service Fund Revenues	**77,503,703**	**86,497,886**	**76,109,984**	**82,208,054**	**-5.0 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
FY21 ORIGINAL APPROPRIATION	**87,921,419**	**211.10**
Changes (with service impacts)		
Add: Portable Solar Electric Vehicle Charging Stations [Operational Management]	168,000	0.00
Reduce: Lapse Four Vacant Technician Positions for Six Months Due to Ramp Up of Transit Service [Transit Equipment Services]	(168,538)	0.00
Reduce: Adjust Operating Expenditures for Ramp Up of Transit Service [Operational Management]	(454,255)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	507,922	0.00
Increase Cost: FY22 Compensation Adjustment	264,564	0.00
Increase Cost: Merit Awards per MCGEO Contract [Operational Management]	204,108	0.00
Increase Cost: Holiday Pay [Operational Management]	4,485	0.00
Decrease Cost: Print and Mail Adjustment	(142)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(17,729)	0.00
Decrease Cost: OPEB Adjustment	(33,530)	0.00
Decrease Cost: Retirement Adjustment	(45,848)	0.00
Decrease Cost: Motor Pool Adjustment	(49,159)	0.00
Decrease Cost: Lease Payment [Business Support Services]	(62,460)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(4,648,800)	0.00
FY22 RECOMMENDED	**83,590,037**	**211.10**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administrative Automotive Services	3,107,704	2.00	3,049,541	1.50
Business Support Services	15,273,352	35.00	15,293,204	35.00
Heavy Equipment Services	6,081,522	35.50	6,305,111	37.50
Operational Management	35,163,486	18.10	31,248,422	16.10
Public Safety Automotive Services	6,538,493	2.50	6,599,200	3.00
Transit Equipment Services	21,756,862	118.00	21,094,559	118.00
Total	**87,921,419**	**211.10**	**83,590,037**	**211.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
FY22 Recommended	**83,590**	**83,590**	**83,590**	**83,590**	**83,590**	**83,590**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(168)**	**(168)**	**(168)**	**(168)**	**(168)**
Funding to purchase solar electric vehicle chargers in FY22 will be eliminated from the base in the outyears.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**623**	**623**	**623**	**623**	**623**
Restoration of costs that were eliminated in the operating budget development year to return to pre-COVID-19 service delivery levels.						
Retiree Health Insurance Pre-funding	**0**	**(78)**	**(155)**	**(238)**	**(255)**	**(255)**
Shop Lift Replacements	**0**	**(827)**	**(827)**	**(827)**	**(827)**	**(827)**
Replacement of lifts in all shops is funded across FY21 and FY22.						
Labor Contracts	**0**	**445**	**445**	**445**	**445**	**445**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**83,590**	**83,584**	**83,507**	**83,424**	**83,407**	**83,407**

Human Resources

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$317,099,839	67.65

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 FY22 Operating Budget for the Office of Human Resources is $317,099,839, an increase of $14,285,985 or 4.72 percent from the FY21 Approved Budget of $302,813,854. Personnel Costs comprise 2.84 percent of the budget for 65 full-time position(s) and two part-time position(s), and a total of 67.65 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 97.16 percent of the FY22 budget.

The Office of Human Resources Budget is comprised of a General Fund component of $8,203,407 and a Employee Health Benefit Self Insurance Fund component of $308,896,432.

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

- Implementation of an OHR Strategic Plan designed to address service gaps, enhance the customer experience, and strengthen partnerships within the HR Community.

PROGRAM CONTACTS

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

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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Job classification activities completed [1]	166	162	149	159	161
Number of new hire salary equity analyses completed	160	341	197	233	287
Average days to complete new hire salary equity analyses [2]	16	18	16	16	12
Average days to complete non-study job classifications related to hires [3]	N/A	25	18	16	12
Percent of job classifications reviewed/studied within the past 10 years [4]	25%	24%	28%	35%	42%

[1] *Complete data not available prior to FY19*

[2] *Complete data not available prior to FY19*

[3] *Data not available prior to FY20*

[4] *Data not available prior to FY19*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,191,455**	**8.00**
Re-align: OHR Strategic Plan Eliminate MIII Position in Support of Phase I	(123,822)	(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.	(56,729)	0.00
FY22 Recommended	**1,010,904**	**7.00**

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.

In FY21, OHR embarked upon the implementation of a Strategic Plan designed to address service gaps, enhance the customer experience, and strengthen partnerships within the HR Community by repurposing two management level positions into four staff level positions. The repurposed positions will be dedicated to the development and management of process improvement initiatives, data analytics, and OHR performance goals and objectives while serving as a ready resource to support OHR divisions on solving complex business and operational issues.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,135,477**	**21.40**
Enhance: OHR Strategic Plan Implementation: Phase I	399,990	4.00
Re-align: OHR Strategic Plan Eliminate MII Position in Support of Phase I	(141,950)	(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.	134,566	0.00
FY22 Recommended	**3,528,083**	**24.40**

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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Equal Employment Opportunity complaints/inquiries received	184	145	173	180	198
Number of participants in Equal Employment Opportunity and diversity management trainings	1,788	1,288	1,500	1,600	1,700
Percent of Equal Employment Opportunity cases with successful resolution	37%	26%	32%	38%	45%
Percent of trainings that are customized for departments [1]	34%	41%	45%	49%	54%

1

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**452,671**	**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.	(13,865)	0.00
FY22 Recommended	**438,806**	**3.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of employees enrolled in Virgin Pulse wellness program	5,881	6,081	6,300	6,087	6,200
Percent of employees actively engaged in Virgin Pulse wellness program	63%	51%	49%	54%	58%
Percent of Virgin Pulse wellness program users whose chronic disease risk decreases	82%	82%	79%	82%	85%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**293,256,717**	**14.35**
Increase Cost: Claims Expenditure Adjustment	13,824,371	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.	121,004	0.00
FY22 Recommended	**307,202,092**	**14.35**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of mandatory incumbent physical exams performed by Occupational Medical Services	3,050	2,424	2,545	3,000	3,150
Number of candidates processed for medical clearances	2,174	1,808	1,898	2,150	2,258
Percent of medical encounters processed within five days of visit	70%	74%	78%	82%	85%
Average patient length of stay from sign in to discharge (minutes)	71	70	70	70	70
Percent of mandatory incumbent physical exams completed within required timeline	72%	78%	80%	85%	90%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,175,703**	**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.	30,585	0.00
FY22 Recommended	**2,206,288**	**2.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of people hired	1,369	1,382	1,173	1,308	1,345
Percent of vacancies filled within target duration	40%	51%	70%	80%	85%
Average number of days to fill a vacant County position	104	108	89	84	79
Percent of new hires who are racial minorities (compared to county labor force: 56%)	57%	57%	56%	56%	56%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,579,763**	**10.40**

FY22 Recommended Changes	Expenditures	FTEs
Re-align: Disability Employment Initiative	188,851	2.00
Shift: Community Grants Moved from Community Grants Non Departmental Account to OHR's Base Budget for The Ivymount School, Inc	40,000	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.	18,094	0.00
FY22 Recommended	**1,826,708**	**12.40**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of training classes offered	743	745	750	750	750
Percent of employees who participate in at least two non-mandatory training/development programs [1]	3.5%	19.5%	15.0%	15.0%	15.0%
Percent of training courses geared toward leadership development	3.8%	4.0%	4.0%	4.0%	4.0%
Percent of computer skills trainees who report applying skills to current position	94%	98%	95%	95%	95%

[1] *Data not available prior to FY19*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,022,068**	**4.50**
Reduce: Tuition Assistance	(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.	14,890	0.00
FY22 Recommended	**886,958**	**4.50**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,198,523	4,235,292	4,009,798	4,722,473	11.5 %
Employee Benefits	1,189,130	1,153,426	1,048,725	1,191,427	3.3 %
County General Fund Personnel Costs	**5,387,653**	**5,388,718**	**5,058,523**	**5,913,900**	**9.7 %**
Operating Expenses	3,241,778	2,454,076	2,282,342	2,289,507	-6.7 %
Capital Outlay	18,974	0	0	0	—
County General Fund Expenditures	**8,648,405**	**7,842,794**	**7,340,865**	**8,203,407**	**4.6 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PERSONNEL					
Full-Time	68	61	61	65	6.6 %
Part-Time	2	2	2	2	—
FTEs	45.00	39.80	39.80	43.80	10.1 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

EMPLOYEE HEALTH SELF INSURANCE

EXPENDITURES					
Salaries and Wages	2,468,573	2,320,206	2,254,461	2,412,318	4.0 %
Employee Benefits	626,707	679,153	564,600	688,042	1.3 %
Employee Health Self Insurance Personnel Costs	**3,095,280**	**2,999,359**	**2,819,061**	**3,100,360**	**3.4 %**
Operating Expenses	258,270,598	291,971,701	272,597,325	305,796,072	4.7 %
Employee Health Self Insurance Expenditures	**261,365,878**	**294,971,060**	**275,416,386**	**308,896,432**	**4.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.65	23.85	23.85	23.85	—
REVENUES					
Investment Income	98,546	118,600	5,750	1,660	-98.6 %
Medicaid/Medicare Reimbursement	0	31,037,577	31,037,577	34,923,652	12.5 %
Other Charges/Fees	9,178,489	0	0	0	—
Other Intergovernmental	0	8,357,060	8,357,060	8,419,282	0.7 %
Self Insurance Employee Health Income	60,940,593	255,584,170	252,160,320	265,553,498	3.9 %
Employee Health Self Insurance Revenues	**70,217,628**	**295,097,407**	**291,560,707**	**308,898,092**	**4.7 %**

DEPARTMENT TOTALS

Total Expenditures	**270,014,283**	**302,813,854**	**282,757,251**	**317,099,839**	**4.7 %**
Total Full-Time Positions	**68**	**61**	**61**	**65**	**6.6 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**68.65**	**63.65**	**63.65**	**67.65**	**6.3 %**
Total Revenues	**70,217,628**	**295,097,407**	**291,560,707**	**308,898,092**	**4.7 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**7,842,794**	**39.80**
Changes (with service impacts)		
Enhance: OHR Strategic Plan Implementation: Phase I [Director's Office]	399,990	4.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Reduce: Tuition Assistance [Training and Organizational Development]	(150,000)	0.00
Other Adjustments (with no service impacts)		
Re-align: Disability Employment Initiative [Recruitment and Selection]	188,851	2.00
Increase Cost: FY21 Compensation Adjustment	118,859	0.00
Increase Cost: FY22 Compensation Adjustment	41,656	0.00
Shift: Community Grants Moved from Community Grants Non Departmental Account to OHR's Base Budget for The Ivymount School, Inc [Recruitment and Selection]	40,000	0.00
Decrease Cost: Print and Mail Adjustment	(4,569)	0.00
Decrease Cost: Retirement Adjustment	(8,402)	0.00
Re-align: OHR Strategic Plan Eliminate MIII Position in Support of Phase I [Business Operations and Performance]	(123,822)	(1.00)
Re-align: OHR Strategic Plan Eliminate MII Position in Support of Phase I [Director's Office]	(141,950)	(1.00)
FY22 RECOMMENDED	**8,203,407**	**43.80**

EMPLOYEE HEALTH SELF INSURANCE

FY21 ORIGINAL APPROPRIATION	**294,971,060**	**23.85**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	13,824,371	0.00
Increase Cost: FY21 Compensation Adjustment	70,199	0.00
Increase Cost: FY22 Compensation Adjustment	24,975	0.00
Increase Cost: Retirement Adjustment	5,827	0.00
FY22 RECOMMENDED	**308,896,432**	**23.85**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**0**	**0.00**
FY22 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Business Operations and Performance	1,191,455	8.00	1,010,904	7.00
Director's Office	3,135,477	21.40	3,528,083	24.40
EEO Compliance and Diversity Management	452,671	3.00	438,806	3.00
Health & Employee Welfare	293,256,717	14.35	307,202,092	14.35
Occupational Medical Services	2,175,703	2.00	2,206,288	2.00
Recruitment and Selection	1,579,763	10.40	1,826,708	12.40
Training and Organizational Development	1,022,068	4.50	886,958	4.50

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Total	**302,813,854**	**63.65**	**317,099,839**	**67.65**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,609,896	0.00	1,612,860	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	26,939	0.20	27,152	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	187,929	0.40	155,299	0.40
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	26,390	0.00	9,690	0.00
	Total	**1,851,154**	**0.60**	**1,805,001**	**0.60**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**8,203**	**8,203**	**8,203**	**8,203**	**8,203**	**8,203**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**91**	**91**	**91**	**91**	**91**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,203**	**8,294**	**8,294**	**8,294**	**8,294**	**8,294**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY22 Recommended	**308,896**	**308,896**	**308,896**	**308,896**	**308,896**	**308,896**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**53**	**53**	**53**	**53**	**53**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**308,896**	**308,949**	**308,949**	**308,949**	**308,949**	**308,949**

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Human Rights

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$1,772,307	11.60

JAMES STOWE, DIRECTOR

MISSION STATEMENT

The mission of the Office of Human Rights is to enforce the County's worker protection laws and anti-discrimination laws in housing, commercial real estate, employment, public accommodations, and intimidation; the Office also promotes the increased understanding and tolerance among diverse groups.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Office of Human Rights is $1,772,307, an increase of $387,615 or 27.99 percent from the FY21 Approved Budget of $1,384,692. Personnel Costs comprise 82.79 percent of the budget for 11 full-time position(s) and no part-time position(s), and a total of 11.60 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 17.21 percent of the FY22 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

- Advance racial equity and social justice through the creation of two Investigator positions in the Office of Human Rights.
- Provide funding for education and outreach campaigns in support of racial equity and social justice in addition to support of Council Bill 35-20, Human Rights and Civil Liberties -Fair Criminal Record Screen Standards - Amendments and Bill 49-20, Human Rights and Civil Liberties - Discrimination in Rental Housing - Fair Criminal History and Credit Screenings (Housing Justice Act).

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 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

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**246,598**	**1.00**
Increase Cost: Education and Outreach Campaign	154,000	0.00
Increase Cost: Biennial Hall of Fame Event	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.	85,128	0.00
FY22 Recommended	**488,226**	**1.00**

Community Mediation and Public Affairs

This program supports and promotes the Human Rights Commission and Committee Against Hate Violence, Interagency Fair Housing Coordinating Group, and the Commission on Reconciliation and Remembrance in 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Human Rights Commission meetings facilitated	12	10	12	12	12
Overall satisfaction of Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.8	4.9	4.8	4.8	4.8

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**48,391**	**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.	49	0.00
FY22 Recommended	**48,440**	**0.50**

Compliance

This program investigates and resolves formal complaints of worker protection violations and 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of human rights compliance cases processed	266	201	200	230	250
Percent of cases that have completed their investigation within 15 months	95%	97%	96%	96%	96%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	100.0%	99.7%	100.0%	100.0%	100.0%
Percent of cases in backlog status (cases not closed within 15 months)	5%	3%	3%	3%	3%
Percent of referred cases that are mediated successfully	65%	75%	65%	65%	65%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**918,491**	**6.00**
Increase Cost: Investigator II Positions	158,621	2.00
Increase Cost: Multilingual Pay and Overtime	14,160	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.	(50,730)	0.00
FY22 Recommended	**1,040,542**	**8.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of fair housing workshops and public education programs hosted	3	1	3	3	3
Number of fair housing education ads on Ride On Buses	50	N/A	50	50	50
Number of human rights and fair housing program ads played in movie theater previews	105,204	N/A	50,000	100,000	100,000

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**171,212**	**2.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	23,887	0.00
FY22 Recommended	**195,099**	**2.10**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	900,042	975,568	861,448	1,164,726	19.4 %
Employee Benefits	259,836	271,999	230,181	302,568	11.2 %
County General Fund Personnel Costs	**1,159,878**	**1,247,567**	**1,091,629**	**1,467,294**	**17.6 %**
Operating Expenses	150,751	137,125	87,125	305,013	122.4 %
County General Fund Expenditures	**1,310,629**	**1,384,692**	**1,178,754**	**1,772,307**	**28.0 %**
PERSONNEL					
Full-Time	8	9	9	11	22.2 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	8.60	9.60	9.60	11.60	20.8 %
REVENUES					
EEOC Reimbursement	0	59,200	59,200	59,200	—
County General Fund Revenues	**0**	**59,200**	**59,200**	**59,200**	**—**

FY22 RECOMMENDED CHANGES

		Expenditures	FTEs
COUNTY GENERAL FUND			
	FY21 ORIGINAL APPROPRIATION	**1,384,692**	**9.60**
Other Adjustments (with no service impacts)			
Increase Cost: Investigator II Positions [Compliance]		158,621	2.00
Increase Cost: Education and Outreach Campaign [Administration]		154,000	0.00
Increase Cost: Annualization of FY21 Lapsed Positions		25,039	0.00
Increase Cost: FY21 Compensation Adjustment		20,293	0.00
Increase Cost: Multilingual Pay and Overtime [Compliance]		14,160	0.00
Increase Cost: FY22 Compensation Adjustment		8,171	0.00
Increase Cost: Motor Pool Adjustment		2,747	0.00
Increase Cost: Biennial Hall of Fame Event [Administration]		2,500	0.00
Increase Cost: Retirement Adjustment		1,443	0.00
Increase Cost: Print and Mail Adjustment		641	0.00
	FY22 RECOMMENDED	**1,772,307**	**11.60**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	246,598	1.00	488,226	1.00
Community Mediation and Public Affairs	48,391	0.50	48,440	0.50
Compliance	918,491	6.00	1,040,542	8.00
Fair Housing	171,212	2.10	195,099	2.10
Total	**1,384,692**	**9.60**	**1,772,307**	**11.60**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**1,772**	**1,772**	**1,772**	**1,772**	**1,772**	**1,772**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY22	**0**	**50**	**50**	**50**	**50**	**50**
New positions in the FY22 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.						
Elimination of One-Time Items Recommended in FY22	**0**	**(8)**	**(8)**	**(8)**	**(8)**	**(8)**
Items recommended for one-time funding in FY22, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Biennial Hall of Fame Event	**0**	**(3)**	**0**	**(3)**	**0**	**(3)**
This Biennial event recognizes Montgomery County residents who have made personal sacrifices that positively impacted County human rights issues.						
Labor Contracts	**0**	**21**	**21**	**21**	**21**	**21**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,772**	**1,831**	**1,834**	**1,831**	**1,834**	**1,831**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY22 Recommended		FY23 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Investigator II Grade 23 Position	50,207	1.00	100,414	1.00
Total	**50,207**	**1.00**	**100,414**	**1.00**

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Intergovernmental Relations

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$1,165,687	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; prepare the annual Federal priorities request; and to be the liaison with State Government, and 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 FY22 Operating Budget for the Office of Intergovernmental Relations is $1,165,687, an increase of $13,924 or 1.21 percent from the FY21 Approved Budget of $1,151,763. Personnel Costs comprise 82.28 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 17.72 percent of the FY22 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 Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **An Affordable, Welcoming County for a Lifetime**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Enhanced the Office's Legislative Tracking System to maximize its workflow and public information capabilities, as well as reducing publication costs by placing more information on the web and producing fewer hard copies

- Subscribed to the Federal Funds Information for States (FFIS) service that was shared with our County Partners
- Utilized a University of Maryland (UMD)/Shady Grove intern during the legislative session
- Maximized telecommuting and compressed work schedules and utilized Microsoft (MS) Teams and other technology for meetings
- Expanded the use of the Politico and Politico Pro subscription service which provides the County with in-depth analysis of policies essential to understanding the federal landscape and advancing County priorities

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 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	511	548	528	528	528
Number of formal position statements prepared [2]	303	174	254	254	254
Percent of State legislative package where Intergovernmental Relations position prevailed	100%	100%	100%	100%	100%
Percent of State priorities fully realized	88%	100%	100%	100%	100%
Total direct State aid ($ millions) [3]	$803	$856	$900	$900	$900
Total State retirement payments ($ millions)	170	177	171	171	171

[1] *Projections are based on the mathematical average of the last three years' actual figures.*

[2] *Projections are based on the mathematical average of the last three years' numbers rounded to the nearest 5. The number of formal position statements decreased in FY20 due to the coronavirus pandemic. As a result, the 2020 General Assembly Session adjourned March 18, 2020. It was scheduled to end April 6, 2020.*

[3] *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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	771,256	759,146	772,202	780,279	2.8 %
Employee Benefits	186,149	175,889	164,207	178,860	1.7 %
County General Fund Personnel Costs	**957,405**	**935,035**	**936,409**	**959,139**	**2.6 %**
Operating Expenses	272,867	201,393	59,746	191,213	-5.1 %
County General Fund Expenditures	**1,230,272**	**1,136,428**	**996,155**	**1,150,352**	**1.2 %**
PERSONNEL					
Full-Time	5	5	5	5	—
Part-Time	0	0	0	0	—
FTEs	5.30	5.30	5.30	5.30	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	16,611	15,335	15,335	15,335	—
Grant Fund - MCG Expenditures	**16,611**	**15,335**	**15,335**	**15,335**	**—**
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	16,611	15,335	15,335	15,335	—
Grant Fund - MCG Revenues	**16,611**	**15,335**	**15,335**	**15,335**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**1,246,883**	**1,151,763**	**1,011,490**	**1,165,687**	**1.2 %**
Total Full-Time Positions	**5**	**5**	**5**	**5**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**5.30**	**5.30**	**5.30**	**5.30**	**—**
Total Revenues	**16,611**	**15,335**	**15,335**	**15,335**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**1,136,428**	**5.30**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	15,423	0.00
Increase Cost: FY22 Compensation Adjustment	5,741	0.00
Increase Cost: Annualization of FY21 Personnel Costs	2,797	0.00
Increase Cost: Retirement Adjustment	143	0.00
Decrease Cost: Print and Mail Adjustment	(3)	0.00
Decrease Cost: Professional Services [Intergovernmental Relations]	(10,177)	0.00
FY22 RECOMMENDED	**1,150,352**	**5.30**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**15,335**	**0.00**
FY22 RECOMMENDED	**15,335**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**1,150**	**1,150**	**1,150**	**1,150**	**1,150**	**1,150**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**12**	**12**	**12**	**12**	**12**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,150**	**1,162**	**1,162**	**1,162**	**1,162**	**1,162**

Intergovernmental Relations

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$1,165,687	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; prepare the annual Federal priorities request; and to be the liaison with State Government, and 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 FY22 Operating Budget for the Office of Intergovernmental Relations is $1,165,687, an increase of $13,924 or 1.21 percent from the FY21 Approved Budget of $1,151,763. Personnel Costs comprise 82.28 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 17.72 percent of the FY22 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 Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **An Affordable, Welcoming County for a Lifetime**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Enhanced the Office's Legislative Tracking System to maximize its workflow and public information capabilities, as well as reducing publication costs by placing more information on the web and producing fewer hard copies

- Subscribed to the Federal Funds Information for States (FFIS) service that was shared with our County Partners
- Utilized a University of Maryland (UMD)/Shady Grove intern during the legislative session
- Maximized telecommuting and compressed work schedules and utilized Microsoft (MS) Teams and other technology for meetings
- Expanded the use of the Politico and Politico Pro subscription service which provides the County with in-depth analysis of policies essential to understanding the federal landscape and advancing County priorities

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 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	511	548	528	528	528
Number of formal position statements prepared [2]	303	174	254	254	254
Percent of State legislative package where Intergovernmental Relations position prevailed	100%	100%	100%	100%	100%
Percent of State priorities fully realized	88%	100%	100%	100%	100%
Total direct State aid ($ millions) [3]	$803	$856	$900	$900	$900
Total State retirement payments ($ millions)	170	177	171	171	171

[1] *Projections are based on the mathematical average of the last three years' actual figures.*

[2] *Projections are based on the mathematical average of the last three years' numbers rounded to the nearest 5. The number of formal position statements decreased in FY20 due to the coronavirus pandemic. As a result, the 2020 General Assembly Session adjourned March 18, 2020. It was scheduled to end April 6, 2020.*

[3] *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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	771,256	759,146	772,202	780,279	2.8 %
Employee Benefits	186,149	175,889	164,207	178,860	1.7 %
County General Fund Personnel Costs	**957,405**	**935,035**	**936,409**	**959,139**	**2.6 %**
Operating Expenses	272,867	201,393	59,746	191,213	-5.1 %
County General Fund Expenditures	**1,230,272**	**1,136,428**	**996,155**	**1,150,352**	**1.2 %**
PERSONNEL					
Full-Time	5	5	5	5	—
Part-Time	0	0	0	0	—
FTEs	5.30	5.30	5.30	5.30	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	16,611	15,335	15,335	15,335	—
Grant Fund - MCG Expenditures	**16,611**	**15,335**	**15,335**	**15,335**	**—**
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	16,611	15,335	15,335	15,335	—
Grant Fund - MCG Revenues	**16,611**	**15,335**	**15,335**	**15,335**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**1,246,883**	**1,151,763**	**1,011,490**	**1,165,687**	**1.2 %**
Total Full-Time Positions	**5**	**5**	**5**	**5**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**5.30**	**5.30**	**5.30**	**5.30**	**—**
Total Revenues	**16,611**	**15,335**	**15,335**	**15,335**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**1,136,428**	**5.30**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	15,423	0.00
Increase Cost: FY22 Compensation Adjustment	5,741	0.00
Increase Cost: Annualization of FY21 Personnel Costs	2,797	0.00
Increase Cost: Retirement Adjustment	143	0.00
Decrease Cost: Print and Mail Adjustment	(3)	0.00
Decrease Cost: Professional Services [Intergovernmental Relations]	(10,177)	0.00
FY22 RECOMMENDED	**1,150,352**	**5.30**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**15,335**	**0.00**
FY22 RECOMMENDED	**15,335**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**1,150**	**1,150**	**1,150**	**1,150**	**1,150**	**1,150**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**12**	**12**	**12**	**12**	**12**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,150**	**1,162**	**1,162**	**1,162**	**1,162**	**1,162**

Labor Relations

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$1,605,890	8.00

JENNIFER HARLING, 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 FY22 Operating Budget for the Office of Labor Relations is $1,605,890, an increase of $100,220 or 6.66 percent from the FY21 Approved Budget of $1,505,670. Personnel Costs comprise 76.14 percent of the budget for eight full-time position(s) and no part-time position(s), and a total of 8.00 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 23.86 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:

- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Jennifer Harling of the Office of Labor Relations at 240.777.5073 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). 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of Labor Management Relations Committee (LMRC) meetings held with the three County employee unions (MCGEO, FOP, and IAFF)	N/A	N/A	N/A	48	N/A
Percent of Labor Management Relations Committee (LMRC) meetings attended by an Office of Labor Relations representantive	N/A	N/A	N/A	50%	50%
Percent of grievances by a bargaining unit resolved without the intervention of a third party	N/A	N/A	N/A	75%	75%
Number of trainings on labor relations offered to County employees	N/A	N/A	N/A	8	8
Number of County employees that attended trainings on labor relations [1]	N/A	N/A	N/A	N/A	N/A

[1] *This Office was established for FY21 with new performance measures and is currently developing its FY21-23 projections and targets; Data prior to FY21 may be unavailable.*

PROGRAM DESCRIPTIONS

Labor Relations

The Office of Labor Relations (OLR) administers the County's labor and employee relations programs. These include conducting collective bargaining with the three County unions and volunteer Firefighters; 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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	899,060	867,557	990,865	10.2 %
Employee Benefits	0	228,580	206,692	231,827	1.4 %
County General Fund Personnel Costs	**0**	**1,127,640**	**1,074,249**	**1,222,692**	**8.4 %**
Operating Expenses	0	378,030	378,030	383,198	1.4 %
County General Fund Expenditures	**0**	**1,505,670**	**1,452,279**	**1,605,890**	**6.7 %**
PERSONNEL					
Full-Time	0	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	0.00	8.00	8.00	8.00	—

FY22 RECOMMENDED CHANGES

		Expenditures	FTEs
COUNTY GENERAL FUND			
	FY21 ORIGINAL APPROPRIATION	**1,505,670**	**8.00**
Other Adjustments (with no service impacts)			
Increase Cost: Annualization of FY21 Personnel Costs		56,679	0.00
Increase Cost: FY21 Compensation Adjustment		26,147	0.00
Increase Cost: FY22 Compensation Adjustment		9,871	0.00
Increase Cost: Print and Mail Adjustment		5,168	0.00
Increase Cost: Retirement Adjustment		2,355	0.00
	FY22 RECOMMENDED	**1,605,890**	**8.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**1,606**	**1,606**	**1,606**	**1,606**	**1,606**	**1,606**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**19**	**19**	**19**	**19**	**19**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,606**	**1,625**	**1,625**	**1,625**	**1,625**	**1,625**

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Management and Budget

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$6,418,437	41.25

JENNIFER BRYANT, 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 and supports the goals of advancing Racial Equity and Social Justice as well as addressing climate change. 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 polices and Council appropriations, consistent with the County Charter.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Office of Management and Budget is $6,418,437, an increase of $37,675 or 0.59 percent from the FY21 Approved Budget of $6,380,762. Personnel Costs comprise 95.62 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 4.38 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:

- **Effective, Sustainable Government**

PROGRAM CONTACTS

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

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Public engagement with budget: Attendance at budget forums [1]	560	N/A	500	500	500
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient [2]	96.8%	96.8%	96.8%	96.8%	96.8%
Percent of staff satisfied with usefulness of OMB IT systems [3]	85%	N/A	N/A	87%	90%

[1] *In person budget forums were suspended in 2020 due to social distancing restrictions related to COVID-19, and budget forums transitioned to an online platform.*

[2] *The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g. FY20 GFOA results apply to FY21 budget document, which was prepared during FY20).*

[3] *Survey not administered in FY20 or FY21 due to outcome budgeting implementation and COVID-19*

PROGRAM DESCRIPTIONS

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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,697,178	4,916,789	4,106,495	4,962,657	0.9 %
Employee Benefits	1,079,095	1,172,812	1,041,667	1,174,474	0.1 %
County General Fund Personnel Costs	**4,776,273**	**6,089,601**	**5,148,162**	**6,137,131**	**0.8 %**
Operating Expenses	213,368	291,161	264,644	281,306	-3.4 %
County General Fund Expenditures	**4,989,641**	**6,380,762**	**5,412,806**	**6,418,437**	**0.6 %**
PERSONNEL					
Full-Time	33	41	41	41	—
Part-Time	1	1	1	1	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
FTEs	33.25	41.25	41.25	41.25	—

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**6,380,762**	**41.25**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	128,970	0.00
Increase Cost: FY22 Compensation Adjustment	45,554	0.00
Increase Cost: Print and Mail Adjustment	5,145	0.00
Increase Cost: Retirement Adjustment	621	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(15,000)	0.00
Decrease Cost: Increase lapse [Fiscal, Policy, and Performance Analysis]	(127,615)	0.00
FY22 RECOMMENDED	**6,418,437**	**41.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	99,619	0.50	99,619	0.50

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**6,418**	**6,418**	**6,418**	**6,418**	**6,418**	**6,418**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(128)**	**(128)**	**(128)**	**(128)**	**(128)**
Items recommended for one-time funding in FY22, including (fill in major item names based on your Competition List), will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**99**	**99**	**99**	**99**	**99**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,418**	**6,389**	**6,389**	**6,389**	**6,389**	**6,389**

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Procurement

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$4,933,283	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 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 recommended FY22 Operating Budget for the Office of Procurement is $4,933,283, an increase of $132,209 or 2.75 percent from the FY21 Approved Budget of $4,801,074. Personnel Costs comprise 92.65 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 7.35 percent of the FY22 budget.

COUNTY PRIORITY OUTCOMES

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

- **A Growing Economy**
- **Effective, Sustainable Government**

INITIATIVES

- Launched a PROjection forecast webpage for upcoming procurement opportunities and enhancing the information available on

that site.

- Developing PROactive launch button to assist contract administrators proactively begin the solicitation replacement cycle.
- Developing 'How To' videos on navigating the PRO website.
- Implementing and rebranding of the PRO website to improve the customer experience through easy navigation and intuitive access to information.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Procurement received three distinguished achievement awards from The National Association of Counties (NACo) in the categories of Information Technology and Transportation. They are Visualizing the Solicitation Process with Kanban, Solicitation Tracker - Transparency in Public Procurement and Construction Manager at Risk (CMAR) Project Delivery System.
- Reduced Invitation For Bid (IFB) Boilerplate from 39 pages to 24 pages, a 38 percent reduction.
- Implemented the Local Small Business Reserve Program (LSBRP) amendment bill (39-19) to include non-profit organizations and increase the goal from 20% to 25% and the new Local Business Preference Program Legislation (25-19E).
- Developed reverse trade show targeting specific industries to meet with using department decision makers & partnered with department stakeholders to initiate a University of Maryland graduate student research project - Green Procurement Opportunities for Montgomery County.
- Implemented Microsoft Teams channels and e-signature for PRO Telework.
- Piloted eprocurement with a multi-award Local Small Business Reserve Program (LSBRP) technology solicitation and will continue to expand the pilot.

PROGRAM CONTACTS

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.

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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	24.4%	22.9%	23.0%	23.0%	23.0%
Business Relations and Compliance: Percent of contract dollars awarded to LSBs	27.4%	27.8%	26.0%	26.0%	26.0%
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	$68,619	$80,920	$50,000	$50,000	$50,000

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,443,705**	**9.50**
Increase Cost: Reclassification From MIII to MII	6,724	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.	(2,434)	0.00
FY22 Recommended	**1,447,995**	**9.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of procurements completed in agreed upon time [1]	87%	80%	82%	84%	86%

[1] *This figure represents the average for the following: Invitation For Bid - 74%; Request For Proposals - 76%; and Construction - 91% for FY20.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,150,889**	**24.40**
Increase Cost: Licenses - Additional TW funds	12,475	0.00
Increase Cost: Adobe & O365 License for e-signatures & Telework for Additional New Staff	5,000	0.00
Increase Cost: Enterprise License	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.	102,000	0.00
FY22 Recommended	**3,272,864**	**24.40**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**206,480**	**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.	5,944	0.00
FY22 Recommended	**212,424**	**4.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,549,508	3,462,246	3,001,686	3,576,423	3.3 %
Employee Benefits	932,810	996,748	853,479	994,391	-0.2 %
County General Fund Personnel Costs	**3,482,318**	**4,458,994**	**3,855,165**	**4,570,814**	**2.5 %**
Operating Expenses	380,144	342,080	524,328	362,469	6.0 %
County General Fund Expenditures	**3,862,462**	**4,801,074**	**4,379,493**	**4,933,283**	**2.8 %**
PERSONNEL					
Full-Time	35	38	38	38	—
Part-Time	2	2	2	2	—
FTEs	34.90	37.90	37.90	37.90	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	6,385	0	0	0	—
Grant Fund - MCG Expenditures	**6,385**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
DEPARTMENT TOTALS					
Total Expenditures	**3,868,847**	**4,801,074**	**4,379,493**	**4,933,283**	**2.8 %**
Total Full-Time Positions	**35**	**38**	**38**	**38**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**34.90**	**37.90**	**37.90**	**37.90**	**—**
Total Revenues	**0**	**0**	**0**	**0**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**4,801,074**	**37.90**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	81,350	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY22 Compensation Adjustment	36,607	0.00
Increase Cost: Licenses - Additional TW funds [Procurement Operations]	12,475	0.00
Increase Cost: Reclassification From MIII to MII [Business Relations and Compliance]	6,724	0.00
Increase Cost: Adobe & O365 License for e-signatures & Telework for Additional New Staff [Procurement Operations]	5,000	0.00
Increase Cost: Annualization of FY21 Personnel Costs	3,524	0.00
Increase Cost: Enterprise License [Procurement Operations]	2,500	0.00
Increase Cost: Print and Mail Adjustment	1,914	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(1,500)	0.00
Decrease Cost: Retirement Adjustment	(16,385)	0.00
FY22 RECOMMENDED	**4,933,283**	**37.90**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Business Relations and Compliance	1,443,705	9.50	1,447,995	9.50
Procurement Operations	3,150,889	24.40	3,272,864	24.40
Procurement Services	206,480	4.00	212,424	4.00
Total	**4,801,074**	**37.90**	**4,933,283**	**37.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	42,976	0.30	46,528	0.30
Parking District Services	Bethesda Parking	5,765	0.05	5,813	0.05
Parking District Services	Silver Spring Parking	5,765	0.05	5,813	0.05
Transit Services	Mass Transit	28,650	0.20	31,019	0.20
Recycling and Resource Management	Solid Waste Disposal	71,626	0.50	77,547	0.50
	Total	**154,782**	**1.10**	**166,720**	**1.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
FY22 Recommended	**4,933**	**4,933**	**4,933**	**4,933**	**4,933**	**4,933**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**81**	**81**	**81**	**81**	**81**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,933**	**5,015**	**5,015**	**5,015**	**5,015**	**5,015**

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Racial Equity and Social Justice

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$1,001,712	6.00

TIFFANY WARD, CHIEF EQUITY OFFICER

MISSION STATEMENT

To establish Racial Equity and Social Justice (RESJ) as a core principle in all County decision making. The Office of Racial Equity and Social Justice will work with all County departments to ensure race is not a predictor of outcomes for Montgomery County residents. The office will assist departments to self-examine their own policies, procedures, and practices to determine if they are creating or exacerbating current racial disparities in the County. The office will also 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 recommended FY22 Operating Budget for the Office of Racial Equity and Social Justice is $1,001,712 an increase of $420,408 or 72.32 percent from the FY21 Approved Budget of $581,304. Personnel Costs comprise 73.02 percent of the budget for six full-time position(s) and no part-time position(s), and a total of 6.00 FTEs. Operating Expenses account for the remaining 26.98 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:

- **Effective, Sustainable Government**

INITIATIVES

- Add two positions to advance the implementation of Bill 27-19, the Racial Equity and Social Justice Law.

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 PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Number of County employees who have completed Racial Equity Training	N/A	N/A	N/A	N/A	N/A
Percent of County departments with a Racial Equity and Social Justice Lead established	N/A	N/A	N/A	N/A	N/A
Number of pieces of legislation with Racial Equity and Social Justice impact statements completed	N/A	N/A	N/A	N/A	N/A
Percent of County departments with a Racial Equity Action Plan completed [1]	N/A	N/A	N/A	N/A	N/A

[1] *This Office was established for FY21 with new performance measures and is currently developing its FY21-23 projections and targets; Data prior to FY21 may be unavailable.*

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 law mandates 1) the creation of an Office of Racial Equity and Social Justice, 2) that all County employees receive racial equity training, and 3) that all departments examine their policies, procedures, and protocols for racial inequities. In December 2020, the County Council passed Bill 44-20 that requires the office of RESJ to provide a racial equity analysis of supplemental appropriations as well as a racial equity analysis of the Montgomery County School System's operating and capital budgets.

The Office of Racial Equity and Social Justice will partner with Montgomery County departments and regional and national non-profit organizations to accomplish the following actions mandated by 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 based 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 on 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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	248,256	277,358	595,672	139.9 %
Employee Benefits	0	56,048	65,043	135,748	142.2 %
County General Fund Personnel Costs	**0**	**304,304**	**342,401**	**731,420**	**140.4 %**
Operating Expenses	0	277,000	215,550	270,292	-2.4 %
County General Fund Expenditures	**0**	**581,304**	**557,951**	**1,001,712**	**72.3 %**
PERSONNEL					
Full-Time	0	2	2	6	200.0 %
Part-Time	0	0	0	0	—
FTEs	0.00	2.00	2.00	6.00	200.0 %

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**581,304**	**2.00**
Changes (with service impacts)		
Add: Two positions in Mid-Year FY21 via Executive Supplemental - Council Resolution #19-559 [Office of Racial Equity and Social Justice]	242,263	2.00
Add: Enhance Analysis of Racial Equity Data, Trends and Research to Facilitate Improved Consideration of Racial Equity Issues in Budget and Other Government Processes [Office of Racial Equity and Social Justice]	181,906	2.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY21 Personnel Costs	6,598	0.00
Increase Cost: FY21 Compensation Adjustment	4,960	0.00
Increase Cost: FY22 Compensation Adjustment	1,493	0.00
Increase Cost: Print and Mail Adjustment	1,292	0.00
Increase Cost: Retirement Adjustment	930	0.00
Decrease Cost: Reclassification of a position (Community Outreach Manager - G28) [Office of Racial Equity and Social Justice]	(3,034)	0.00
Re-align: Shift funding for the Racial Equity and Social Justice Advisory Committee (8 public Members) to the NDA - Boards, Committees and Commissions account. [Office of Racial Equity and Social Justice]	(16,000)	0.00
FY22 RECOMMENDED	**1,001,712**	**6.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**1,002**	**1,002**	**1,002**	**1,002**	**1,002**	**1,002**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY22	**0**	**56**	**56**	**56**	**56**	**56**
New positions in the FY22 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.						
Elimination of One-Time Items Recommended in FY22	**0**	**(8)**	**(8)**	**(8)**	**(8)**	**(8)**
Items recommended for one-time funding in FY22, including computer and furniture for two additional positions, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**5**	**5**	**5**	**5**	**5**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,002**	**1,055**	**1,055**	**1,055**	**1,055**	**1,055**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY22 Recommended		FY23 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager II	86,953	1.00	115,024	1.00
Program Manager II	86,953	1.00	115,024	1.00
Total	**173,906**	**2.00**	**230,048**	**2.00**

Technology Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$44,642,174	166.25

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 fashion to reduce service times, avoid inflated costs, reduce information security risk, and improve the quality of County services through automation-assisted process improvement. The department facilitates business and reengineering processes to improve legacy workflow and streamline services to our customers.

- DTS is responsive by providing measurable 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 partners including 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 community digital equity initiatives.

- DTS is innovative as it identifies and implements technology solutions to address business needs that enhance value and enable continuous measurable improvement.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Department of Technology Services is $44,642,174, an increase of $1,313,396 or 3.03 percent from the FY21 Approved Budget of $43,328,778. Personnel Costs comprise 52.06 percent of the budget for 168 full-time position(s) and two part-time position(s), and a total of 166.25 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 47.94 percent of the FY22 budget.

Additional support for DTS programs are 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

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

- **Thriving Youth and Families**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

INITIATIVES

- The Device Client Management (DCM) program intends to complete the replacement of up to 3,000 devices, primarily laptops, for eligible employees. Increase funding to allow the County to establish a 5-year PC replacement policy in contrast to the current 6.5-year policy.
- Create a DTS training strategic plan and associated role-based learning paths, create training content, adopt vendor-based content, and manage the registration process to increase skills, knowledge, and adoption towards strategic priorities departmentally and organizationally. The plan encompasses Microsoft, Oracle, DTS Internal and other IT training portfolios, including training required during IT projects or implementations.
- Implement FiberNet3, a third-generation network design which impacts the speed in which digital information travels. FiberNet3 builds on the long-term success of County-owned fiber optic communications infrastructure to provide critical infrastructure for next generation communications and access to cloud services. Planned upgrades address emerging and long-term needs including: essential equipment and technology refreshes, an increased capacity to support growing bandwidth demands, and design enhancements to expand the breadth of service offerings. FiberNet3 upgrade objectives include: increased capacity access; flexible transport services over Montgomery County Public Libraries and Dense Wavelength Division Multiplexing (DWDN) technology; Tier IV data center connection; more resilient internet services; direct connections to cloud-based service; enhanced quality of service for critical unified communications (VOIP, Video); support for new customer technologies and emergency demand; and growth opportunities for the County.
- Provide Change Management support on enterprise IT projects or implementations that are new or currently in progress.
- Lead business process re-engineering efforts in departmental and enterprise-wide projects and initiatives to increase efficiencies and better support our residents.
- Develop internal training to prevent data leakage, or the transmission of private or sensitive data with unauthorized parties. This training will prepare users to utilize controls and permissions in the MCG data sharing platforms (OneDrive, SharePoint, Teams) to specify user access and prevent unauthorized data access.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Developed several constituent-facing web applications aimed at providing resources to residents and small businesses impacted by the COVID-19 pandemic. Established a strategy to keep the network up during high volume response by applicants.
- Established the necessary infrastructure and support to swiftly migrate the organization to a telework environment in support of business continuity during the COVID-19 emergency efforts. Established necessary security and 24/7 help desk support during the critical transition with little to no interruptions in revenue collection or business operations.

- Partnered with the Department of Permitting (DPS) to begin a business re-engineering strategy to upgrade their permitting system to include a cloud-based solution with enhanced functionality for permit processing and customer service.
- Renegotiated and consolidated the Microsoft Enterprise Agreement (EA). The Microsoft EA provides a comprehensive agreement combining software and services to support Montgomery County's Telework strategic initiatives including improved security, licensing, and required infrastructure for recovery efforts.
- To answer the technology needs of the County vaccine distribution program, DTS delivered a pre-registration system to allow County residents and workers to input critical information to determine their tier for vaccination. The system provided a virtual phone agent to automatically address inquiries in both English and Spanish, resolving approximately sixty percent of incoming calls before reaching a human; email and text notifications to keep pre-registrants informed of their vaccination status; and a user-friendly solution to allow public health resources to efficiently manage the large amount of data to process vaccinations.
- Managed the development and implementation of web-based, mobile-friendly, COVID-19 testing, and notification solution, which provides an end-to-end service allowing a County resident, worker or employee to register, test and be notified of test results within a 24-48 hour window. Over 10,000 tests have been conducted via this Microsoft solution.

PROGRAM CONTACTS

Contact Michele Crane of the Department of Technology Services at 240.777.2845 or Felica Hyatt 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 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

Digital Transformation

The Office of Digital Transformation provides a strategic digital vision for the County to meet the its priority objectives, enhance the value of services provided to stakeholders, and lower the overall cost of service delivery. The Office of Digital Transformation is responsible for ensuring that the enterprise's business strategy is optimal, given the current and evolving digital realities, opportunities, and threats. The Chief Digital Officer leads the Office of Digital Transformation and champions the use of information, data, and technology in improving the business model design of County stakeholders, innovating upon all aspects of the business, and creating business success for Montgomery County.

The Office of Digital Transformation is responsible for Geographic Information Systems, Employee Productivity Services, Web and Mobile Applications, Infrastructure and Cloud Services, Data Services, and Enterprise Resource Planning which includes Human Capital Management, Payroll/Comp/BI, Security and System Administration, and Financials.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of websites and web applications supported [1]	334	373	402	429	456
Number of Open Data datasets published	50	32	35	35	35
Number of IT help desk requests	37,424	63,516	64,786	66,082	67,404
Percent of customers satisfied with the IT help desk	99%	99%	98%	98%	98%
Percent of IT help desk requests resolved on the first call	96%	90%	90%	90%	90%

[1] *Data for this measure not collected prior to FY19*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,617,230**	**43.75**
Shift: Chief Digital Officer from Office of the County Executive	210,000	1.00
Increase Cost: Software Maintenance for Oracle, Gov Delivery, Verint/ForeSee, and Pictometry	168,898	0.00
Enhance: Oracle License Expansion	76,000	0.00
Decrease Cost: Lapse ERP Functional Business Analyst	(132,877)	0.00
Eliminate: ERP Offices, 51 Monroe Street Lease Terminated	(315,100)	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.	4,647,423	7.00
FY22 Recommended	**13,271,574**	**51.75**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

OBP Fibernet (GF)

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 WSSC Water. 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 the 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 to earn revenue through FiberNet services provisioning and infrastructure leasing.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
Enhance: FiberNet2 Maintenance to mitigate aging equipment failures	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.	2,251,562	13.00
FY22 Recommended	**2,751,562**	**13.00**

OBP Infrastructure Modernization

Infrastructure Modernization: The Enterprise Systems and Operations Division (ESOD) designs, implements, and maintains a secure and reliable data center, server and cloud infrastructures for over 600 County business systems and approximately 12,000 County users including ongoing patching and remediation of the servers to maintain and improve functionality and security. ESOD manages the infrastructure for enterprise-wide systems for the Enterprise Resource Planning (ERP), MC311, MCTime

and the Public Safety (911) Data System. This includes operating and managing the following enterprise systems: data centers, cloud-based solutions, identity management systems, file and print systems, records management systems, and office productivity/collaboration.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
Decrease Cost: Lapse Technology Expert	(279,066)	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.	4,329,994	20.50
FY22 Recommended	**4,050,928**	**20.50**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

OBP Telecommunications Solutions

The Office of Broadband Programs (OBP) is responsible for Countywide broadband governance, planning, implementation, and operations; encouraging broadband related economic development; and enabling digital equity initiatives. This Office leads the County Executive's ultraMontgomery initiative; manages the County's cable television and telecommunications franchise agreements and the Cable Revenue Fund; ensures that consumer cable and broadband services are of high quality; ensures that communication providers comply with safety and construction codes; enforces cable and broadband customer service requirements; promotes community and civic engagement through Public, Educational, and Government (PEG) programming utilizing multi-media platforms; and manages the County's FiberNet fiber optic network and related broadband services. 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, MC, HOC, M-NCPPC, and WSSC Water.

As a result of the FY22 DTS reorganization which consolidates infrastructure initiatives and management, OBP will now also lead the following programs:

The Infrastructure Modernization Enterprise Systems and Operations Division (ESOD) designs, implements, and maintains a secure and reliable data center, server and cloud infrastructures for over 600 County business systems and approximately 12,000 County users, including ongoing patching and remediation of the servers to maintain and improve functionality and security. ESOD manages the infrastructure for enterprise-wide systems for the Enterprise Resource Planning (ERP), MC311, MCTime and the Public Safety (911) Data System. This includes operating and managing the following enterprise systems - data centers, cloud-based solutions, identity management systems, file and print systems, records management systems, and office productivity/collaboration.

The Telecommunication Solutions Enterprise Telecommunications and Services Division (ETSD) provides integrated communications services and solutions for County government departments and agencies, including MC311. ETSD is responsible for the programming, operation, and maintenance of the County's telephone system and related services such as 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 largely support public safety departments.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of telecom service requests	2,377	1,920	1,500	1,500	1,400
Average number of workdays to complete telecom service requests	12.5	10.3	8.0	8.0	6.0
Percent of time public safety radio system is fully operational	99.819%	100.000%	98.900%	98.900%	98.900%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,715,635**	**18.00**
Increase Cost: CAD On-Site Support	284,000	0.00
Enhance: Netmotion VPN Maintenance	17,500	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.	3,361,327	7.00
FY22 Recommended	**8,378,462**	**25.00**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

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-highspeed 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 as well as 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, 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total Senior Planet Montgomery participants [1]	811	552	10,354	4,900	2,000
Unique new Senior Planet Montgomery participants [2]	275	496	N/A	N/A	300
Percent of Senior Planet Montgomery participants who rated the quality of their instruction "high" or "very high"	91%	91%	94%	90%	90%
Percent of Senior Planet Montgomery participants whose quality of life improved	82%	71%	83%	80%	80%

[1] *Senior Planet Montgomery switched from in-person to online digital equity programs in response to COVID-19 on March 23, 2020. FY20 stats are through the third quarter only, and fourth quarter data are combined with FY21 because virtual participation is so different from in-person. Unique participant data is not available via Zoom yet; FY21 and FY22 figures include all virtual participants.*

[2] *Senior Planet Montgomery switched from in-person to online digital equity programs in response to COVID-19 on March 23, 2020. FY20 stats are through the third quarter only, and fourth quarter data are combined with FY21 because virtual participation is so different from in-person. Unique participant data is not available via Zoom yet.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**478,058**	**1.00**
Increase Cost: Older Adult Technology Services (OATS) Contract	2,340	0.00

FY22 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.	89	0.00
FY22 Recommended	**480,487**	**1.00**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

Office of the Chief Information Officer

The Office of the Chief Information Officer (OCIO) prioritizes the enterprise agenda for technology strategy. The OCIO focuses on strategic business outcomes which include alignment with the business goals of the organization, IT Strategy and Planning, the IT project portfolio IT Project Management Office (PMO), IT performance measurement, IT organizational change management, the One Face Forward initiative, IT methodologies and trend decisions, IT vendor management, and finance and budgeting. The OCIO remains focused on dealing with vendor relationships, identifying, and introducing new ways of doing business including an emphasis on consultative services to departments. The OCIO is strategic in engaging with business executives and the political body. The OCIO defines policy development that protects and defines data security by working closely with the Chief Information Security Officer.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of systems and applications with risk assessment performed in past three years	0%	0%	0%	0%	1%
Average security vulnerabilities per device	10.7	9.3	9.1	8.8	8.5

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,504,345**	**9.00**
Enhance: Varonis Software License/Maintenance	463,572	0.00
Increase Cost: Qualys Software and iBoss VPN Maintenance	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.	2,515,203	32.00
FY22 Recommended	**7,503,120**	**41.00**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

Project Management

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
Increase Cost: Socrata Software Maintenance (dataMontgomery and spendingMontgomery)	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.	764,000	5.00
FY22 Recommended	**768,500**	**5.00**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

Strategic Partnerships

The Office of Strategic Partnerships supports innovation by bridging the gap between County departmental business partners and technology solution providers to accomplish quick and agile solutions that address longstanding technological or work processes facing departments. The Chief Technology Officer oversees this office and manages business process reengineering and maintains a consulting relationship with all department partners. The Office of Strategic Partnerships directs the planning to ensure alignment of required goals to support enterprise business demands. This Office focuses on envisioning how departmental technology and business needs can be better supported to improve service to our customers. This office pushes technology services from an administrative, back-office function to a strategic partner for departments in innovating service to citizens.

The Office of Strategic Partnerships manages MC311 Applications Support, Enterprise Services, and Employee Productivity Services. This office will also manage the deployment and governance of low code platforms to meet aggressive delivery timetables of applications and for faster iterative updates, while deploying to the customer or public end-users.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of enterprise resource planning (ERP) work orders completed	736	708	736	750	950
Enterprise resource system availability	99.9794%	100.0000%	98.9800%	99.9800%	99.9800%
Success rate for business intelligence data refreshes [1]	91.7684%	98.0000%	99.0000%	99.0000%	99.0000%
Number of business intelligence data models published	100	90	100	105	115

[1] *Data for this measure not collected prior to FY19*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,182,124**	**31.50**
Increase Cost: ZyImage Software Maintenance	13,000	0.00
Increase Cost: ShareGate Subscription	11,000	0.00
Decrease Cost: Lapse Technology Expert (POS012591, Gr 32)	(139,533)	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.	(629,050)	(22.50)
FY22 Recommended	**7,437,541**	**9.00**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

REALIGNED PROGRAMS

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

Enterprise Systems and Operations

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Average monthly Enterprise Service Bus data transfers	256,071	271,477	298,625	328,487	361,336
Enterprise applications system availability [1]	99.986%	99.992%	99.993%	99.994%	99.995%

[1] *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*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**13,000,150**	**37.00**

FY22 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.	(13,000,150)	(37.00)
FY22 Recommended	**0**	**0.00**

OBP FiberNet

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,594,555**	**10.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,594,555)	(10.00)
FY22 Recommended	**0**	**0.00**

Note(s): *The Department is currently reviewing and updating all program performance measures as a part of their comprehensive reorganization and updates will be reflected in the FY23 budget.*

Office of Strategy and Planning

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,236,681**	**15.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,236,681)	(15.00)
FY22 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,998,223	18,237,306	15,480,888	18,473,840	1.3 %
Employee Benefits	4,509,054	4,960,012	4,026,121	4,766,584	-3.9 %
County General Fund Personnel Costs	**20,507,277**	**23,197,318**	**19,507,009**	**23,240,424**	**0.2 %**
Operating Expenses	21,669,291	20,011,160	22,330,891	21,341,450	6.7 %
Capital Outlay	0	120,300	120,300	60,300	-49.9 %
County General Fund Expenditures	**42,176,568**	**43,328,778**	**41,958,200**	**44,642,174**	**3.0 %**
PERSONNEL					
Full-Time	174	167	167	168	0.6 %
Part-Time	2	2	2	2	—
FTEs	167.25	165.25	165.25	166.25	0.6 %
REVENUES					
Other Charges & Fees	(20)	0	0	0	—
County General Fund Revenues	**(20)**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	69,089	0	0	0	—
Grant Fund - MCG Expenditures	**69,089**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Grant Fund - MCG Revenues	**0**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**42,245,657**	**43,328,778**	**41,958,200**	**44,642,174**	**3.0 %**
Total Full-Time Positions	**174**	**167**	**167**	**168**	**0.6 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**167.25**	**165.25**	**165.25**	**166.25**	**0.6 %**
Total Revenues	**(20)**	**0**	**0**	**0**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**43,328,778**	**165.25**
Changes (with service impacts)		
Enhance: FiberNet2 Maintenance to mitigate aging equipment failures [OBP Fibernet (GF)]	500,000	0.00
Enhance: Varonis Software License/Maintenance [Office of the Chief Information Officer]	463,572	0.00
Enhance: Oracle License Expansion [Digital Transformation]	76,000	0.00
Enhance: Netmotion VPN Maintenance [OBP Telecommunications Solutions]	17,500	0.00
Eliminate: ERP Offices, 51 Monroe Street Lease Terminated [Digital Transformation]	(315,100)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	366,890	0.00
Increase Cost: CAD On-Site Support [OBP Telecommunications Solutions]	284,000	0.00
Shift: Chief Digital Officer from Office of the County Executive [Digital Transformation]	210,000	1.00
Increase Cost: Software Maintenance for Oracle, Gov Delivery, Verint/ForeSee, and Pictometry [Digital Transformation]	168,898	0.00
Increase Cost: FY22 Compensation Adjustment	113,495	0.00
Increase Cost: Motor Pool Adjustment	29,221	0.00
Increase Cost: Qualys Software and iBoss VPN Maintenance [Office of the Chief Information Officer]	20,000	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: ZyImage Software Maintenance [Strategic Partnerships]	13,000	0.00
Increase Cost: ShareGate Subscription [Strategic Partnerships]	11,000	0.00
Increase Cost: Socrata Software Maintenance (dataMontgomery and spendingMontgomery) [Project Management]	4,500	0.00
Increase Cost: Older Adult Technology Services (OATS) Contract [OBP ultraMontgomery]	2,340	0.00
Decrease Cost: Print and Mail Adjustment	(4,641)	0.00
Decrease Cost: Retirement Adjustment	(95,803)	0.00
Decrease Cost: Lapse ERP Functional Business Analyst [Digital Transformation]	(132,877)	0.00
Decrease Cost: Lapse Technology Expert (POS012591, Gr 32) [Strategic Partnerships]	(139,533)	0.00
Decrease Cost: Lapse Technology Expert [OBP Infrastructure Modernization]	(279,066)	0.00
FY22 RECOMMENDED	**44,642,174**	**166.25**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Digital Transformation	8,617,230	43.75	13,271,574	51.75
Enterprise Systems and Operations	13,000,150	37.00	0	0.00
OBP FiberNet	1,594,555	10.00	0	0.00
OBP Fibernet (GF)	0	0.00	2,751,562	13.00
OBP Infrastructure Modernization	0	0.00	4,050,928	20.50
OBP Telecommunications Solutions	4,715,635	18.00	8,378,462	25.00
OBP ultraMontgomery	478,058	1.00	480,487	1.00
Office of Strategy and Planning	2,236,681	15.00	0	0.00
Office of the Chief Information Officer	4,504,345	9.00	7,503,120	41.00
Project Management			768,500	5.00
Strategic Partnerships	8,182,124	31.50	7,437,541	9.00
Total	**43,328,778**	**165.25**	**44,642,174**	**166.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	348,750	0.00	348,750	0.00
Alcohol Beverage Services	Liquor	1,073,967	0.00	1,156,817	0.00
CIP	Capital Fund	467,186	3.00	467,839	3.00
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)	135,623	0.00	135,623	0.00
	Total	**2,025,526**	**3.00**	**2,109,029**	**3.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**44,642**	**44,642**	**44,642**	**44,642**	**44,642**	**44,642**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**333**	**333**	**333**	**333**	**333**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**44,642**	**44,975**	**44,975**	**44,975**	**44,975**	**44,975**

Urban Districts

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$9,946,344	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 FY22 Operating Budget for the Urban Districts is $9,946,344, an increase of $311,098 or 3.23 percent from the FY21 Approved Budget of $9,635,246. Personnel Costs comprise 44.80 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 55.20 percent of the FY22 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 Growing Economy**
- **A Greener County**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Three blocks in downtown Bethesda (Woodmont Avenue, between Bethesda Avenue and Elm Street; and two blocks on Norfolk Avenue) were cordoned off to provide for extended seating and outdoor dining for all downtown Bethesda restaurants; managed and operated by the Bethesda Urban Partnership (BUP). The Bethesda Streetery was created by BUP to provide additional dining options for the restaurants during the pandemic when their indoor capacity was restricted.

- A new public art mural was installed in August 2020 at the Rugby Avenue/Woodmont public parking garage in partnership with the Department of Transportation (MCDOT) and Park and Planning. The mural significantly improved the aesthetics of one of the oldest county owned garages in downtown Bethesda, and continued our Arts & Entertainment District goal to bring more public art to our downtown.
- The Silver Spring Urban District Red Shirt Team is working intensely with MCDOT in collaboration with the State as the work of the Purple Line disrupts business operations and requires substantive directional and information services as pedestrian and vehicular traffic is disrupted.
- The Silver Spring Urban District, through its Arts Consultant, established a weekly 'check-in' with arts organizations to provide relevant updates and information on COVID related matters and collaborate on virtual presence for the arts community.
- The Wheaton Clean & Safe Team supported the opening of the new MNCPPC headquarters in Wheaton by providing increased presence around the building and Plaza, responding to requests from new tenants in the building, and participating in a public safety task force made up of MNCCPPC, Police, WMATA Security, and MCDOT.
- The Wheaton Urban District created an online rebranding and marketing campaign which included a new logo, welcome materials for tenants moving into the new building, incentive program for local businesses and a new website.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Restaurant Week in the Bethesda Urban District held a "Savor Bethesda" - in lieu of the annual Taste of Bethesda, Bethesda Urban Partnership held our first Restaurant Week for downtown Bethesda from Oct. 1 - 11, 2020. This initiative was created to drive business to struggling restaurants during the pandemic.
- The Silver Spring Urban District supported the establishment of the innovative Eatery on Georgia Ave, working with the State Highway Administration starting in the summer of 2020. Additional eateries are planned for Newell Street and at Veterans Plaza.
- During COVID, the Silver Spring Urban District was able to pivot and readjust operations to continue the critical task of maintaining businesses and residents informed by safely distributing information to storefronts and setting up tents to interact socially distanced.
- The Wheaton Urban District worked closely with MCDOT, Department of Permitting Services (DPS), Police and local restaurants to create a streetery which was then winterized allowing these restaurants to continue operations amidst restrictions to indoor dining. During the winter months, this streetery have seen a steady flow of customers on a regular basis.
- The Wheaton Urban District worked closely with MCDOT, DPS, the Montgomery County Police Department and local restaurants to create a streetery which was then winterized allowing these restaurants to continue operations amidst restrictions to indoor dining. During the winter months, this streetery has seen a steady flow of customers on a regular basis, and has allowed businesses to continue operations during this difficult time.

PROGRAM CONTACTS

Contact Ken Hartman of the Urban Districts at 240.777.8206 or Lindsay Lucas of the Office of Management and Budget at 240.777.2776 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

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,221,671**	**8.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	235,623	(0.10)
FY22 Recommended	**2,457,294**	**8.30**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,199,384**	**15.35**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(79,253)	(1.00)
FY22 Recommended	**1,120,131**	**14.35**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
BETHESDA URBAN DISTRICT - Average number of website sessions per month	30,000	30,000	31,000	32,000	33,000
BETHESDA URBAN DISTRICT - Number of social media followers	22,500	24,000	26,000	28,000	30,000
SILVER SPRING URBAN DISTRICT - Average number of website sessions per month	29,160	30,000	31,000	32,000	33,000

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
SILVER SPRING URBAN DISTRICT - Number of social media followers	11,658	32,554	36,000	37,000	38,000
WHEATON URBAN DISTRICT - Average number of website sessions per month	34,000	28,000	28,500	29,000	29,500
WHEATON URBAN DISTRICT - Number of social media followers	3,226	3,821	4,000	5,000	6,000

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,672,240**	**1.90**
Shift: Marketing and Placemaking for Pike District/White Flint to the Community Engagement Cluster Budget	(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.	(284,934)	(1.90)
FY22 Recommended	**1,287,306**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,541,951**	**33.05**
Add: Annualized Cost to Maintain the Plaza in Wheaton	222,782	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.	316,880	3.00
FY22 Recommended	**5,081,613**	**36.05**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	80,126	79,557	85,306	86,305	8.5 %
Employee Benefits	25,528	26,921	26,285	26,656	-1.0 %
Urban District - Bethesda Personnel Costs	**105,654**	**106,478**	**111,591**	**112,961**	**6.1 %**
Operating Expenses	3,169,331	3,262,627	3,185,894	3,163,232	-3.1 %
Urban District - Bethesda Expenditures	**3,274,985**	**3,369,105**	**3,297,485**	**3,276,193**	**-2.8 %**
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	183,975	194,567	102,384	183,975	-5.4 %
Property Tax	713,629	746,360	756,025	778,423	4.3 %
Urban District - Bethesda Revenues	**897,604**	**940,927**	**858,409**	**962,398**	**2.3 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,902,166	1,861,026	1,584,439	1,945,230	4.5 %
Employee Benefits	722,508	786,373	663,509	771,083	-1.9 %
Urban District - Silver Spring Personnel Costs	**2,624,674**	**2,647,399**	**2,247,948**	**2,716,313**	**2.6 %**
Operating Expenses	1,041,410	1,186,654	1,186,654	1,197,798	0.9 %
Urban District - Silver Spring Expenditures	**3,666,084**	**3,834,053**	**3,434,602**	**3,914,111**	**2.1 %**
PERSONNEL					
Full-Time	37	38	38	38	—
Part-Time	0	0	0	0	—
FTEs	34.90	35.00	35.00	35.00	—
REVENUES					
Optional Method Development	123,936	150,000	89,211	120,000	-20.0 %
Property Tax	911,367	1,022,638	1,007,897	1,037,864	1.5 %
Urban District - Silver Spring Revenues	**1,035,303**	**1,172,638**	**1,097,108**	**1,157,864**	**-1.3 %**
URBAN DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	1,177,498	1,089,170	1,155,974	1,170,858	7.5 %
Employee Benefits	466,356	456,218	457,114	455,578	-0.1 %
Urban District - Wheaton Personnel Costs	**1,643,854**	**1,545,388**	**1,613,088**	**1,626,436**	**5.2 %**
Operating Expenses	479,073	886,700	731,752	1,129,604	27.4 %
Urban District - Wheaton Expenditures	**2,122,927**	**2,432,088**	**2,344,840**	**2,756,040**	**13.3 %**
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	237,706	281,282	273,591	281,689	0.1 %
Urban District - Wheaton Revenues	**237,706**	**281,282**	**273,591**	**281,689**	**0.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**9,063,996**	**9,635,246**	**9,076,927**	**9,946,344**	**3.2 %**
Total Full-Time Positions	**60**	**61**	**61**	**61**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**58.60**	**58.70**	**58.70**	**58.70**	**—**
Total Revenues	**2,170,613**	**2,394,847**	**2,229,108**	**2,401,951**	**0.3 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY21 ORIGINAL APPROPRIATION	**3,369,105**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY21 Personnel Costs	3,270	0.00
Increase Cost: FY21 Compensation Adjustment	2,388	0.00
Increase Cost: FY22 Compensation Adjustment	825	0.00
Increase Cost: Print and Mail Adjustment	605	0.00
Shift: Marketing and Placemaking for Pike District/White Flint to the Community Engagement Cluster Budget [Promotion of Community and Business Activities]	(100,000)	0.00
FY22 RECOMMENDED	**3,276,193**	**1.00**
URBAN DISTRICT - SILVER SPRING		
FY21 ORIGINAL APPROPRIATION	**3,834,053**	**35.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	62,291	0.00
Increase Cost: FY22 Compensation Adjustment	34,883	0.00
Increase Cost: Motor Pool Adjustment	11,144	0.00
Decrease Cost: Retirement Adjustment	(5,805)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(22,455)	0.00
FY22 RECOMMENDED	**3,914,111**	**35.00**
URBAN DISTRICT - WHEATON		
FY21 ORIGINAL APPROPRIATION	**2,432,088**	**22.70**
Changes (with service impacts)		
Add: Annualized Cost to Maintain the Plaza in Wheaton [Streetscape Maintenance]	222,782	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	43,982	0.00
Increase Cost: FY22 Compensation Adjustment	24,232	0.00
Increase Cost: Motor Pool Adjustment	20,122	0.00
Increase Cost: Annualization of FY21 Personnel Costs	15,717	0.00
Decrease Cost: Retirement Adjustment	(2,883)	0.00
FY22 RECOMMENDED	**2,756,040**	**22.70**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	2,221,671	8.40	2,457,294	8.30
Enhanced Security and Ambassadorship	1,199,384	15.35	1,120,131	14.35
Promotion of Community and Business Activities	1,672,240	1.90	1,287,306	0.00
Streetscape Maintenance	4,541,951	33.05	5,081,613	36.05
Total	**9,635,246**	**58.70**	**9,946,344**	**58.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
URBAN DISTRICT - SILVER SPRING					
Parking District Services	Silver Spring Parking	165,230	3.00	165,230	3.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY22 Recommended	**3,276**	**3,276**	**3,276**	**3,276**	**3,276**	**3,276**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**2**	**2**	**2**	**2**	**2**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,276**	**3,278**	**3,278**	**3,278**	**3,278**	**3,278**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY22 Recommended	**3,914**	**3,914**	**3,914**	**3,914**	**3,914**	**3,914**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**58**	**58**	**58**	**58**	**58**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,914**	**3,971**	**3,971**	**3,971**	**3,971**	**3,971**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY22 Recommended	**2,756**	**2,756**	**2,756**	**2,756**	**2,756**	**2,756**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
Labor Contracts	**0**	**39**	**39**	**39**	**39**	**39**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,756**	**2,794**	**2,794**	**2,794**	**2,794**	**2,794**

Animal Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$8,114,356	75.00

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 OAS strengthens the human-animal bond through education, humane law enforcement, and the promotion of responsible guardianship.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Office of Animal Services is $8,114,356, an increase of $360,827 or 4.65 percent from the FY21 Approved Budget of $7,753,529. Personnel Costs comprise 79.33 percent of the budget for 74 full-time position(s) and no part-time position(s), and a total of 75.00 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 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

- Expand shelter operations and field services presence in the community to serve as a valued resource regarding the care and welfare of all animals.
- Create greater partnerships with rescues and other animal welfare resources, both within and outside the Montgomery County community, to further placement alternatives for animals in shelter care.
- Enhance pet licensing compliance rates through legislative and marketing efforts designed to promote compliance.
- Further research into low cost spay/neuter clinic options to help reduce domestic animal pet population in the community and reduce shelter intake numbers.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- During facility closure in response to the COVID-19 pandemic, the Department developed and implemented a creative adoption program through partnership with a local non-profit organization, while also enhancing transfers of animals to rescue partners throughout the region.
- Initiated a new process for free Rabies vaccination programs through weekly clinics utilizing safety protocols developed in response to the COVID-19 pandemic.
- Revised adoptions customer service operations to improve the customer experience and overall efficiency; enhanced adoption opportunities by reducing barriers to adoption by streamlining and simplifying processes.
- Creative problem-solving for long-term animal residents and those with complex medical and/or behavioral cases resulting in decreased length of shelter stay, promoting live release of animals, and increasing efficiency of shelter operations.

PROGRAM CONTACTS

Contact Bonnie White of the Office of Animal Services at 240.773.5641 or Dieter Klinger of the Office of Management and Budget at 240.777.2847 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

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,346,888**	**37.00**
Increase Cost: Structural Completion of Volunteer Office	6,000	0.00
Decrease Cost: Reduce Overtime Budget	(20,000)	0.00
Decrease Cost: Lapse Shelter Operations Manager Position	(105,346)	0.00

FY22 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.	35,606	0.00
FY22 Recommended	**3,263,148**	**37.00**

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

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,279,967**	**6.00**
Decrease Cost: Reduce Operating Expenses Across All Programs	(30,000)	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.	247,436	0.00
FY22 Recommended	**1,497,403**	**6.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,285,680**	**26.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	176,723	0.00
FY22 Recommended	**2,462,403**	**26.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**840,994**	**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.	50,408	0.00
FY22 Recommended	**891,402**	**6.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	4,566,129	4,493,817	4,867,063	6.6 %
Employee Benefits	0	1,533,852	1,590,249	1,569,941	2.4 %
County General Fund Personnel Costs	**0**	**6,099,981**	**6,084,066**	**6,437,004**	**5.5 %**
Operating Expenses	0	1,653,548	1,141,583	1,677,352	1.4 %
County General Fund Expenditures	**0**	**7,753,529**	**7,225,649**	**8,114,356**	**4.7 %**
PERSONNEL					
Full-Time	0	74	74	74	—
Part-Time	0	0	0	0	—
FTEs	0.00	75.00	75.00	75.00	—
REVENUES					
Other Charges/Fees	0	69,240	69,240	69,240	—
Other Fines/Forfeitures	0	65,000	65,000	65,000	—
Other Licenses/Permits	0	6,300	6,300	6,300	—
Pet Licenses	0	550,000	420,000	420,000	-23.6 %
County General Fund Revenues	**0**	**690,540**	**560,540**	**560,540**	**-18.8 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**7,753,529**	**75.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	220,296	0.00
Increase Cost: Annualization of FY21 Personnel Costs	130,360	0.00
Increase Cost: FY22 Compensation Adjustment	100,939	0.00
Increase Cost: Print and Mail Adjustment	47,804	0.00
Increase Cost: Retirement Adjustment	10,774	0.00
Increase Cost: Structural Completion of Volunteer Office [Animal Shelter]	6,000	0.00
Decrease Cost: Reduce Overtime Budget [Animal Shelter]	(20,000)	0.00
Decrease Cost: Reduce Operating Expenses Across All Programs [Director's Office]	(30,000)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Lapse Shelter Operations Manager Position [Animal Shelter]	(105,346)	0.00
FY22 RECOMMENDED	**8,114,356**	**75.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Animal Shelter	3,346,888	37.00	3,263,148	37.00
Director's Office	1,279,967	6.00	1,497,403	6.00
Field Services	2,285,680	26.00	2,462,403	26.00
Veterinary Services	840,994	6.00	891,402	6.00
Total	**7,753,529**	**75.00**	**8,114,356**	**75.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**8,114**	**8,114**	**8,114**	**8,114**	**8,114**	**8,114**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(6)**	**(6)**	**(6)**	**(6)**	**(6)**
Items recommended for one-time funding in FY22, including completion of volunteer office will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**178**	**178**	**178**	**178**	**178**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,114**	**8,286**	**8,286**	**8,286**	**8,286**	**8,286**

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Consumer Protection

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$2,274,032	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 FY22 Operating Budget for the Office of Consumer Protection is $2,274,032, an increase of $77,305 or 3.52 percent from the FY21 Approved Budget of $2,196,727. Personnel Costs comprise 94.35 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 5.65 percent of the FY22 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 Growing Economy**
- **Effective, Sustainable Government**

INITIATIVES

- The Montgomery County COVID-19 portal added OCP alerts and information regarding consumer scams related to the pandemic. In addition to posting on social media, these alerts received media coverage on WJLA TV-7 and WUSA TV-9.

- OCP alerted consumers and restaurants about the complicated and costly fee structures associated with major food delivery apps, which resulted in media coverage.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- OCP decreased the amount of time that it takes the department to process and issue business registrations and licenses by 22.48 percent (FY19 18.19 days, FY20 14.1 days).
- OCP increased the percentage of complaint cases resolved by the department by 21.57 percent (FY19 51%, FY20 62%).

PROGRAM CONTACTS

Contact K. Samuel Buo of the Office of Consumer Protection at 240.777.3760 or Dieter Klinger of the Office of Management and Budget at 240.777.2847 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Number of business registrations received [1]	646	637	640	640	640
Number of complaint cases received	1,191	1,070	1,131	1,100	1,150
Percent of consumer protection cases closed that are resolved by OCP	51%	62%	58%	63%	65%
Average number of calendar days to Issue a business license / certificate of registration (excluding new home builder registrations)	18.19	14.10	13.75	12.00	10.00
Average number of workdays to investigate and close a written complaint (All complaints)	84.0	42.6	88.0	70.0	68.0
Average OCP customer satisfaction rating - Outcome of the customer's case (4 point scale) based on customer satisfaction survey	3.05	3.66	3.60	3.60	3.60

[1] *Actual FY20 amount includes registrations received for New Home Builders, New Home Sellers, Motor Vehicle Repair and Towing operators, Secondhand Personal Property dealers, and Small Electrical Repair dealers.*

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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,602,160	1,555,876	1,449,919	1,660,421	6.7 %
Employee Benefits	590,912	509,882	436,138	485,104	-4.9 %
County General Fund Personnel Costs	**2,193,072**	**2,065,758**	**1,886,057**	**2,145,525**	**3.9 %**
Operating Expenses	77,448	130,969	68,827	128,507	-1.9 %
County General Fund Expenditures	**2,270,520**	**2,196,727**	**1,954,884**	**2,274,032**	**3.5 %**
PERSONNEL					
Full-Time	17	17	17	17	—
Part-Time	1	1	1	1	—
FTEs	16.60	16.60	16.60	16.60	—
REVENUES					
New Home Builder's License	132,385	153,000	153,000	153,000	—
Other Fines/Forfeitures	4,350	1,000	1,000	1,000	—
Other Licenses/Permits	48,734	51,000	51,000	51,000	—
County General Fund Revenues	**185,469**	**205,000**	**205,000**	**205,000**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**2,196,727**	**16.60**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY21 Lapsed Positions	51,941	0.00
Increase Cost: FY21 Compensation Adjustment	40,652	0.00
Increase Cost: FY22 Compensation Adjustment	19,679	0.00
Increase Cost: Motor Pool Adjustment	550	0.00
Decrease Cost: Print and Mail Adjustment	(12)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(3,000)	0.00
Decrease Cost: Retirement Adjustment	(32,505)	0.00
FY22 RECOMMENDED	**2,274,032**	**16.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	83,167	1.00	88,896	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**2,274**	**2,274**	**2,274**	**2,274**	**2,274**	**2,274**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**38**	**38**	**38**	**38**	**38**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,274**	**2,312**	**2,312**	**2,312**	**2,312**	**2,312**

Correction and Rehabilitation

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$72,879,701	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 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 Recommended 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,549,770**	**30.00**
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
FY22 Recommended	**4,308,659**	**32.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target 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 Recommended Changes	Expenditures	FTEs
FY21 Approved	**47,863,647**	**380.70**
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
FY22 Recommended	**50,163,476**	**380.70**

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 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,278,932**	**37.69**
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
FY22 Recommended	**7,171,359**	**37.69**

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 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,273,569**	**54.18**
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
FY22 Recommended	**6,390,040**	**54.18**

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 misdemeanant 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 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,030,156**	**39.00**
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)
FY22 Recommended	**4,846,167**	**37.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	51,209,661	48,386,076	43,909,048	49,394,308	2.1 %
Employee Benefits	15,202,707	14,696,062	14,553,294	15,140,934	3.0 %
County General Fund Personnel Costs	**66,412,368**	**63,082,138**	**58,462,342**	**64,535,242**	**2.3 %**
Operating Expenses	7,776,833	7,913,936	7,469,059	7,801,459	-1.4 %
County General Fund Expenditures	**74,189,201**	**70,996,074**	**65,931,401**	**72,336,701**	**1.9 %**
PERSONNEL					
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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
REVENUES					
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 %
County General Fund Revenues	**900,483**	**1,965,305**	**518,430**	**722,750**	**-63.2 %**

DETENTION CENTER NON-TAX

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Detention Center Non-Tax Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	167,509	0	225,000	543,000	—
Detention Center Non-Tax Expenditures	**167,509**	**0**	**225,000**	**543,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Canteen Profits	245,065	0	84,616	245,065	—
Detention Center Non-Tax Revenues	**245,065**	**0**	**84,616**	**245,065**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	68,750	0	0	0	—
Grant Fund - MCG Expenditures	**68,750**	**0**	**0**	**0**	**—**
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	43,750	0	0	0	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Grant Fund - MCG Revenues	**43,750**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**74,425,460**	**70,996,074**	**66,156,401**	**72,879,701**	**2.7 %**
Total Full-Time Positions	**533**	**539**	**539**	**534**	**-0.9 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**535.57**	**541.57**	**541.57**	**541.57**	**—**
Total Revenues	**1,189,298**	**1,965,305**	**603,046**	**967,815**	**-50.8 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**70,996,074**	**541.57**
Other Adjustments (with no service impacts)		
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
FY22 RECOMMENDED	**72,336,701**	**541.57**
DETENTION CENTER NON-TAX		
Changes (with service impacts)		
Add: Inmate Advisory Council Fund [Detention Services]	543,000	0.00
FY22 RECOMMENDED	**543,000**	**0.00**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**0**	**0.00**
FY22 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC 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
Total	**70,996,074**	**541.57**	**72,879,701**	**541.57**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

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

Emergency Management and Homeland Security

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$3,421,966	18.30

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 for, 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 FY22 Operating Budget for the Office of Emergency Management and Homeland Security is $3,421,966, an increase of $305,985 or 9.82 percent from the FY21 Approved Budget of $3,115,981. Personnel Costs comprise 71.42 percent of the budget for 17 full-time position(s) and one part-time position(s), and a total of 18.30 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 28.58 percent of the FY22 budget.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Support an array of COVID-19 pandemic responses such as emergency management group coordination, food distribution, personal protective equipment distribution, communication, and recovery.
- Serve as the liaison to the Federal Emergency Management Agency (FEMA) during COVID-19, and provides guidance to Montgomery County departments and partner agencies to coordinate pandemic response.
- By Summer 2021, become re-accredited by the Emergency Management Accreditation Program.
- Continue to manage Homeland Security grants on behalf of the County in support of disaster recovery planning for the Enterprise Resource Planning system, the Medical Reserve Corps at Montgomery County Health and Human Services, the regional law enforcement information exchange, and enhanced chemical response protective equipment for Montgomery County Fire and Rescue's special operations division.
- Provide support for cyber security response, the Board of Elections Preparedness Guide, and Food Security planning.
- A new Emergency Management Specialist will be assigned to manage the County's Continuation of Operations Plan, the Food Security Taskforce, and the Disaster Assistance Call Center.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- During the COVID-19 pandemic, OEMHS has coordinated the emergency management group using a number of virtual tools to maintain situational awareness and respond to resource requests.
- OEMHS and the Office of Management and Budget are coordinating the compilation, organization, and assessment of costs that are eligible for FEMA reimbursement.
- The Unmanned Aircraft System (UAS) program has been developed with approval from FEMA and will allow the rapid deployment of UAS to assess damage following a disaster.

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 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

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,395,516**	**3.92**
Add: Planning Division Support Specialist	99,755	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.	148,276	0.60
FY22 Recommended	**1,643,547**	**5.52**

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 large scale 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
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	17.0%	17.5%	18.0%	20.0%	21.0%
Percent of principal County departments and offices with a COOP plan score of 2.5 or higher	74%	74%	74%	76%	78%
Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709	21.0%	21.7%	22.0%	24.0%	26.0%
Percent of Emergency Management Accreditation standards met by the County	100.0%	93.8%	100.0%	100.0%	100.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,720,465**	**12.38**
Add: Restoration of Non-Profit Security Grants in FY22	800,000	0.00
Add: Hydrologic Expertise to Assist with Planning for Future Storms	109,582	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.	(851,628)	(0.60)
FY22 Recommended	**1,778,419**	**12.78**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	980,027	907,359	1,074,654	1,153,805	27.2 %
Employee Benefits	251,057	273,718	266,929	311,923	14.0 %
County General Fund Personnel Costs	**1,231,084**	**1,181,077**	**1,341,583**	**1,465,728**	**24.1 %**
Operating Expenses	746,702	959,240	451,184	977,954	2.0 %
County General Fund Expenditures	**1,977,786**	**2,140,317**	**1,792,767**	**2,443,682**	**14.2 %**
PERSONNEL					
Full-Time	9	9	9	11	22.2 %
Part-Time	1	1	1	1	—
FTEs	8.82	8.82	8.82	10.82	22.7 %
REVENUES					
Hazardous Materials Permits	671,069	865,000	50,000	865,000	—
Other Charges/Fees	55,638	0	0	0	—
County General Fund Revenues	**726,707**	**865,000**	**50,000**	**865,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	888,841	741,784	741,784	746,027	0.6 %
Employee Benefits	287,286	233,880	233,880	232,257	-0.7 %
Grant Fund - MCG Personnel Costs	**1,176,127**	**975,664**	**975,664**	**978,284**	**0.3 %**
Operating Expenses	10,274,242	0	0	0	—
Capital Outlay	193,481	0	0	0	—
Grant Fund - MCG Expenditures	**11,643,850**	**975,664**	**975,664**	**978,284**	**0.3 %**
PERSONNEL					
Full-Time	6	6	6	6	—
Part-Time	0	0	0	0	—
FTEs	7.48	7.48	7.48	7.48	—
REVENUES					
Federal Grants	9,540,081	975,664	975,664	978,284	0.3 %
State Grants	(21,266)	0	0	0	—
Grant Fund - MCG Revenues	**9,518,815**	**975,664**	**975,664**	**978,284**	**0.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**13,621,636**	**3,115,981**	**2,768,431**	**3,421,966**	**9.8 %**
Total Full-Time Positions	**15**	**15**	**15**	**17**	**13.3 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**16.30**	**16.30**	**16.30**	**18.30**	**12.3 %**
Total Revenues	**10,245,522**	**1,840,664**	**1,025,664**	**1,843,284**	**0.1 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**2,140,317**	**8.82**
Changes (with service impacts)		
Add: Restoration of Non-Profit Security Grants in FY22 [Emergency Management Planning, Response & Recovery]	800,000	0.00
Add: Hydrologic Expertise to Assist with Planning for Future Storms [Emergency Management Planning, Response & Recovery]	109,582	1.00
Add: Planning Division Support Specialist [Administration]	99,755	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY21 Personnel Costs	41,932	0.00
Increase Cost: FY21 Compensation Adjustment	24,183	0.00
Increase Cost: Motor Pool Adjustment	14,724	0.00
Increase Cost: Annualization of FY21 Lapsed Positions	10,188	0.00
Increase Cost: FY22 Compensation Adjustment	8,287	0.00
Decrease Cost: Print and Mail Adjustment	(10)	0.00
Decrease Cost: Retirement Adjustment	(5,276)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(800,000)	0.00
FY22 RECOMMENDED	**2,443,682**	**10.82**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**975,664**	**7.48**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY21 Personnel Costs	2,620	0.00
FY22 RECOMMENDED	**978,284**	**7.48**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	1,395,516	3.92	1,643,547	5.52
Emergency Management Planning, Response & Recovery	1,720,465	12.38	1,778,419	12.78
Total	**3,115,981**	**16.30**	**3,421,966**	**18.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
EXPENDITURES						
FY22 Recommended	**2,444**	**2,444**	**2,444**	**2,444**	**2,444**	**2,444**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(701)**	**(701)**	**(701)**	**(701)**	**(701)**
Items recommended for one-time funding in FY22 for non-profit security grants and operational expenses for the Hydrologic position, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**22**	**22**	**22**	**22**	**22**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,444**	**1,764**	**1,764**	**1,764**	**1,764**	**1,764**

Fire and Rescue Service

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$232,685,066	1,328.26

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 FY22 Operating Budget for the Montgomery County Fire and Rescue Service is $232,685,066 an increase of $7,689,658 or 3.42 percent from the FY21 Approved Budget of $224,995,408. Personnel Costs comprise 83.60 percent of the budget for 1,327 full-time positions, and a total of 1,328.26 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 16.40 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 $7,513,040 for general obligation debt and $6,036,575 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 reduce the need for overtime while firefighter/rescuers are engaged in full-time training to become paramedics.
- Provide funding to continue deployment of cell phone technology on all apparatus to support new alternative destination and telemedicine programs, and to provide backup communication contingency.
- Add a daywork ambulance to provide enhanced EMS transport capacity.
- Add a paramedic chase car to improve advanced life support (ALS) emergency medical service delivery in the County. By separating the paramedic from the cot, the advanced medical resource can be redeployed back into the community more quickly, improving ALS availability.
- Replace 27 aging heart monitor/defibrillators assigned to advanced life support transport units, paramedic chase cars, and engines to ensure the operability of critical life saving equipment through short term financing. Funds are allocated in the debt service budget.
- Add funds to support an audit of MCFRS operations and administration with a focus on optimizing resource deployment to address racial equity and social justice while identifying resource efficiencies.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- MCFRS' Emergency Medical and Integrated Healthcare Services section implements the Direct- to-Triage initiative to decrease low-acuity patient hospital transport turnover times by transferring patients who do not require assistance while waiting for an emergency room bed directly to the emergency room triage process. This improves service to the community by decreasing EMS unit total on-call time and increases resource availability.
- Began pilot program in cooperation with Shady Grove Medical Center (SGMC) and surrounding skilled nursing facilities (SNFs), to assess the effectiveness of a treatment in place program. This program will introduce a Certified Registered Nurse Practitioner (CRNP) into the field, specifically to assess and treat low-acuity patients at SNFs near SGMC. The program goal is to reduce unnecessary hospital transfers by treating the patient at the facility and referring further follow-up to the SNF staff and clinicians.
- Implement RapidSOS technology to provide improved location information to help first responders find 911 callers who cannot confirm their address.
- MCFRS operated a COVID-19 surge plan deploying additional resources and enhanced procedures from March 13 to June 10, 2020.
- Under revised dispatch protocols, units now respond without lights and sirens to low acuity Emergency Medical Service calls to reduce the risk of collision.
- All 37 fire stations now have at least one mechanical Cardiopulmonary Resuscitation (CPR) device; a proven and effective technology that enhances the quality of CPR and will support MCFRS' already stellar return of spontaneous circulation (ROSC) rates.
- Nine new EMS units (each with a mechanical load ambulance cot system), four brush engines, one boat support unit, one engine, and one rescue squad have been placed into service in FY21.

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 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

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 and 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of invoices	10,654	11,441	11,500	11,500	11,500
EMST revenue collected (in millions)	$18.60	$15.97	$18.00	$20.00	$20.00
EMST reimbursement recovery rate	56.4%	54.8%	55.0%	56.0%	57.0%
Percent of contracting dollars awarded to minority, female, or disabled (MFD) firms	14.8%	6.1%	10.0%	12.0%	14.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,396,568**	**15.00**
Increase Cost: Insurance Coverage	391,000	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.	(86,730)	0.00
FY22 Recommended	**5,700,838**	**15.00**

Human Resources Division

The Division of Human Resources is a comprehensive support function of MCFRS 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 and hiring, promotional exams, 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 focus 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of safety inspections (PPE) performed [1]	5,598	5,598	6,000	6,000	6,000
Training academy accreditation (three accreditations)	3	3	3	3	3
Percentage of non-white male recruit applications [2]	NA	38%	40%	40%	40%

[1] *Does not include Volunteer inspections.*

[2] *MCFRS began tracking this metric in FY20.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**27,492,173**	**36.26**
Increase Cost: Fire Rescue Occupational Medical Services Contract Adjustment	22,035	0.00
Decrease Cost: Company Officer Leadership Academy - Ongoing Savings Plan Adjustment	(80,000)	0.00
Decrease Cost: Officer Training Courses - Ongoing Savings Plan Adjustment	(140,000)	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.	667,852	0.00
FY22 Recommended	**27,962,060**	**36.26**

Office of the Fire Chief

The Office of the Fire Chief (OFC) has the ultimate responsibility for the overall management, direction, planning, and coordination of all MCFRS programs and operations. The OFC manages the overall service needs and delivery requirements of MCFRS, including fire and rescue master and strategic planning, and resource deployment plans; oversees community risk reduction programs and community outreach; 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, Community Risk Reduction Section, the Planning Section and the Public Information Office.

The Internal Affairs Section investigates complaints and serious violations of the personnel regulations and department policy and conducts procedural background investigations of applicants for firefighter/rescuer positions.

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.

The Planning Section is primarily responsible for the development of the Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan, and the department's Annual Strategic Plan and oversees the department's accreditation program. Among the tasks assigned to this office are the analyses of risk and historical emergency incident activity; monitoring development and growth to project strategic resource needs, facility placement, special operational requirements, and future workforce levels; performance measurement; and geographical incident data analyses and technical support.

The Public Information Office facilitates media relations, messages, and imaging/brand management and is responsible for disseminating information to the public on departmental programs and services; conducting outreach and fire safety education; and ensuring high quality customer service.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Child safety seat inspections survey - percent of respondents who were overall satisfied	99.0%	100.0%	100.0%	100.0%	100.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,634,931**	**23.00**
Add: MCFRS Audit to Optimize Resource Deployment to Address Racial Equity and Social Justice While Identifying Efficiencies	200,000	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.	3,066,204	(3.00)
FY22 Recommended	**5,901,135**	**20.00**

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 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of fire incidents	17,590	16,953	16,290	15,631	14,971
Number of EMIHS (medical services) incidents	95,392	93,516	94,000	94,000	94,000
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the County	10:40	11:18	10:40	10:35	10:30
90th percentile arrival time for first engine to structure fire in urban areas of the County	9:27	9:36	9:30	9:15	9:15
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	34%	27%	30%	33%	33%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**166,890,564**	**1,185.40**
Add: 10 Paramedic Training Positions	763,277	10.00
Add: Daywork Ambulance to Enhance Emergency Medical Services Transport Capacity	641,496	0.00
Add: Paramedic Chase Car to Improve Advanced Life Support Service Delivery	637,193	0.00
Increase Cost: Shift Final SAFER Grant Costs to the Fire Fund	242,536	3.00
Increase Cost: Recruit Class Adjustments	40,000	0.00
Replace: Shift Final SAFER Grant Costs to the Fire Fund	(125,981)	(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.	775,016	3.00
FY22 Recommended	**169,864,101**	**1,198.40**

Support Services

The Division of Support Services provides central administrative and management service and direction for support functions across the department. Core services include Capital Improvement Program, logistics, fleet services, facilities, and technology services.

The logistics function consists of Fleet Support, Fleet Maintenance, Property and Supply, Emergency Medical Service Logistics, and Self-contained Breathing Apparatus & Meters. The Property and Supply Section maintains and distributes uniforms, apparel and protective clothing (firefighting PPE) 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 Fleet Maintenance. 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 maintained to enable all elements of the MCFRS to meet their mission. This includes monitoring, management and maintenance of the department's infrastructure.

Capital Improvement Program manages the construction of new facilities and capital improvements to existing facilities.

The Technology Services Section is responsible for development, implementation, and ongoing support of all information technology needs for the department. This section ensures compliance with all Department of Technology Services requirements; is responsible for radio and telecom infrastructure; manages Computer Aided Dispatch; maintains the Data Warehouse; oversees station alerting, and maintains desktops, firehouse reporting, and inventory control software.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of COMAR-mandated vehicle inspections performed [1]	227	235	245	245	245
Number of facilities maintained by MCFRS [2]	46	46	46	46	47
Number of Facility Maintenance Requests and Repairs [3]	1,526	1,691	2,100	2,300	2,500
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	65	50	50	35	35

[1] *MCFRS Logistics Section recently added responsibility for some LFRD and Special Ops vehicles.*

[2] *While this statistic is generally static, it is a good indicator of the level of effort required to ensure adequate and safe facilities.*

[3] *The new MCFRS defect reporting system was implemented in April 2020. The implementation requires that all facility defects are reported (DGS facilities and volunteer).*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**16,924,926**	**53.60**
Add: Continue Cell Phone Deployment on All Apparatus	137,000	0.00
Increase Cost: Station Alerting Maintenance	35,000	0.00
Decrease Cost: Information Technology Restructure - Ongoing Savings Plan Adjustment	(120,000)	(1.00)
Decrease Cost: Civilianize Facility Maintenance by Un-lapsing Program Manager I and Returning Details to the Field	(190,000)	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.	756,574	0.00
FY22 Recommended	**17,543,500**	**52.60**

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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of volunteer stand-by hours	483,472	501,719	510,000	520,000	530,000
Number of volunteer in-station drill hours	14,868	16,862	17,000	17,250	17,500
Percent of total volunteers that are female	35.6%	37.4%	38.0%	38.0%	38.0%
Percent of volunteers from a racial or ethnic minority group	25.9%	20.3%	22.0%	22.0%	22.0%
Number of trained volunteers hired by MCFRS	19	5	15	15	15

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,656,246**	**6.00**
Increase Cost: Length of Service Awards Program	88,000	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.	(30,814)	0.00
FY22 Recommended	**5,713,432**	**6.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	149,568,825	137,086,983	146,172,272	141,100,890	2.9 %
Employee Benefits	52,022,537	51,131,446	52,030,918	53,428,498	4.5 %
Fire Personnel Costs	**201,591,362**	**188,218,429**	**198,203,190**	**194,529,388**	**3.4 %**
Operating Expenses	42,747,994	36,650,998	41,958,371	37,770,678	3.1 %
Capital Outlay	168,687	0	0	385,000	—
Fire Expenditures	**244,508,043**	**224,869,427**	**240,161,561**	**232,685,066**	**3.5 %**
PERSONNEL					
Full-Time	1,312	1,315	1,315	1,327	0.9 %
Part-Time	0	0	0	0	—
FTEs	1,313.26	1,316.26	1,316.26	1,328.26	0.9 %
REVENUES					
EMS Reimbursement-Ambulance Fee	18,032,185	20,000,000	18,000,000	20,000,000	—
Miscellaneous Revenues	505,610	244,882	244,882	244,882	—
Other Charges/Fees	(1,556)	0	0	0	—
Other Intergovernmental	0	198,622	198,622	198,622	—
Property Tax	214,784,104	244,458,885	243,852,645	255,444,935	4.5 %
State Fire/Rescue 508 Funds	1,959,016	0	2,041,846	0	—
Fire Revenues	**235,279,359**	**264,902,389**	**264,337,995**	**275,888,439**	**4.1 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,719,570	36,853	36,853	0	-100.0 %
Employee Benefits	406,648	89,128	89,128	0	-100.0 %
Grant Fund - MCG Personnel Costs	**2,126,218**	**125,981**	**125,981**	**0**	**-100.0 %**
Operating Expenses	1,229,495	0	0	0	—
Grant Fund - MCG Expenditures	**3,355,713**	**125,981**	**125,981**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	5	3	3	0	-100.0 %
Part-Time	0	0	0	0	—
FTEs	5.00	3.00	3.00	0.00	-100.0 %
REVENUES					
Federal Grants	2,774,494	125,981	125,981	0	-100.0 %
State Grants	78,921	0	0	0	—
Grant Fund - MCG Revenues	**2,853,415**	**125,981**	**125,981**	**0**	**-100.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**247,863,756**	**224,995,408**	**240,287,542**	**232,685,066**	**3.4 %**
Total Full-Time Positions	**1,317**	**1,318**	**1,318**	**1,327**	**0.7 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,318.26**	**1,319.26**	**1,319.26**	**1,328.26**	**0.7 %**
Total Revenues	**238,132,774**	**265,028,370**	**264,463,976**	**275,888,439**	**4.1 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
FIRE		
FY21 ORIGINAL APPROPRIATION	**224,869,427**	**1,316.26**
Changes (with service impacts)		
Add: 10 Paramedic Training Positions [Operations]	763,277	10.00
Add: Daywork Ambulance to Enhance Emergency Medical Services Transport Capacity [Operations]	641,496	0.00
Add: Paramedic Chase Car to Improve Advanced Life Support Service Delivery [Operations]	637,193	0.00
Add: MCFRS Audit to Optimize Resource Deployment to Address Racial Equity and Social Justice While Identifying Efficiencies [Office of the Fire Chief]	200,000	0.00
Add: Continue Cell Phone Deployment on All Apparatus [Support Services]	137,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	3,720,272	0.00
Increase Cost: Retirement Adjustment	1,817,352	0.00
Increase Cost: FY22 Compensation Adjustment	1,729,521	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Insurance Coverage [Fiscal Management]	391,000	0.00
Increase Cost: Shift Final SAFER Grant Costs to the Fire Fund [Operations]	242,536	3.00
Increase Cost: Length of Service Awards Program [Volunteer Services]	88,000	0.00
Increase Cost: Recruit Class Adjustments [Operations]	40,000	0.00
Increase Cost: Station Alerting Maintenance [Support Services]	35,000	0.00
Increase Cost: Fire Rescue Occupational Medical Services Contract Adjustment [Human Resources Division]	22,035	0.00
Decrease Cost: Print and Mail Adjustment	(255)	0.00
Decrease Cost: Motor Pool Adjustment	(67,900)	0.00
Decrease Cost: Company Officer Leadership Academy - Ongoing Savings Plan Adjustment [Human Resources Division]	(80,000)	0.00
Decrease Cost: Information Technology Restructure - Ongoing Savings Plan Adjustment [Support Services]	(120,000)	(1.00)
Decrease Cost: Officer Training Courses - Ongoing Savings Plan Adjustment [Human Resources Division]	(140,000)	0.00
Decrease Cost: Civilianize Facility Maintenance by Un-lapsing Program Manager I and Returning Details to the Field [Support Services]	(190,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(726,400)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(1,324,488)	0.00
FY22 RECOMMENDED	**232,685,066**	**1,328.26**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**125,981**	**3.00**
Other Adjustments (with no service impacts)		
Replace: Shift Final SAFER Grant Costs to the Fire Fund [Operations]	(125,981)	(3.00)
FY22 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Fiscal Management	5,396,568	15.00	5,700,838	15.00
Human Resources Division	27,492,173	36.26	27,962,060	36.26
Office of the Fire Chief	2,634,931	23.00	5,901,135	20.00
Operations	166,890,564	1,185.40	169,864,101	1,198.40
Support Services	16,924,926	53.60	17,543,500	52.60
Volunteer Services	5,656,246	6.00	5,713,432	6.00
Total	**224,995,408**	**1,319.26**	**232,685,066**	**1,328.26**

FUNDING PARAMETER ITEMS

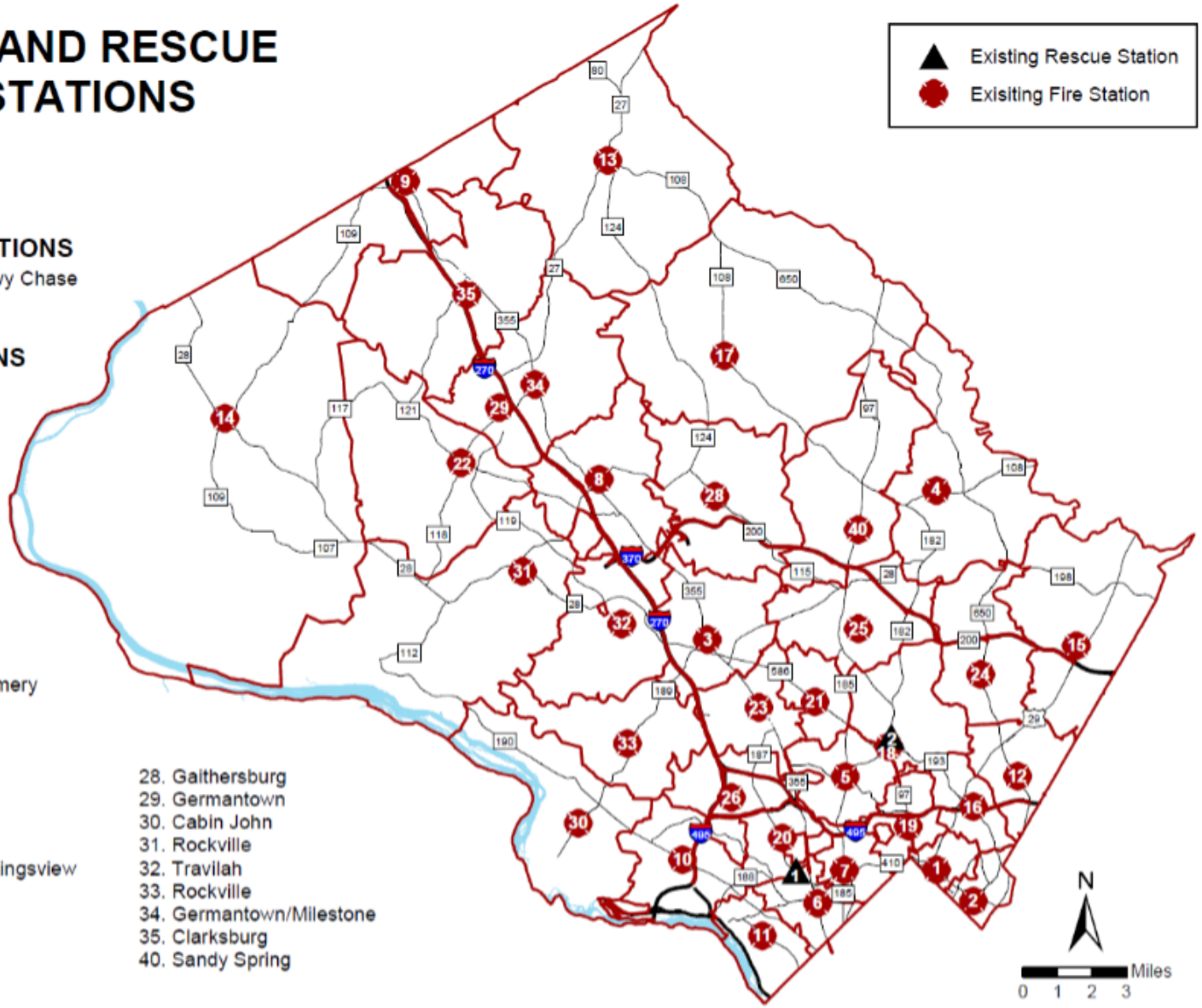
CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
FIRE						
EXPENDITURES						
FY22 Recommended	**232,685**	**232,685**	**232,685**	**232,685**	**232,685**	**232,685**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY22	**0**	**754**	**754**	**754**	**754**	**754**
New positions in the FY22 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.						
Elimination of One-Time Items Recommended in FY22	**0**	**(1,398)**	**(1,398)**	**(1,398)**	**(1,398)**	**(1,398)**
Items recommended for one-time funding in FY22, including additional recruit class costs to support paramedic training positions, an audit, an ambulance unit and equipment, and paramedic chase car equipment, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**2,679**	**2,679**	**2,679**	**2,679**	**2,679**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Clarksburg Fire Station (P450300)	**0**	**194**	**194**	**194**	**194**	**194**
White Flint Fire Station 23 (P451502)	**0**	**0**	**0**	**124**	**297**	**297**
Subtotal Expenditures	**232,685**	**234,913**	**234,913**	**235,037**	**235,210**	**235,210**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY22 Recommended		FY23 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Civilianize Facility Maintenance by Un-lapsing Program Manager I and Returning Details to the Field	(190,000)	0.00	(168,000)	0.00
10 Paramedic Training Positions	653,277	10.00	1,384,903	10.00
Total	**463,277**	**10.00**	**1,216,903**	**10.00**

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 FY22 BUDGET	FULL TIME EQUIVALENTS
$283,116,484	1,870.36

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 FY22 Operating Budget for the Department of Police is $283,116,484, an increase of $1,669,844 or 0.59 percent from the FY21 Approved Budget of $281,446,640. Personnel Costs comprise 84.44 percent of the budget for 1,804 full-time position(s) and 205 part-time position(s), and a total of 1,870.36 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 15.56 percent of the FY22 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. In FY22, MCPD will continue the implementation of the reorganization plan with the creation of a new Community Resources Bureau under the command of a civilian assistant chief, and the reallocation of 65 positions to better utilize available resources and improve service delivery.

The MCPD reorganization aligns to the County Executive's Reimagining Public Safety Initiative, which is to create a more equitable

and inclusive Montgomery County by promoting safe neighborhoods and communities for all residents. The taskforce created under the initiative developed a set of recommendations that explore opportunities for reforms in public safety policies and programs that disproportionally impact communities of color. Among those recommendations, the taskforce suggests finding ways to shift certain non-policing responsibilities that have been defaulted to the MCPD, to other County agencies and community organizations.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- As part of a major departmental reorganization, the department will redeploy staffing resources to improve the efficiency and effectiveness of the agency.
- Organize department traffic enforcement resources to align with the Vision Zero initiative, including the expansion of the automated traffic enforcement unit.
- New department vehicles will employ hybrid technology when possible to reduce vehicle emissions, improve gas mileage, and aid in reaching the County 2035 emissions goal.
- Increase the number of internal affairs sergeants to reduce the caseload per investigator to allow for a more timely completion of administrative investigations.
- The department will create a new Community Resources Bureau under the command of a civilian assistant chief.
- To address the rate of attrition and increase recruitment in MCPD, the Winter Police Recruitment class will be increased by 12.
- Replace 30-percent, or 200, of their taser inventory that are at the end of their useful life.
- Reclassify four positions in support of the department's reorganization.
- Implement year three of the plan to outfit all vehicles with Mobile Video Recording systems.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Deployed smart phones to all sworn personnel to provide a means to ensure data security, as well as provide a backup to our radio communications system.
- Pursue the expansion of less lethal weapons to enhance the ability to subdue individuals while minimizing injuries.
- Improve customer service and decrease staff workload by providing a means to obtain vehicle accident reports on-line.
- Deploy new software in the crime lab to increase efficiency and effectiveness of the unit by revamping unit-wide workflows with streamlined, paperless processes.
- Implement a records management system (RMS) that meets Federal and State requirements that will greatly improve the capability of the department's workflow.

PROGRAM CONTACTS

Contact Neil Shorb of the Department of Police at 240.773.5237 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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Managed Search Operations Team (MSOT) responses to missing-at-risk calls	782	989	1,000	1,100	1,200
Twitter followers for Montgomery County Police	81,732	93,220	104,708	116,196	127,684
Average Citations per Automated Speed and Red Light Cameras [1]	3,342	3,085	3,400	3,700	4,000
Number of traffic collisions in Montgomery County	22,231	18,458	19,000	17,082	15,441

[1] *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.*

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**38,167,210**	**218.00**
Eliminate: One Police Officer Position from the Collision Reconstruction Unit (CRU) in the Traffic Division (TD)	(113,882)	(1.00)
Eliminate: One Police Officer Position from the K9 unit in the Special Operations Division (SOD)	(113,882)	(1.00)
Eliminate: One Police Officer Position from the Emergency Services Unit (ESU) in the Special Operations Division (SOD)	(113,882)	(1.00)
Eliminate: One Police Officer Position from the SWAT Unit in the Special Operations Division (SOD)	(113,882)	(1.00)
Eliminate: Two Police Officer Positions from the Centralized Traffic Section in the Traffic Division (TD)	(227,763)	(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.	1,498,064	5.30
FY22 Recommended	**38,981,983**	**217.30**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Lab examinations completed by the Montgomery County Police Crime Lab	12,508	10,801	11,500	12,000	12,500
Crime investigation and closure rate: Violent crime	41.8%	57.3%	50.0%	60.0%	65.0%
Crime investigation and closure rate: Property crime [1]	21.9%	17.9%	21.0%	25.0%	30.0%
Fatal overdoses from opioids [2]	44	76	70	50	40

[1] *These numbers are in a constant state of change as officers and detectives continue to work on cases.*

[2] *This number represents only those fatal overdoses that the MCPD responded to or was otherwise notified of.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**41,108,805**	**299.00**
Eliminate: Eliminate One Office Services Coordinator Position from the Major Crimes Division (MCD)	(74,641)	(1.00)
Eliminate: Central Auto Theft Section (CATS) in the Criminal Investigations Division (CID)	(480,685)	(4.00)

FY22 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.	2,932,224	15.50
FY22 Recommended	**43,485,703**	**309.50**

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.
- Management of the department's CIP projects/renovations, and coordination of building and property maintenance services.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	523,529	497,370	500,000	507,000	510,000
Total non-emergency calls received by Police Emergency Communication Center (ECC) [1]	287,755	265,446	265,000	270,000	275,000
Average emergency 911 call processing time (minutes)	02:15	02:37	02:34	02:00	02:00
Average time to answer 911 calls (seconds)	5.0	4.0	4.0	4.0	4.0

[1] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**82,872,479**	**433.86**
Enhance: Winter POC Recruitment Class Size	649,518	0.00
Enhance: Electronic Control Weapons (aka Tasers) Program	570,390	0.00

FY22 Recommended Changes	Expenditures	FTEs
Increase Cost: Upgrades to Mobile Video System	471,312	0.00
Increase Cost: Contractual Operating Expense Changes	62,514	0.00
Increase Cost: Position Reclassifications for MCPD Reorganization	62,419	0.00
Increase Cost: Replacement of Lost UASI Grants	30,000	0.00
Increase Cost: Annualization of PSCC Next Generation 9-1-1 / Text 9-1-1 Contract	810	0.00
Decrease Cost: FY21 Personnel Cost of New Positions in FY20 Winter Recruit Class	(12,314)	0.00
Decrease Cost: Lapse One Information Technology Technician III from the Information Management and Technology Division (IMTD) for Half of FY22	(39,000)	0.00
Eliminate: Vacant Office Services Coordinator Position in Record Management (IMTD)	(43,545)	(0.50)
Decrease Cost: Civilianize One Sergeant from the Evidence Unit	(47,092)	0.00
Decrease Cost: Civilianize One Sergeant position from the Personnel Division	(47,092)	0.00
Eliminate: One Abandoned Vehicle Code Enforcement Specialist Position from the Vehicle Recovery Section	(65,881)	(1.00)
Decrease Cost: Lapse One IT Supervisor Position from the Information Management and Technology Division (IMTD) for Half of FY22	(70,000)	0.00
Eliminate: One Crime Analyst Position from the Information Management and Technology Division (IMTD)	(86,886)	(1.00)
Eliminate: Vacant PSC Shift Operations Manager Position	(105,346)	(1.00)
Eliminate: Pooled background Specialists in the Personnel Division	(189,178)	0.00
Eliminate: Operational Expense Savings from Eliminated Positions	(285,000)	0.00
Decrease Cost: Duty Ballistic Body Armor- Master Lease	(290,914)	0.00
Reduce: Reduce MCPD operating expenses department-wide	(1,492,340)	0.00
Decrease Cost: Reduce Funding for Next Gen 911 in Anticipation of State Aid	(2,906,367)	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.	(3,550,262)	(53.30)
FY22 Recommended	**75,488,225**	**377.06**

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.

The Professional Accountability Division ensures that the department is operating within established policies, procedures, and legislative mandates.

Program Performance Measures	Actual	Actual	Estimated	Target	Target

	FY19	FY20	FY21	FY22	FY23
Community engagement events	1,921	1,100	2,000	2,200	2,400
Number of Use of Force incidents	529	531	547	563	580
Average number of days for formal investigation to be completed	342	574	550	500	475
External complaints against police	173	224	200	190	180

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,600,885**	**13.00**
Enhance: Internal Affairs Division (IAD) Sergeants	190,362	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.	656,315	4.00
FY22 Recommended	**3,447,562**	**19.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total calls for service (dispatched and self-initiated)	333,759	298,608	285,000	295,000	305,000
Percent of County residents satisfied with police services [1]	84%	N/A	N/A	N/A	N/A
Average emergency 911 call travel time (minutes)	05:09	05:09	05:14	05:00	05:00

[1] *Satisfaction scores from biannual countywide resident survey.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**116,697,261**	**935.00**
Eliminate: Five School Resource Officer Positions Designated for MCPS middle schools	(569,408)	(5.00)
Eliminate: Five Police Officer Positions from the Patrol Investigations unit	(569,408)	(5.00)
Eliminate: One Traffic Complaint Officer Position from all 6 Districts	(683,289)	(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.	6,837,855	28.50
FY22 Recommended	**121,713,011**	**947.50**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	184,469,120	177,192,490	171,872,270	182,436,593	3.0 %
Employee Benefits	61,808,060	56,383,616	56,509,627	56,471,764	0.2 %
County General Fund Personnel Costs	**246,277,180**	**233,576,106**	**228,381,897**	**238,908,357**	**2.3 %**
Operating Expenses	43,850,754	47,410,300	39,793,825	44,043,127	-7.1 %
Capital Outlay	203,545	295,234	295,234	0	-100.0 %
County General Fund Expenditures	**290,331,479**	**281,281,640**	**268,470,956**	**282,951,484**	**0.6 %**
PERSONNEL					
Full-Time	1,904	1,831	1,831	1,803	-1.5 %
Part-Time	199	206	206	205	-0.5 %
FTEs	1,971.26	1,897.86	1,897.86	1,869.36	-1.5 %
REVENUES					
Emergency 911	10,621,575	15,000,000	12,250,000	12,000,000	-20.0 %
Miscellaneous Revenues	1,601,798	750,000	750,000	750,000	—
Other Charges/Fees	1,757,176	2,156,760	2,002,650	2,031,760	-5.8 %
Other Fines/Forfeitures	12,300,830	18,244,500	3,544,500	18,244,500	—
Other Intergovernmental	(3,469)	250,000	0	0	-100.0 %
Other Licenses/Permits	63,924	70,000	70,000	70,000	—
Parking Fines	2,495	1,010,500	0	0	-100.0 %
Pet Licenses	375,430	0	0	0	—
Photo Red Light Citations	2,779,670	4,600,000	1,700,000	3,800,000	-17.4 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Speed Camera Citations	12,917,084	18,985,000	13,200,000	14,985,000	-21.1 %
State Aid: Police Protection	18,264,294	14,324,844	14,324,844	14,324,844	—
Vehicle/Bike Auction Proceeds	763,571	1,150,000	1,150,000	1,150,000	—
County General Fund Revenues	**61,444,378**	**76,541,604**	**48,991,994**	**67,356,104**	**-12.0 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	511,681	109,102	109,102	114,822	5.2 %
Employee Benefits	55,087	38,898	38,898	33,178	-14.7 %
Grant Fund - MCG Personnel Costs	**566,768**	**148,000**	**148,000**	**148,000**	**—**
Operating Expenses	606,876	17,000	17,000	17,000	—
Capital Outlay	81,591	0	0	0	—
Grant Fund - MCG Expenditures	**1,255,235**	**165,000**	**165,000**	**165,000**	**—**
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	93,474	0	0	0	—
Miscellaneous Revenues	55,598	0	0	0	—
State Grants	885,248	165,000	165,000	165,000	—
Grant Fund - MCG Revenues	**1,034,320**	**165,000**	**165,000**	**165,000**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**291,586,714**	**281,446,640**	**268,635,956**	**283,116,484**	**0.6 %**
Total Full-Time Positions	**1,905**	**1,832**	**1,832**	**1,804**	**-1.5 %**
Total Part-Time Positions	**199**	**206**	**206**	**205**	**-0.5 %**
Total FTEs	**1,972.26**	**1,898.86**	**1,898.86**	**1,870.36**	**-1.5 %**
Total Revenues	**62,478,698**	**76,706,604**	**49,156,994**	**67,521,104**	**-12.0 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**281,281,640**	**1,897.86**
Changes (with service impacts)		
Enhance: Winter POC Recruitment Class Size [Management Services]	649,518	0.00
Enhance: Electronic Control Weapons (aka Tasers) Program [Management Services]	570,390	0.00
Enhance: Internal Affairs Division (IAD) Sergeants [Office of the Chief]	190,362	2.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Eliminate: Vacant Office Services Coordinator Position in Record Management (IMTD) [Management Services]	(43,545)	(0.50)
Eliminate: One Abandoned Vehicle Code Enforcement Specialist Position from the Vehicle Recovery Section [Management Services]	(65,881)	(1.00)
Eliminate: Eliminate One Office Services Coordinator Position from the Major Crimes Division (MCD) [Investigative Services]	(74,641)	(1.00)
Eliminate: One Crime Analyst Position from the Information Management and Technology Division (IMTD) [Management Services]	(86,886)	(1.00)
Eliminate: Vacant PSC Shift Operations Manager Position [Management Services]	(105,346)	(1.00)
Eliminate: One Police Officer Position from the SWAT Unit in the Special Operations Division (SOD) [Field Services]	(113,882)	(1.00)
Eliminate: One Police Officer Position from the Collision Reconstruction Unit (CRU) in the Traffic Division (TD) [Field Services]	(113,882)	(1.00)
Eliminate: One Police Officer Position from the K9 unit in the Special Operations Division (SOD) [Field Services]	(113,882)	(1.00)
Eliminate: One Police Officer Position from the Emergency Services Unit (ESU) in the Special Operations Division (SOD) [Field Services]	(113,882)	(1.00)
Eliminate: Pooled background Specialists in the Personnel Division [Management Services]	(189,178)	0.00
Eliminate: Two Police Officer Positions from the Centralized Traffic Section in the Traffic Division (TD) [Field Services]	(227,763)	(2.00)
Eliminate: Operational Expense Savings from Eliminated Positions [Management Services]	(285,000)	0.00
Eliminate: Central Auto Theft Section (CATS) in the Criminal Investigations Division (CID) [Investigative Services]	(480,685)	(4.00)
Eliminate: Five School Resource Officer Positions Designated for MCPS middle schools [Patrol Services]	(569,408)	(5.00)
Eliminate: Five Police Officer Positions from the Patrol Investigations unit [Patrol Services]	(569,408)	(5.00)
Eliminate: One Traffic Complaint Officer Position from all 6 Districts [Patrol Services]	(683,289)	(6.00)
Reduce: Reduce MCPD operating expenses department-wide [Management Services]	(1,492,340)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	5,355,683	0.00
Increase Cost: FY22 Compensation Adjustment	4,077,024	0.00
Increase Cost: Retirement Adjustment	781,702	0.00
Increase Cost: Motor Pool Adjustment	719,065	0.00
Increase Cost: Upgrades to Mobile Video System [Management Services]	471,312	0.00
Increase Cost: Contractual Operating Expense Changes [Management Services]	62,514	0.00
Increase Cost: Position Reclassifications for MCPD Reorganization [Management Services]	62,419	0.00
Increase Cost: Replacement of Lost UASI Grants [Management Services]	30,000	0.00
Increase Cost: Annualization of FY21 Lapsed Positions	26,232	0.00
Increase Cost: Annualization of PSCC Next Generation 9-1-1 / Text 9-1-1 Contract [Management Services]	810	0.00
Decrease Cost: FY21 Personnel Cost of New Positions in FY20 Winter Recruit Class [Management Services]	(12,314)	0.00
Decrease Cost: Lapse One Information Technology Technician III from the Information Management and Technology Division (IMTD) for Half of FY22 [Management Services]	(39,000)	0.00
Decrease Cost: Civilianize One Sergeant from the Evidence Unit [Management Services]	(47,092)	0.00
Decrease Cost: Civilianize One Sergeant position from the Personnel Division [Management Services]	(47,092)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Print and Mail Adjustment	(48,463)	0.00
Decrease Cost: Lapse One IT Supervisor Position from the Information Management and Technology Division (IMTD) for Half of FY22 [Management Services]	(70,000)	0.00
Decrease Cost: Duty Ballistic Body Armor- Master Lease [Management Services]	(290,914)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(731,466)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(1,805,581)	0.00
Decrease Cost: Reduce Funding for Next Gen 911 in Anticipation of State Aid [Management Services]	(2,906,367)	0.00
FY22 RECOMMENDED	**282,951,484**	**1,869.36**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**165,000**	**1.00**
FY22 RECOMMENDED	**165,000**	**1.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Field Services	38,167,210	218.00	38,981,983	217.30
Investigative Services	41,108,805	299.00	43,485,703	309.50
Management Services	82,872,479	433.86	75,488,225	377.06
Office of the Chief	2,600,885	13.00	3,447,562	19.00
Patrol Services	116,697,261	935.00	121,713,011	947.50
Total	**281,446,640**	**1,898.86**	**283,116,484**	**1,870.36**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Animal Services	General Fund	118,801	1.00	111,725	1.00
Emergency Management and Homeland Security	Grant Fund	120,000	0.70	120,000	0.70
	Total	**238,801**	**1.70**	**231,725**	**1.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
EXPENDITURES						
FY22 Recommended	**282,951**	**282,951**	**282,951**	**282,951**	**282,951**	**282,951**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(882)**	**(882)**	**(882)**	**(882)**	**(882)**
Items recommended for one-time funding in FY22, including tasers, mobile video unit upgrades, and a portion of the reclassification costs associated with the MCPD reorganization, will be eliminated from the base in the outyears.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**4,399**	**4,399**	**4,399**	**4,399**	**4,399**
Restoration of costs that were eliminated in the operating budget development year to return to pre-COVID-19 service delivery levels.						
Restore One-Time Lapse Increase	**0**	**109**	**109**	**109**	**109**	**109**
Labor Contracts	**0**	**3,540**	**3,540**	**3,540**	**3,540**	**3,540**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**282,951**	**290,116**	**290,116**	**290,116**	**290,116**	**290,116**

Sheriff

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$26,418,928	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 FY22 Operating Budget for the Sheriff's Office is $26,418,928, an increase of $857,607 or 3.36 percent from the FY21 Approved Budget of $25,561,321. Personnel Costs comprise 84.59 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 15.41 percent of the FY22 budget.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Collaborating with the Montgomery County Department of Technology Services to make Intake and Recordkeeping at the Family Justice Center, fully electronic and paperless.
- Development of a training institute on Domestic Violence Dynamics, Domestic Violence and the Workplace, How to Talk to Children About Dating Violence, and Bystander Intervention at the Family Justice Center.
- Continue to explore partnerships between the Family Justice Center, the County and other non-profit agencies to provide enhanced services for victims of domestic violence who are also substance abusers.
- To address attrition and the rate of recruitment, the Sheriff's Office will increase each of the two recruitment classes by one.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Family Justice Center (FJC) served 1,652 victims of intimate partner violence. The clients ranged in age from 15 to 83, with the majority being between the ages of 18 and 35. The FJC provided the services in 20 different languages (English, Amharic, Arabic, Bengali, Cantonese, Dari, Farsi, French, Haitian Creole, Korean, Latvian, Mandarin, Pashto, Portuguese, Russian, Spanish, Thai, Urdu, Vietnamese, and Yoruba).
- Rotational telework, social distancing, and routine disinfecting protocols were immediately put in place at the Family Justice Center to ensure victims could safely receive the same critical, wraparound care that has always been available at the FJC during this time. The Center also set up a dedicated safe e-mail account (safe@montgomerycountymd.gov) so that victims of abuse could discreetly send an e-mail to the FJC if they could not safely make a phone call. A 20% decline in victims seeking services at the FJC was initially observed in April and May of 2020, but by June, the number of clients rebounded back to pre-COVID levels and continued to increase throughout the summer.
- In collaboration with the Montgomery County Animal Services and Adoption Center, the FJC finalized and implemented an agreement to expand the Safe Keep Program, which provides emergency shelter for pets of domestic violence victims. Staff from the FJC and from the Animal Services and Adoption Center also participated in a joint training on the link between animal abuse and domestic violence.
- In collaboration with Chesapeake Counseling Associates (CCA), FJC adapted the highly successful Safe Start Summer Camp program to a virtual format due to the COVID-19 public health crisis. Since summer camps were widely shut down this year, CCA mailed activity kits to more than 30 children for use in therapeutic, summer camp-style group activities that were done virtually through Zoom.
- Utilizing best practices, the FJC revamped its website to make it more user-friendly and accessible to clients and the general public. New features include a quick exit button, resource pages, and embedded links to allied agency websites.
- The FJC Volunteer and Internship Program accepted 16 volunteers and interns who completed 558 hours of service until the program was temporarily suspended in March 2020 due to the COVID-19 public health crisis.

PROGRAM CONTACTS

Contact Mary Lou Wirdzek of the Sheriff's Office at 240.777.7078 or Taman Morris 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 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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Interim and Temporary Peace Orders received [1]	2,454	2,258	5,624	3,500	3,600
Number of Interim and Temporary Protective Orders received	4,559	4,557	3,392	5,800	5,800
Number of safety check violations resulting in arrest [2]	2	0	1	1	1
Number of weapons seized as a result of Protective Orders	260	164	92	92	92

[1] *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.*

[2] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,904,683**	**28.55**
Increase Cost: Increase Recruitment Class Sizes	107,352	0.00
Increase Cost: Promotional Exams	80,000	0.00
Increase Cost: Implementation of Longevity Increment Pass-through to Deputy Sheriff Management Salary Scale	23,464	0.00
Increase Cost: Ballistic Vests	23,000	0.00
Technical Adj: FTE Adjustment from General Fund for Child Support and Protective Order	0	0.27
Technical Adj: FTE Adjustment to Grants for Child Support and Protective Order	(1,660)	(0.27)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	950,845	0.45
FY22 Recommended	**7,087,684**	**29.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,421,340**	**22.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,350	0.00
FY22 Recommended	**2,429,690**	**22.50**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**9,650,616**	**77.50**
Increase Cost: Structural Deficit - Security Contract	75,000	0.00
Decrease Cost: Reduce Funding for Tasers for FY22 - To be reinstated in FY23	(17,789)	0.00
Reduce: Entry Level Security Hours for Contract Security Officers	(129,470)	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.	129,975	4.00
FY22 Recommended	**9,708,332**	**81.50**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,549,768**	**22.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(99,656)	(1.00)
FY22 Recommended	**2,450,112**	**21.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,034,914**	**42.25**
Shift: Community Grants moved from Community Grants Non Departmental Account to Sheriff's Base Budget	115,000	0.00
Reduce: Lapse Client Assistance Specialist for 6 months	(43,110)	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.	(363,694)	(3.45)
FY22 Recommended	**4,743,110**	**38.80**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,186,392	15,797,510	16,010,952	16,680,115	5.6 %
Employee Benefits	5,707,506	4,980,910	5,183,068	5,081,391	2.0 %
County General Fund Personnel Costs	**22,893,898**	**20,778,420**	**21,194,020**	**21,761,506**	**4.7 %**
Operating Expenses	3,018,945	3,879,255	3,707,802	3,753,776	-3.2 %
Capital Outlay	59,784	0	0	0	—
County General Fund Expenditures	**25,972,627**	**24,657,675**	**24,901,822**	**25,515,282**	**3.5 %**
PERSONNEL					
Full-Time	182	182	182	182	—
Part-Time	5	5	5	5	—
FTEs	187.89	187.89	187.89	187.62	-0.1 %
REVENUES					
Facility Rental Fees	0	500	500	500	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Federal Grants	2,000	0	0	0	—
Miscellaneous Revenues	16,530	4,000	4,000	4,000	—
Other Charges/Fees	13,029	20,000	20,000	20,000	—
Other Intergovernmental	0	20,460	20,460	20,460	—
Sheriff Fees	729,941	1,200,000	1,200,000	1,200,000	—
County General Fund Revenues	**761,500**	**1,244,960**	**1,244,960**	**1,244,960**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	420,911	443,136	443,136	441,580	-0.4 %
Employee Benefits	172,224	143,385	143,385	144,941	1.1 %
Grant Fund - MCG Personnel Costs	**593,135**	**586,521**	**586,521**	**586,521**	**—**
Operating Expenses	194,619	317,125	317,125	317,125	—
Grant Fund - MCG Expenditures	**787,754**	**903,646**	**903,646**	**903,646**	**—**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.91	4.91	4.91	5.18	5.5 %
REVENUES					
Federal Grants	685,385	903,646	903,646	903,646	—
Other Intergovernmental	21,000	0	0	0	—
State Grants	42,572	0	0	0	—
Grant Fund - MCG Revenues	**748,957**	**903,646**	**903,646**	**903,646**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**26,760,381**	**25,561,321**	**25,805,468**	**26,418,928**	**3.4 %**
Total Full-Time Positions	**190**	**190**	**190**	**190**	**—**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**192.80**	**192.80**	**192.80**	**192.80**	**—**
Total Revenues	**1,510,457**	**2,148,606**	**2,148,606**	**2,148,606**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**24,657,675**	**187.89**
Changes (with service impacts)		
Reduce: Lapse Client Assistance Specialist for 6 months [Domestic Violence]	(43,110)	0.00
Reduce: Entry Level Security Hours for Contract Security Officers [Courtroom/Courthouse Security and Transport]	(129,470)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	649,525	0.00
Increase Cost: FY22 Compensation Adjustment	382,732	0.00
Shift: Community Grants moved from Community Grants Non Departmental Account to Sheriff's Base Budget [Domestic Violence]	115,000	0.00
Increase Cost: Increase Recruitment Class Sizes [Administration]	107,352	0.00
Increase Cost: Promotional Exams [Administration]	80,000	0.00
Increase Cost: Structural Deficit - Security Contract [Courtroom/Courthouse Security and Transport]	75,000	0.00
Increase Cost: Retirement Adjustment	46,543	0.00
Increase Cost: Motor Pool Adjustment	25,904	0.00
Increase Cost: Implementation of Longevity Increment Pass-through to Deputy Sheriff Management Salary Scale [Administration]	23,464	0.00
Increase Cost: Ballistic Vests [Administration]	23,000	0.00
Decrease Cost: Print and Mail Adjustment	(130)	0.00
Technical Adj: FTE Adjustment to Grants for Child Support and Protective Order [Administration]	(1,660)	(0.27)
Decrease Cost: Reduce Funding for Tasers for FY22 - To be reinstated in FY23 [Courtroom/Courthouse Security and Transport]	(17,789)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(173,760)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(304,994)	0.00
FY22 RECOMMENDED	**25,515,282**	**187.62**

GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**903,646**	**4.91**
Other Adjustments (with no service impacts)		
Technical Adj: FTE Adjustment from General Fund for Child Support and Protective Order [Administration]	0	0.27
FY22 RECOMMENDED	**903,646**	**5.18**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	5,904,683	28.55	7,087,684	29.00
Civil Process	2,421,340	22.50	2,429,690	22.50
Courtroom/Courthouse Security and Transport	9,650,616	77.50	9,708,332	81.50
Criminal Process/Warrants and Extraditions	2,549,768	22.00	2,450,112	21.00
Domestic Violence	5,034,914	42.25	4,743,110	38.80
Total	**25,561,321**	**192.80**	**26,418,928**	**192.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**25,515**	**25,515**	**25,515**	**25,515**	**25,515**	**25,515**
No inflation or compensation change is included in outyear projections.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**147**	**147**	**147**	**147**	**147**
Restoration of costs that were eliminated in the operating budget development year to return to pre-COVID-19 service delivery levels.						
Restore Client Assistance Specialist Position Lapsed in FY21	**0**	**(95)**	**(95)**	**(95)**	**(95)**	**(95)**
Position was lapsed in FY21 as part of the Sheriff's FY21 Revised Spending Plan. The Sheriff's Office will continue hold position vacant for the first half of FY22.						
Labor Contracts	**0**	**514**	**514**	**514**	**514**	**514**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**25,515**	**26,081**	**26,081**	**26,081**	**26,081**	**26,081**

Transportation

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$52,670,661	284.30

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 FY22 Operating Budget for the Department of Transportation is $52,670,661, a decrease of $320,394 or 0.60 percent from the FY21 Approved Budget of $52,991,055. Personnel Costs comprise 52.31 percent of the budget for 457 full-time position(s) and seven part-time position(s), and a total of 284.30 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 47.69 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:

- **Thriving Youth and Families**
- **A Greener County**
- **Easier Commutes**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Brady Goldsmith of the Department of Transportation at 240.777.2793 or Mary Beck of the Office of Management and

Budget at 240.777.2753 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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of traffic studies completed	240	333	300	330	360
Percent of traffic studies completed within scheduled timeframe	78%	74%	80%	82%	85%
Number of serious and fatal crashes on Montgomery County maintained roads	84	92	67	65	52

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,835,800**	**22.60**
Decrease Cost: Streetlight Maintenance/Relamping to Reflect Savings from Switch to LED Lights	(110,000)	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.	22,298	0.30
FY22 Recommended	**4,748,098**	**22.90**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Trees Planted (includes Tree Replacement Fund)	1,951	1,723	1,600	1,600	1,600
Backlog of 311 requests for Tree Maintenance	623	247	250	250	250
Number of verified missed streets for leaf collections	165	306	245	225	200
Survival rate of street trees planted	90%	91%	90%	90%	90%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**14,271,259**	**71.88**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	490,694	0.00
FY22 Recommended	**14,761,953**	**71.88**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,081,038**	**1.60**
Decrease Cost: Efficiency Improvements in Parking Enforcement	(155,910)	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.	5,046	0.00
FY22 Recommended	**930,174**	**1.60**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of lane miles rehabilitated	197	281	144	159	159
Average Pavement Condition Index (PCI) of roadway network	67.1	66.7	65.2	65.0	64.5
Percent of primary/arterial road quality rated good or better	46%	45%	40%	30%	25%
Percent of rural/residential road quality rated good or better	45%	45%	43%	41%	38%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**16,910,506**	**102.14**
Enhance: Maintenance of Newly Accepted Subdivision Roads	136,565	0.00
Enhance: Maintenance costs for various closed out CIP projects	28,000	0.00
Reduce: Patching - Represents 3% of the Budget	(288,319)	0.00
Reduce: Resurfacing - Represents 16% of Budget	(429,636)	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.	(398,579)	0.00
FY22 Recommended	**15,958,537**	**102.14**

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 percent 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of snow and rain storms addressed	13	11	13	13	13
Number of verified reports of unplowed or missed streets	363	0	250	225	200
Percent of Traffic Signals with fully functioning equipment	85%	81%	81%	85%	90%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,665,947**	**39.70**
Enhance: Traffic Signals - Operation and Maintenance for new signals added to the network	36,000	0.00
Enhance: Maintenance for cameras and fiber added to the Advanced Transportation Management System	30,000	0.00
Enhance: Uninterrupted Power Supply (UPS) Unit Maintenance at 443 Intersections	11,250	0.00
Reduce: Signal Optimization Timing - Extend Comprehensive System Review from 8-10 Years to 12-14 Years	(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.	132,761	1.20
FY22 Recommended	**6,805,958**	**40.90**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Linear feet of sidewalk construction completed (000) [1]	29	32	25	25	25
Number of development applications reviewed	294	250	250	255	265
Number of Transportation Demand Management plans approved	104	114	135	145	160

[1] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,109,346**	**12.19**
Increase Cost: Workforce Adjustment	0	0.50
Eliminate: Bridge Load Bearing Testing - All Relevant Bridges Addressed - No Safety Impact	(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.	(354,279)	(3.00)
FY22 Recommended	**1,605,067**	**9.69**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,117,159**	**35.69**
Re-align: Eliminate Vacant Positions - No Service Impact	(179,432)	(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.	923,147	1.50
FY22 Recommended	**7,860,874**	**35.19**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,146,103	17,078,017	17,506,797	18,247,373	6.9 %
Employee Benefits	6,324,602	6,010,695	4,543,266	5,904,635	-1.8 %
County General Fund Personnel Costs	**23,470,705**	**23,088,712**	**22,050,063**	**24,152,008**	**4.6 %**
Operating Expenses	24,231,028	23,429,515	25,688,095	21,747,381	-7.2 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Capital Outlay	10,068	0	0	0	—
County General Fund Expenditures	**47,711,801**	**46,518,227**	**47,738,158**	**45,899,389**	**-1.3 %**
PERSONNEL					
Full-Time	457	456	456	456	—
Part-Time	8	7	7	7	—
FTEs	255.02	254.02	254.02	252.52	-0.6 %
REVENUES					
Bus Advertising	18,750	0	0	0	—
Federal Grants	1,019,000	0	0	0	—
Miscellaneous Revenues	364,526	300,000	500,000	150,000	-50.0 %
Motor Pool Charges/Fees	10,771	0	0	0	—
Other Charges/Fees	271,078	750,000	750,000	435,000	-42.0 %
Other Fines/Forfeitures	4,650	0	0	0	—
Parking Fees	163,310	210,000	105,000	105,000	-50.0 %
Parking Fines	924,726	1,300,000	350,000	650,000	-50.0 %
Residential Parking Permits	103,179	24,000	12,000	12,000	-50.0 %
State Aid: Highway User	7,185,109	8,447,837	7,501,691	7,946,699	-5.9 %
State Grants	0	650,000	650,000	650,000	—
Street Tree Planting	145,574	75,000	75,000	75,000	—
Subdivision Plan Review	178,487	300,000	170,000	225,000	-25.0 %
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
County General Fund Revenues	**10,389,160**	**13,050,837**	**11,107,691**	**11,242,699**	**-13.9 %**
LEAF VACUUMING					
EXPENDITURES					
Salaries and Wages	2,802,251	2,736,673	1,821,848	2,542,105	-7.1 %
Employee Benefits	838,104	757,131	588,391	775,225	2.4 %
Leaf Vacuuming Personnel Costs	**3,640,355**	**3,493,804**	**2,410,239**	**3,317,330**	**-5.1 %**
Operating Expenses	3,332,724	2,874,082	3,140,434	3,373,621	17.4 %
Leaf Vacuuming Expenditures	**6,973,079**	**6,367,886**	**5,550,673**	**6,690,951**	**5.1 %**
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	44,939	34,880	2,620	1,630	-95.3 %
Leaf Vaccuum Collection Fees	7,976,694	8,591,838	8,591,838	8,600,551	0.1 %
Other Charges/Fees	11,004	0	0	0	—
Leaf Vacuuming Revenues	**8,032,637**	**8,626,718**	**8,594,458**	**8,602,181**	**-0.3 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	87,894	87,894	63,009	-28.3 %
Employee Benefits	2,466	17,048	17,048	17,312	1.6 %
Grant Fund - MCG Personnel Costs	**2,466**	**104,942**	**104,942**	**80,321**	**-23.5 %**
Operating Expenses	(272,860)	0	0	0	—
Grant Fund - MCG Expenditures	**(270,394)**	**104,942**	**104,942**	**80,321**	**-23.5 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.75	0.75	0.75	0.75	—
REVENUES					
Federal Grants	0	0	104,942	80,321	—
State Grants	0	104,942	0	0	-100.0 %
Grant Fund - MCG Revenues	**0**	**104,942**	**104,942**	**80,321**	**-23.5 %**
DEPARTMENT TOTALS					
Total Expenditures	**54,414,486**	**52,991,055**	**53,393,773**	**52,670,661**	**-0.6 %**
Total Full-Time Positions	**458**	**457**	**457**	**457**	**—**
Total Part-Time Positions	**8**	**7**	**7**	**7**	**—**
Total FTEs	**286.80**	**285.80**	**285.80**	**284.30**	**-0.5 %**
Total Revenues	**18,421,797**	**21,782,497**	**19,807,091**	**19,925,201**	**-8.5 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**46,518,227**	**254.02**
Changes (with service impacts)		
Enhance: Maintenance of Newly Accepted Subdivision Roads [Transportation Infrastructure Construction & Maintenance]	136,565	0.00
Enhance: Traffic Signals - Operation and Maintenance for new signals added to the network [Transportation Management, Operations and Emergency/Storm Response]	36,000	0.00
Enhance: Maintenance for cameras and fiber added to the Advanced Transportation Management System [Transportation Management, Operations and Emergency/Storm Response]	30,000	0.00
Enhance: Maintenance costs for various closed out CIP projects [Transportation Infrastructure Construction & Maintenance]	28,000	0.00
Enhance: Uninterrupted Power Supply (UPS) Unit Maintenance at 443 Intersections [Transportation Management, Operations and Emergency/Storm Response]	11,250	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Reduce: Signal Optimization Timing - Extend Comprehensive System Review from 8-10 Years to 12-14 Years [Transportation Management, Operations and Emergency/Storm Response]	(70,000)	0.00
Eliminate: Bridge Load Bearing Testing - All Relevant Bridges Addressed - No Safety Impact [Transportation Policy, Planning, and Project Development]	(150,000)	0.00
Reduce: Patching - Represents 3% of the Budget [Transportation Infrastructure Construction & Maintenance]	(288,319)	0.00
Reduce: Resurfacing - Represents 16% of Budget [Transportation Infrastructure Construction & Maintenance]	(429,636)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	694,307	0.00
Increase Cost: FY22 Compensation Adjustment	679,723	0.00
Increase Cost: Workforce Adjustment [Transportation Policy, Planning, and Project Development]	0	0.50
Decrease Cost: Print and Mail Adjustment	(969)	0.00
Decrease Cost: Streetlight Maintenance/Relamping to Reflect Savings from Switch to LED Lights [Community/Transportation Safety]	(110,000)	0.00
Decrease Cost: Retirement Adjustment	(126,302)	0.00
Decrease Cost: Efficiency Improvements in Parking Enforcement [Parking Outside the Parking Districts]	(155,910)	0.00
Re-align: Eliminate Vacant Positions - No Service Impact [Transportation Services General Administration]	(179,432)	(2.00)
Decrease Cost: Motor Pool Adjustment	(724,115)	0.00
FY22 RECOMMENDED	**45,899,389**	**252.52**

LEAF VACUUMING

FY21 ORIGINAL APPROPRIATION	**6,367,886**	**31.03**
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment	220,539	0.00
Increase Cost: FY21 Compensation Adjustment	71,451	0.00
Increase Cost: FY22 Compensation Adjustment	41,001	0.00
Decrease Cost: Retirement Adjustment	(9,926)	0.00
FY22 RECOMMENDED	**6,690,951**	**31.03**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**104,942**	**0.75**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY21 Personnel Costs	(24,621)	0.00
FY22 RECOMMENDED	**80,321**	**0.75**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Community/Transportation Safety	4,835,800	22.60	4,748,098	22.90
Non- Roadway Right of Way Maintenance	14,271,259	71.88	14,761,953	71.88
Parking Outside the Parking Districts	1,081,038	1.60	930,174	1.60
Transportation Infrastructure Construction & Maintenance	16,910,506	102.14	15,958,537	102.14
Transportation Management, Operations and Emergency/Storm Response	6,665,947	39.70	6,805,958	40.90
Transportation Policy, Planning, and Project Development	2,109,346	12.19	1,605,067	9.69
Transportation Services General Administration	7,117,159	35.69	7,860,874	35.19
Total	**52,991,055**	**285.80**	**52,670,661**	**284.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
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	208,058	1.00	208,058	1.00
Environmental Protection	Water Quality Protection	4,147,667	32.29	4,198,553	32.29
Recycling and Resource Management	Solid Waste Disposal	320,434	2.90	315,023	2.90
CIP	Capital Fund	15,348,379	147.73	15,183,560	147.48
Cable Television Communications Plan	Cable TV	877,792	0.75	873,196	0.75
	Total	**20,970,230**	**184.67**	**20,846,290**	**184.42**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**45,899**	**45,899**	**45,899**	**45,899**	**45,899**	**45,899**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**718**	**718**	**718**	**718**	**718**
Items recommended for one-time reduction in FY22, including Patching and Resurfacing, will be added to the base in the outyears.						
Labor Contracts	**0**	**597**	**597**	**597**	**597**	**597**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**45,899**	**47,214**	**47,214**	**47,214**	**47,214**	**47,214**
Labor Contracts	**0**	**60**	**60**	**60**	**60**	**60**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**0**	**60**	**60**	**60**	**60**	**60**

FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Leaf Vacuuming Fund						
FISCAL PROJECTIONS	FY21 ESTIMATE	FY22 REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.64%	**19.18%**	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.3%	**1.6%**	2.0%	2.4%	2.4%	2.4%	2.4%
Investment Income Yield	0.2%	**0.1%**	0.4%	0.4%	0.4%	0.4%	0.4%
Charge per single-family household	116.46	**116.46**	116.46	119.42	120.87	127.11	132.98
% 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%
BEGINNING FUND BALANCE	**13,121**	**1,073,831**	**749,739**	**684,303**	**618,868**	**553,433**	**487,997**
REVENUES							
Charges For Services	8,591,838	**8,600,551**	8,882,574	9,224,146	9,331,516	9,792,252	9,948,946
Miscellaneous	2,620	**1,630**	5,710	5,710	5,710	5,710	5,710
Subtotal Revenues	**8,594,458**	**8,602,181**	**8,888,284**	**9,229,856**	**9,337,226**	**9,797,962**	**9,954,656**
INTERFUND TRANSFERS (Net Non-CIP)	**(1,983,075)**	**(2,235,322)**	**(2,069,923)**	**(2,246,351)**	**(2,183,184)**	**(2,469,221)**	**(2,446,954)**
Transfers To The General Fund	(663,574)	(636,264)	(660,375)	(676,079)	(692,296)	(708,909)	(725,927)
Indirect Costs	(663,574)	(636,264)	(660,375)	(676,079)	(692,296)	(708,909)	(725,927)
Transfers To Special Fds: Non-Tax + ISF	(1,319,501)	(1,599,058)	(1,409,548)	(1,570,272)	(1,490,888)	(1,760,312)	(1,721,027)
To Solid Waste Disposal	(1,319,501)	(1,599,058)	(1,409,548)	(1,570,272)	(1,490,888)	(1,760,312)	(1,721,027)
TOTAL RESOURCES	**6,624,504**	**7,440,690**	**7,568,100**	**7,667,808**	**7,772,910**	**7,882,174**	**7,995,699**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,550,673)	**(6,690,951)**	(6,824,101)	(6,989,244)	(7,159,781)	(7,334,481)	(7,513,442)
Labor Agreement	n/a	**0**	(59,696)	(59,696)	(59,696)	(59,696)	(59,696)
Subtotal PSP Oper Budget Approp / Exp's	**(5,550,673)**	**(6,690,951)**	**(6,883,797)**	**(7,048,940)**	**(7,219,477)**	**(7,394,177)**	**(7,573,138)**
TOTAL USE OF RESOURCES	**(5,550,673)**	**(6,690,951)**	**(6,883,797)**	**(7,048,940)**	**(7,219,477)**	**(7,394,177)**	**(7,573,138)**
YEAR END FUND BALANCE	**1,073,831**	**749,739**	**684,303**	**618,868**	**553,433**	**487,997**	**422,561**
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	**16.2%**	**10.1%**	**9.0%**	**8.1%**	**7.1%**	**6.2%**	**5.3%**

Assumptions:

1. Leaf Vacuuming rates are adjusted to achieve cost recovery.
2. The Vacuum Leaf Collection fund balance policy target is $250,000. However, experience has shown that a $500,000 balance provides a better buffer in the event of adverse weather conditions. In future years, rates will be adjusted annually to fund the approved service program and to maintain the appropriate ending balance.

Community Transportation and Safety	FY21 Approved	FY22 Recommended
Traffic and Pedestrian Safety	*1,952,466*	*1,947,949*
Traffic Sign and Marking	*2,353,705*	*2,385,516*
Streetlighting	*514,629*	*399,633*
Miscellaneous	*15,000*	*15,000*
TOTAL	**4,835,800**	***4,748,098***

Non-Roadway Right of Way Maintenance	FY21 Approved	FY22 Recommended
Tree Maintenance	*4,728,665*	*4,752,880*
Vacuum Leaf Collection	*6,434,026*	*6,690,951*
Miscellaneous	*3,108,568*	*3,318,122*
TOTAL	**14,271,259**	***14,761,953***

Parking Outside the PLDs	FY21 Approved	FY22 Recommended
Parking	1,081,038	930,174
TOTAL	**1,081,038**	**930,174**

Transportation Infrastructure Construction & Maintenance	FY21 Approved	FY22 Recommended
Patching	*10,523,430*	*9,864,381*
Resurfacing	*2,684,410*	*2,184,774*
Bridge Maintenance	*189,047*	*188,818*
Bikeway Maintenance	*150,000*	*150,000*
Sidewalk and Curb Maintenance	*869,424*	*866,898*
*Storm Drain Maintenance**	*4,147,667*	*4,198,553*
Miscellaneous	*2,494,195*	*2,703,666*
TOTAL	**16,910,506**	***15,958,537***

**Storm Drain maintenance costs are charged to the Water Quality Protection Fund and thus are not included in the program budget total.*

Transportation Management, Operations and Emergency/Storm Response	FY21 Approved	FY22 Recommended
Snow Removal/Wind/Rain Storms	*3,422,977*	*3,487,594*
Traffic Operations (Traffic Mngt & Ops, Traffic Signals & ATMS)	*3,242,970*	*3,318,364*
TOTAL	**6,665,947**	**6,805,958**

Transportation Policy, Planning, and Project Development	FY21 Approved	FY22 Recommended
Traffic Planning/Development Review	*1,189,305*	*943,021*
Capital Project Management	*920,041*	*662,046*
TOTAL	**2,109,346**	**1,605,067**

Transportation Services General Administration	FY21 Approved	FY22 Recommended
General Administration	*5,644,760*	*6,396,313*
Bikeshare	*1,472,399*	*1,464,561*
TOTAL	**7,117,159**	**7,860,874**
GRAND TOTAL	**52,991,055**	**52,670,661**

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Parking District Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$24,579,335	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**

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
FY21 Approved	**2,758,013**	**4.24**

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
FY22 Recommended	**2,822,260**	**4.24**

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
FY21 Approved	**6,254,763**	**0.00**
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
FY22 Recommended	**3,528,665**	**0.00**

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) [1]	N/A	4.5	N/A	4.7	N/A

[1] *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

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**18,432,561**	**39.59**
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
FY22 Recommended	**17,435,916**	**39.59**

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
FY21 Approved	**584,782**	**4.70**
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
FY22 Recommended	**792,494**	**4.70**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
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 %
Parking District - Bethesda Personnel Costs	**2,293,726**	**2,269,191**	**2,104,956**	**2,341,618**	**3.2 %**
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 %
Parking District - Bethesda Expenditures	**14,705,510**	**14,883,816**	**13,721,543**	**13,149,598**	**-11.7 %**
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.39	20.39	20.39	20.39	—
REVENUES					

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	—
Parking District - Bethesda Revenues	**17,403,561**	**19,233,731**	**9,135,429**	**16,312,555**	**-15.2 %**

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 %
Parking District - Silver Spring Personnel Costs	**2,397,839**	**2,540,571**	**2,202,330**	**2,618,761**	**3.1 %**
Operating Expenses	7,544,016	9,028,271	6,928,271	7,324,060	-18.9 %
Parking District - Silver Spring Expenditures	**9,941,855**	**11,568,842**	**9,130,601**	**9,942,821**	**-14.1 %**

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	—
Parking District - Silver Spring Revenues	**14,618,941**	**15,095,432**	**4,761,192**	**12,725,507**	**-15.7 %**

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 %
Parking District - Wheaton Personnel Costs	**383,566**	**373,311**	**354,612**	**390,001**	**4.5 %**
Operating Expenses	839,885	1,204,150	1,084,150	1,096,915	-8.9 %
Parking District - Wheaton Expenditures	**1,223,451**	**1,577,461**	**1,438,762**	**1,486,916**	**-5.7 %**

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
REVENUES					
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	—
Parking District - Wheaton Revenues	**1,026,824**	**1,863,190**	**919,092**	**1,884,100**	**1.1 %**

DEPARTMENT TOTALS

Total Expenditures	**25,870,816**	**28,030,119**	**24,290,906**	**24,579,335**	**-12.3 %**
Total Full-Time Positions	**53**	**53**	**53**	**53**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**48.53**	**48.53**	**48.53**	**48.53**	**—**
Total Revenues	**33,049,326**	**36,192,353**	**14,815,713**	**30,922,162**	**-14.6 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY21 ORIGINAL APPROPRIATION	**14,883,816**	**20.39**
Other Adjustments (with no service impacts)		
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
FY22 RECOMMENDED	**13,149,598**	**20.39**
PARKING DISTRICT - SILVER SPRING		
FY21 ORIGINAL APPROPRIATION	**11,568,842**	**24.72**
Changes (with service impacts)		
Enhance: Enforcement Funding Realignment [Parking Enforcement]	75,000	0.00
Other Adjustments (with no service impacts)		

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
FY22 RECOMMENDED	**9,942,821**	**24.72**

PARKING DISTRICT - WHEATON

FY21 ORIGINAL APPROPRIATION	**1,577,461**	**3.42**
Changes (with service impacts)		
Enhance: Garage 13 Revenue Collection [Parking Operations]	7,500	0.00
Other Adjustments (with no service impacts)		
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
FY22 RECOMMENDED	**1,486,916**	**3.42**

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
Total	**28,030,119**	**48.53**	**24,579,335**	**48.53**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

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

Budget Summary - Parking Districts				
FY22 Recommended Budget	**Bethesda**	**Silver Spring**	**Wheaton**	**Total**
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
Total	13,149,598	9,942,821	1,486,916	24,579,335
FY21 Approved Budget	**Bethesda**	**Silver Spring**	**Wheaton**	**Total**
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
Total	14,883,816	11,568,842	1,577,461	28,030,119

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
Assumptions							
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%
Beginning Fund Balance	**14,483,508**	**9,643,894**	**5,908,007**	**8,913,640**	**7,244,051**	**6,276,531**	**5,990,542**
Revenues							
Taxes	-	-	-	-	-	-	-
Real Property Taxes	-	-	-	-	-	-	-
Charges for Services	12,902,912	13,184,065	16,699,827	16,237,327	16,237,327	16,237,327	16,237,327
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	-	-	-	-	-	-
Fines & Forfeits	1,804,882	2,762,500	3,087,500	3,087,500	3,087,500	3,087,500	3,087,500
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)
Miscellaneous	382,890	365,990	6,704,920	2,396,130	2,410,930	2,410,930	2,410,930
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	-	-	-	-	-	-	-
Subtotal Revenues	**15,090,684**	**16,312,555**	**26,492,247**	**21,720,957**	**21,735,757**	**21,735,757**	**21,735,757**
Transfers							
Transfers to/from General Fund	(433,485)	(449,122)	100,954	(469,137)	(480,601)	(492,345)	(504,376)
Indirect Costs	(433,485)	(449,122)	(458,046)	(469,137)	(480,601)	(492,345)	(504,376)
Lot 43 Current Appraisal Delta	-	-	559,000	-	-	-	-
Transfers to/from Special Funds : Tax Supported	(1,609,890)	(2,408,612)	(2,483,344)	(2,546,907)	(2,611,732)	(2,681,568)	(2,747,377)
Bethesda Urban District	(1,609,890)	(2,408,612)	(2,483,344)	(2,546,907)	(2,611,732)	(2,681,568)	(2,747,377)
Transfers to/from Other Funds	-	-	(1,500,000)	(1,500,000)	(1,200,000)	(1,090,000)	110,000
Wheaton PLD Transfers	-	-	-	-	-	110,000	110,000
Silver Spring PLD Transfers	-	-	(1,500,000)	(1,500,000)	(1,200,000)	(1,200,000)	-
Subtotal Transfers	**(2,043,375)**	**(2,857,735)**	**(3,882,391)**	**(4,516,044)**	**(4,292,333)**	**(4,263,913)**	**(3,141,752)**
Total Resources	**27,530,816**	**23,098,714**	**28,517,864**	**26,118,554**	**24,687,475**	**23,748,375**	**24,584,546**
CIP Current Revenue Appropriation Expenditure							
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)	(3,565,000)	(3,565,000)
Subtotal CIP Current Revenue Appropriation Expenditure	**(4,182,000)**	**(4,048,000)**	**(6,205,000)**	**(5,264,000)**	**(4,555,000)**	**(3,655,000)**	**(3,655,000)**
Appropriations/Expenditures							
Operating Budget	(9,087,293)	(10,045,398)	(10,284,554)	(10,531,703)	(10,787,744)	(11,049,534)	(11,329,491)
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	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	**(13,721,543)**	**(13,149,598)**	**(13,375,654)**	**(13,610,503)**	**(13,855,944)**	**(14,102,834)**	**(13,133,091)**
Other Claims on Fund Balance	**16,621**	**6,891**	**(23,569)**	-	-	-	-
Transfers OPEB	(23,569)	(23,569)	(23,569)	-	-	-	-
Claim on Fund Balance – Prepaids Retiree Health Insurance	40,190	30,460	-	-	-	-	-
Total Use of Resources	**(17,886,922)**	**(17,190,707)**	**(19,604,223)**	**(18,874,503)**	**(18,410,944)**	**(17,757,834)**	**(16,788,091)**
Revenue vs Outflows (Transfer+Total Use of Resources) Gap	(4,839,613)	(3,735,887)	3,003,633	(1,669,589)	(967,520)	(285,990)	1,805,913
Year End Fund Balance	**9,643,894**	**5,908,007**	**8,913,640**	**7,244,051**	**6,276,531**	**5,990,542**	**7,796,455**
Bond Restricted Reserve	**(4,479,896)**	**(5,203,390)**	**(5,229,582)**	**(5,257,609)**	**(5,285,920)**	**(5,315,232)**	**(5,344,026)**
Year End Available Fund Balance	**5,163,998**	**704,617**	**3,684,058**	**1,986,442**	**990,611**	**675,310**	**2,452,429**
Available Fund Balance as a % of Next Year's PSP Expenses	**39%**	**5%**	**27%**	**14%**	**7%**	**5%**	**18%**
Target Balance	**3,287,399**	**3,343,914**	**3,402,626**	**3,463,986**	**3,525,708**	**3,283,273**	**3,456,288**

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 FY25 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
Assumptions							
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%
Beginning Fund Balance	11,551,783	2,898,979	452,670	2,252,628	3,213,496	2,530,741	1,325,384
Revenues							
Taxes	-	-	-	-	-	-	-
Real Property Taxes	-	-	-	-	-	-	-
Charges for Services	4,090,421	11,086,331	14,253,892	14,943,892	14,943,892	14,943,892	14,943,892
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
Fines & Forfeits	629,501	1,613,036	1,802,805	1,802,805	1,802,805	1,802,805	1,802,805
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)
Miscellaneous	41,270	26,140	33,220	53,050	66,270	66,270	66,270
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
Subtotal Revenues	4,761,192	12,725,507	16,089,917	16,799,747	16,812,967	16,812,967	16,812,967
Transfers							
Transfers to/from General Fund	(489,681)	(507,278)	(517,258)	(529,662)	(542,482)	(555,616)	(569,071)
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)
Transfers to/from Special Funds : Tax Supported	(2,813,959)	(2,704,922)	(2,804,101)	(2,892,581)	(2,994,464)	(3,094,790)	(3,094,790)
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)
Transfers to/from Other Funds	-	-	1,500,000	1,500,000	1,200,000	1,200,000	-
Bethesda PLD Transfers	-	-	1,500,000	1,500,000	1,200,000	1,200,000	-
Wheaton PLD Transfers	-	-	-	-	-	-	-
Subtotal Transfers	(3,303,640)	(3,212,200)	(1,821,359)	(1,922,243)	(2,336,946)	(2,450,406)	(3,663,861)
Total Resources	13,009,335	12,412,285	14,721,228	17,130,132	17,689,516	16,893,302	14,474,490
CIP Current Revenue Appropriation Expenditure							
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)	-	-	-	-	-	-
Subtotal CIP Current Revenue Appropriation Expenditure	(990,000)	(2,020,000)	(2,285,000)	(3,460,000)	(4,400,000)	(4,500,000)	(2,700,000)
Appropriations/Expenditures							
Operating Budget	(9,130,601)	(9,942,821)	(10,164,744)	(10,456,636)	(10,758,776)	(11,067,917)	(11,393,147)
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	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	(9,130,601)	(9,942,821)	(10,164,744)	(10,456,636)	(10,758,776)	(11,067,917)	(11,393,147)
Other Claims on Fund Balance	10,245	3,205	(18,855)	-	-	-	-
Transfers OPEB	(18,855)	(18,855)	(18,855)	-	-	-	-
Claim on Fund Balance – Prepaids Retiree Health Insurance	29,100	22,060	-	-	-	-	-
Total Use of Resources	(10,110,356)	(11,959,616)	(12,468,599)	(13,916,636)	(15,158,776)	(15,567,917)	(14,093,147)
Revenue vs Outflows (Transfer+Total Use of Resources) Gap	(8,652,804)	(2,446,309)	1,799,958	960,867	(682,755)	(1,205,357)	(944,041)
Year End Fund Balance	2,898,979	452,670	2,252,628	3,213,496	2,530,741	1,325,384	381,343
Bond Restricted Reserve							
Year End Available Fund Balance	2,898,979	452,670	2,252,628	3,213,496	2,530,741	1,325,384	381,343
Available Fund Balance as a % of Next Year's PSP Expenses	29%	4%	22%	30%	23%	12%	3%
Target Balance	2,485,705	2,541,186	2,614,159	2,689,694	2,766,979	2,848,287	3,494,081
Year End Balance vs Target Balance Gap (Shortfall)	413,274	(2,088,516)	(361,531)	523,802	(236,238)	(1,522,902)	(3,112,738)

Other Assumptions:

1. 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.
2. Increase in operating expense starting in FY21 based on the increased hours and rates to cover enforcement, security, and cashier management ($400K)
3. 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)
4. Operational Expenditure savings of $2.1M in FY21-23 and $1.9M in FY24-27
5. Projected Revenue reduction to Fees and Fines based on COVID
6. Defer CIP renovation expenditures of $4.5M in FY21, $2.3M in FY22, and $2.0M in FY23.
7. Urban District Reduction of $142K inf FY22-27
8. 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
Assumptions							
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%
Beginning Fund Balance	**874,605**	**79,679**	**109,675**	**309,615**	**557,575**	**854,637**	**1,014,185**
Revenues							
Taxes	-	-	-	-	-	-	-
Real Property Taxes	-	-	-	-	-	-	-
Charges for Services	775,176	1,479,220	1,876,250	1,876,250	1,876,250	1,876,250	1,876,250
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	-	-	-	-	-	-	-
Subtotal Revenues	**919,092**	**1,884,100**	**2,329,050**	**2,329,950**	**2,330,550**	**2,330,550**	**2,330,550**
Transfers							
Transfers to/from General Fund	(71,213)	(74,802)	(76,289)	(78,136)	(80,045)	(82,001)	(84,005)
Indirect Costs	(71,213)	(74,802)	(76,289)	(78,136)	(80,045)	(82,001)	(84,005)
Transfers to/from Special Funds : Tax Supported	(88,667)	(200,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Wheaton Urban District	(88,667)	(200,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Transfers to/from Other Funds	-	-	-	-	-	(110,000)	(110,000)
Bethesda PLD Transfers	-	-	-	-	-	(110,000)	(110,000)
Silver Spring PLD Transfers	-	-	-	-	-	-	-
Subtotal Transfers	**(159,880)**	**(274,802)**	**(376,289)**	**(378,136)**	**(380,045)**	**(492,001)**	**(494,005)**
Total Resources	**1,633,817**	**1,688,977**	**2,062,436**	**2,261,430**	**2,508,080**	**2,693,186**	**2,850,730**
CIP Current Revenue Appropriation Expenditure							
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)
Subtotal CIP Current Revenue Appropriation Expenditure	**(116,000)**	**(92,000)**	**(157,000)**	**(157,000)**	**(157,000)**	**(157,000)**	**(157,000)**
Appropriations/Expenditures							
Operating Budget	(1,438,762)	(1,486,916)	(1,592,285)	(1,546,855)	(1,496,442)	(1,522,001)	(1,569,338)
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	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	**(1,438,762)**	**(1,486,916)**	**(1,592,285)**	**(1,546,855)**	**(1,496,442)**	**(1,522,001)**	**(1,569,338)**
Other Claims on Fund Balance	**624**	**(386)**	**(3,536)**	-	-	-	-
Transfers OPEB	(3,536)	(3,536)	(3,536)	-	-	-	-
Claim on Fund Balance – Prepaids Retiree Health Insurance	4,160	3,150	-	-	-	-	-
Total Use of Resources	**(1,554,138)**	**(1,579,302)**	**(1,752,821)**	**(1,703,855)**	**(1,653,442)**	**(1,679,001)**	**(1,726,338)**
Revenue vs Outflows (Transfer+Total Use of Resources) Gap	(794,926)	29,995	199,941	247,959	297,063	159,548	110,208
Year End Fund Balance	**79,679**	**109,675**	**309,615**	**557,575**	**854,637**	**1,014,185**	**1,124,393**
Bond Restricted Reserve							
Year End Available Fund Balance	**79,679**	**109,675**	**309,615**	**557,575**	**854,637**	**1,014,185**	**1,124,393**
Available Fund Balance as a % of Next Year's PSP Expenses	**5%**	**7%**	**20%**	**37%**	**56%**	**65%**	**65%**
Target Balance	**371,729**	**398,071**	**386,714**	**374,111**	**380,500**	**392,334**	**435,367**

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

Transit Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$151,316,880	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 FY22 Operating Budget for the Division of Transit Services is $151,316,880, a decrease of $3,145,423 or 2.04 percent from the FY21 Approved Budget of $154,462,303. Personnel Costs comprise 56.20 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 43.80 percent of the FY22 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 $20,997,580 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**
- **A Greener County**
- **Easier Commutes**

INITIATIVES

- Re-imagining Ride On Transit System. Re-imagine Ride On Transit Services by implementing a route restructuring study that will examine the entire Ride On transit system's route network looking at changes to the County's population, demographics, employment centers and residential network to determine enhanced optimization of current and proposed transit services and provide recommended changes for a more equitable, efficient, effective and sustainable service delivery of transit services to meet the evolving needs of the community. A variety of route features to be examined include route structure, connectivity, route span, frequency of service, plus deploying zero emission buses to the fleet. The study's recommendation will assist

Transit Services to implement key strategies to increase program performance in an equitable and sustainable manner.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Successfully launched limited stop FLASH service between the Burtonsville Park and Ride Lot and the Silver Spring Transit Center. The FLASH service runs from 5:30 am to midnight seven days a week with 7.5 minutes headways in the morning and afternoon peak periods and 15 minutes all other times. The FLASH service includes 18 unique new station platforms and a fleet of 16 60-foot articulated buses. Travel time is reduced compared to previous bus routes, through limited stops, paying for fares off board at platforms, exclusive transit use of shoulder along the northern portion of US29, and traffic signal priority that allows buses to get through some intersections more efficiently.
- Successfully introduced the County's first four zero emission buses. The four buses operate on Ride On bus routes serving Silver Spring, Takoma Park, and Langley Park. In Spring 2022, the department expects to deploy ten additional zero emission buses. The 14 zero emission buses put in service in FY21 and FY22 will be responsible for a reduction of 9,568.4 metric tons of carbon dioxide over the next 12 years.

PROGRAM CONTACTS

Contact Kevin Sanders of the Division of Transit Services at 240.777.5807 or Mary Beck of the Office of Management and Budget at 240.777.2753 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

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. The unit supports and helps coordinate actions to reduce greenhouse gas emissions from the transportation sector in order to meet the County's climate change goals, consistent with actions identified in the Climate Action Plan. These include programs promoting use of electric vehicles by residents, businesses and their employees, developers and the community at large.

- 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of employer contacts	8,635	10,933	11,000	11,000	11,000
Number of Call-n-Ride participants	5,356	5,585	5,650	5,650	5,650
Percent of traffic mitigation plans completed on-time [1]	100%	90%	100%	100%	100%
Non-auto driver mode share in Silver Spring Transportation Management District	57.0%	53.6%	55.0%	55.0%	55.0%

[1] *Due to Covid-19, following up with employers in FY20 and FY21 regarding filings for traffic mitigation plans has been more challenging than typical. We are still working with employers who we can reach to complete as many of their FY20 and FY21 filings as possible.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**13,321,757**	**34.09**
Add: White Oak Transportation Management District Improvements	70,000	0.00
Increase Cost: Bethesda Circulator Contract Escalation	29,740	0.00
Increase Cost: Transportation Management District Biennial Reports	20,000	0.00
Increase Cost: TRiPS Commuter Store Contract Escalation	16,000	0.00
Reduce: Fare Share Program - 70% to Account for Lower Usage	(350,000)	0.00
Reduce: Call n Ride Program to Reflect Actual Usage	(400,000)	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.	(32,119)	0.00
FY22 Recommended	**12,675,378**	**34.09**

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 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. In Fiscal Year 2020, the Transit Services program received its first four electric buses and they have been deployed into service. A procurement is underway for an additional 10 with expected deployment by Spring 2022.

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 percent of residents and 89 percent of employers and provides service within 0.25 miles to 81 percent of low-income households and 86 percent of households without cars.

The FLEX bus provides on demand service in several community zones. The FLASH Transit service operates 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).

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Passengers transported (millions)	20.596	16.305	11.800	15.340	17.641
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits	7.00	5.92	6.00	5.50	5.00
On time performance for Ride On buses	87.5%	86.3%	87.0%	87.7%	88.4%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**139,482,592**	**868.78**
Enhance: Re-imagining Ride On Transit System	1,500,000	0.00
Increase Cost: Triennial Survey	300,000	0.00
Decrease Cost: Kids Ride Free Program - Reduce WMATA Payment To Account for Lower Ridership	(195,000)	0.00
Reduce: Adjust Ride On Service Ramping Up to 97 Percent by February 2022	(4,532,612)	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.	(1,229,826)	0.00
FY22 Recommended	**135,325,154**	**868.78**

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 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.

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,657,954**	**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.	1,658,394	0.00
FY22 Recommended	**3,316,348**	**6.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	60,659,371	61,770,810	65,682,459	63,205,169	2.3 %
Employee Benefits	20,028,030	20,992,179	20,324,425	20,218,680	-3.7 %
Mass Transit Personnel Costs	**80,687,401**	**82,762,989**	**86,006,884**	**83,423,849**	**0.8 %**
Operating Expenses	56,835,931	66,490,387	57,891,170	62,684,104	-5.7 %
Capital Outlay	0	111,500	111,500	111,500	—
Mass Transit Expenditures	**137,523,332**	**149,364,876**	**144,009,554**	**146,219,453**	**-2.1 %**
PERSONNEL					
Full-Time	871	863	863	863	—
Part-Time	0	16	16	16	—
FTEs	895.77	895.77	895.77	895.77	—
REVENUES					
Bus Advertising	372,280	990,000	450,000	900,000	-9.1 %
Miscellaneous Revenues	64,467	0	0	0	—
Motor Pool Charges/Fees	2,761,836	0	0	0	—
Other Charges/Fees	3,531,907	1,202,278	2,022,659	2,564,453	113.3 %
Other Fines/Forfeitures	815	0	0	0	—
Parking Fees	989,178	720,000	576,000	576,000	-20.0 %
Parking Fines	835,344	525,000	367,500	418,800	-20.2 %
Property Tax	135,071,397	152,218,055	151,840,564	111,358,690	-26.8 %
Recreation Fees	7,484	0	0	0	—
Ride On Fare Revenue	13,380,633	22,557,443	2,500,000	16,935,000	-24.9 %
State Aid: Call N' Ride	399,239	379,107	379,107	379,107	—
State Aid: Damascus Fixed Route	309,958	309,950	303,733	303,733	-2.0 %
State Aid: Ride On	40,646,306	40,628,000	63,527,124	63,692,934	56.8 %
Taxi Licensing Fees	210,205	400,000	100,000	200,000	-50.0 %
Mass Transit Revenues	**198,581,049**	**219,929,833**	**222,066,687**	**197,328,717**	**-10.3 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	857,742	1,318,141	1,318,141	1,320,700	0.2 %
Employee Benefits	360,253	303,810	303,810	301,251	-0.8 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Grant Fund - MCG Personnel Costs	**1,217,995**	**1,621,951**	**1,621,951**	**1,621,951**	**—**
Operating Expenses	3,523,706	3,475,476	3,475,476	3,475,476	—
Grant Fund - MCG Expenditures	**4,741,701**	**5,097,427**	**5,097,427**	**5,097,427**	**—**
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	3,619,798	1,939,693	1,939,693	1,939,693	—
State Grants	1,198,734	3,157,734	3,157,734	3,157,734	—
Grant Fund - MCG Revenues	**4,818,532**	**5,097,427**	**5,097,427**	**5,097,427**	**—**

DEPARTMENT TOTALS

Total Expenditures	**142,265,033**	**154,462,303**	**149,106,981**	**151,316,880**	**-2.0 %**
Total Full-Time Positions	**886**	**878**	**878**	**878**	**—**
Total Part-Time Positions	**0**	**16**	**16**	**16**	**—**
Total FTEs	**908.87**	**908.87**	**908.87**	**908.87**	**—**
Total Revenues	**203,399,581**	**225,027,260**	**227,164,114**	**202,426,144**	**-10.0 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY21 ORIGINAL APPROPRIATION	**149,364,876**	**895.77**
Changes (with service impacts)		
Enhance: Re-imagining Ride On Transit System [Transit Services]	1,500,000	0.00
Add: White Oak Transportation Management District Improvements [Community Mobility Services]	70,000	0.00
Reduce: Fare Share Program - 70% to Account for Lower Usage [Community Mobility Services]	(350,000)	0.00
Reduce: Call n Ride Program to Reflect Actual Usage [Community Mobility Services]	(400,000)	0.00
Reduce: Adjust Ride On Service Ramping Up to 97 Percent by February 2022 [Transit Services]	(4,532,612)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	2,202,991	0.00
Increase Cost: FY22 Compensation Adjustment	1,405,420	0.00
Increase Cost: Triennial Survey [Transit Services]	300,000	0.00
Increase Cost: Bethesda Circulator Contract Escalation [Community Mobility Services]	29,740	0.00
Increase Cost: Transportation Management District Biennial Reports [Community Mobility Services]	20,000	0.00
Increase Cost: TRiPS Commuter Store Contract Escalation [Community Mobility Services]	16,000	0.00
Decrease Cost: Print and Mail Adjustment	(5,774)	0.00
Decrease Cost: Retirement Adjustment	(117,159)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Kids Ride Free Program - Reduce WMATA Payment To Account for Lower Ridership [Transit Services]	(195,000)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(1,074,855)	0.00
Decrease Cost: Motor Pool Adjustment	(2,014,174)	0.00
FY22 RECOMMENDED	**146,219,453**	**895.77**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**5,097,427**	**13.10**
FY22 RECOMMENDED	**5,097,427**	**13.10**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Community Mobility Services	13,321,757	34.09	12,675,378	34.09
Transit Services	139,482,592	868.78	135,325,154	868.78
Transit Services General Administration	1,657,954	6.00	3,316,348	6.00
Total	**154,462,303**	**908.87**	**151,316,880**	**908.87**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
MASS TRANSIT						
EXPENDITURES						
FY22 Recommended	**146,219**	**146,219**	**146,219**	**146,219**	**146,219**	**146,219**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(1,500)**	**(1,500)**	**(1,500)**	**(1,500)**	**(1,500)**
Items recommended for one-time funding in FY22, including the Re-imagining Ride On Transit System Study , will be removed from the base in the outyears.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**5,478**	**5,478**	**5,478**	**5,478**	**5,478**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
Restoration of costs that were eliminated in the operating budget development year to return to pre-COVID-19 service delivery levels.						
Labor Contracts	**0**	**1,814**	**1,814**	**1,814**	**1,814**	**1,814**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**146,219**	**152,011**	**152,011**	**152,011**	**152,011**	**152,011**

Community Mobility Services	FY21 Approved	FY22 Recommended
Commuter Services	*4,482,933*	*4,238,168*
Medicaid and Senior Programs	*8,158,978*	*7,761,196*
Taxi Regulation	*679,846*	*676,014*
TOTAL	**13,321,757**	**12,675,378**

Transit Services	FY21 Approved	FY22 Recommended
Ride On	*131,733,294*	*126,006,478*
Customer Service	*3,300,308*	*3,075,768*
Transit Operations Planning	*2,459,008*	*4,250,284*
Bus Stop and Park and Ride Maintenance	*1,989,982*	*1,992,624*
TOTAL	**139,482,592**	**135,325,154**

Transit Services General Administration	FY21 Approved	FY22 Recommended
TOTAL	**1,657,954**	**3,316,348**

*FY22 includes $1,572,460 in other compensation adjustments for all programs.

Grand Total	**154,462,303**	**151,316,880**

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Health and Human Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$358,802,251	1,764.74

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 FY22 Operating Budget for the Department of Health and Human Services is $358,802,251, an increase of $19,950,198 or 5.89 percent from the FY21 Approved Budget of $338,852,053. Personnel Costs comprise 53.07 percent of the budget for 1,542 full-time position(s) and 332 part-time position(s), and a total of 1,764.74 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 46.93 percent of the FY22 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**
- **An Affordable, Welcoming County for a Lifetime**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- Public Health Services launched a large-scale public COVID-19 testing program to expand access and combat the spread of COVID-19. Within two months, this public effort ramped up to conduct over five thousand tests each week, equal to about

one-fifth of all COVID-19 testing in the County. To promote equity and maximize impact, the Department used community and public health surveillance data to select locations best positioned to reach highly impacted and traditionally underserved communities, including strategic pop-up events and home-based testing for residents experiencing barriers to access. To further support efforts to provide healthcare to residents in the County, Public Health Services is investing in a Mobile Health Unit that will travel around the County and provide health care services that will help address health disparities.

- In response to the disproportionate impact of COVID-19 in the Latino community, the Latino Health Initiative spearheaded the *Por Neustra Salud y Bienestar Initiative*, a public-private partnership between Montgomery County Government and seven Latino-serving community-based organizations. The initiative developed and deployed an integrated strategy to provide holistic, culturally competent, and linguistically appropriate services in the areas of: prevention information, education, and community mobilization; testing and clinical follow-up; and case management. In response to the disproportionate impact of COVID-19 in the Black and African American community, the African American Health Program (AAHP) launched a collaborative COVID-19 prevention initiative, including testing at multiple locations weekly. AAHP has tested 6,000 residents for COVID-19 as of March 2021, with the goal of testing 15,000 African American residents by July 2021. The tests are noninvasive and self-administered, and no appointments are needed. AAHP also provides participants with free on-site COVID-19 services such as vaccine preregistration, groceries, other wraparound services, and a pandemic "swag" box containing masks, gloves, a digital thermometer, hand sanitizer, and a stop the spread of COVID postcard. The program outreach provides participants with access to wellness services, mental health counseling, referrals to Black physicians, and other resources.

- Responding to the heavy socio-economic consequences of the COVID-19 pandemic, Children, Youth, and Family Services implemented a suite of emergency programs to support the County's most vulnerable residents. To blunt the impact of the economic recession, the Department provided direct financial assistance to low-income families who did not qualify for the federal stimulus by distributing the $10 million local Emergency Assistance Relief Payments program. To ensure access to child care for low-income families (including for school-aged children during school closures), the Department disbursed $10 million in grants from the Early Care and Education Initiative Recovery Fund to help providers cover re-opening expenses and issued $5.6 million in tuition assistance for families utilizing full-day school-aged child care. For FY22, $5 million is recommended to be added to the Early Care and Education Non-Departmental Account to provide funds for sustaining and expanding quality child care in the County and to provide greater access to affordable child care for low-income families.

- In April 2020, Aging and Disability Services created a COVID support team to address the surge of outbreaks of COVID-19 in group homes serving developmentally disabled individuals by deploying a team of nurses to provide outreach, outbreak surveillance, guidance, and support to the County's licensed group home providers.

- Behavioral Health and Crisis Services implemented a number of changes to better respond to the complexities of COVID-19. With the advent of the COVID-19 pandemic, the Crisis Center's Mobile Crisis and Outreach Team managed a sharp increase in activity, growing by 37% in July-December compared to the same period in 2019.

- As part of the reimagining public safety efforts, the County Executive is providing additional support to the Crisis Center by adding three Mobile Crisis Outreach Teams to boost the County's behavioral health crisis response to residents with a mental or substance use disorder. To further support residents, the Department is seeking grant funding that will increase access to and improve the quality of community mental and substance use disorder treatment services.

- In response to COVID-19, Services to End and Prevent Homelessness (SEPH) pivoted its approach to sheltering to accommodate physical distancing requirements and protect the health and safety of shelter clients. This included rapidly expanding the number of shelter locations by April 2nd, 2020 including by opening temporary congregate sheltering facilities at two recreation centers, by adding two non-congregate sheters in hotels for those over the age of 62 or with medical conditions that place them at greater risk of COVID-19 complications, and by keeping open hypothermia shelters (usually closed during the warmer seasons) throughout the public health emergency to provide for additional space and capacity. Through these efforts, SEPH kept COVID-19 positivity rates below two percent among the County's single-adult shelter clients. In FY22, additional funding is recommended to operate a new homeless shelter and to provide year-round sheltering to

people experiencing homelessness. Additional funding is also recommended in FY22 for the expansion of the Rental Assistance and Rapid Rehousing Programs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- In order to combat social isolation and boredom, early in the pandemic Aging and Disability Services launched the Engage @ Home YouTube channel which features County staff and community partners presenting health and wellness programs, cultural activities, and caregiver resources. Engage@HOME has reached 116,000 viewers with over 417 hours viewed. To promote this and other resources, staff created Thrive at Home, an initiative that included a page on the County website (highlighting resources for residents looking for someone to talk to, activities for people with memory loss, and other supports) and the mailing of postcards with the "Thrive at Home" theme.
- To preserve social distancing and shift client interactions and service delivery into a newly virtual environment, the Department utilized its Qless lobby management system to implement a single, streamlined process for virtual client intake to provide safe, equitable, and efficient access to the Department's social safety net programs.
- The Community Action Agency's Volunteer Income Tax Assistance (VITA) program engaged the Internal Revenue Services (IRS) to develop and receive approval for a safe, virtual tax preparation process through Zoom, with funding from the United Way of the National Capital Area. VITA also expanded multi-lingual Earned Income Tax Credit (EITC) outreach in seven languages and launched a text alert campaign targeting thousands of households.

PROGRAM CONTACTS

Contact Victoria Buckland of the Department of Health and Human Services at 240.777.1211 or Deborah Lambert or 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 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.

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	96,921,025	101,654,849	102,975,743	108,567,399	6.8 %
Employee Benefits	33,776,645	33,625,839	31,188,861	33,445,264	-0.5 %
County General Fund Personnel Costs	**130,697,670**	**135,280,688**	**134,164,604**	**142,012,663**	**5.0 %**
Operating Expenses	123,343,321	116,174,044	200,952,978	128,236,080	10.4 %
Capital Outlay	49,219	0	0	0	—
County General Fund Expenditures	**254,090,210**	**251,454,732**	**335,117,582**	**270,248,743**	**7.5 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PERSONNEL					
Full-Time	885	909	909	972	6.9 %
Part-Time	312	306	306	302	-1.3 %
FTEs	1,247.31	1,263.48	1,263.48	1,305.65	3.3 %
REVENUES					
Core Health Services Funding	3,698,097	4,829,902	4,809,321	4,809,321	-0.4 %
Federal Financial Participation Reimbursements	16,519,322	14,858,007	16,036,044	16,036,044	7.9 %
Health and Human Services Fees	968,686	1,228,950	1,164,471	1,265,497	3.0 %
Health Inspection: Restaurants	1,750,470	1,896,320	1,049,164	1,870,520	-1.4 %
Health Inspections: Living Facilities	206,363	269,245	192,120	236,815	-12.0 %
Health Inspections: Swimming Pools	454,780	577,400	330,030	577,400	—
Indirect Costs: Grants	2,369	0	0	0	—
Marriage Licenses	187,785	226,800	226,800	226,800	—
Medicaid/Medicare Reimbursement	683,145	1,876,920	1,133,886	1,296,401	-30.9 %
Miscellaneous Revenues	555,384	0	0	0	—
Nursing Home Reimbursement	713,604	566,958	713,604	713,604	25.9 %
Other Charges/Fees	629,417	531,012	1,431,555	1,459,901	174.9 %
Other Fines/Forfeitures	10,450	4,800	10,450	10,450	117.7 %
Other Intergovernmental	6,441,411	5,414,857	5,084,192	5,084,192	-6.1 %
Other Licenses/Permits	115,346	111,360	55,869	111,360	—
County General Fund Revenues	**32,936,629**	**32,392,531**	**32,237,506**	**33,698,305**	**4.0 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	35,861,325	37,038,559	37,038,559	35,897,844	-3.1 %
Employee Benefits	12,872,180	12,508,903	12,508,903	12,516,607	0.1 %
Grant Fund - MCG Personnel Costs	**48,733,505**	**49,547,462**	**49,547,462**	**48,414,451**	**-2.3 %**
Operating Expenses	36,618,212	37,849,859	37,849,859	40,139,057	6.1 %
Grant Fund - MCG Expenditures	**85,351,717**	**87,397,321**	**87,397,321**	**88,553,508**	**1.3 %**
PERSONNEL					
Full-Time	560	568	568	570	0.4 %
Part-Time	30	30	30	30	—
FTEs	435.78	451.01	451.01	459.09	1.8 %
REVENUES					
Federal Grants	28,511,821	28,372,080	28,372,080	30,554,666	7.7 %
HB669 Social Services State Reimbursement	39,204,920	39,679,819	39,679,819	40,031,523	0.9 %
Medicaid/Medicare Reimbursement	271,258	0	0	0	—
Miscellaneous Revenues	398,936	750,000	750,000	0	-100.0 %
Other Charges/Fees	360,560	90,325	90,325	345,228	282.2 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
State Grants	13,907,836	18,505,097	18,505,097	17,622,091	-4.8 %
Grant Fund - MCG Revenues	**82,655,331**	**87,397,321**	**87,397,321**	**88,553,508**	**1.3 %**

DEPARTMENT TOTALS

Total Expenditures	**339,441,927**	**338,852,053**	**422,514,903**	**358,802,251**	**5.9 %**
Total Full-Time Positions	**1,445**	**1,477**	**1,477**	**1,542**	**4.4 %**
Total Part-Time Positions	**342**	**336**	**336**	**332**	**-1.2 %**
Total FTEs	**1,683.09**	**1,714.49**	**1,714.49**	**1,764.74**	**2.9 %**
Total Revenues	**115,591,960**	**119,789,852**	**119,634,827**	**122,251,813**	**2.1 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**251,454,732**	**1,263.48**
Changes (with service impacts)		
Add: Funding to Support Services Provided at the Eight Service Consolidation Hubs [Admin - Office of the Director]	3,600,000	1.00
Add: New Shelter Operating Budget Impact and Policy Shift to Year-Round Sheltering [Homeless Services for Single Adults]	3,081,279	0.00
Enhance: Increase Subsidy for Rental Assistance Program [Rental Assistance Program]	1,000,000	0.00
Add: Therapeutic Recreation Services for School-Age Youth [Child & Adolescent School & Community Based Services]	750,000	0.00
Enhance: Annualization of Six Therapist II Positions to Support Mobile Crisis Response [24-Hours Crisis Center]	658,996	6.00
Add: Health and Human Services Call Center to Handle Tier 2 Calls from Montgomery County 311 to Address the Volume of Calls as a Result of the COVID Pandemic [Admin - Office of the Director]	635,708	0.00
Add: Funding to Implement the Mobile Health Clinic Services to Address Health Disparities [Admin - Public Health]	620,859	5.00
Enhance: Expand Mental Health Services at Linkages to Learning Sites in Schools with a High Concentration of Poverty [Linkages To Learning]	556,673	0.00
Add: Creation of Three Mobile Crisis Outreach Teams [24-Hours Crisis Center]	521,140	6.00
Enhance: Rapid Rehousing Program Expansion [Rapid Rehousing]	490,000	0.00
Add: Montgomery County Infant and Toddlers Program (ITP) Translation Services for Individual Family Service Plan (IFSP) [Early Childhood Services]	442,000	0.00
Enhance: Mental Health Services for Montgomery County Public School Students and Their Families [Child & Adolescent School & Community Based Services]	250,000	0.00
Add: Create a Community-Based Homeless Court Program in Accordance with the Interagency Commission on Homelessness Recommendations to Decriminalize Homelessness [Admin - Services to End and Prevent Homelessness]	100,000	0.00
Enhance: Add One Position to Support Adult Protective Services Due to Caseload Demands [Assessment & Continuing Care Management Services]	82,057	1.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Healthy Families Montgomery Contract to Promote the Well-Being of Children and Prevent Abuse and Neglect Through Intensive In-Home Visits and Services [Early Childhood Services]	50,000	0.00
Reduce: Early Childhood Services Community Events Due to COVID [Early Childhood Services]	(10,343)	0.00
Reduce: Montgomery County Child Care Resource and Referral Center (MCCCRRC) Holding One Rather Than Two Conferences Per Year Due to COVID [Early Childhood Services]	(20,000)	0.00
Reduce: Asian American Health Program Outreach Events Due to COVID [Minority Programs]	(32,511)	0.00
Reduce: Suspend Don Bosco Rey Contract Due to COVID [Child & Adolescent School & Community Based Services]	(55,000)	0.00
Eliminate: Child Link Part-Time Contract Position Because the Phone Line for Family Resources is Obsolete [Early Childhood Services]	(62,000)	0.00
Reduce: Budget for Broker and Temporary Clerical Services [Admin - Office of the Chief Operating Officer]	(202,924)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	3,784,146	0.00
Increase Cost: FY22 Compensation Adjustment	2,096,388	0.00
Increase Cost: One and Half Percent Inflationary Increase to Non-Profit Service Provider Contracts	740,417	0.00
Increase Cost: Family Intervention Pilot and Family Strengthening Contract Services [Positive Youth Development]	565,706	1.00
Shift: Community Grants Moved from the Community Grants Non-Departmental Account to the Department's Base Budget	556,500	0.00
Increase Cost: Client Portal Project Maintenance Expenses [Admin - Office of the Chief Operating Officer]	390,000	0.00
Increase Cost: Conversion of Broker Positions to Merit Positions in Accordance with Legal Advice	324,202	32.00
Increase Cost: Annualization of Three Community Health Nurse II Positions [School Health Services]	303,159	3.00
Increase Cost: One and a Half Percent Inflationary Increase to Developmental Disabilities Supplement [Community Support Network for People with Disabilities]	268,314	0.00
Increase Cost: Operating Budget Impact of Move to Wheaton Building [Admin - Office of the Chief Operating Officer]	197,770	0.00
Increase Cost: HighGear Software Licensing Fees to Continue to Allow Back-Office Personnel To Work Remotely and More Effectively and Efficiently [Admin - Office of the Chief Operating Officer]	178,200	0.00
Increase Cost: Domestic Violence Offender Treatment Program Due to Increase Contract Cost [Trauma Services]	138,911	0.00
Increase Cost: Motor Pool Adjustment	128,569	0.00
Increase Cost: Information Technology Contractor Rate Increases [Admin - Office of the Chief Operating Officer]	86,385	0.00
Increase Cost: Print and Mail Adjustment	19,683	0.00
Increase Cost: One and a Half Percent Inflationary Increase to the Medical Adult Day Care Supplement [Assessment & Continuing Care Management Services]	9,765	0.00
Shift: Workforce Adjustment [Admin - Children, Youth & Families]	0	(1.00)
Technical Adj: Workforce Adjustment	0	(5.33)
Decrease Cost: Elimination of One-Time Items Approved in FY21	(12,190)	0.00
Decrease Cost: Reduce Temporary Clerical Services Budget [Admin - Office of the Director]	(22,000)	0.00
Decrease Cost: Grant Writer Contracts [Admin - Office of the Chief Operating Officer]	(25,000)	0.00
Decrease Cost: Reduce Broker Contract for ACCESS Program [Access To Behavioral Health Services]	(32,000)	0.00
Re-align: Realignment of the Jewish Council for the Aging Escorted Transportation Budget to Reflect Expected Expenditures [Area Agency on Aging]	(43,286)	0.00
Decrease Cost: Reduce Motor Pool Fuel Costs [Admin - Office of the Chief Operating Officer]	(45,692)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: African American Health Program, Reduce Funding for Contractual Data Services Because the Services Are Already Being Provided by Health and Human Services Information Technology Staff [Minority Programs]	(54,915)	0.00
Shift: Transfer of Funds to Office of Human Resources for the Disability Employment Initiative [Community Support Network for People with Disabilities]	(188,851)	(6.50)
Decrease Cost: Decrease Shared Psychiatrists Contract Budget Due to Lack of Respondents [Local Behavioral Health Authority]	(220,000)	0.00
Re-align: Cost of Residential Rehab Supplemental to Reflect Fee for Service Contracts [Local Behavioral Health Authority]	(320,174)	0.00
Decrease Cost: Retirement Adjustment	(498,807)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(1,987,123)	0.00
FY22 RECOMMENDED	**270,248,743**	**1,305.65**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**87,397,321**	**451.01**
Other Adjustments (with no service impacts)		
Technical Adj: Technical Grant Adjustment	1,531,136	2.00
Technical Adj: House Bill Grant	351,704	6.08
Increase Cost: Realignment of Budget due to Increase of Centers for Disease Control Ending the HIV Epidemic Grant [Communicable Disease & Epidemiology]	340,913	0.00
Decrease Cost: Child Care Development Grant [Head Start]	(15,000)	0.00
Shift: Reflect Reduction in Award for End the HIV Epidemic Grant [Communicable Disease & Epidemiology]	(75,860)	(1.00)
Technical Adj: Local Behavioral Health Authority State Opioid Grant [Local Behavioral Health Authority]	(97,768)	0.00
Decrease Cost: Realignment of Budget due to Decrease in Ryan White - Consortia Grant Award [Communicable Disease & Epidemiology]	(128,938)	1.00
Decrease Cost: Expiration of Funding of the Kresge Opportunity Ecosystems Grant Award [Admin - Children, Youth & Families]	(750,000)	0.00
FY22 RECOMMENDED	**88,553,508**	**459.09**

FUNCTION SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Aging and Disability Services	55,057,416	173.09	55,904,172	176.59
Behavioral Health and Crisis Services	44,861,179	221.25	45,781,511	234.20
Children, Youth and Family Services	91,084,785	558.53	93,803,874	570.53
Public Health Services	79,917,504	530.12	80,959,200	538.92
Services to End and Prevent Homelessness	25,027,072	77.50	31,068,566	83.50
Administration and Support	42,904,097	154.00	51,284,928	161.00
Total	**338,852,053**	**1,714.49**	**358,802,251**	**1,764.74**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	106,275	0.75	108,191	0.75
Police	General Fund	121,929	1.00	124,636	1.00
Housing and Community Affairs	Montgomery Housing Initiative	18,062,934	0.00	17,995,866	0.00
	Total	**18,291,138**	**1.75**	**18,228,693**	**1.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**270,249**	**270,249**	**270,249**	**270,249**	**270,249**	**270,249**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY22	**0**	**324**	**324**	**324**	**324**	**324**
New positions in the FY22 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.						
Elimination of One-Time Items Recommended in FY22	**0**	**(276)**	**(276)**	**(276)**	**(276)**	**(276)**
Items recommended for one-time funding in FY22, including Mobile Health Clinic, Mobile Crisis Response, and an HHS Call Center to Handle Tier 2 Calls from MC311 Using Contractors, will be eliminated from the base in the outyears.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**161**	**161**	**161**	**161**	**161**
Restoration of costs that were eliminated in the operating budget development year to return to pre-COVID-19 service delivery levels.						
Labor Contracts	**0**	**3,139**	**3,139**	**3,139**	**3,139**	**3,139**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**270,249**	**273,597**	**273,597**	**273,597**	**273,597**	**273,597**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY22 Recommended		FY23 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Conversion of Broker Positions to Merit Positions in Accordance with Legal Advice	1,416,314	32.00	1,740,515	32.00
Total	**1,416,314**	**32.00**	**1,740,515**	**32.00**

Aging and Disability Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$55,904,172	176.59

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, Ed. D. 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**442,057**	**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.	13,073	0.00
FY22 Recommended	**455,130**	**3.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of ongoing clients in Adult Foster Care (monthly average)	113	128	134	141	148
Assisted Living Services - Percent of clients remaining in community placement (i.e., not entering institutional setting) [1]	94%	89%	93%	93%	93%

[1] *Assisted Living Services derives referrals from Adult Protective Services.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,312,893**	**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.	(36,060)	0.00
FY22 Recommended	**2,276,833**	**7.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of incoming calls	1,605	1,743	1,640	1,640	1,640
Percent of ongoing clients satisfied with the Aging and Disability Resource Unit	94%	100%	96%	96%	96%
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	97%	93%	95%	95%	95%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,101,533**	**9.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(33,466)	0.00
FY22 Recommended	**1,068,067**	**9.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of unduplicated customers served in the Senior Nutrition Program [1]	5,385	4,306	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 [2]	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	100%	96%	96%	96%	96%
Ombudsman Services - Percent of complaints resolved and partially resolved [3]	89%	85%	85%	87%	90%

[1] *All numbers reported are based on the Federal Fiscal Year Calendar (October 1 - September 30), which means that FY20 numbers are still projections. Numbers for FY19 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.*

[2] *FY20 is a projection because the program operates on the Federal Fiscal Year.*

[3] *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 FY20 numbers are still projections.*

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,218,675**	**21.79**
Re-align: Realignment of the Jewish Council for the Aging Escorted Transportation Budget to Reflect Expected Expenditures	(43,286)	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.	283,078	0.00
FY22 Recommended	**8,458,467**	**21.79**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
New APS Investigations	1,154	971	925	1,100	1,200
Number of clients receiving case management services [1]	1,100	798	800	850	950
Percent of SSTA Case Management clients who report being satisfied or very satisfied	95%	95%	95%	95%	95%
Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services	93%	96%	93%	93%	93%
Number of APS Clients with another investigation within six months (Recidivism) [2]	8%	6%	7%	7%	7%

[1] *Trend analysis currently underway to define targets.*

[2] *This is one of the four measures captured in the Department's Turn the Curve Agreement.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,986,460**	**50.55**
Enhance: Add One Position to Support Adult Protective Services Due to Caseload Demands	82,057	1.00
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.	(15,017)	0.00
FY22 Recommended	**8,063,265**	**51.55**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Turnover rate for direct service professionals for developmental disabilities providers	42.5%	35.0%	35.0%	35.0%	35.0%
Number of Clients served by Developmental Disability and Medical Adult Day Care Providers	3,094	3,172	3,293	3,300	3,366
Percent of customers satisfied with Medical Adult Day Care [1]	N/A	91.0%	91.0%	91.0%	91.0%

[1] *This metric is from a new customer satisfaction survey implemented in FY20. As a result, there is no historical data.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**17,893,873**	**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.	268,893	0.00

FY22 Recommended Changes	Expenditures	FTEs
FY22 Recommended	**18,162,766**	**0.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Placements in Summer Camp Programs	102	9	30	60	102
Percent of customers satisfied with the My Turn Program [1]	N/A	100%	95%	95%	95%
Percent of customers who report that the My Turn Program is helpful [2]	N/A	95%	95%	95%	95%

[1] *This metric is from a new customer satisfaction survey implemented in FY20. As a result, there is no historical data.*

[2] *This metric is from a new customer satisfaction survey implemented in FY20. As a result, there is no historical data.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,614,898**	**16.25**
Increase Cost: One and a Half Percent Inflationary Increase to Developmental Disabilities Supplement	268,314	0.00
Shift: Transfer of Funds to Office of Human Resources for the Disability Employment Initiative	(188,851)	(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.	45,516	(1.00)
FY22 Recommended	**2,739,877**	**8.75**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Home Care Services - Number of clients served annually	294	239	251	263	277
Percent of customers satisfied with Home Care Services	88%	87%	91%	96%	99%
Home Care Services - Percentage of clients with no unmet personal care needs [1]	99%	99%	99%	99%	99%

[1] *FY19 Home Care Survey was revised to reflect the overall satisfaction with the services versus overall satisfaction with the caregiver.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,962,763**	**15.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(39,119)	0.00
FY22 Recommended	**4,923,644**	**15.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of clients currently served by Nurse Monitoring	2,636	2,602	2,670	2,852	3,022
Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month	274	282	290	299	307
Percent of clients satisfied with the Autism Waiver Program	95%	99%	95%	95%	95%
Percent of clients satisfied with Coordination of Community Supports	89%	95%	88%	88%	88%
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%	100%	99%	99%	99%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,176,715**	**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.	214,625	10.00
FY22 Recommended	**8,391,340**	**60.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of clients served in respite	457	486	411	411	457
Percent of customers satisfied with Respite Services	98%	91%	92%	92%	92%
Percent of customers that report a reduction in stress/caregiver burden as a result of receiving respite services	96%	92%	97%	97%	97%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,347,549**	**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.	17,234	0.00
FY22 Recommended	**1,364,783**	**0.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Admin - Aging & Disability Services	442,057	3.00	455,130	3.00
Adult Foster Care	2,312,893	7.00	2,276,833	7.00

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Aging & Disability Resource Unit	1,101,533	9.00	1,068,067	9.00
Area Agency on Aging	8,218,675	21.79	8,458,467	21.79
Assessment & Continuing Care Management Services	7,986,460	50.55	8,063,265	51.55
Community Provider Support	17,893,873	0.50	18,162,766	0.50
Community Support Network for People with Disabilities	2,614,898	16.25	2,739,877	8.75
Home Care Services	4,962,763	15.00	4,923,644	15.00
Medicaid Funded Long-Term Care Services	8,176,715	50.00	8,391,340	60.00
Respite Care	1,347,549	0.00	1,364,783	0.00
Total	**55,057,416**	**173.09**	**55,904,172**	**176.59**

Behavioral Health and Crisis Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$45,781,511	234.20

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 Rolando L. Santiago, PhD of the HHS - Behavioral Health and Crisis Services at 240.777.7000 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of students identified by schools to be at risk who were referred to the Crisis Center [1]	1,954	1,169	1,900	1,900	1,900
Number of walk-in contacts [2]	6,030	4,669	6,500	6,700	6,900
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	92%	92%	95%	95%	95%

[1] *FY20 statistic impacted by COVID-19 and shift to learn from home environment.*

[2] *FY20 statistic impacted by COVID-19 and social distancing requirements.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,572,730**	**40.40**
Enhance: Annualization of Six Therapist II Positions to Support Mobile Crisis Response	658,996	6.00
Add: Creation of Three Mobile Crisis Outreach Teams	521,140	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.	72,136	0.00
FY22 Recommended	**6,825,002**	**52.40**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of clients served (unduplicated) [1]	3,142	2,575	3,100	3,100	3,100
Percent of customers satisfied with Access staff services	97%	97%	97%	97%	97%
Percent of clients referred keeping first appointment with community provider [2]	75%	76%	77%	80%	82%

[1] *Decline due to closure of physical offices from mid-March to present and consequent shift to telehealth. Numbers expected to rebound to the prior predicted levels.*

[2] *Program's primary service is connecting individuals with mental health and addictions needs to appropriate services.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,432,697**	**29.00**
Decrease Cost: Reduce Broker Contract for ACCESS Program	(32,000)	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.	13,169	0.00
FY22 Recommended	**3,413,866**	**29.00**

Admin - Behavioral Health & Crisis Services

This program leads, oversees, and guides the administration of Behavioral Health and Crisis Services (BHCS). It coordinates the implementation of the strategic alignment plan, and the development of the County behavioral health continuum.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**799,162**	**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.	2,283	0.00
FY22 Recommended	**801,445**	**4.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of clients served	340	305	367	367	367
Percent of customers satisfied with Adult Behavioral Health Services (ABH) [1]	95%	N/A	95%	95%	95%
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale [2]	76%	N/A	75%	75%	75%

[1] *The program was unable to distribute customer satisfaction forms due to COVID-19 and social distancing requirements. Surveys will be distributed again in FY21.*

[2] *Collection of this measure has been complicated by COVID-19 and staff turnover. Collection and reporting will resume in FY21.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,753,829**	**10.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(80)	1.00
FY22 Recommended	**1,753,749**	**11.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of unduplicated clients served	1,994	1,780	1,800	1,800	1,800
Percent of customers satisfied with Adult Forensic services [1]	80%	94%	85%	85%	83%
STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment	58%	26%	60%	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	75%	74%	77%	77%	77%
Percent of clients who successfully graduate from Mental Health Court	67%	72%	70%	70%	70%

[1] *FY19 statistics are for Jail Addition Services only. Surveys expanded in FY20 to include additional services offered by the program.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,277,187**	**28.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(14,397)	0.00
FY22 Recommended	**3,262,790**	**28.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of grants managed and contracts monitored	102	92	95	95	95
Percent of Memorandum of Understanding (MOU) monitoring reviews with satisfying results	95%	93%	95%	95%	95%
Percentage of contracts meeting county and state timeliness requirements	93%	96%	96%	96%	96%
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 [1]	80%	N/A	N/A	N/A	N/A
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 [2]	94%	N/A	N/A	N/A	N/A

[1] *Maryland ASO Optum retired the OMS datamart and all its reports effective January 1, 2020. No data is available to support the measure.*

[2] *Maryland ASO Optum retired the OMS datamart and all its reports effective January 1, 2020. No data is available to support the measure.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**12,782,203**	**23.50**
Technical Adj: Local Behavioral Health Authority State Opioid Grant	(97,768)	0.00
Decrease Cost: Decrease Shared Psychiatrists Contract Budget Due to Lack of Respondents	(220,000)	0.00
Re-align: Cost of Residential Rehab Supplemental to Reflect Fee for Service Contracts	(320,174)	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.	301,092	0.00
FY22 Recommended	**12,445,353**	**23.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of clients served (unduplicated) [1]	1,472	992	1,200	1,200	1,200
Number of Rx drug pounds collected at drug take back events [2]	1,438	902	2,050	2,350	2,350
Percent of customers satisfied with Child and Adolescent Behavioral Health	95%	98%	98%	98%	98%
Percent of clients who showed symptom reduction at posttest or upon discharge	61%	75%	75%	75%	75%
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 [3]	93%	93%	95%	95%	95%

[1] *The number of clients decreased in FY20 due to vacancies and COVID-19 and school closures, which reduced the number of referrals.*

[2] *The April drug take back day was cancelled due to COVID-19 restrictions.*

[3] *This measure is by definition a 12-month follow-up of clients, so actual FY20 data reports recidivism rate for clients who completed substance abuse education and /or behavioral health treatment programs in FY19.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,123,933**	**29.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	98,156	0.50
FY22 Recommended	**7,222,089**	**30.25**

Specialty Behavioral Health Services

Specialty Behavioral Health Services is comprised of the Adult Drug Court Treatment Program the Medication Assisted Treatment Program (MAT) and the Urine Monitoring Program. 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 alcohol disorders and delivers methadone, buprenorphine, and naltrexone therapies. The urine monitoring program is an onsite Urinalysis Collection Program which monitors for substance use within these programs, the Mental Health Court program, Child Welfare and Probation and Parole.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Specialty Behavioral Health Services clients discharged (Medication Assisted Treatment Program and Adult Drug Court)	231	209	180	180	180
Percent of clients receiving opioid treatment or court mandated addiction services who were successfully discharged	55%	58%	60%	60%	60%
Percent of customers satisfied with Medication Assisted Treatment [1]	N/A	95%	90%	90%	90%
Percent of customers satisfied with Drug Court	N/A	94%	90%	90%	90%

[1] *The program aims for a 90% satisfaction as the service standard, which is used to set the projections.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,409,705**	**23.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(146,118)	(0.55)
FY22 Recommended	**3,263,587**	**23.00**

Trauma Services

Trauma Services (TS) 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of new Partner Abuse victims served	1,330	1,155	1,330	1,330	1,330
Number of Partner Abuse victim clients waiting for counseling service (monthly average)	44	39	40	40	40
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [1]	90%	95%	90%	90%	90%

[1] *Rating scale developed by Jacqueline Dienemann and Jacquelyn Campbell, Johns Hopkins University, School of Nursing, March 1999.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,348,003**	**30.55**
Increase Cost: Domestic Violence Offender Treatment Program Due to Increase Contract Cost	138,911	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.	(38,938)	0.00
FY22 Recommended	**6,447,976**	**30.55**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**361,730**	**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.	(16,076)	0.00
FY22 Recommended	**345,654**	**2.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
24-Hours Crisis Center	5,572,730	40.40	6,825,002	52.40
Access To Behavioral Health Services	3,432,697	29.00	3,413,866	29.00
Admin - Behavioral Health & Crisis Services	799,162	4.00	801,445	4.00
Adult Behavioral Health Services	1,753,829	10.50	1,753,749	11.50
Adult Forensic Services	3,277,187	28.00	3,262,790	28.00
Local Behavioral Health Authority	12,782,203	23.50	12,445,353	23.50
Outpatient Behavioral Health Services - Child	7,123,933	29.75	7,222,089	30.25
Specialty Behavioral Health Services	3,409,705	23.55	3,263,587	23.00
Trauma Services	6,348,003	30.55	6,447,976	30.55

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Treatment Services	361,730	2.00	345,654	2.00
Total	**44,861,179**	**221.25**	**45,781,511**	**234.20**

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Children, Youth and Family Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$93,803,874	570.53

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,670,406**	**6.50**
Shift: Workforce Adjustment	0	(1.00)
Decrease Cost: Expiration of Funding of the Kresge Opportunity Ecosystems Grant Award	(750,000)	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.	141,608	2.00
FY22 Recommended	**1,062,014**	**7.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of families served by Cluster Projects	213	273	300	300	300
Number of families receiving ongoing services in East County Opportunity Zone (ECOZ) [1]	163	226	150	120	120
Percent of families completing surveys that are satisfied with services [2]	N/A	89%	92%	92%	92%

[1] *This service started in the last month of FY17, and was amplified via a Kresge grant starting in FY19. FY20 numbers were impacted by the pandemic, as the team opened up their service provision to a wider target population given community pandemic needs. As a result, while only 108 families had received "ongoing" services as of the end of FY20 (as worded in this measure); an additional 118 families received "pandemic one-time services." FY22 projection takes into account that this grant expires then; working on sustainability plan so this figure may be significantly updated in future.*

[2] *This is a new measure implemented in FY20. Targets rebaselined based upon first year of data collection.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,499,841**	**10.50**
Add: Therapeutic Recreation Services for School-Age Youth	750,000	0.00
Enhance: Mental Health Services for Montgomery County Public School Students and Their Families	250,000	0.00
Reduce: Suspend Don Bosco Rey Contract Due to COVID	(55,000)	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.	(75,437)	0.00
FY22 Recommended	**5,369,404**	**10.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of families authorized to receive a childcare subsidy [1]	1,574	1,333	1,260	1,452	1,500
Percent of invoices received over vouchers issued [2]	N/A	71%	75%	80%	80%

[1] *As of FY19, the data represent both the County's WPA Subsidy and the State Supplement.*

[2] *This is a new measure for FY20.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,458,630**	**7.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(12,357)	0.00
FY22 Recommended	**3,446,273**	**7.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of children served in foster care	611	567	590	590	589
Number of families receiving in-home services	238	299	216	216	276
Number of newly accepted cases (IR, AR and Non-CPS)	3,032	2,413	3,073	3,073	2,949
Percent of children living in family settings	79%	72%	80%	80%	76%
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	94%	95%	96%	96%	96%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**25,643,270**	**204.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	62,240	1.50
FY22 Recommended	**25,705,510**	**206.30**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**255,000**	**0.00**
FY22 Recommended	**255,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**447,848**	**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.	1,183	0.00
FY22 Recommended	**449,031**	**3.00**

Early Childhood Services

Early Childhood Services (ECS) serves children from birth to age five with services that support families, early care and education programs, and the community. The program administers the Federally mandated Infants and Toddlers Program (ITP) 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 Infant & Early Childhood Mental Health Project (IECMH), and the County Child Care in Public Space Program (CCIPS). ECS staffs the Commission on Child Care and Early Childhood Coordinating Council (ECCC). ECS oversees several contractual services including community-based Pre-Kindergarten, home visiting, and family support.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of children served by the Infants and Toddlers program	5,274	4,899	5,414	5,474	5,474
Percent of customers satisfied with Early Childhood Mental Health	100%	94%	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	47%	53%	48%	51%	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	18%	16%	19%	21%	21%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**10,303,435**	**38.33**
Add: Montgomery County Infant and Toddlers Program (ITP) Translation Services for Individual Family Service Plan (IFSP)	442,000	0.00
Enhance: Healthy Families Montgomery Contract to Promote the Well-Being of Children and Prevent Abuse and Neglect Through Intensive In-Home Visits and Services	50,000	0.00
Reduce: Early Childhood Services Community Events Due to COVID	(10,343)	0.00
Reduce: Montgomery County Child Care Resource and Referral Center (MCCCRRC) Holding One Rather Than Two Conferences Per Year Due to COVID	(20,000)	0.00
Eliminate: Child Link Part-Time Contract Position Because the Phone Line for Family Resources is Obsolete	(62,000)	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.	539,063	4.50
FY22 Recommended	**11,242,155**	**42.83**

Linkages To Learning

Linkages to Learning is a community-school partnership with an integrated focus on health, social services, 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	Actual	Estimated	Target	Target

	FY19	FY20	FY21	FY22	FY23
Percent of clients completing surveys reporting satisfaction with services received	99%	98%	98%	98%	98%
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	74%	73%	73%	73%	73%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,052,706**	**7.50**
Enhance: Expand Mental Health Services at Linkages to Learning Sites in Schools with a High Concentration of Poverty	556,673	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.	32,809	0.00
FY22 Recommended	**7,642,188**	**7.50**

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 including food, medical coverage, and childcare. 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
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)	182%	183%	183%	183%	183%
Number of SNAP Applications Approved [1]	16,550	22,845	22,845	22,845	22,845
Number of Temporary Cash Assistance (TCA) job seekers that entered unsubsidized employment YTD [2]	740	560	690	690	690
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities	47%	42%	50%	50%	50%
Temporary Cash Assistance (TCA) job retention rate 90 days	95%	95%	95%	95%	95%

[1] *Data reflects a historical increase in applications received and approved for April and May 2020.*

[2] *This is expected to trend downwards as more TCA participants engage in educational activities and secure jobs.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**31,037,109**	**262.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(349,627)	4.00
FY22 Recommended	**30,687,482**	**266.40**

Positive Youth Development

This program focuses on providing culturally-based and healing-informed positive youth development services, including violence prevention; gang prevention; 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of youth in safe, supervised PYDI programming [1]	2,581	3,058	2,881	3,181	3,181
Percent of clients who are satisfied with the Youth Opportunity Centers and Wellness Centers and would recommend to others [2]	98%	N/A	98%	99%	99%
Percent of Street Outreach Network and Safe Space clients who are not rearrested [3]	86%	N/A	90%	90%	90%

[1] *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.*

[2] *Due to COVID-19, the program was unable to administer sufficient customer satisfaction surveys in FY20 due to school closures and in-person limitations on home visits.*

[3] *This measure relies on self-reported data from a customer service instrument, which the team was in the process of implementing in FY20 but which they were not able to administer to clients due to COVID-19.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,716,540**	**18.00**
Increase Cost: Family Intervention Pilot and Family Strengthening Contract Services	565,706	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.	662,571	0.00
FY22 Recommended	**7,944,817**	**19.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Admin - Children, Youth & Families	1,670,406	6.50	1,062,014	7.50
Child & Adolescent School & Community Based Services	4,499,841	10.50	5,369,404	10.50
Child Care Subsidies	3,458,630	7.50	3,446,273	7.50
Child Welfare Services	25,643,270	204.80	25,705,510	206.30
Children's Opportunity Fund	255,000	0.00	255,000	0.00
Early Care and Education Policy Office	447,848	3.00	449,031	3.00
Early Childhood Services	10,303,435	38.33	11,242,155	42.83
Linkages To Learning	7,052,706	7.50	7,642,188	7.50
Office of Eligibility and Support Services	31,037,109	262.40	30,687,482	266.40
Positive Youth Development	6,716,540	18.00	7,944,817	19.00
Total	**91,084,785**	**558.53**	**93,803,874**	**570.53**

Public Health Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$80,959,200	538.92

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,211,392**	**7.00**
Add: Funding to Implement the Mobile Health Clinic Services to Address Health Disparities	620,859	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.	97,058	0.00
FY22 Recommended	**1,929,309**	**12.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of new and repeat clients who undergo colonoscopies (CRF-Funded)	205	131	220	220	220
Total number of people encountered at outreach events	4,650	6,294	5,115	5,115	5,200
Number of participants in smoking cessation program [1]	1,300	329	1,100	1,000	980
Percent of new clients who undergo colonoscopies	83%	60%	83%	83%	80%
Percent of clients reached who completed smoking cessation program	28%	24%	22%	20%	20%

[1] *The program anticipates a yearly decrease due to a shift away from regular cigarette use toward vaping products.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**973,231**	**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.	269,463	(1.00)
FY22 Recommended	**1,242,694**	**1.60**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of rabies investigations that occur in Montgomery County monthly by Disease Control Program	533	511	540	540	540
Number of babies born to Hepatitis B infected mothers who complete the recommended protocol	93%	96%	95%	95%	95%
Percent of investigations on reportable communicable diseases that follow appropriate protocols to limit further spread of the disease [1]	100%	N/A	N/A	100%	100%
Percent of contacts of smear positive clients diagnosed with latent TB who start preventative treatment	88%	93%	88%	88%	88%
Percent of customers satisfied with STD Services [2]	N/A	95%	95%	95%	95%

[1] *Reporting for FY20 actual and FY21 projection impacted by COVID-19 efforts. The data reported are for the calendar year (CY) and represent year to date (YTD) as of the date of the report.*

[2] *This survey was reinstated for FY20.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**12,550,441**	**80.65**
Increase Cost: Realignment of Budget due to Increase of Centers for Disease Control Ending the HIV Epidemic Grant	340,913	0.00
Shift: Reflect Reduction in Award for End the HIV Epidemic Grant	(75,860)	(1.00)
Decrease Cost: Realignment of Budget due to Decrease in Ryan White - Consortia Grant Award	(128,938)	1.00

FY22 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.	308,909	2.15
FY22 Recommended	**12,995,465**	**82.80**

Community Health Services

Maternal and Child 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of pregnant women screened and enrolled in a Managed Care Organization (MCO) for prenatal services	2,294	2,551	2,200	2,200	2,200
Percentage of pregnant teens who return to school/graduate from high school following birth of baby [1]	57%	N/A	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	97%	97%	95%	95%	95%
Percentage of repeat Maternity Partnership patients who do not delay subsequent pregnancy by 18 months or more (Close Child Spacing)	5%	3%	5%	5%	5%
Percent of Infant at Risk referrals that receive a contact by the Area Health Center staff within 10 days [2]	94%	96%	90%	90%	90%

[1] *School closures has complicated the reporting of this measure for FY20. This measure will resume after schools re-open.*

[2] *The program aims for a 90% contact rate as the service standard, which is used to set the projections.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**9,684,374**	**69.15**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(726,535)	(0.50)
FY22 Recommended	**8,957,839**	**68.65**

Dental Services

This program provides dental services in five clinics to promote oral health. 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of pediatric dental referrals to outside pediatric specialist	43	293	30	30	30
Percent of appointments that are missed/canceled	20%	28%	20%	20%	20%
Dental Services - Percent of children that complete their dental treatment plan [1]	25%	15%	30%	30%	30%

[1] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,123,067**	**17.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(76,352)	(1.00)
FY22 Recommended	**3,046,715**	**16.00**

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 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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of low income uninsured County adults who received primary care at one of the participating clinics	26,422	23,804	20,000	26,500	26,500
Number of encounters - Montgomery Cares	72,505	61,293	68,000	72,000	72,000
Percentage of Care for Kids clients who access Oral Health Services	34%	32%	40%	40%	40%
Percent of vulnerable populations that have a primary care visit - Adults	50%	35%	40%	50%	50%
Percent of vulnerable populations that have a primary care visit - Children	63%	80%	80%	80%	80%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**13,563,211**	**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.	92,334	0.00
FY22 Recommended	**13,655,545**	**4.00**

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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
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	7	4	4	4	4
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 [1]	3	N/A	3	3	3

[1] *The epidemiology team's work centered on COVID-19 surveillance in 2020. Reporting on publications will resume in FY21.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**497,679**	**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.	13,733	0.00
FY22 Recommended	**511,412**	**4.00**

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, the elderly, and mentally ill to ensure compliance with County, State, and Federal laws and regulations. Staff respond to complaints and provide 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of routine inspections of food service facilities	5,771	5,740	6,004	6,124	6,307
Percent of mandated inspections completed	66%	67%	80%	80%	80%
Percentage of nursing homes with actual harm deficiencies	21%	20%	20%	20%	20%
Percentage of swimming pools found to be in compliance upon regular inspection	88%	91%	90%	91%	91%
Percent of food service facilities not having a critical violation upon routine inspection	70%	71%	72%	73%	73%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,121,818**	**42.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(16,162)	0.00
FY22 Recommended	**5,105,656**	**42.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of Public Health essential emergency contacts successfully activated during 2 hour drill [1]	93%	N/A	85%	90%	90%
Number of individuals who participated in a Public Health Emergency Preparedness trainings and exercises [2]	N/A	938	500	350	350

[1] *FY20 statistic on drills not available due focus of emergency contacts on COVID-19 responsibilities.*

[2] *This is a new measure for FY20. FY20-21 numbers influenced by COVID-19 activities.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,217,827**	**8.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(36,277)	(0.60)
FY22 Recommended	**1,181,550**	**7.80**

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 and Wellness 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Immunizations administered to students at SHS Immunization Center and SBHWCs [1]	17,506	N/A	19,000	19,000	19,000
School Health Services - Total number of client visits [2]	8,803	N/A	9,500	9,500	9,500
School Health Services - Number of unduplicated clients served [3]	3,572	N/A	4,000	4,000	4,000
Percent of enrolled MCPS students fully immunized [4]	99.2%	N/A	99.0%	99.0%	99.0%
Percent of students that return to class and are ready to learn after a health room visit	91%	91%	91%	91%	91%

[1] *MCPS school closures disrupted the measurement of school-based health services metrics. Measurement will resume in FY22.*

[2] *MCPS school closures disrupted the measurement of school-based health services metrics. Measurement will resume in FY22.*

[3] *MCPS school closures disrupted the measurement of school-based health services metrics. Measurement will resume in FY22.*

[4] *MCPS school closures disrupted the measurement of school-based health metrics. Measurement will resume in FY22.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**31,974,464**	**294.82**
Increase Cost: Annualization of Three Community Health Nurse II Positions	303,159	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.	55,392	1.75
FY22 Recommended	**32,333,015**	**299.57**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Admin - Public Health	1,211,392	7.00	1,929,309	12.00
Cancer & Tobacco Prevention	973,231	2.60	1,242,694	1.60
Communicable Disease & Epidemiology	12,550,441	80.65	12,995,465	82.80
Community Health Services	9,684,374	69.15	8,957,839	68.65
Dental Services	3,123,067	17.00	3,046,715	16.00

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Health Care for the Uninsured	13,563,211	4.00	13,655,545	4.00
Health Planning and Epidemiology	497,679	4.00	511,412	4.00
Licensure and Regulatory Services	5,121,818	42.50	5,105,656	42.50
Public Health Emergency Preparedness & Response Program	1,217,827	8.40	1,181,550	7.80
School Health Services	31,974,464	294.82	32,333,015	299.57
Total	**79,917,504**	**530.12**	**80,959,200**	**538.92**

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Services to End and Prevent Homelessness

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$31,068,566	83.50

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, 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).

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**389,183**	**3.00**
Add: Create a Community-Based Homeless Court Program in Accordance with the Interagency Commission on Homelessness Recommendations to Decriminalize Homelessness	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.	26,860	0.00
FY22 Recommended	**516,043**	**3.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement [1]	355	659	365	370	375
Coordinated Entry - Days from housing program assignment to housed	52	68	70	68	66
Percent of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement	88%	96%	90%	91%	95%

[1] *The FY20 increase is due to added funding to the Continuum of Care and additional Rapid Rehousing vacancies, which led SEPH to encourage providers to complete VI-SPDATs for their clients. Since conditions this year are unusual due to COVID-19, future year projections are based on pre-FY20 trends.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,501,540**	**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.	(130,066)	0.00
FY22 Recommended	**1,371,474**	**6.90**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of individuals receiving primary care services through Healthcare 4 the Homeless (Mobile Med) [1]	72	112	100	110	115
Number of hospital transfers from year-round shelters (based on 911 emergency calls) [2]	372	N/A	360	355	350

[1] *This measure tracks new patients served.*

[2] *Shelter locations have increased and shifted, in part due to COVID-19, requiring a re-baselining of this measure. This measure will resume reporting in FY21.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,119,580**	**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.	12,651	0.00
FY22 Recommended	**1,132,231**	**4.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of individuals as part of a family unit experiencing homelessness for the first time	586	451	450	425	400
Average length of stay in days by homeless families in emergency shelter	55	54	30	30	30
Percent of households returning to homelessness	5%	11%	5%	5%	5%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,822,885**	**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.	391,550	0.00
FY22 Recommended	**3,214,435**	**3.00**

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 centralized shelter intake and diversion, 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of homeless single adults counted during Annual Point in Time Count	441	485	420	410	400
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing	115	66	109	106	103
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter	36%	36%	39%	39%	39%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,008,735**	**2.00**
Add: New Shelter Operating Budget Impact and Policy Shift to Year-Round Sheltering	3,081,279	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.	401,585	0.00
FY22 Recommended	**8,491,599**	**2.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Housing Initiative Program: Number of clients served	823	912	900	910	920
Housing Initiative Program -Days from housing program assignment (to accepted) to housed	63	70	55	50	50
Percent of households who retain permanent housing after 12 months	99%	100%	99%	99%	99%
Decrease in acuity score, measuring the severity of presenting issues impacting housing stability [1]	60	N/A	68	72	74

[1] *Transition to new reporting system (Qlik) impacts FY20 reporting. This measure will resume in FY21.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**316,914**	**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.	191	0.00
FY22 Recommended	**317,105**	**2.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Dollars brought into the continuum from non-County funds	$21,575,760	$30,505,207	$25,000,000	$25,000,000	$25,000,000
Number of individuals with lived experience participating as ICH Commissioner or on committees	6	15	17	20	20
Number of total homeless individuals counted during the Annual Point in Time Count	647	670	640	620	600

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**141,752**	**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.	(30,686)	0.00
FY22 Recommended	**111,066**	**1.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Permanent Supportive Housing: Number of clients served	1,489	1,464	1,521	1,536	1,540

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Permanent Supportive Housing - Days from housing program assignment (to accepted) to housed	76	58	66	60	58
Percent of households who retain permanent housing after 12 months	98%	98%	99%	99%	99%
Percent of clients retaining permanent housing	99%	98%	95%	90%	90%
Percent of people that graduate from the program	7%	5%	11%	12%	13%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,914,396**	**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.	196,619	0.00
FY22 Recommended	**5,111,015**	**2.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Households receiving emergency grants to prevent eviction/homelessness (County and State funds) [1]	9,044	11,053	10,000	10,000	10,000
Percent of households who received prevention assistance and within 12 months enter the homeless continuum [2]	9%	9%	8%	8%	8%

[1] *This measure includes County and State funds.*

[2] *This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,658,504**	**49.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	478,131	5.00
FY22 Recommended	**8,136,635**	**54.10**

Rapid Rehousing

Rapid Rehousing (RRH) is an intervention designed to help individuals and families to quickly exit homelessness, return to housing in the community, and not become homeless again in the near term. The core components of a rapid rehousing program are housing identification, move-in and rent assistance, and rapid rehousing case management and services. The goal of the program is to help people quickly obtain housing, increase income, and support self-sufficiency to stay housed. Rapid re-housing is offered without any preconditions, such as employment, income, absence of criminal record, or sobriety.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Rapid Rehousing - Number of clients served	544	690	550	550	550
Cost per positive exit	$18,956	$11,495	$11,500	$11,500	$11,500
Percent of households with Increased income since entering rapid rehousing	25.9%	22.0%	32.0%	35.0%	37.0%

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of exits to permanent housing	73.0%	67.0%	75.0%	76.0%	77.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**582,889**	**0.00**
Enhance: Rapid Rehousing Program Expansion	490,000	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
FY22 Recommended	**1,087,179**	**0.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of unique households with an active rental subsidy during the year	1,771	1,354	1,700	1,700	1,700
Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) [1]	19.6%	10.0%	15.0%	12.0%	10.0%
Median percent reduction in rent burden as a share of income [2]	13.0%	N/A	15.0%	16.0%	17.0%

[1] *This measure, by definition, has a one year lag. FY20 is therefore based on cases initiated in FY19.*

[2] *A change in databases prevents the calculation for FY20. This measure will resume in FY21.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**570,694**	**4.50**
Enhance: Increase Subsidy for Rental Assistance Program	1,000,000	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.	9,090	1.00
FY22 Recommended	**1,579,784**	**5.50**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Admin - Services to End and Prevent Homelessness	389,183	3.00	516,043	3.00
Coordinated Entry	1,501,540	6.90	1,371,474	6.90
Healthcare for the Homeless	1,119,580	4.00	1,132,231	4.00
Homeless Services for Families	2,822,885	3.00	3,214,435	3.00
Homeless Services for Single Adults	5,008,735	2.00	8,491,599	2.00
Housing Initiative Program	316,914	2.00	317,105	2.00
Interagency Commission on Homelessness	141,752	1.00	111,066	1.00
Permanent Supportive Housing	4,914,396	2.00	5,111,015	2.00
Prevention	7,658,504	49.10	8,136,635	54.10
Rapid Rehousing	582,889	0.00	1,087,179	0.00
Rental Assistance Program	570,694	4.50	1,579,784	5.50

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Total	**25,027,072**	**77.50**	**31,068,566**	**83.50**

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Administration and Support

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$51,284,928	161.00

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**194,518**	**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.	45,700	1.00
FY22 Recommended	**240,218**	**2.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**23,028,346**	**86.00**
Increase Cost: Client Portal Project Maintenance Expenses	390,000	0.00
Increase Cost: Operating Budget Impact of Move to Wheaton Building	197,770	0.00
Increase Cost: HighGear Software Licensing Fees to Continue to Allow Back-Office Personnel To Work Remotely and More Effectively and Efficiently	178,200	0.00
Increase Cost: Information Technology Contractor Rate Increases	86,385	0.00
Decrease Cost: Grant Writer Contracts	(25,000)	0.00
Decrease Cost: Reduce Motor Pool Fuel Costs	(45,692)	0.00
Reduce: Budget for Broker and Temporary Clerical Services	(202,924)	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.	349,251	5.00
FY22 Recommended	**23,956,336**	**91.00**

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).

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,028,497**	**24.00**
Add: Funding to Support Services Provided at the Eight Service Consolidation Hubs	3,600,000	1.00
Add: Health and Human Services Call Center to Handle Tier 2 Calls from Montgomery County 311 to Address the Volume of Calls as a Result of the COVID Pandemic	635,708	0.00
Decrease Cost: Reduce Temporary Clerical Services Budget	(22,000)	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.	2,242,542	0.00
FY22 Recommended	**10,484,747**	**25.00**

Community Action Agency

The mission of Community Action Agency (CAA) is to advance social and economic mobility among communities and neighbors through services, partnerships, and advocacy using an equity lens. Responsibilities include administration of Federal and State Head Start and Community Services Block Grant (CSBG) funding. In addition to Head Start, programs include the Takoma-East Silver Spring (TESS) Community Action Center, Volunteer Income Tax Assistance (VITA), the Community Action Board and its Community Advocacy Institute. CAA staff and volunteers join with 30+ partners to deliver critical services that strengthen the social and economic assets of low-income communities.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
The number of residents who receive free tax preparation services through the CAA VITA program [1]	2,200	1,746	2,250	2,250	2,250
Percent of VITA clients who reported that they were satisfied with the services received [2]	89%	N/A	89%	89%	89%
Percent of TESS clients who reported that they were satisfied with the services received [3]	93%	N/A	93%	93%	93%
Total amount of Earned Income Tax Credit received by VITA clients	$1,420,829	$1,316,715	$1,430,000	$1,430,000	$1,430,000

[1] *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.*

[2] *COVID-19 social distancing requirements prevented the program from administering this survey in FY20. Reporting will resume in FY21.*

[3] *COVID-19 social distancing requirements prevented the program from administering this survey in FY20. Reporting will resume in FY21.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,840,595**	**11.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	760,357	0.60
FY22 Recommended	**4,600,952**	**12.00**

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 to services.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of referrals made for Multilingual Health Navigation Line/Interpretation Services [1]	6,394	7,623	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	16,375	20,225	17,500	18,000	18,000
Percent of clients satisfied with services for Multilingual Health Navigation Line/interpretation services [2]	85%	94%	85%	85%	85%
Percent of clients able to access services upon referral	84%	83%	84%	84%	84%
Percent of participants of Equity Workshop who will be able to apply behaviors learned	91%	96%	92%	92%	94%

[1] *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.*

[2] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,181,069**	**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.	36,794	0.00
FY22 Recommended	**1,217,863**	**2.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of children in full-day program	540	540	600	648	648
Percent of children in full-day program	83%	83%	92%	100%	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%	50%	52%	65%	65%
Percent of 4-year olds with demonstrated school readiness	65%	42%	65%	75%	75%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,531,939**	**2.60**
Decrease Cost: Child Care Development Grant	(15,000)	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.	291,010	(0.60)
FY22 Recommended	**4,807,949**	**2.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of clients served by the grants [1]	202	106	202	202	202
Percent of clients who obtained a favorable legal outcome [2]	N/A	27%	30%	35%	35%

[1] *This is a new measure for FY19. Current caseload is expected to be maintained, including past year clients with open cases.*

[2] *This is a new measure for FY20 with no historical data, as this is a new program.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**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
FY22 Recommended	**545,550**	**0.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of individuals served by the Minority Health Initiatives & Program	33,415	36,653	28,129	31,929	32,229
Percent of clients satisfied with services provided by the Minority Health Initiatives & Program	99%	99%	96%	96%	96%
Average percent of respondents who expressed increased confidence due to community capacity building activities	93%	96%	85%	85%	85%
Average percent increase in wages from time participants entered program until hired as health professionals	88%	190%	150%	150%	150%
Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention)	99%	95%	100%	100%	97%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,559,133**	**27.00**
Reduce: Asian American Health Program Outreach Events Due to COVID	(32,511)	0.00
Decrease Cost: African American Health Program, Reduce Funding for Contractual Data Services Because the Services Are Already Being Provided by Health and Human Services Information Technology Staff	(54,915)	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.	(40,394)	0.00
FY22 Recommended	**5,431,313**	**27.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Admin - Office of Community Affairs	194,518	1.00	240,218	2.00
Admin - Office of the Chief Operating Officer	23,028,346	86.00	23,956,336	91.00
Admin - Office of the Director	4,028,497	24.00	10,484,747	25.00
Community Action Agency	3,840,595	11.40	4,600,952	12.00
Equity and Language Access	1,181,069	2.00	1,217,863	2.00
Head Start	4,531,939	2.60	4,807,949	2.00
Legal Representation	540,000	0.00	545,550	0.00
Minority Programs	5,559,133	27.00	5,431,313	27.00
Total	**42,904,097**	**154.00**	**51,284,928**	**161.00**

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Community Use of Public Facilities

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$8,502,633	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 recommended FY22 Operating Budget for the Office of Community Use of Public Facilities is $8,502,633, a decrease of $3,352,118 or 28.28 percent from the FY21 Approved Budget of $11,854,751. Personnel Costs comprise 37.42 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 62.58 percent of the FY22 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

- Community Use of Public Facilities partnered with Montgomery County Public Schools (MCPS), the Children's Opportunity Fund, the Brown and Black Coalition, and Before and After Care providers to address the need for hub distance learning supports, as a result of COVID-19 related school closures. The immediate response allowed for establishing 54 hubs which were expanded to 71 to ensure the inclusion of children from less affluent areas of Montgomery County.
- In October 2020, $500,000 in Federal funding was provided to the CUPF Facility Fee Assistance Program (FFAP), via the Coronavirus Aid, Relief, and Economic Security Act (CARES Act). The funds support youth outdoor sports programs by subsidizing facility fees. These programs are believed to promote physical and mental well-being. CUPF intends to continue

identifying locations owned by MCPS and the Department of Parks to facilitate youth outdoor sports initiatives.

- Ordinarily the Silver Spring Civic Building (SSCB) is a venue which host banquets, performances, weddings, meetings, and presentations; however, due to COVID-19, the SSCB has been repurposed to address new social distance community needs. The repurposed needs support: a COVID-19 testing site, outdoor fitness training through ice skating, tents, and picnic tables to support local restaurant businesses, and other community social distance gatherings.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Community Use of Public Facilities (CUPF), in partnership with the Department of Recreation and the Department of Parks, will replace the shared, on-line booking and sales software application. The new system is expected to cost substantially less than the original estimate, improve efficiency and the customer's experience.

PROGRAM CONTACTS

Contact Ramona Bell-Pearson of the Office of Community Use of Public Facilities at 240.777.2722 or Felicia Hyatt 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). 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.

Measure	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Program Measures					
Hours of paid school use [1]	563,759	393,229	105,303	393,229	563,759
Percent of school, field, and government building users satisfied with the reservation process [2]	94.0%	95.3%	96.0%	96.0%	96.0%
Number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [3]	113	66	40	100	110
Percent of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [4]	73.8%	95.0%	95.0%	95.0%	95.0%

[1] *Community use of school buildings was down dramatically in FY20 because all use was cancelled from March 16 to year end due to the COVID-19 pandemic. Projection for FY21 is based on continued restricted use while MCPS students are learning in a virtual environment.*

[2] *In FY20, of the 2,688 customers who responded to CUPF's 5-Star Survey, 95.3% of customers rated the reservation process with 3, 4 or 5 out of 5 stars (1824 gave 5 stars, 575 gave 4 stars, and 162 gave 3 stars).*

[3] *In FY19, 27 groups received a subsidy through the Facility Fee Assistance Program and 86 groups received a subsidy through the Community Access Program. In FY20, 26 groups were awarded a subsidy through FFAP, while 40 groups were awarded a subsidy through CAP. These numbers decreased in FY20 because of the number of permits cancelled due to the COVID-19 pandemic.*

[4] *In FY19, 64.3% of groups submitting FFAP applications were funded, and 77.5% of groups submitting CAP applications were funded. In FY20, 90% of FFAP applicants were approved and 100% of CAP applicants were approved. The increase in the approval rate can be attributed to the high level of repeat applicants, particularly since all funds allocated to both programs have been expended the last 2 years.*

PROGRAM DESCRIPTIONS

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 FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	2,601,066	2,663,210	2,437,400	2,467,305	-7.4 %
Employee Benefits	784,370	838,663	748,393	714,340	-14.8 %
Community Use of Public Facilities Personnel Costs	**3,385,436**	**3,501,873**	**3,185,793**	**3,181,645**	**-9.1 %**
Operating Expenses	6,204,934	8,352,878	2,394,757	5,320,988	-36.3 %
Community Use of Public Facilities Expenditures	**9,590,370**	**11,854,751**	**5,580,550**	**8,502,633**	**-28.3 %**
PERSONNEL					
Full-Time	30	30	30	30	—
Part-Time	1	1	1	1	—
FTEs	31.27	31.27	31.27	31.27	—
REVENUES					
Facility Rental Fees	8,154,213	11,975,233	3,031,085	8,521,854	-28.8 %
Investment Income	295,542	65,700	17,240	0	-100.0 %
Miscellaneous Revenues	6,433	0	0	0	—
Parking Fees	(950)	0	0	0	—
Community Use of Public Facilities Revenues	**8,455,238**	**12,040,933**	**3,048,325**	**8,521,854**	**-29.2 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY21 ORIGINAL APPROPRIATION	**11,854,751**	**31.27**
Changes (with service impacts)		
Reduce: Silver Spring Civic Building (SSCB) Maintenance [Community Access to Public Space]	(32,259)	0.00
Reduce: Silver Spring Civic Building (SSCB) Security Services Commensurate with Decreased FY22 Revenues [Community Access to Public Space]	(35,832)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Reduce: Miscellaneous Operating Expenses Commensurate with Reduced Facility Bookings [Community Access to Public Space]	(61,786)	0.00
Reduce: Activenet Transaction Fees Commensurate with Decreased FY22 Revenues and Termination of the Contract in FY22 [Community Access to Public Space]	(301,250)	0.00
Reduce: MCPS Maintenance and Custodial Supplies Commensurate with Prior Year FY21 Revenues [Community Access to Public Space]	(723,110)	0.00
Reduce: MCPS Staff, Utilities, and Equipment Reimbursements Commensurate with Decreased FY22 Revenues [Community Access to Public Space]	(1,547,969)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	93,562	0.00
Shift: New System Annual Licensing and Transaction Fees [Community Access to Public Space]	90,298	0.00
Increase Cost: FY22 Compensation Adjustment	46,788	0.00
Decrease Cost: Print and Mail Adjustment	(21)	0.00
Decrease Cost: Motor Pool Adjustment	(647)	0.00
Decrease Cost: Retirement Adjustment	(4,895)	0.00
Decrease Cost: OPEB Adjustment	(5,000)	0.00
Decrease Cost: SSCB Comcast and Porter Service to the Level of Experience [Community Access to Public Space]	(71,624)	0.00
Shift: Chargeback for 255 Rockville Pike Lease [Community Access to Public Space]	(342,690)	0.00
Decrease Cost: Increase Personnel Cost Lapse for Five Vacant Positions Not Needed in FY22 Due to Projected Decrease in Facility Usage [Community Access to Public Space]	(455,683)	0.00
FY22 RECOMMENDED	**8,502,633**	**31.27**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY22 Recommended	**8,503**	**8,503**	**8,503**	**8,503**	**8,503**	**8,503**
No inflation or compensation change is included in outyear projections.						
ActiveMONTGOMERY Transaction Fees	**0**	**(64)**	**(64)**	**(64)**	**(64)**	**(64)**
Assumes cessation of the existing contract for hosted software solution shared with Montgomery County Department of Recreation and Montgomery Parks, MNCPPC.						
Building Space Expenses	**0**	**0**	**0**	**2**	**2**	**33**
Expenses at the Wheaton facility include utilities, maintenance, and parking.						
MCPS Reimbursable Utility Costs	**0**	**38**	**84**	**132**	**180**	**230**
These amounts reflect the projected future cost of reimbursing MCPS for utilities.						
New System Annual Licensing and Transaction Fees	**0**	**30**	**33**	**36**	**39**	**42**
Provides for annual licensing and transaction fees for the new Shared Agency Booking System.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**2,335**	**2,454**	**2,576**	**2,700**	**2,828**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
Restoration of costs that were eliminated in the operating budget development year to return to pre-COVID-19 service delivery levels. Following are the costs that will be restored: CUPF personnel cost lapse, MCPS reimbursements for staff, custodial supplies, maintenance, and equipment, Silver Spring Civic Building security services and maintenance, and CUPF miscellaneous expenses.						
Retiree Health Insurance Pre-funding	**0**	**(12)**	**(23)**	**(35)**	**(38)**	**(38)**
Savings from Replacement of ActiveMONTGOMERY with Replacement System	**0**	**(145)**	**(145)**	**(145)**	**(145)**	**(145)**
Reduction in transaction fees resulting from the replacement of ActiveMONTGOMERY with a new system.						
Silver Spring Civic Building Comcast and Porter Services	**0**	**0**	**2**	**5**	**7**	**10**
These amounts reflect the projected future cost of Silver Spring Civic Building Comcast and porter services.						
Two Year Term Extension for Fiscal Assistant Position	**0**	**(83)**	**(83)**	**(83)**	**(83)**	**(83)**
The Fiscal Assistant is shared with County Recreation to support online activity registration and facility reservation database.						
Labor Contracts	**0**	**78**	**78**	**78**	**78**	**78**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,503**	**10,679**	**10,838**	**11,004**	**11,178**	**11,393**

FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Community Use of Public Facilities							
FISCAL PROJECTIONS	FY21 APPROVED	FY21 ESTIMATE	FY22 REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
ASSUMPTIONS								
Indirect Cost Rate	18.64%	18.64%	19.18%	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.6%	1.2%	1.6%	2.0%	2.4%	2.4%	2.4%	2.4%
Investment Income Yield	1.4%	0.2%	0.1%	0.4%	0.4%	0.4%	0.4%	0.4%
BEGINNING FUND BALANCE	3,349,639	4,360,222	630,409	(490,133)	(761,687)	167,853	380,150	551,008
REVENUES								
Charges For Services	11,975,233	3,031,085	8,521,854	11,975,233	12,744,043	13,054,998	13,373,540	13,699,854
Miscellaneous	65,000	17,240	0	0	26,830	37,560	37,560	37,560
Subtotal Revenues	12,040,233	3,048,325	8,521,854	11,975,233	12,770,873	13,092,558	13,411,100	13,737,414
INTERFUND TRANSFERS (Net Non-CIP)	(1,074,109)	(621,732)	(937,347)	(1,090,084)	(390,056)	(1,089,594)	(1,090,084)	(1,090,084)
Transfers To Debt Service Fund	(359,263)	(81,886)	(329,777)	(330,162)	(330,134)	(329,672)	(330,162)	(330,162)
Long Term Leases - Wheaton	(359,263)	(81,886)	(329,777)	(330,162)	(330,134)	(329,672)	(330,162)	(330,162)
Transfers To The General Fund	(874,846)	(699,846)	(767,570)	(919,922)	(919,922)	(919,922)	(919,922)	(919,922)
Indirect Costs	(667,516)	(667,516)	(610,240)	(712,592)	(712,592)	(712,592)	(712,592)	(712,592)
DCM	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)	(7,330)
CAPP	(200,000)	(25,000)	(150,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Transfers From The General Fund	160,000	160,000	160,000	160,000	860,000	160,000	160,000	160,000
After School	25,000	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	135,000
General Fund Transfer to Eliminate Negative Fund Balance	0	0	0	0	700,000	0	0	0
TOTAL RESOURCES	14,315,763	6,786,815	8,214,916	10,395,016	11,619,130	12,170,817	12,701,166	13,198,338
CIP CURRENT REVENUE APPROP.	(604,000)	(245,000)	(176,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(11,854,751)	(5,580,550)	(8,502,633)	(9,103,445)	(9,270,630)	(9,445,994)	(9,629,144)	(9,820,426)
Labor Agreement	n/a	n/a	0	(77,958)	(77,958)	(77,958)	(77,958)	(77,958)
Increase in MCPS Reimbursable Staff Costs	n/a	n/a	n/a	(994,373)	(1,073,824)	(1,155,182)	(1,238,492)	(1,323,802)
Utility Reimbursements to MCPS	n/a	n/a	n/a	(37,869)	(84,220)	(131,684)	(180,287)	(230,056)
Custodial Supply Reimbursements to MCPS	n/a	n/a	n/a	(164,858)	(170,133)	(175,535)	(181,067)	(186,731)
MCPS Maintenance Reimbursements	n/a	n/a	n/a	(558,252)	(576,116)	(594,409)	(613,141)	(632,322)
MCPS Equipment Reimbursements	n/a	n/a	n/a	(31,927)	(34,481)	(37,096)	(39,774)	(42,516)
ActiveMontgomery Transaction Fees	n/a	n/a	n/a	63,902	63,902	63,902	63,902	63,902
New System Annual and Transaction Fees	n/a	n/a	n/a	(30,100)	(32,990)	(35,949)	(38,979)	(42,082)
Building Space Expenses	n/a	n/a	n/a	241	137	(1,534)	(1,568)	(32,773)
Security Services at Silver Spring Civic Building	n/a	n/a	n/a	(35,832)	(38,699)	(41,634)	(44,640)	(47,718)
Maintenance at Silver Spring Civic Building	n/a	n/a	n/a	(32,259)	(33,033)	(33,826)	(34,638)	(35,469)
Comcast/Porter Services at Silver Spring Civic Building	n/a	n/a	n/a	0	(2,400)	(4,858)	(7,375)	(9,952)
Miscellaneous Operating Expenses	n/a	n/a	n/a	(61,786)	(71,911)	(82,279)	(92,896)	(103,768)
Retiree Health Insurance Pre-Funding	n/a	n/a	n/a	11,690	23,140	35,430	37,960	37,960
Savings from Replacement of ActiveMontgomery	n/a	n/a	n/a	144,791	144,791	144,791	144,791	144,791
ActiveMontgomery Fiscal Assistant	n/a	n/a	n/a	83,148	83,148	83,148	83,148	83,148
Subtotal PSP Oper Budget Approp / Exp's	(11,854,751)	(5,580,550)	(8,502,633)	(10,824,887)	(11,151,277)	(11,490,667)	(11,850,158)	(12,255,772)
OTHER CLAIMS ON FUND BALANCE	(31,816)	(330,856)	(26,416)	(31,816)	0	0	0	0
TOTAL USE OF RESOURCES	(12,490,567)	(6,156,406)	(8,705,049)	(11,156,703)	(11,451,277)	(11,790,667)	(12,150,158)	(12,555,772)
YEAR END FUND BALANCE	1,825,196	630,409	(490,133)	(761,687)	167,853	380,150	551,008	642,566
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	12.7%	9.3%	-6.0%	-7.3%	1.4%	3.1%	4.3%	4.9%

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 ICB must review and approve any changes in fees. A 4% fee increase is planned in FY24 in order to eliminate CUPF's negative fund balance.
3. A transfer from the General Fund to CUPF is planned in FY24 in order to eliminate CUPF's negative fund balance.
4. The fiscal plan assumes a one time use of surplus funds to replace the on-line booking system shared by CUPF, the Recreation Department, and M-NCPPC. This use is shown as a current revenue transfer in FY21 Estimate and FY22 to the CIP project, per the March 15, 2021 amended Shared Agency Booking System Replacement (P722001) Project Description Form (PDF).
5. The fiscal plan assumes a one time use of surplus funds for ballfield maintenance. This use is shown as a claim on fund balance in FY21 to the CIP project, Ballfield Initiatives (P008720) and represents the FY20 remaining balance of CUPF Current Revenue in the Ballfield Initiatives CIP project as of June 30, 2020.

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.
4. The other claims on fund balance includes the OPEB liability five year allocation (GASB 75) and Prepaids for Retiree Health Insurance.

Public Libraries

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$42,705,607	404.06

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 FY22 Operating Budget for the Department of Public Libraries is $42,705,607, an increase of $293,010 or 0.69 percent from the FY21 Approved Budget of $42,412,597. Personnel Costs comprise 79.88 percent of the budget for 234 full-time position(s) and 208 part-time position(s), and a total of 404.06 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 20.12 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:

- **Thriving Youth and Families**
- **A Growing Economy**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Complete migration from SirsiDynix Symphony Integrated Library System to Koha Open Source Integrated Library System.
- Refresh of Maggie Nightingale Library in Poolesville and installation of Bibliotheca's Open Plus building automation software.
- Begin Potomac Library refresh construction and develop Program of Requirements for the Clarksburg Library.
- Implement OrangeBoy Savannah Community Engagement platform. OrangeBoy Savannah provides libraries a data-driven solution to increase organizational productivity and community engagement. It achieves this by linking customer behaviors with outcomes desired by the library, allowing the library to identify and implement the most efficient service model. This helps libraries target communication efforts and allocate resources to customer segments based on what they need and expect from the library, run highly targeted messaging campaigns, and ask for feedback from either a very select or very broad segment of customers. This will replace Libraries' current subscription to Constant Contact.
- Summer Council Fellow will develop a plan to strengthen career paths for library staff.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Joined over 285 major public library systems in the US and Canada in no longer charging overdue fines.
- Pivoted from total traditional in-person library programming to a fully virtual programming model using the Zoom platform. From February 1, 2020 to February 11, 2021, offered 2,416 virtual programs with a total attendance of 91,299 persons.
- Launched Holds To Go service on July 6, 2020, which is a successful contactless physical materials circulation process. As of February 11, 2021, library users have borrowed 1,391,217 items using this process.
- Partnered with the Department of Technology Services to install enhanced outdoor wireless at 10 library locations.

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 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

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, 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,663,732**	**23.00**
Decrease Cost: Reduce Contractual Services	(218,979)	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.	899,209	0.00
FY22 Recommended	**2,343,962**	**23.00**

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 or attending school 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, 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, wireless hotspots; 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.

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of items checked out (circulation) and materials used in a library [1]	11,383,048	8,386,922	8,618,266	9,982,855	11,553,793
Number of public computer and Wi-Fi sessions [2]	23,875,239	13,301,153	6,517,565	12,774,428	23,397,735

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total use of library adult learning programs, services, and events [3]	318,785	415,272	614,602	909,610	1,346,222
Active library users [4]	221,837	199,265	246,690	259,816	273,142
Number of participants in early literacy programming [5]	85,865	90,812	94,444	98,221	102,149
Library electronic database usage [6]	1,383,619	1,906,589	2,306,972	2,791,436	3,377,637

[1] *The number of borrowed physical and digital 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). FY20 aggregate data reflects July 1, 2019 through March 15, 2020 for checkouts and items marked "used" in branches; and July 1, 2019 through June 30, 2020 for renewals. Projections assume re-opening of facilities to the public, as ordered and implemented with phased guidelines from the offices of the Governor of Maryland and the Montgomery County Executive.*

[2] *Numbers represent aggregate sessions. Public computer use represents July 1, 2019 through March 15, 2020; WiFi sessions represent July 1, 2019 through June 30, 2020. Projections assume re-opening of facilities to the public, as ordered and implemented with phased guidelines from the offices of the Governor of Maryland and the Montgomery County Executive.*

[3] *"Total use" comprises attendance at English conversation clubs, "business and workforce" and "computer/smart technology" programs, as well as online learning platforms.*

[4] *"Active user" is a registered MCPL borrower who has used their library card at least once within the 12 month period from current date of data search. These users are associated with a Montgomery County Zip code.*

[5] *"Early Literacy Programming" comprises the number of attendees at Storytimes.*

[6] *Numbers represent "any action performed by the user in relation to a content item."*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**40,443,582**	**380.51**
Increase Cost: Mid-Year Position Reclassification from Part-Time Library Aide to Full-Time Supply Technician	27,760	0.55
Eliminate: Interjurisdictional Grant	(54,905)	(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.	(232,127)	0.00
FY22 Recommended	**40,184,310**	**380.06**

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 MCPLs 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Attendees at business and workforce development programs [1]	5,520	5,039	1,100	3,630	6,156
Active partnerships with workforce and business development organizations	15	21	12	12	15
Graduates from Career Online High School [2]	13	5	4	4	8

[1] *Numbers represent onsite (July 1, 2019 through March 15, 2020) and virtual (March 16, 2020 through June 30, 2020) program attendees.*

[2] *Adult learners can earn a high school diploma through Career Online High School, an accredited, non-traditional online high school diploma program.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**305,283**	**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.	(127,948)	0.00
FY22 Recommended	**177,335**	**1.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	23,294,921	24,109,153	22,005,371	24,954,726	3.5 %
Employee Benefits	9,650,274	9,257,443	8,582,388	8,966,994	-3.1 %
County General Fund Personnel Costs	**32,945,195**	**33,366,596**	**30,587,759**	**33,921,720**	**1.7 %**
Operating Expenses	8,024,406	8,738,096	7,777,876	8,530,887	-2.4 %
County General Fund Expenditures	**40,969,601**	**42,104,692**	**38,365,635**	**42,452,607**	**0.8 %**
PERSONNEL					
Full-Time	230	231	231	232	0.4 %
Part-Time	210	209	209	208	-0.5 %
FTEs	400.81	401.31	401.31	401.86	0.1 %
REVENUES					
Library Fees	13,061	20,000	0	19,000	-5.0 %
Library Fines	494,346	300,000	23,500	46,000	-84.7 %
Miscellaneous Revenues	199,979	540,000	0	292,500	-45.8 %
Parking Fees	44,960	60,000	6,500	60,000	—
State Reimbursement: Library Operations	3,388,192	3,459,000	3,459,000	3,509,000	1.4 %
State Reimbursement: Library Staff Retirement	1,906,541	2,120,000	1,910,000	2,120,000	—
County General Fund Revenues	**6,047,079**	**6,499,000**	**5,399,000**	**6,046,500**	**-7.0 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	134,032	175,889	175,889	147,312	-16.3 %
Employee Benefits	65,414	45,547	45,547	44,764	-1.7 %
Grant Fund - MCG Personnel Costs	**199,446**	**221,436**	**221,436**	**192,076**	**-13.3 %**
Operating Expenses	194,746	86,469	86,469	60,924	-29.5 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Grant Fund - MCG Expenditures	**394,192**	**307,905**	**307,905**	**253,000**	**-17.8 %**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	3.20	3.20	3.20	2.20	-31.3 %
REVENUES					
Federal Grants	(23,811)	0	0	0	—
State Grants	386,780	307,905	307,905	253,000	-17.8 %
Grant Fund - MCG Revenues	**362,969**	**307,905**	**307,905**	**253,000**	**-17.8 %**

DEPARTMENT TOTALS

Total Expenditures	**41,363,793**	**42,412,597**	**38,673,540**	**42,705,607**	**0.7 %**
Total Full-Time Positions	**232**	**233**	**233**	**234**	**0.4 %**
Total Part-Time Positions	**210**	**209**	**209**	**208**	**-0.5 %**
Total FTEs	**404.01**	**404.51**	**404.51**	**404.06**	**-0.1 %**
Total Revenues	**6,410,048**	**6,806,905**	**5,706,905**	**6,299,500**	**-7.5 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**42,104,692**	**401.31**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	883,508	0.00
Increase Cost: FY22 Compensation Adjustment	584,892	0.00
Increase Cost: Mid-Year Position Reclassification from Part-Time Library Aide to Full-Time Supply Technician [Library Services to the Public]	27,760	0.55
Increase Cost: Motor Pool Adjustment	11,281	0.00
Increase Cost: Print and Mail Adjustment	489	0.00
Decrease Cost: Reduce Contractual Services [Administration]	(218,979)	0.00
Decrease Cost: Retirement Adjustment	(290,161)	0.00
Increase Cost: Annualization of FY21 Personnel Costs	(650,875)	0.00
FY22 RECOMMENDED	**42,452,607**	**401.86**
GRANT FUND - MCG		
FY21 ORIGINAL APPROPRIATION	**307,905**	**3.20**
Federal/State Programs		
Eliminate: Interjurisdictional Grant	(54,905)	(1.00)

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
FY22 RECOMMENDED	**253,000**	**2.20**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	1,663,732	23.00	2,343,962	23.00
Library Services to the Public	40,443,582	380.51	40,184,310	380.06
Workforce and Business Development	305,283	1.00	177,335	1.00
Total	**42,412,597**	**404.51**	**42,705,607**	**404.06**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	212,271	1.70	222,376	1.70

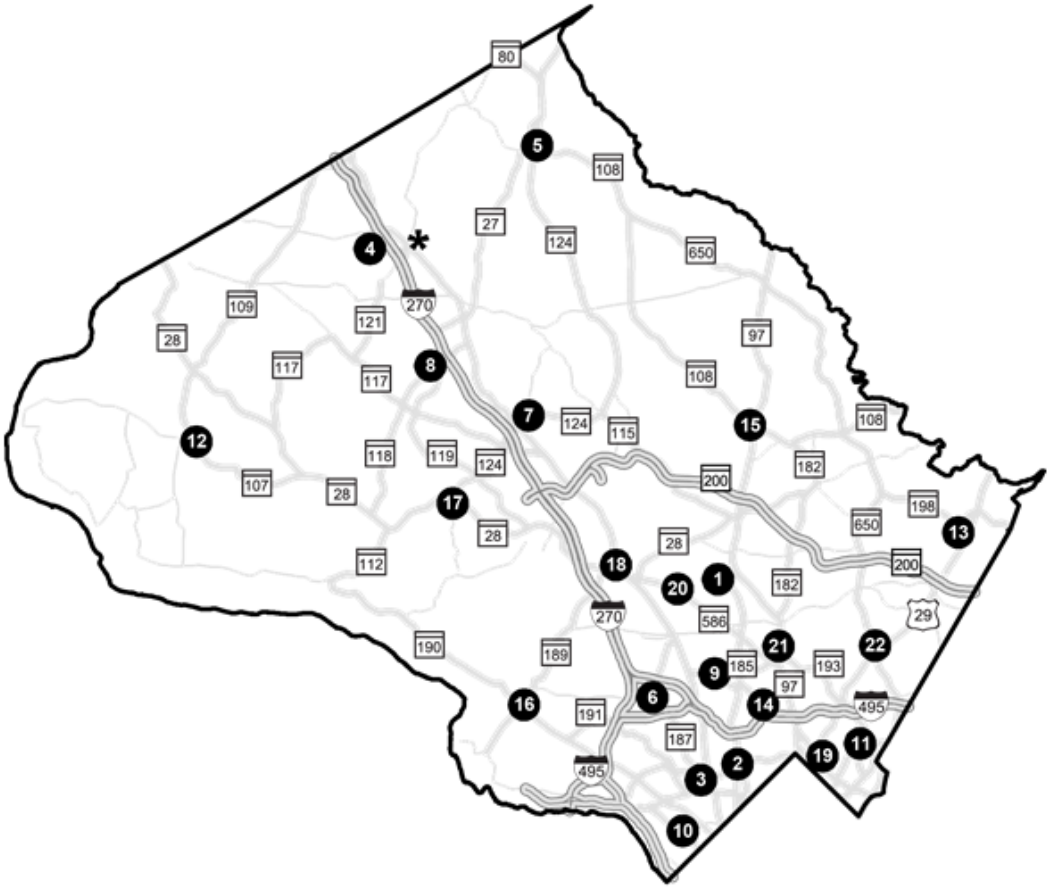
FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**42,453**	**42,453**	**42,453**	**42,453**	**42,453**	**42,453**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**748**	**748**	**748**	**748**	**748**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**42,453**	**43,201**	**43,201**	**43,201**	**43,201**	**43,201**

Montgomery County, Maryland

Public Libraries



1 Aspen Hill
2 Chevy Chase
3 Connie Morella
4 Correctional Facility
5 Damascus
6 Davis
7 Gaithersburg
8 Germantown
9 Kensington Park
10 Little Falls
11 Long Branch
12 Maggie Nightingale
13 Marilyn J Praisner
14 Noyes Library for Young Children
15 Olney
16 Potomac
17 Quince Orchard
18 Rockville Memorial
19 Silver Spring
20 Twinbrook
21 Wheaton
22 White Oak
* Clarksburg (Proposed)

See http://www.montgomerycountymd.gov/library for a full listing of Library Hours and Holidays, Services, and Policies.

Recreation

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$46,475,951	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 FY22 Operating Budget for the Department of Recreation is $46,475,951, a decrease of $319,219 or 0.68 percent from the FY21 Approved Budget of $46,795,170. Personnel Costs comprise 60.31 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 39.69 percent of the FY22 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 $10,475,490 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

- Montgomery County Recreation's Youth Sports Initiative: This collaborative effort will address barriers to participation and youth sports silos to deliver youth sports in the County in a manner that is equitable and expands participation opportunities.
- The Department implemented a Bike Safety Initiative in Partnership with MCDOT, the Washington Area Bicyclist Association (WABA), and County Government to promote and support Vision Zero.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- TeenWorks: A tutoring, mentoring and academic support program launched in March that connects referred bilingual students to further support online learning and growth.
- In response to the coronavirus pandemic (COVID-19), Montgomery County Recreation established "Rec Room", a web-based virtual recreation center that delivers free and affordable recreation resources and opportunities to residents of all ages.
- Launched the "Rec Your Way" program in January 2021. Rec Your Way is a new, personalized experience that allows customers to create a custom designed class to share with friends and family.

PROGRAM CONTACTS

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

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

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 investments 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of administrative services transactions [1]	17,705	20,385	19,000	22,000	25,000
Number of human resources transactions [2]	1,621	1,579	1,894	2,272	2,726
Number of seasonal employees [3]	2,306	2,140	1,800	2,000	2,200
Percent of allocated recreation financial assistance dollars used [4]	91%	90%	10%	50%	90%

[1] *Recreation Administrative Transactions include a variety of complex processes such as contract administration, proposal development and solicitations. In FY20, changes and trends in the number of transactions were related to the extension of wellness passes to MCPS employees, as well as adjustments in services due to COVID-19. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[2] *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. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[3] *Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[4] *Dollars used vs dollars allocated FY20 and FY21 changes and trends are largely due to COVID-19 safety related cancellations, closures and restrictions. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**10,524,302**	**39.73**
Enhance: Funding to support aeration, seeding, treatment, and maintenance at newly renovated field at White Oak Recreation Center.	60,000	0.00
Increase Cost: Annual Maintenance - Shared Agency Booking System	25,000	0.00
Decrease Cost: Utilities Savings given closure of facilities due to COVID	(355,000)	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.	(155,991)	(2.00)
FY22 Recommended	**10,098,311**	**37.73**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Revenue generated by aquatics programs [1]	$6,772,695	$5,888,685	$3,900,000	$4,500,000	$5,800,000
Percent of total aquatics programs capacity enrolled [2]	67.5%	47.5%	37.0%	47.0%	57.0%

[1] *FY20 changes and future trends are due to COVID-19 safety related cancellations, closures, restrictions and impacts. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[2] *FY20 changes and trends are due to COVID-19 safety related cancellations, closures and restrictions. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,731,684**	**120.18**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	418,681	1.00
FY22 Recommended	**9,150,365**	**121.18**

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 generates partnerships with local small businesses 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 promote 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 and 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of participants registered in countywide recreation programs [1]	44,472	27,163	10,000	20,000	30,000
Percent of recreation customers who report having a disability [2]	1.72%	1.39%	1.00%	1.30%	1.60%
Percent of planned countywide recreation programs completed [3]	83.33%	52.74%	80.00%	81.00%	81.50%

[1] *FY20 changes and trends are due to COVID-19 safety related cancellations, closures and restrictions.*

[2] *FY20 changes and trends are due to COVID-19 safety related cancellations, closures and restrictions. Individuals with disabilities faced significantly greater challenges as result of the pandemic.*

[3] *Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,490,815**	**82.01**
Eliminate: Fireworks Display at Germantown and Wheaton for Summer 2021 Due to COVID	(135,198)	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.	244,839	2.00
FY22 Recommended	**8,600,456**	**84.01**

Recreation Community & Neighborhood Centers

The Department of Recreation has 23 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 a thriving hub of activities.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of recreation facility bookings [1]	5,430	3,766	1,000	3,500	5,000
Percent of planned programs in recreation centers completed [2]	85.98%	48.29%	80.00%	85.00%	86.00%

[1] *FY20 changes and trends are due to COVID-19 safety related cancellations, closures and restrictions. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[2] *FY20 changes and trends are due to COVID-19 safety related cancellations, closures and restrictions. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,998,932**	**105.44**
Decrease Cost: Cessation of Recreation Operations Due to Use of Facility as Shelter (One-time Reduction)	(42,124)	0.00
Decrease Cost: One-Time Seasonal Staff Reduction Due to Delayed Opening of Facilities Due to COVID	(520,000)	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.	254,535	(1.00)
FY22 Recommended	**6,691,343**	**104.44**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of senior meals served [1]	66,664	132,432	100,000	75,000	70,000
Number of senior program registrants 55 or better [2]	22,240	19,891	10,000	15,000	20,000
Percent of senior program resources leveraged from partners [3]	29.70%	27.96%	14.00%	21.00%	28.00%

[1] *In March of FY20, the Department, with support from partners, began widespread meal delivery and distribution to vulnerable citizens 55 years of age or older to address food insecurity of older adults resulting from COVID-19. The Department traditionally operates an on-site congregate meal program for vulnerable adults in partnership with HHS. Despite the pandemic the Department has continued some programs, which have been*

a lifeline for the well-being of people who live in the County.

[2] *FY20 changes and future trends are due to COVID-19 safety related cancellations, closures, restrictions and impacts. Senior Centers were ordered to remain closed until after termination of the state of emergency and the proclamation of the catastrophic health emergency has been rescinded. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[3] *Data not collected prior to FY19. FY20 changes and future trends are due to COVID-19 safety related cancellations, closures, restrictions and impacts. Senior Centers were ordered to remain closed until after termination of the state of emergency and the proclamation of the catastrophic health emergency has been rescinded. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,684,077**	**29.89**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(19,890)	0.00
FY22 Recommended	**2,664,187**	**29.89**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of participants registered in youth development programs [1]	9,877	10,990	9,086	10,990	11,200
Average daily attendance in youth development programs [2]	76.30%	70.00%	67.00%	70.00%	73.00%
Percent of youth development program participants who attend 11 or more sessions [3]	54.70%	47.94%	48.00%	51.00%	55.00%

[1] *FY21 projected trends in participation are due to COVID-19 related cancellations, closures, restrictions and fiscal impacts. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[2] *Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

[3] *FY20 changes and trends are due to COVID-19 related cancellations, closures and restrictions. Many youth development programs were unable to complete 11 or more sessions. Despite the pandemic the Department has continued some programs, which have been a lifeline for the well-being of people who live in the County.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**9,365,360**	**115.84**
Reduce: Phased Reopening of Excel Beyond the Bell and RecXtra Sites for New Sites Opened in FY20, Which Were Paused Due to COVID-19 (One-time Reduction)	(330,000)	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.	235,929	0.00
FY22 Recommended	**9,271,289**	**115.84**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	18,477,782	22,815,599	15,801,802	23,169,351	1.6 %
Employee Benefits	4,673,231	4,869,596	4,355,328	4,781,081	-1.8 %
Recreation Personnel Costs	**23,151,013**	**27,685,195**	**20,157,130**	**27,950,432**	**1.0 %**
Operating Expenses	10,380,580	15,430,902	9,459,596	14,846,446	-3.8 %
Recreation Expenditures	**33,531,593**	**43,116,097**	**29,616,726**	**42,796,878**	**-0.7 %**
PERSONNEL					
Full-Time	148	148	148	148	—
Part-Time	11	11	11	11	—
FTEs	487.67	490.38	490.38	490.38	—
REVENUES					
Facility Rental Fees	526,119	833,850	120,000	120,000	-85.6 %
Miscellaneous Revenues	64,129	84,365	129,597	129,597	53.6 %
Miscellaneous Revenues - Parks ActiveNet	0	45,232	0	45,232	—
Other Licenses/Permits	(19,360)	0	0	0	—
Property Tax	45,248,037	46,839,468	46,705,658	48,298,521	3.1 %
Recreation Fee Subsidy	0	(800,000)	0	(800,000)	—
Recreation Fees	5,322,290	5,500,000	1,200,000	1,450,000	-73.6 %
Recreation Revenues	**51,141,215**	**52,502,915**	**48,155,255**	**49,243,350**	**-6.2 %**
RECREATION NON-TAX SUPPORTED					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Recreation Non-Tax Supported Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,466,094	3,600,000	2,258,815	3,600,000	—
Recreation Non-Tax Supported Expenditures	**2,466,094**	**3,600,000**	**2,258,815**	**3,600,000**	**—**
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	4,749,644	8,100,000	3,500,000	8,100,000	—
Recreation Non-Tax Supported Revenues	**4,749,644**	**8,100,000**	**3,500,000**	**8,100,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	84,779	73,454	73,454	73,454	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Employee Benefits	12,769	5,619	5,619	5,619	—
Grant Fund - MCG Personnel Costs	**97,548**	**79,073**	**79,073**	**79,073**	**—**
Operating Expenses	112,348	0	0	0	—
Grant Fund - MCG Expenditures	**209,896**	**79,073**	**79,073**	**79,073**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	2.71	2.71	2.71	2.71	—
REVENUES					
Federal Grants	122,216	79,073	79,073	79,073	—
State Grants	23,128	0	0	0	—
Grant Fund - MCG Revenues	**145,344**	**79,073**	**79,073**	**79,073**	**—**

DEPARTMENT TOTALS

Total Expenditures	**36,207,583**	**46,795,170**	**31,954,614**	**46,475,951**	**-0.7 %**
Total Full-Time Positions	**148**	**148**	**148**	**148**	**—**
Total Part-Time Positions	**11**	**11**	**11**	**11**	**—**
Total FTEs	**490.38**	**493.09**	**493.09**	**493.09**	**—**
Total Revenues	**56,036,203**	**60,681,988**	**51,734,328**	**57,422,423**	**-5.4 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY21 ORIGINAL APPROPRIATION	**43,116,097**	**490.38**
Changes (with service impacts)		
Enhance: Funding to support aeration, seeding, treatment, and maintenance at newly renovated field at White Oak Recreation Center. [Administration]	60,000	0.00
Eliminate: Fireworks Display at Germantown and Wheaton for Summer 2021 Due to COVID [Countywide Programs]	(135,198)	0.00
Reduce: Phased Reopening of Excel Beyond the Bell and RecXtra Sites for New Sites Opened in FY20, Which Were Paused Due to COVID-19 (One-time Reduction) [Youth Development]	(330,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY22 Compensation Adjustment	808,889	0.00
Increase Cost: FY21 Compensation Adjustment	444,422	0.00
Increase Cost: Annual Maintenance - Shared Agency Booking System [Administration]	25,000	0.00
Increase Cost: Motor Pool Adjustment	24,783	0.00
Decrease Cost: Print and Mail Adjustment	(101)	0.00
Decrease Cost: Cessation of Recreation Operations Due to Use of Facility as Shelter (One-time Reduction) [Recreation Community & Neighborhood Centers]	(42,124)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(79,317)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(220,573)	0.00
Decrease Cost: Utilities Savings given closure of facilities due to COVID [Administration]	(355,000)	0.00
Decrease Cost: One-Time Seasonal Staff Reduction Due to Delayed Opening of Facilities Due to COVID [Recreation Community & Neighborhood Centers]	(520,000)	0.00
FY22 RECOMMENDED	**42,796,878**	**490.38**

RECREATION NON-TAX SUPPORTED

FY21 ORIGINAL APPROPRIATION	**3,600,000**	**0.00**
FY22 RECOMMENDED	**3,600,000**	**0.00**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**79,073**	**2.71**
FY22 RECOMMENDED	**79,073**	**2.71**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	10,524,302	39.73	10,098,311	37.73
Aquatics	8,731,684	120.18	9,150,365	121.18
Countywide Programs	8,490,815	82.01	8,600,456	84.01
Recreation Community & Neighborhood Centers	6,998,932	105.44	6,691,343	104.44
Senior Adult Programs	2,684,077	29.89	2,664,187	29.89
Youth Development	9,365,360	115.84	9,271,289	115.84
Total	**46,795,170**	**493.09**	**46,475,951**	**493.09**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
RECREATION					
Community Use of Public Facilities	Community Use of Public Facilities	28,881	0.20	29,249	0.20
CIP	Capital Fund	69,187	0.50	70,070	0.50
	Total	**98,068**	**0.70**	**99,319**	**0.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

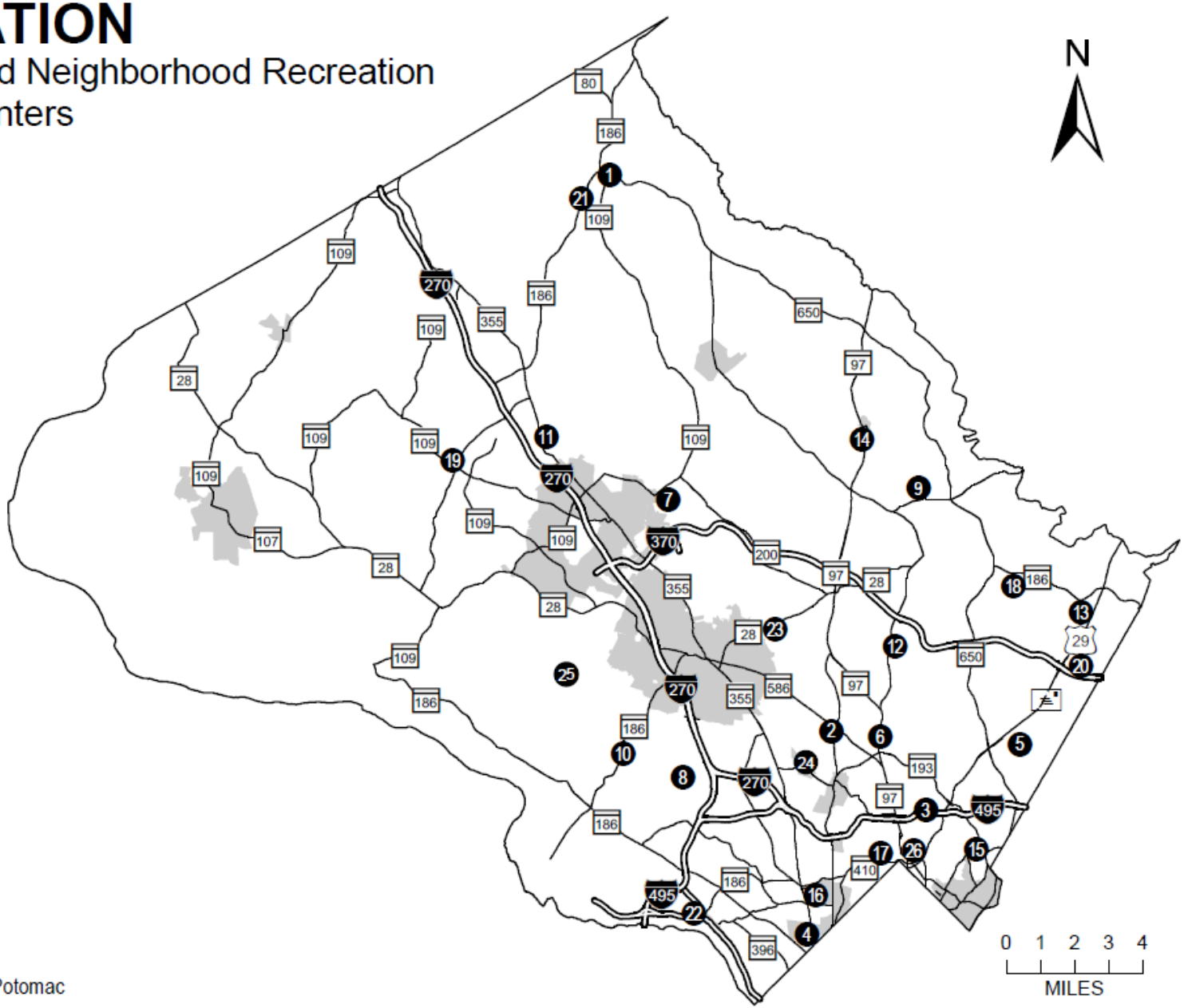
Title	FY22	FY23	FY24	FY25	FY26	FY27
RECREATION						
EXPENDITURES						
FY22 Recommended	**42,797**	**42,797**	**42,797**	**42,797**	**42,797**	**42,797**
No inflation or compensation change is included in outyear projections.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**520**	**520**	**520**	**520**	**520**
Restoration of costs that were eliminated in the operating budget development year to return to pre-COVID-19 service delivery levels.						
Labor Contracts	**0**	**378**	**378**	**378**	**378**	**378**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
South County Regional Recreation and Aquatic Center (P721701)	**0**	**1,333**	**3,346**	**3,346**	**3,346**	**3,346**
Subtotal Expenditures	**42,797**	**45,028**	**47,041**	**47,041**	**47,041**	**47,041**
RECREATION NON-TAX SUPPORTED						
EXPENDITURES						
FY22 Recommended	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**	**3,600**

RECREATION

Community and Neighborhood Recreation and Senior Centers

Senior Centers
1. Damascus
2. Holiday Park
3. Margaret Schweinhaut
5. White Oak
6. Wheaton
15. Long Branch
25. North Potomac

Recreation Centers
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

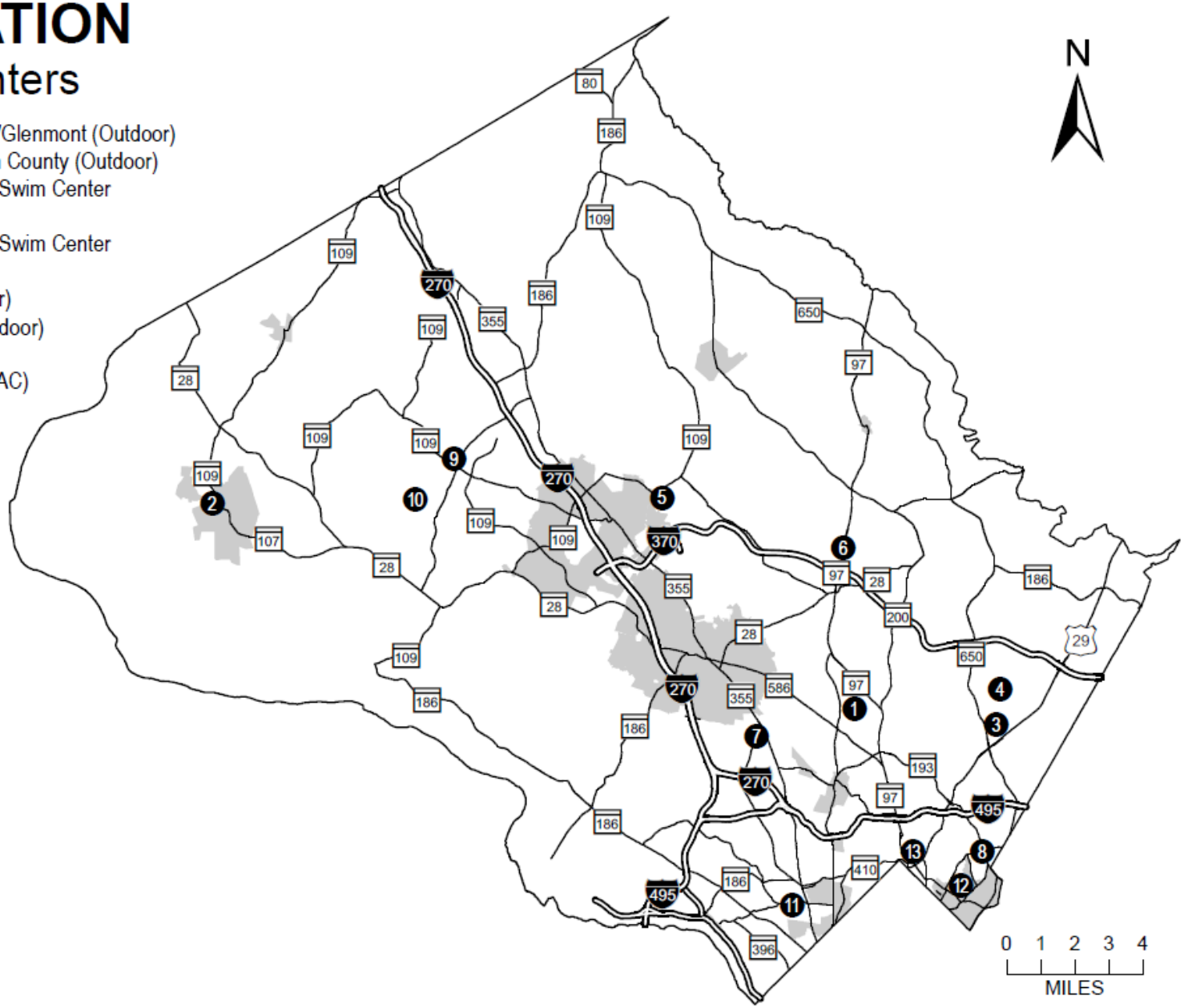


Map produced by: Montgomery County DTS GIS Team, Dec. 2019

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

Agriculture

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$993,865	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 FY22 Operating Budget for the Office of Agriculture is $993,865, an increase of $2,012 or 0.20 percent from the FY21 Approved Budget of $991,853. Personnel Costs comprise 67.89 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 32.11 percent of the FY22 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 Growing Economy**
- **A Greener County**

INITIATIVES

- The Office of Agriculture is partnering with the Montgomery County Food Council and MANNA Food Bank on the Farm to Foodbank program. Through this program, over 60,000 pounds of food has been provided to local foodbanks during the past 6 months. This program has also provided $236,805 in grants to 22 farms to expand their growing capacity in order to meet the increased demand for food resulting from the COVID-19 pandemic.
- The first Biennial Report on the Status of Farm Alcohol Production (FAP) in Montgomery County was recently completed and submitted to the County Council as required by Resolution Number 18-1265. The data provided in this report illustrates that there is extensive, untapped economic potential in the Ag Reserve. The Office is working with the Council on

amendments to Chapter 50 of the County Code which would assist in the achievement of economic growth in the Agricultural sector.

- The OAG, in partnership with the County's Department of Environmental Protection (DEP) and the Council, is working to expand on farm food composting in the Ag Reserve to assist the County in achieving its zero waste goal. Additionally, the Office also participated, along with the Department of Environmental Protection, private business and non-profits, in applying for a federal grant to expand farm composting in the County. While the initial grant was not selected, this public/private group continues to collaborate and seek out other opportunities to achieve this goal.
- Continue to work with the Department of Technology, Office of Broadband Programs, to expand access to broadband/high speed internet in the rural areas of the County. This initiative is a continuation of the Sugarland Broadband Pilot Program that was accomplished in December 2019.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Agriculture has embraced the remote working environment and has been able to effectively utilize the telework tools provided by the County. These tools, especially Microsoft Teams, have enabled the Office of Agriculture to continue its work from day one of the pandemic without lapse. This seamless transition from office to telework has increased productivity.
- Initiated a process to gauge its efficiency and customer service by affixing a link to a customer satisfaction survey to the closing of all staff emails. The survey results received thus far indicate that the OAG is providing superior customer service to County residents.

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; provide technical assistance to farmers; manage agricultural education programs; provide 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Technical assistance contacts with farmers	655	700	700	700	700
Acres of land under easements inspected by Agricultural Services	6,017	3,927.07	3,927.07	3,927.07	3,927.07

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of easement acres under most restrictive easement disallowing development	31.7%	24.4%	24.4%	24.4%	24.4%
Percent of participants who learned or benefitted from Agricultural Services event, training, or farm tour [1]	N/A	100%	100%	100%	100%

[1] *Data for this measure not collected prior to FY20*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**585,308**	**2.25**
Increase Cost: Motor Pool Adjustment	759	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.	2,132	0.00
FY22 Recommended	**588,199**	**2.25**

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 Montgomery Soil Conservation 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 - National Resources Conservation Service (NRCS), State - Maryland Department of Agriculture (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 - Environmental Protection Agency (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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Soil conservation contacts with farmers and landowners to provide technical assistance	293	349	349	349	349
Water quality plans completed	37	46	46	46	46
Percent of interagency site visits coordinated within one business day of agricultural complaint	90%	90%	90%	90%	90%
Pounds of nitrogen reduced through conservation and best management practices	26,155	20,144	20,000	20,000	20,000

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**249,324**	**1.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(879)	0.00
FY22 Recommended	**248,445**	**1.90**

University of Maryland-Extension (UMD-Extention)

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Nutrient management plans completed	108	109	109	109	109
4-H youth development program participants	7,477	5,293	5,293	5,293	5,293
Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment [1]	N/A	49%	49%	49%	49%
Percent of Food Supplement Nutrition Education youth participants who try new healthy food	42%	42%	42%	42%	42%
Percent of participants who purchase produce they learn about from Food Supplement Nutrition Education farmers market programming	92%	92%	92%	92%	92%

[1] *Data for this measure not collected prior to FY20*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**157,221**	**0.00**
FY22 Recommended	**157,221**	**0.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	474,516	516,735	468,956	528,582	2.3 %
Employee Benefits	170,430	156,723	137,985	146,129	-6.8 %
County General Fund Personnel Costs	**644,946**	**673,458**	**606,941**	**674,711**	**0.2 %**
Operating Expenses	317,939	318,395	310,151	319,154	0.2 %
County General Fund Expenditures	**962,885**	**991,853**	**917,092**	**993,865**	**0.2 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	1	1	1	1	—
FTEs	4.15	4.15	4.15	4.15	—
REVENUES					
Miscellaneous Revenues	15,948	0	0	0	—
Other Intergovernmental	56,720	97,000	63,064	63,064	-35.0 %
Other Licenses and Permits	15,766	0	0	0	—
County General Fund Revenues	**88,434**	**97,000**	**63,064**	**63,064**	**-35.0 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**991,853**	**4.15**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	13,526	0.00
Increase Cost: FY22 Compensation Adjustment	5,002	0.00
Increase Cost: Motor Pool Adjustment [Agricultural Services]	759	0.00
Decrease Cost: Retirement Adjustment	(7,168)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(10,107)	0.00
FY22 RECOMMENDED	**993,865**	**4.15**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Agricultural Services	585,308	2.25	588,199	2.25
Soil Conservation	249,324	1.90	248,445	1.90
University of Maryland-Extension (UMD-Extention)	157,221	0.00	157,221	0.00
Total	**991,853**	**4.15**	**993,865**	**4.15**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	348,201	2.10	347,374	2.10
CIP	Capital Fund	229,184	2.25	221,959	2.25
	Total	**577,385**	**4.35**	**569,333**	**4.35**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**994**	**994**	**994**	**994**	**994**	**994**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**10**	**10**	**10**	**10**	**10**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
Subtotal Expenditures	**994**	**1,004**	**1,004**	**1,004**	**1,004**	**1,004**

Economic Development Fund

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$4,490,677	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 FY22 Operating Budget for the Economic Development Fund is $4,490,677, a decrease of $668,741 or 12.96 percent from the FY21 Approved Budget of $5,159,418. Personnel Costs comprise 3.61 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 96.39 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:

- **A Growing Economy**

INITIATIVES

- Continue funding support to all economic development programs provided through the Economic Development Fund for financial and/or technical assistance to eligible businesses.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Through the Economic Development Grant & Loan (EDGL) Program, the Economic Development Fund continues to provide support for biotechnology growth, a key strategic economic sector in the County. In FY20, a $350,000 conditional grant was approved to facilitate establishment of the U.S. Headquarters of Aurinia Pharma and to attract over 200 new jobs to

the County. In FY21, the County will provide a $1 million conditional grant to Novavax, Inc. to support $80 million in capital investment and create 400 new jobs for COVID-19 vaccine development.

- In FY20, the Public Health Emergency Grant (PHEG) Program was created to provide assistance to small businesses and nonprofits showing a revenue loss due to the COVID-19 pandemic. In total, 2,344 grant recipients received $20.9 million, with an average grant award of $8,923 per business.
- In FY21, the Reopen Montgomery Grant Program was established to reimburse businesses for expenses incurred to comply with COVID-19-related health & safety requirements for reopening their businesses. A total of 2,491 businesses were awarded $7.94 million, with an average grant award of $3,187 per business.

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 240.777.2773 for more information regarding this fund.

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, Microloan Program, the Small Business Innovation Research and Small Business Technology Transfer Matching Grant 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.

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	147,672	124,937	115,614	128,546	2.9 %
Employee Benefits	34,309	34,463	32,504	33,413	-3.1 %
Economic Development Fund Personnel Costs	**181,981**	**159,400**	**148,118**	**161,959**	**1.6 %**
Operating Expenses	7,951,981	5,000,018	4,872,278	4,328,718	-13.4 %
Economic Development Fund Expenditures	**8,133,962**	**5,159,418**	**5,020,396**	**4,490,677**	**-13.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Investment Income	73,737	96,300	55,000	55,000	-42.9 %
Loan Payments	235,428	134,438	375,000	375,000	178.9 %
Economic Development Fund Revenues	**309,165**	**230,738**	**430,000**	**430,000**	**86.4 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	18,484,035	0	0	0	—
Grant Fund - MCG Expenditures	**18,484,035**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	27,685,227	0	0	0	—
Grant Fund - MCG Revenues	**27,685,227**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**26,617,997**	**5,159,418**	**5,020,396**	**4,490,677**	**-13.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1.00**	**1.00**	**1.00**	**1.00**	**—**
Total Revenues	**27,994,392**	**230,738**	**430,000**	**430,000**	**86.4 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY21 ORIGINAL APPROPRIATION	**5,159,418**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	2,197	0.00
Increase Cost: FY22 Compensation Adjustment	362	0.00
Decrease Cost: Operating Expenses to Reflect Adjusted Investment Income [Economic Development Fund]	(41,300)	0.00
Decrease Cost: Incremental Cost Adjustment for Aurinia Pharma [Economic Development Fund]	(80,000)	0.00
Decrease Cost: One-time Cost for REGENXBIO, Inc [Economic Development Fund]	(100,000)	0.00
Decrease Cost: One-time Cost for Autolus Limited [Economic Development Fund]	(200,000)	0.00
Decrease Cost: One-time Cost for ViaSat Project [Economic Development Fund]	(250,000)	0.00
FY22 RECOMMENDED	**4,490,677**	**1.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
ECONOMIC DEVELOPMENT FUND						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
EXPENDITURES						
FY22 Recommended	**4,491**	**4,491**	**4,491**	**4,491**	**4,491**	**4,491**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**2**	**2**	**2**	**2**	**2**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,491**	**4,493**	**4,493**	**4,493**	**4,493**	**4,493**

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Housing and Community Affairs

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$61,695,819	101.20

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 FY22 Operating Budget for the Department of Housing and Community Affairs is $61,695,819, an increase of $8,645,646 or 16.30 percent from the FY21 Approved Budget of $53,050,173. Personnel Costs comprise 19.60 percent of the budget for 107 full-time position(s) and no part-time position(s), and a total of 101.20 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 80.40 percent of the FY22 budget.

DHCA expects the total signed agreements for affordable housing projects through the Payment in lieu of Taxes (PILOT) program to abate $20.0 million in taxes in FY22.

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**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

INITIATIVES

- Provide the highest level of affordable housing funding in the County's history by investing $89.1 million in affordable housing. This includes $61.1 million in the Montgomery Housing Initiative (MHI) Fund, $22 million in the Affordable Housing

Acquisition and Preservation CIP project, and $6 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. Since FY08, $1.14 billion has been invested in support of affordable housing, leveraging $2.21 billion in non-County funding.

- Continue to protect lower-income residents of the Route 29/Castle Boulevard and Purple Line 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. Twelve developments, including three senior and eight family projects, have already been identified with another project up for consideration. These developments would preserve or produce over 1,150 total and 899 affordable units.
- Boost economic growth by funding the Countywide Facade Improvement Program which will revitalize commercial areas throughout Montgomery County with a focus on older commercial property. The objective is to provide support to small business and 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 will initially focus on five targeted commercial areas including Montgomery Village, Hillandale, Downtown Wheaton, the 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 residents who need it the most. Over 5,550 households are projected to be assisted in FY22. A renewed focus will be on eviction prevention, including targeted assistance and financial literacy seminars in areas experiencing high evictions.
- Continue to receive 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

- Continued a paperless Energy Efficiency program with streamlined, efficient guidelines and requirements that provides energy-efficient home improvements to income-eligible homeowners.
- Continued efforts to improve data quality by leveraging external services (e.g. for street address validation) as well as other County data repositories. Work is also being carried out to consolidate data repositories across DHCA's core systems to minimize data maintenance work, improve integration, and support drilling across data models.
- Developed data models and dashboards to support the department's on-going Business Intelligence initiative.
- Committed to using cloud-based services in accordance to the County's own vision. The department is already leveraging the County's Azure file storage instance. DHCA's IT team is also exploring Amazon Web Services (AWS) Elastic Cloud to support its application development's activities.
- Planning the deployment of a new Internet-facing affordable housing search application called 'Rental Guide'. The Rental Guide leverages the most recent web application development standards providing users with an intuitive and efficient interface. The application emphasizes speed, accuracy, and responsiveness.

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 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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Asset Management - Loan repayments billed / received [1]	$14,169,659	$21,218,393	$15,000,000	$15,450,000	$15,913,500
Department MC311 Service Requests (SR)	22,247	20,925	21,553	22,199	22,865
Department MC311 Service Request success rate	87.3%	87.1%	89.7%	92.4%	95.2%
NACo Awards earned	5	1	2	2	3

[1] *FY20 spike in loan repayments includes several large refinancing payoffs.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,002,830**	**13.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	376,883	0.50
FY22 Recommended	**2,379,713**	**13.70**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Affordable Housing Program - Number of MC311 Service Requests	889	1,654	1,704	1,755	1,807
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	98.7%	100.0%	100.0%	100.0%	100.0%
Number of affordable housing units produced and available for occupancy (at no cost to the County)	373	79	300	315	324
Number of housing units improved/rehabilitated	212	248	235	240	247

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,014,654**	**10.50**
Decrease Cost: Partial Lapse of Vacant Positions	(94,369)	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.	47,154	0.00
FY22 Recommended	**967,439**	**10.50**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
COC Program Customer Service - Number of MC311 Service Requests	775	757	780	803	827
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	99.1%	99.5%	100.0%	100.0%	100.0%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	45.0%	40.0%	45.0%	45.0%	45.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**707,176**	**4.15**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,921	0.00
FY22 Recommended	**712,097**	**4.15**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of contracts awarded and monitored	43	48	47	43	43
Funding awarded to CDBG public service contracts [1]	$532,000	$600,000	$618,000	$636,540	$655,636
CDBG public service contract compliance rate	100%	100%	100%	100%	100%
CDBG public service contract non-housing beneficiaries [2]	4,369	6,382	4,176	4,301	4,430

[1] *FY19 spike includes funding for two medical providing assistance to homless/AIDS patients and other health services.*

[2] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,219,168**	**5.70**
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - Social Emotional Learning	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Mansfield Kaseman Health Clinic	45,000	0.00
Add: Community Development Block Grant: EveryMind, Inc. - Stabilizing Adults through Situational Support	45,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Beyond the Table	45,000	0.00
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Eye Clinic	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Assessment Center Rapid Exit Specialist	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Play and Learn	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - IT Job Training	45,000	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expanding Family Planning Options for Uninsured, Low-Income Women	43,500	0.00
Add: Community Development Block Grant:Latin American Youth Center, Inc. - Mental Health Assistance	42,500	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Homework Club	42,500	0.00
Add: Community Development Block Grant: Vietnamese Literary and Artistic Club of the Washington Metropolitan Area - Healthcare Program	40,000	0.00
Add: Community Development Block Grant: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Services	40,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County (MD), Inc. - Mental Health Promotion for Low-Income Latinx Residents	31,500	0.00
Add: Community Development Block Grant: ECDC Enterprise Development Group, Inc. - Small Business Loan Program	30,000	0.00
Increase Cost: Takoma Park Code Enforcement Contract	12,848	0.00
Re-align: Convert Asset Manager Position from Part-time to Full-time	0	0.50
Decrease Cost: CDBG Grant Adjustments	(630,000)	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.	(142,914)	(0.50)
FY22 Recommended	**7,089,102**	**5.70**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Affordable housing units produced in the production pipeline	847	577	313	323	332
Number of affordable housing units in the preservation pipeline	58	58	558	368	379
Cost per unit of affordable housing units preserved	10,810	7,069	7,356	7,359	7,359
Cost per unit of affordable housing units produced [1]	60,546	24,801	58,839	58,824	58,824
Percent of affordable units created or preserved serving households under 50% AMI [2]	13.0%	42.7%	30.0%	35.0%	37.5%

[1] *Average cost per unit fluctuates with the type of project financed.*

[2] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**477,986**	**3.95**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(8,865)	0.00
FY22 Recommended	**469,121**	**3.95**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Housing Code Enforcement inspections [1]	38,789	28,253	29,101	40,000	41,200
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests [2]	8,997	6,888	7,095	7,307	7,527
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	69.6%	61.5%	63.4%	65.3%	67.2%
Code Enforcement - Number of violations per unit	1.16	1.64	1.69	1.50	1.35
Code Enforcement - Average severity of violations per unit	1.58	1.27	1.25	1.24	1.23

[1] *Per the requirements of Bill 19-15, beginning FY18 DHCA began an intensive two-year housing code enforcement initiative.*

[2] *7,527*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,538,429**	**38.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	56,961	0.00
FY22 Recommended	**4,595,390**	**38.50**

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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of Landlord Tenant meditations	724	686	700	725	750
Landlord Tenant Affairs Program - Number of MC311 Service Requests	6,927	7,053	7,265	7,483	7,707
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.1%	99.6%	100.0%	100.0%	100.0%
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	98.0%	97.0%	98.0%	98.5%	99.0%
Number of evictions prevented due to Landlord & Tenant Affairs' intervention	469	402	500	515	530

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,416,964**	**8.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,950)	0.00
FY22 Recommended	**1,412,014**	**8.00**

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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Licensing and Registration Program - Number of MC311 Service Requests	4,645	4,564	4,701	4,842	4,987
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	99.9%	100.0%	100.0%	100.0%	100.0%
Number of rental licenses issued	107,283	114,365	117,796	121,330	124,970

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**423,086**	**3.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,170	0.00
FY22 Recommended	**456,256**	**3.20**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of affordable housing units preserved and available for occupancy (County funded)	6,019	5,946	6,197	6,381	6,572
Number of affordable housing units produced and available for occupancy (County funded) [1]	403	546	650	668	688
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	4.54	4.25	4.38	4.51	4.64

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total affordable housing units produced	1,623	1,202	1,263	1,306	1,345
Total affordable housing units preserved [2]	6,077	6,004	7,129	7,142	7,357

[1] *Out year projections may fluctuate based on current pipeline activity and certain assumptions on preservation / production strategies.*

[2] *Preservation increases projected in FY18-20 due to increases in MHI rental assistance funding.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**33,391,815**	**6.90**
Enhance: Affordable Housing Projects Based on Land Sale Proceeds Contributed to the HIF	6,797,750	0.00
Enhance: Affordable Housing Initiative	5,528,784	0.00
Enhance: Pay Debt Service for HOC Housing Production Fund Using the FY21 Desingated General Fund Reserve for Affordable Housing	3,400,000	0.00
Enhance: Estimated Contributions from HOC Housing Production Fund to Support Additional Projects	1,770,833	0.00
Reduce: Operating Expenses to Reflect Adjusted Revenue Estimates	(362,396)	0.00
Reduce: Operating Expenses to Reflect Adjusted Debt Service Transfer for Housing CIP	(2,391,300)	0.00
Reduce: Rental Assistance Program Due to Revenue Shortfall	(2,964,421)	0.00
Decrease Cost: Commited County Payment Transfer to Debt Service Fund for HOC Housing Production Fund	(3,400,000)	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.	(13,417)	0.00
FY22 Recommended	**41,757,648**	**6.90**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Focused Neighborhood Assistance Activity (expenditures) [1]	$398,421	$903,822	$930,937	$958,865	$987,631
Facade Program - Private dollars leveraged	$0	$0	$395,000	$200,000	$206,000
Focused Neighborhood Assistance Active projects	4	5	4	3	3
Focused Neighborhood Assistance beneficiaries [2]	179	191	642	81	81
Facade Program - Number of businesses benefited	0	0	1	2	2

[1] *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 is only for Kimberly Place Balconies.*

[2] *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 is only for Kimberly Place Balconies.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,858,065**	**6.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,026)	0.00
FY22 Recommended	**1,857,039**	**6.60**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,898,200	5,349,182	4,839,859	5,567,030	4.1 %
Employee Benefits	1,763,137	1,726,475	1,706,530	1,674,106	-3.0 %
County General Fund Personnel Costs	**6,661,337**	**7,075,657**	**6,546,389**	**7,241,136**	**2.3 %**
Operating Expenses	1,375,728	1,564,564	1,511,805	1,629,793	4.2 %
County General Fund Expenditures	**8,037,065**	**8,640,221**	**8,058,194**	**8,870,929**	**2.7 %**
PERSONNEL					
Full-Time	106	106	106	107	0.9 %
Part-Time	1	1	1	0	-100.0 %
FTEs	62.65	62.65	62.65	62.65	—
REVENUES					
Board of Appeals Fees	(250)	8,624	8,624	8,000	-7.2 %
Common Ownership Community Fees	698,354	717,500	717,500	722,500	0.7 %
Fire Code Enforcement Permits	(64)	0	0	0	—
Landlord-Tennant Fees	6,526,974	6,998,040	6,998,040	7,119,750	1.7 %
Miscellaneous Revenues	(11,405)	6,500	6,500	6,500	—
Other Charges/Fees	(1,868)	74,250	74,250	74,350	0.1 %
Other Fines/Forfeitures	48,283	40,000	40,000	40,000	—
Other Licenses/Permits	0	492,000	492,000	492,000	—
County General Fund Revenues	**7,260,024**	**8,336,914**	**8,336,914**	**8,463,100**	**1.5 %**
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					
Salaries and Wages	1,465,123	1,803,173	1,870,206	1,849,048	2.5 %
Employee Benefits	523,375	540,863	370,116	517,828	-4.3 %
Montgomery Housing Initiative Personnel Costs	**1,988,498**	**2,344,036**	**2,240,322**	**2,366,876**	**1.0 %**
Operating Expenses	31,607,929	32,335,841	31,922,178	40,715,091	25.9 %
Montgomery Housing Initiative Expenditures	**33,596,427**	**34,679,877**	**34,162,500**	**43,081,967**	**24.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	17.05	17.05	17.05	17.05	—
REVENUES					
Asset Management Fee	82,802	70,200	70,200	70,200	—
Commitment Fee	0	200,000	200,000	200,000	—
HOC Contributions	0	0	0	1,770,833	—
Investment Income	4,451,950	1,939,470	1,000,000	1,000,000	-48.4 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Land Sale Proceeds	0	0	0	6,797,750	—
Loan Payments	5,144,402	2,900,000	2,900,000	3,100,000	6.9 %
MHI Transfer Tax	17,600	100,000	100,000	100,000	—
Miscellaneous Revenues	(43,112)	75,006	75,006	75,006	—
MPDU Alternative Payments	0	360,000	360,000	360,000	—
MPDU Revenues	2,271,423	1,610,000	1,970,000	1,970,000	22.4 %
Other Financing Sources	11,396	52,050	52,050	49,650	-4.6 %
Recordation Tax	18,388,868	17,717,608	14,068,216	14,753,187	-16.7 %
Montgomery Housing Initiative Revenues	**30,325,329**	**25,024,334**	**20,795,472**	**30,246,626**	**20.9 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,412,298	1,788,640	1,788,640	1,930,057	7.9 %
Employee Benefits	481,675	531,848	531,848	551,984	3.8 %
Grant Fund - MCG Personnel Costs	**1,893,973**	**2,320,488**	**2,320,488**	**2,482,041**	**7.0 %**
Operating Expenses	7,362,083	7,409,587	7,409,587	7,260,882	-2.0 %
Grant Fund - MCG Expenditures	**9,256,056**	**9,730,075**	**9,730,075**	**9,742,923**	**0.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	21.00	21.00	21.00	21.50	2.4 %
REVENUES					
Federal Grants	6,767,897	7,462,246	7,462,246	7,462,246	—
Investment Income	229,719	0	0	0	—
Loan Payments	500,259	2,000,000	2,000,000	2,000,000	—
Other Intergovernmental	322,506	267,829	267,829	280,677	4.8 %
State Grants	69,594	0	0	0	—
Grant Fund - MCG Revenues	**7,889,975**	**9,730,075**	**9,730,075**	**9,742,923**	**0.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**50,889,548**	**53,050,173**	**51,950,769**	**61,695,819**	**16.3 %**
Total Full-Time Positions	**106**	**106**	**106**	**107**	**0.9 %**
Total Part-Time Positions	**1**	**1**	**1**	**0**	**-100.0 %**
Total FTEs	**100.70**	**100.70**	**100.70**	**101.20**	**0.5 %**
Total Revenues	**45,475,328**	**43,091,323**	**38,862,461**	**48,452,649**	**12.4 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
FY21 ORIGINAL APPROPRIATION	**8,640,221**	**62.65**
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	202,289	0.00
Increase Cost: FY22 Compensation Adjustment	108,769	0.00
Increase Cost: Motor Pool Adjustment	65,302	0.00
Decrease Cost: Print and Mail Adjustment	(73)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(4,597)	0.00
Decrease Cost: Retirement Adjustment	(46,613)	0.00
Decrease Cost: Partial Lapse of Vacant Positions [Affordable Housing Programs]	(94,369)	0.00
FY22 RECOMMENDED	**8,870,929**	**62.65**

MONTGOMERY HOUSING INITIATIVE

FY21 ORIGINAL APPROPRIATION	**34,679,877**	**17.05**
Changes (with service impacts)		
Enhance: Affordable Housing Projects Based on Land Sale Proceeds Contributed to the HIF [Multi-Family Housing Programs]	6,797,750	0.00
Enhance: Affordable Housing Initiative [Multi-Family Housing Programs]	5,528,784	0.00
Enhance: Pay Debt Service for HOC Housing Production Fund Using the FY21 Desingated General Fund Reserve for Affordable Housing [Multi-Family Housing Programs]	3,400,000	0.00
Enhance: Estimated Contributions from HOC Housing Production Fund to Support Additional Projects [Multi-Family Housing Programs]	1,770,833	0.00
Reduce: Operating Expenses to Reflect Adjusted Revenue Estimates [Multi-Family Housing Programs]	(362,396)	0.00
Reduce: Operating Expenses to Reflect Adjusted Debt Service Transfer for Housing CIP [Multi-Family Housing Programs]	(2,391,300)	0.00
Reduce: Rental Assistance Program Due to Revenue Shortfall [Multi-Family Housing Programs]	(2,964,421)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	41,248	0.00
Increase Cost: FY22 Compensation Adjustment	22,079	0.00
Decrease Cost: Retirement Adjustment	(18,617)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(21,870)	0.00
Decrease Cost: Commited County Payment Transfer to Debt Service Fund for HOC Housing Production Fund [Multi-Family Housing Programs]	(3,400,000)	0.00
FY22 RECOMMENDED	**43,081,967**	**17.05**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**9,730,075**	**21.00**
Federal/State Programs		
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Beyond the Table	45,000	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Community Development Block Grant: The Shepherd's Table, Inc. - Eye Clinic	45,000	0.00
Add: Community Development Block Grant: Montgomery County Coalition for the Homeless, Inc. - Home Builders Care Assessment Center Rapid Exit Specialist	45,000	0.00
Add: Community Development Block Grant: EveryMind, Inc. - Stabilizing Adults through Situational Support	45,000	0.00
Add: Community Development Block Grant: Per Scholas, Inc. - IT Job Training	45,000	0.00
Add: Community Development Block Grant: Boys & Girls Clubs of Greater Washington, Inc. - Social Emotional Learning	45,000	0.00
Add: Community Development Block Grant: Community Reach of Montgomery County, Inc. - Mansfield Kaseman Health Clinic	45,000	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Play and Learn	45,000	0.00
Add: Community Development Block Grant: Mobile Medical Care, Inc. - Expanding Family Planning Options for Uninsured, Low-Income Women	43,500	0.00
Add: Community Development Block Grant:Latin American Youth Center, Inc. - Mental Health Assistance	42,500	0.00
Add: Community Development Block Grant: Montgomery Housing Partnership, Inc. - Homework Club	42,500	0.00
Add: Community Development Block Grant: Vietnamese Literary and Artistic Club of the Washington Metropolitan Area - Healthcare Program	40,000	0.00
Add: Community Development Block Grant: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Services	40,000	0.00
Add: Community Development Block Grant: NAMI Montgomery County (MD), Inc. - Mental Health Promotion for Low-Income Latinx Residents	31,500	0.00
Add: Community Development Block Grant: ECDC Enterprise Development Group, Inc. - Small Business Loan Program	30,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Takoma Park Code Enforcement Contract [Grants Administration - Federal Programs]	12,848	0.00
Re-align: Convert Asset Manager Position from Part-time to Full-time [Grants Administration - Federal Programs]	0	0.50
Decrease Cost: CDBG Grant Adjustments [Grants Administration - Federal Programs]	(630,000)	0.00
FY22 RECOMMENDED	**9,742,923**	**21.50**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	2,002,830	13.20	2,379,713	13.70
Affordable Housing Programs	1,014,654	10.50	967,439	10.50
Common Ownership Community Program	707,176	4.15	712,097	4.15
Grants Administration - Federal Programs	7,219,168	5.70	7,089,102	5.70
Housing Administration	477,986	3.95	469,121	3.95
Housing Code Enforcement	4,538,429	38.50	4,595,390	38.50
Landlord-Tenant Mediation	1,416,964	8.00	1,412,014	8.00
Licensing and Registration	423,086	3.20	456,256	3.20
Multi-Family Housing Programs	33,391,815	6.90	41,757,648	6.90
Neighborhood Revitalization	1,858,065	6.60	1,857,039	6.60

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Total	**53,050,173**	**100.70**	**61,695,819**	**101.20**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	129,922	1.00	101,627	1.00
Recycling and Resource Management	Solid Waste Disposal	664,094	5.50	691,391	5.50
CIP	Capital Fund	192,592	1.70	203,663	1.70
	Total	**986,608**	**8.20**	**996,681**	**8.20**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**8,871**	**8,871**	**8,871**	**8,871**	**8,871**	**8,871**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**164**	**164**	**164**	**164**	**164**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,871**	**9,034**	**9,034**	**9,034**	**9,034**	**9,034**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY22 Recommended	**43,082**	**43,082**	**43,082**	**43,082**	**43,082**	**43,082**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**40**	**40**	**40**	**40**	**40**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**43,082**	**43,122**	**43,122**	**43,122**	**43,122**	**43,122**

FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Montgomery Housing Initiative						
FISCAL PROJECTIONS	FY21 ESTIMATE	FY22 REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	18.64%	19.18%	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.3%	1.6%	2.0%	2.4%	2.4%	2.4%	2.4%
Investment Income Yield	0.2%	0.1%	0.4%	0.4%	0.4%	0.4%	0.4%
BEGINNING FUND BALANCE	29,438,536	20,635,425	1,330,000	410,000	0	0	0
REVENUES							
Taxes	14,168,216	14,853,187	15,687,110	16,857,444	17,605,446	20,040,563	21,583,480
Charges For Services	70,200	70,200	71,597	73,330	75,119	76,952	78,830
Miscellaneous	6,557,056	15,323,239	9,252,236	9,259,516	9,205,006	9,205,006	9,205,006
Subtotal Revenues	20,795,472	30,246,626	25,010,943	26,190,290	26,885,571	29,322,521	30,867,316
INTERFUND TRANSFERS (Net Non-CIP)	9,727,880	11,568,462	6,968,362	5,713,962	4,370,062	3,062,662	3,065,962
Transfers To Debt Service Fund	(10,121,700)	(16,718,400)	(17,918,500)	(19,172,900)	(20,516,800)	(21,824,200)	(21,820,900)
MHI - Property Acquisition Fund	(9,621,700)	(13,318,400)	(14,518,500)	(15,772,900)	(17,116,800)	(18,424,200)	(18,420,900)
MHI - HOC Housing Production Fund		(3,400,000)	(3,400,000)	(3,400,000)	(3,400,000)	(3,400,000)	(3,400,000)
Transfers To The General Fund	(462,465)	(453,967)	(453,967)	(453,967)	(453,967)	(453,967)	(453,967)
Indirect Costs	(462,465)	(453,967)	(453,967)	(453,967)	(453,967)	(453,967)	(453,967)
Transfers From The General Fund	20,312,045	28,740,829	25,340,829	25,340,829	25,340,829	25,340,829	25,340,829
From General Fund	19,812,045	25,340,829	25,340,829	25,340,829	25,340,829	25,340,829	25,340,829
From General Fund Designated Reserve for Affordable Housing	500,000	3,400,000	0	0	0	0	0
TOTAL RESOURCES	59,961,888	62,450,513	33,309,305	32,314,252	31,255,633	32,385,183	33,933,278
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(5,931,001)	(3,271,876)	(3,271,876)	(3,271,876)	(3,271,876)	(3,271,876)	(3,271,876)
Debt Service: Other (Non-Tax Funds only)	0	(49,650)	(47,230)	(54,510)	0	0	0
Labor Agreement	n/a	0	(112,448)	(243,578)	(380,761)	(523,570)	(672,251)
Rental Assistance Program (RAP)	(14,068,216)	(14,753,187)	(15,687,110)	(16,857,444)	(17,605,446)	(20,040,563)	(21,583,480)
Affordable Housing Loans	(1,205,743)	(12,049,714)	(174,981)	1,216,096	2,959,990	4,408,366	4,551,869
HHS Housing Programs	(9,706,200)	(9,706,200)	(9,701,380)	(9,708,660)	(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)
Subtotal PSP Oper Budget Approp / Exp's	(34,162,500)	(43,081,967)	(32,246,365)	(32,171,312)	(31,255,633)	(32,385,183)	(33,933,278)
OTHER CLAIMS ON FUND BALANCE	(5,163,963)	(18,038,546)	(652,940)	(142,940)	0	0	0
TOTAL USE OF RESOURCES	(39,326,463)	(61,120,513)	(32,899,305)	(32,314,252)	(31,255,633)	(32,385,183)	(33,933,278)
YEAR END FUND BALANCE	20,635,425	1,330,000	410,000	0	0	0	0
Affordable Housing and Acquisition and Preservation CIP Project #P760100	(22,000,000)	(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	(8,000,000)	(6,000,000)					
TOTAL ALLOCATION IN AFFORDABLE HOUSING (MHI Fund + CIP Projects)	(69,326,463)	(89,120,513)	(54,899,305)	(54,314,252)	(53,255,633)	(54,385,183)	(55,933,278)
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	34.4%	2.1%	1.2%	0.0%	0.0%	0.0%	0.0%

Assumptions:

1. A total of $89.1 million will be allocated in affordable housing, including expenditures of $61.1 million reflected in this fund, $22 million for the Affordable Housing Acquisition and Presevation CIP Project #760100, and $6 million for Affordable Housing Opportunity Fund CIP Project #762101. The CIP fund assumes the issuance of $13.25 million of debt, $8.75 million in estimated loan repayments, and $6 million funded with Recordation Tax Premium in FY22. The funding provided 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.. A supplemental request for the new Affordable Housing Opportunity Fund CIP was submitted to the Council in December 2020 for approval. The funding will be used 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% 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 $5.5 million to be transferred from the General Fund to the MHI fund, compared to $19.8 million approved for FY21. A combination totaling $25.3 million transferred from the General Fund, the additional $6.8 million collected from land sale proceeds, and the projected $1.77 million contributed by the interest payments generated from HOC Housing Production Fund will reach beyond the 2.5% policy goal.
3. Operating budget includes personnel costs, contracts for homeownership education, and miscellaneous expenses for consultants, technology upgrades and monitoring.

AFFORDABLE HOUSING SUPPORT SUMMARY

Funding Sources	Total County Resources (FY08 - FY20)	Avg Resources FY08-FY20	FY21 CC Approved	FY22 CE Recommended Budget	Projected Creation / Preservation of Affordable Housing (FY22)	Notes
Operating Budget Expenditures						
DHCA - MHI Operating Budget	363,841,684	27,987,822	34,679,877	43,081,967		
DHCA - MHI Debt Service (interest only)	32,057,564	2,465,966	4,546,700	5,544,445		
HHS - General Fund - Housing Programs	123,892,804	9,530,216	13,115,387	13,115,387	2,000	Clients Served
HOC - Non-Departmental Account	80,298,796	6,176,830	6,824,693	6,895,693		
Total Operating Budget	**600,090,848**	**46,160,834**	**59,166,657**	**68,637,492**		
Affordable Housing Acquisition and Preservation Project (CIP)						
MHI	4,775,000	397,917				
HIF Revolving Loan Program	161,490,000	12,422,308	13,293,000	8,751,000		
Loan Repayment Proceeds (actual)	54,990,507	4,230,039	8,707,000	13,249,000		
G.O. Bonds	-	-				
Recordation Tax Premium	4,540,000	648,571				
DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total	**225,795,507**	**17,698,835**	**22,000,000**	**22,000,000**		
Affordable Housing Opportunity Fund (CIP)			**-**	**6,000,000**	7,758	Incl. MHI & CIPS, Pending Council's action on a supplemental request of $8M in FY21 and $6M in FY22.
DHCA - Payment in Lieu of Taxes (Non-HOC PILOTs)	152,386,214	11,722,016	19,070,508	20,024,034	300	In support of operating cost for Non-profits and Senior housing
DHCA - Payment in Lieu of Taxes (HOC PILOTs)	115,866,506	8,912,808	9,570,344	10,000,000	50	
DGS - Discounted Land Value	49,493,163	9,898,633	-	6,797,750		Units Captured in DHCA
Total Affordable Housing Support	**1,143,632,238**	**94,393,127**	**109,807,509**	**126,661,526**	**10,108**	

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Permitting Services

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$38,901,977	245.90

MITRA PEDOEEM, 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 in 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 FY22 Operating Budget for the Department of Permitting Services is $38,901,977, a decrease of $1,797,273 or 4.42 percent from the FY21 Approved Budget of $40,699,250. Personnel Costs comprise 78.66 percent of the budget for 240 full-time position(s) and no part-time position(s), and a total of 245.90 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 21.34 percent of the FY22 budget.

COUNTY PRIORITY OUTCOMES

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

- **A Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **Effective, Sustainable Government**

INITIATIVES

- DPS quickly transitioned its business processes and staffing plan, shifting over 200 employees from an office-based to a telework-based business model to ensure continuity of operations during the COVID-19 health emergency.
- Re-aligned and/ or repurposed one-third of staff within divisions and created the new Customer Service & Outreach division to better coordinate service to customers.
- Initiated a search for a fully integrated and inclusive one stop shop enterprise cloud-based permitting system that is compatible with other departments in Montgomery County to improve customer service delivery.
- Received two achievement awards from the National Association of Counties for the effective delivery of government services in implementing its M-NCPPC Certified Site Plan Inspection Program and the free deck safety inspection.
- Division Staff participated in and supported the County Executive's 4 Business Benchmarking initiative to help the Montgomery County business community grow and prosper. DPS has implemented changes to its business process as result of our engagement in these sessions.
- Enhanced sustainability efforts by combining solar, energy, and "green code" requirements and developing strategies to accomplish the County Executive's goal of "Net Zero" by 2035.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Performed 5,672 Site Plan Inspections on over 150 M-NCPPC Certified Site Plan Construction Projects.
- Fielded 54,898 MC311 inquiries.
- Performed 33,894 investigative inspections with alleged code violations.

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 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), 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.

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

Central Services Unit

The Administration Program provides policy development and leadership for all programs within the Department.

Central Services Staff are specialists 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.

Information Technology

DPS' Office of Information Technology Services (DPS-IT) is responsible for all information technology. Functional responsibilities include IT initiatives, development, modernization and the support of the DPS CORE IT business processes. DPS-IT provides day-to-day IT services, equipment, applications, reports, budget, and 24/7/365 business operations. DPS-IT monitors all system maintenance, business processes design, development, hardware and software, and implementation. DPS-IT supports the Senior Executive Office with IT budget and IT directives, consultant, contracts, and COOP collaboration with both internal and external stakeholders. DPS-IT maintains, updates, and monitors Website development, business processes interfaces such as e-Services (electronic permits and plans applications, management and storage, real-time data search, on-line complaints, and on-line information requests) development, implementation document imaging, enterprise and County Council policy initiatives.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of screenings passed with fewer than 2 returns to the customer	95%	94%	95%	95%	95%
Percent of inspections passed - all divisions	83%	84%	85%	85%	85%
Percent of customers satisfied with DPS services	N/A	84%	85%	85%	85%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**11,821,144**	**26.00**
Increase Cost: Enterprise System Solution Portal Initiative	1,000,000	0.00
Decrease Cost: Retiree Health Insurance Pre-funding	(38,850)	0.00
Decrease Cost: IT Replacement	(100,000)	0.00
Shift: Chargeback for 255 Rockville Pike Lease	(2,890,247)	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.	188,795	(4.00)
FY22 Recommended	**9,980,842**	**22.00**

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, accessibility, and sustainability conservation codes and standards. As the "First Preventers," this is accomplished through plan review and construction site inspections to facilitate compliance with approved plans and regulations. This program processes applications for and issues Building, Mechanical, Fire Protection, and Electrical Permits. The program also handles construction complaints during natural and other disasters and assists in disaster recovery.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of permits receiving final approvals	2,517	2,801	3,000	3,400	3,800
Commercial Permits - Percent of inspections completed on the scheduled day	97.0%	98.5%	98.0%	98.0%	98.0%

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of plans receiving a complete first review within 30 days	92.2%	85.0%	90.0%	90.0%	90.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,786,782**	**44.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,084,524	6.50
FY22 Recommended	**6,871,306**	**51.00**

Customer Support & Outreach

The Customer Support and Outreach Division is responsible for all administration and issuance of Building, Land Development, and Zoning related permits, applications and licenses, information requests, pre-design consultations, and other specialty services. This Division was formed to provide a multi-prong approach to enhance the methods in which our services are delivered and to provide enhanced communication for our clients. This heightened focus on service will include empowerment of staff to act as facilitators rather than regulators.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of applications processed (at intake) by permit technicians	91,215	62,632	60,000	60,000	60,000
Percent of screenings completed (plans ready for review) within 2 business days	86.0%	75.0%	80.0%	85.0%	85.0%
Percent of customers satisfied with DPS Customer Service Division	N/A	95.6%	95.0%	95.0%	95.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,560,544**	**33.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	183,161	10.90
FY22 Recommended	**4,743,705**	**43.90**

Land Development

The Land Development Division is responsible for ensuring the protection of the County's land and water resources, the protection of the environment, and the safety of residents and businesses through its engineering and inspection functions related to storm water management; sediment control; floodplain management; special protection areas; 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total number of public right of way permits issued (roadside trees, driveways, plats, et al.)	2,960	3,214	3,000	3,000	3,000
Number of Sediment Control inspections completed	16,822	14,818	15,000	16,000	17,000
Number of roadside tree plan reviews	1,361	1,111	1,220	1,230	1,300
Percent of Sediment Control inspections that pass inspection indicating a compliant site	94.2%	94.3%	95.0%	95.0%	95.0%
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management [1]	N/A	Yes	N/A	Yes	N/A

[1] *Sediment Control Delegation reviews are performed biennially.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,541,683**	**63.50**

FY22 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.	(2,006,310)	(15.50)
FY22 Recommended	**6,535,373**	**48.00**

Residential Construction & Fire Code Compliance

The Residential Building and Intake Program is responsible for ensuring public safety through the effective application of residential building, structural, electrical, mechanical, and energy conservation codes. This is accomplished through plan reviews and construction inspections. This program processes all commercial, fire protection, and residential permit applications, handles construction complaints, and aids in recovery during natural and other disasters and incidents.

The Fire Code Compliance Program is responsible for ensuring public safety through the enforcement of the National Fire Codes and Standards; the Montgomery County Fire Code; and the Maryland State Fire Prevention Codes in existing buildings. This program issues Fire Code Compliance permits and performs preventive inspection for 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of service requests completed within 3 business days	86.1%	97.0%	90.0%	90.0%	90.0%
Percent of commercial establishments in compliance with the Fire Code	59.7%	74.7%	70.0%	75.0%	80.0%
Number of inspections performed by Residential and Fire Code Compliance FCC inspectors	44,941	44,535	45,000	45,000	45,000
Number of residential plan reviews performed	6,204	6,740	6,450	6,450	6,450
Residential Permits - Percent of inspections completed on the scheduled day	97.8%	98.9%	98.0%	98.0%	98.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,582,490**	**46.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	459,388	0.10
FY22 Recommended	**6,041,878**	**47.00**

Zoning, Well & Septic and Code Compliance

The Zoning, Well & Septic and Code Compliance Division protects the quality of life, public health, safety, and welfare, of Montgomery County. This is accomplished through the effective application and enforcement of the Montgomery County Zoning Ordinance development standards; Maryland-National Capital Park and Planning Commission certified site plan requirements; well and septic system reviews and approvals; and emergency vehicle access. Division Staff perform zoning reviews of plan applications prior to permit issuance, conduct inspections, and investigate and respond to complaints to administer and enforce the zoning standards established by Chapter 59 of the Montgomery County Code.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of zoning, well and septic, and fire department access reviews	29,107	28,735	29,000	29,200	29,200
Percent of MNCPPC active site plans in compliance every 10 days	98%	93%	95%	95%	95%

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of Zoning service requests started and responded to the customer within 48 hours	85%	90%	90%	90%	90%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,406,607**	**32.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	322,266	2.00
FY22 Recommended	**4,728,873**	**34.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	23,807,496	23,232,929	22,202,537	23,921,593	3.0 %
Employee Benefits	7,978,550	7,094,564	6,804,962	6,677,204	-5.9 %
Permitting Services Personnel Costs	**31,786,046**	**30,327,493**	**29,007,499**	**30,598,797**	**0.9 %**
Operating Expenses	7,892,690	10,371,757	9,585,037	8,303,180	-19.9 %
Permitting Services Expenditures	**39,678,736**	**40,699,250**	**38,592,536**	**38,901,977**	**-4.4 %**
PERSONNEL					
Full-Time	239	239	239	240	0.4 %
Part-Time	2	2	2	0	-100.0 %
FTEs	246.00	245.90	245.90	245.90	—
REVENUES					
Automation Enhancement Fee	(228)	0	0	0	—
Building Permits	24,794,263	19,826,070	25,612,844	19,826,070	—
Electrical Permits and Licenses	4,308,556	3,654,000	4,181,007	3,654,000	—
Fire Code Enforcement Permits	2,641,406	2,588,286	2,633,753	2,588,286	—
Grading/Storm Drains/Paving/Driveway Permits	3,384,837	3,045,000	3,962,163	3,045,000	—
Information Requests	0	95,700	0	95,700	—
Investment Income	867,229	408,000	408,000	408,000	—
Mechanical Construction Permit	2,092,016	1,452,900	1,559,298	1,452,900	—
Miscellaneous Revenues	9,909	0	0	0	—
Occupancy Permits	503,994	522,000	576,481	522,000	—
Other Charges/Fees	1,103,726	1,218,000	1,249,184	1,218,000	—
Other Fines/Forfeitures	57,798	78,300	74,074	78,300	—
Other Licenses/Permits	220,618	441,825	259,271	441,825	—
Sediment Control Permits	3,345,968	2,698,105	2,250,906	2,698,105	—
Sign Permits	194,988	226,635	235,948	226,635	—
Special Exception Fee	127,533	210,605	200,604	210,605	—
Stormwater Mgmt and Water Quality Plan Fee	366,113	251,268	215,500	251,268	—
Well and Septic	375,316	238,648	243,541	238,648	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Permitting Services Revenues	**44,394,042**	**36,955,342**	**43,662,574**	**36,955,342**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	2,070	0	0	0	—
Grant Fund - MCG Expenditures	**2,070**	**0**	**0**	**0**	**—**
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	54,556	0	0	0	—
Grant Fund - MCG Revenues	**54,556**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**39,680,806**	**40,699,250**	**38,592,536**	**38,901,977**	**-4.4 %**
Total Full-Time Positions	**239**	**239**	**239**	**240**	**0.4 %**
Total Part-Time Positions	**2**	**2**	**2**	**0**	**-100.0 %**
Total FTEs	**246.00**	**245.90**	**245.90**	**245.90**	**—**
Total Revenues	**44,448,598**	**36,955,342**	**43,662,574**	**36,955,342**	**—**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY21 ORIGINAL APPROPRIATION	**40,699,250**	**245.90**
Other Adjustments (with no service impacts)		
Increase Cost: Enterprise System Solution Portal Initiative [Administration]	1,000,000	0.00
Increase Cost: FY21 Compensation Adjustment	701,090	0.00
Increase Cost: FY22 Compensation Adjustment	379,157	0.00
Increase Cost: Motor Pool Adjustment	166,962	0.00
Decrease Cost: Print and Mail Adjustment	(164)	0.00
Decrease Cost: OPEB Adjustment	(38,850)	0.00
Decrease Cost: Retiree Health Insurance Pre-funding [Administration]	(38,850)	0.00
Decrease Cost: IT Replacement [Administration]	(100,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(167,428)	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Retirement Adjustment	(193,857)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(615,086)	0.00
Shift: Chargeback for 255 Rockville Pike Lease [Administration]	(2,890,247)	0.00
FY22 RECOMMENDED	**38,901,977**	**245.90**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**0**	**0.00**
FY22 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	11,821,144	26.00	9,980,842	22.00
Commercial Building Construction	5,786,782	44.50	6,871,306	51.00
Customer Support & Outreach	4,560,544	33.00	4,743,705	43.90
Land Development	8,541,683	63.50	6,535,373	48.00
Residential Construction & Fire Code Compliance	5,582,490	46.90	6,041,878	47.00
Zoning, Well & Septic and Code Compliance	4,406,607	32.00	4,728,873	34.00
Total	**40,699,250**	**245.90**	**38,901,977**	**245.90**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
PERMITTING SERVICES						
EXPENDITURES						
FY22 Recommended	**38,902**	**38,902**	**38,902**	**38,902**	**38,902**	**38,902**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(166)**	**(328)**	**(503)**	**(539)**	**(539)**
Labor Contracts	**0**	**646**	**646**	**646**	**646**	**646**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**38,902**	**39,382**	**39,220**	**39,045**	**39,009**	**39,009**

FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Permitting Services						
FISCAL PROJECTIONS	FY21 ESTIMATE	FY22 REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
ASSUMPTIONS							
CPI (Fiscal Year)	1.3%	**1.6%**	2.0%	2.4%	2.4%	2.4%	2.4%
Investment Income Yield	0.2%	**0.1%**	0.4%	0.4%	0.4%	0.4%	0.4%
Enterprise Fund Stabilization Factor (EFSF)	1.05	**1.05**	1.22	1.27	1.25	1.22	1.20
BEGINNING FUND BALANCE	**18,785,764**	**17,936,964**	**9,292,876**	**6,013,648**	**5,663,054**	**5,746,414**	**5,893,389**
REVENUES							
Licenses & Permits	41,931,316	**35,155,342**	35,854,934	36,722,624	37,618,656	38,536,552	39,476,844
Charges For Services	1,249,184	**1,313,700**	1,339,842	1,372,266	1,405,749	1,440,050	1,475,188
Fines & Forfeitures	74,074	**78,300**	79,858	81,791	83,787	85,831	87,925
Miscellaneous	408,000	**408,000**	408,000	408,000	408,000	408,000	408,000
Subtotal Revenues	**43,662,574**	**36,955,342**	**37,682,634**	**38,584,681**	**39,516,192**	**40,470,433**	**41,447,957**
EFSF Fee Increase		**0**	**5,702,642**	**7,519,394**	**7,057,976**	**6,349,356**	**5,639,549**
INTERFUND TRANSFERS (Net Non-CIP)	**(6,000,638)**	**(6,740,403)**	**(6,865,280)**	**(6,865,206)**	**(6,864,185)**	**(6,865,280)**	**(6,865,280)**
Transfers To The General Fund	(5,784,225)	(5,868,849)	(5,992,709)	(5,992,709)	(5,992,709)	(5,992,709)	(5,992,709)
Indirect Costs	(5,784,225)	(5,868,849)	(5,992,709)	(5,992,709)	(5,992,709)	(5,992,709)	(5,992,709)
Transfers To Debt Service Fund	(216,413)	(871,554)	(872,571)	(872,497)	(871,476)	(872,571)	(872,571)
Wheaton Debt Service	(216,413)	(871,554)	(872,571)	(872,497)	(871,476)	(872,571)	(872,571)
TOTAL RESOURCES	**56,447,700**	**48,151,903**	**40,110,230**	**37,733,123**	**38,315,061**	**39,351,567**	**40,476,066**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(38,592,536)	**(38,901,977)**	(39,067,207)	(39,272,147)	(39,483,777)	(39,700,567)	(39,922,647)
FFI - Labor Agreement	0	**0**	(645,777)	(645,777)	(645,777)	(645,777)	(645,777)
FFI - Retiree Health Insurance Pre-Funding	0	**0**	165,930	328,460	502,930	538,810	538,810
Subtotal PSP Oper Budget Approp / Exp's	**(38,592,536)**	**(38,901,977)**	**(39,547,054)**	**(39,589,464)**	**(39,626,624)**	**(39,807,534)**	**(40,029,614)**
OTHER CLAIMS ON FUND BALANCE	**81,800**	**42,950**	**(252,170)**	**0**	**0**	**0**	**0**
TOTAL USE OF RESOURCES	**(38,510,736)**	**(38,859,027)**	**(39,799,224)**	**(39,589,464)**	**(39,626,624)**	**(39,807,534)**	**(40,029,614)**
YEAR END FUND BALANCE	**17,936,964**	**9,292,876**	**6,013,648**	**5,663,054**	**5,746,414**	**5,893,389**	**6,086,001**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**31.8%**	**19.3%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**	**15.0%**

Assumptions:

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 FY22. The EFSF in FY21 was 1.05, a 0% 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.

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Environmental Protection

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$32,971,974	109.90

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 FY22 Operating Budget for the Department of Environmental Protection is $32,971,974, an increase of $215,214 or 0.66 percent from the FY21 Approved Budget of $32,756,760. Personnel Costs comprise 36.88 percent of the budget for 97 full-time position(s) and one part-time position(s), and a total of 109.90 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 63.12 percent of the FY22 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 $9,830,020 is required in FY22 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

- Initiate a County-wide anti-litter campaign. Based on a pilot in White Oak, the goal of the outreach effort is to reduce material and debris entering the County's sewers and waterways.
- Increase funding for Watershed Grants and RainScapes, the demand for which exceeds available funding. The programs help the County make progress on stormwater management and runoff goals on private property.

- Extensive outreach to property owners with septic systems to assist them with understanding the need to clean the systems and the benefits to groundwater and surface water quality from these efforts.
- Add a new position to enhance enforcement of the laws and regulations the Department of Environmental Protection is tasked with enforcing, such as the bans on polystyrene, single-use plastic straws, and the bag tax.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The compliance rate of commercial property owners reporting energy usage under the County's benchmarking law increased from 58% to 91% for the 2017 to 2019 reporting periods through enhanced outreach and education as well as follow up with the property owners. Properties that have consistently benchmarked during this time period have reported reduced energy use equivalent to an estimated $3 million in utility cost savings.
- Improved ability to plant trees on individual properties through one additional staff as well as enhanced procedures for interacting with the property owners (over 750 applications were processed under the Tree Montgomery program in FY20). Improved focus on planting of trees where canopy is lacking due to disturbance and development particularly in dense urban areas and areas where attention is needed to address equity issues. Tree plantings address the goal of greenhouse gas reduction.
- Extensive outreach with residents and commercial property owners to improve energy efficiency of existing buildings and educate residents about clean energy, working to reach the County's goals of greenhouse gas emissions reduction of 80% by 2027 and 100% by 2035.
- Continued construction of stormwater management projects, in anticipation of receiving a new MS4 permit from Maryland Department of Environment. Continued outreach and support to property owners to allow for individual actions that contribute to improved water quality through pet waste pick up programs, rebates for RainScapes applications, and awarding of watershed improvement grants to local non-profit organizations.

PROGRAM CONTACTS

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

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

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 the Department cooperates, including Permitting Services, Transportation, and General Services, as well as external groups including faith-based institutions, Park and Planning, and the Washington Suburban Sanitary Commission. The Office develops water and wastewater policies and updates the County's comprehensive water and sewer plan.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,233,627**	**6.85**
Increase Cost: Finance Operating Expense Chargeback	67,410	0.00
Increase Cost: Wheaton Building Operation Cost	7,059	0.00
Shift: Chargeback for 255 Rockville Pike Lease	(732,900)	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.	738,632	0.00
FY22 Recommended	**1,313,828**	**6.85**

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 commercial 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of commercial buildings in compliance with the building benchmarking law	65%	91%	85%	85%	85%
Average days to close environmental cases	27	24	22	22	22
Percent of customers rating themselves as satisfied with DEP's response to environmental complaints	84%	80%	80%	80%	80%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,374,904**	**9.44**
Add: Program Manager for Tree and Forest Programs to Address Backlog and Proactively Add Trees to Underserved Areas	77,013	1.00
Increase Cost: Complaince and Enforcement Position (Split with Disposal Fund)	31,764	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.	(261,377)	(2.94)

FY22 Recommended Changes	Expenditures	FTEs
FY22 Recommended	**1,222,304**	**8.00**

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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Pounds of sediment reduced (thousands)	3,905	4,386	8,865	9,887	11,949
Percent of stormwater management triennial inspections completed [1]	64%	77%	81%	81%	81%
Percent of stormwater management facility maintenance work orders completed	82%	69%	81%	81%	81%
Amount of total phosphorus loads reduced or controlled (pounds / year) [2]	11,824	13,120	14,417	15,713	N/A
Percent of the impervious acreage control goal met	100%	100%	98%	98%	98%
Amount of total nitrogen loads reduced or controlled (pounds / year) [3]	23,057	24,764	26,472	28,180	N/A

[1] *Does not include triennial inspections of BMPs on Single Family Residential (SFR) properties, which are covered under a separate inspection program.*

[2] *This measure has been modified to prepare to align with a new model based on guidance from the Maryland Department of the Environment to be consistent with other jurisdictions.*

[3] *This measure has been modified to prepare to align with a new model based on guidance from the Maryland Department of the Environment to be consistent with other jurisdictions.*

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**30,148,229**	**92.11**
Add: Anti-litter Campaign	100,000	0.00
Enhance: Watershed Grants	100,000	0.00
Enhance: RainScapes Program	100,000	0.00
Increase Cost: Council of Governments Anacostia River Watershed Program	88,000	0.00
Increase Cost: Funding for Park and Planning Programming	79,518	0.00
Increase Cost: Inspection Service Program	37,697	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.	(217,602)	2.94
FY22 Recommended	**30,435,842**	**95.05**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,388,633	1,599,669	1,385,983	1,737,926	8.6 %
Employee Benefits	423,243	467,472	411,393	465,752	-0.4 %
County General Fund Personnel Costs	**1,811,876**	**2,067,141**	**1,797,376**	**2,203,678**	**6.6 %**
Operating Expenses	1,183,933	1,291,390	1,288,530	1,287,605	-0.3 %
County General Fund Expenditures	**2,995,809**	**3,358,531**	**3,085,906**	**3,491,283**	**4.0 %**
PERSONNEL					
Full-Time	46	46	46	49	6.5 %
Part-Time	0	0	0	0	—
FTEs	16.70	16.29	16.29	16.29	—
REVENUES					
Other Charges/Fees	62,595	60,400	60,400	60,400	—
Other Fines/Forfeitures	16,400	15,000	15,000	15,000	—
Other Licenses/Permits	25,025	20,000	20,000	20,000	—
Tree Canopy	496,000	750,000	750,000	750,000	—
County General Fund Revenues	**600,020**	**845,400**	**845,400**	**845,400**	**—**
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	6,947,060	7,405,384	6,911,640	7,649,003	3.3 %
Employee Benefits	2,088,357	2,316,419	2,178,398	2,306,909	-0.4 %
Water Quality Protection Fund Personnel Costs	**9,035,417**	**9,721,803**	**9,090,038**	**9,955,912**	**2.4 %**
Operating Expenses	18,489,059	19,676,426	20,265,112	19,524,779	-0.8 %
Water Quality Protection Fund Expenditures	**27,524,476**	**29,398,229**	**29,355,150**	**29,480,691**	**0.3 %**
PERSONNEL					
Full-Time	46	46	46	48	4.4 %

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Part-Time	1	1	1	1	—
FTEs	93.17	92.11	92.11	93.61	1.6 %
REVENUES					
Bag Tax	2,618,409	2,500,000	2,500,000	2,500,000	—
Investment Income	755,645	750,000	200,000	300,000	-60.0 %
Other Charges/Fees	78,812	47,500	47,500	47,500	—
Water Quality Protection Charge	38,022,503	38,993,180	38,993,180	41,137,400	5.5 %
Water Quality Protection Fund Revenues	**41,475,369**	**42,290,680**	**41,740,680**	**43,984,900**	**4.0 %**

DEPARTMENT TOTALS

Total Expenditures	**30,520,285**	**32,756,760**	**32,441,056**	**32,971,974**	**0.7 %**
Total Full-Time Positions	**92**	**92**	**92**	**97**	**5.4 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**109.87**	**108.40**	**108.40**	**109.90**	**1.4 %**
Total Revenues	**42,075,389**	**43,136,080**	**42,586,080**	**44,830,300**	**3.9 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**3,358,531**	**16.29**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY21 Personnel Costs	81,664	0.00
Increase Cost: FY21 Compensation Adjustment	44,790	0.00
Increase Cost: FY22 Compensation Adjustment	19,701	0.00
Increase Cost: Motor Pool Adjustment	13,134	0.00
Decrease Cost: Print and Mail Adjustment	(31)	0.00
Decrease Cost: Retirement Adjustment	(9,618)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(16,888)	0.00
FY22 RECOMMENDED	**3,491,283**	**16.29**
WATER QUALITY PROTECTION FUND		
FY21 ORIGINAL APPROPRIATION	**29,398,229**	**92.11**
Changes (with service impacts)		
Add: Anti-litter Campaign [Watershed Restoration]	100,000	0.00
Enhance: Watershed Grants [Watershed Restoration]	100,000	0.00
Enhance: RainScapes Program [Watershed Restoration]	100,000	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Program Manager for Tree and Forest Programs to Address Backlog and Proactively Add Trees to Underserved Areas [Energy, Climate and Compliance]	77,013	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY21 Compensation Adjustment	143,219	0.00
Increase Cost: Council of Governments Anacostia River Watershed Program [Watershed Restoration]	88,000	0.00
Increase Cost: Funding for Park and Planning Programming [Watershed Restoration]	79,518	0.00
Increase Cost: Finance Operating Expense Chargeback [Administration]	67,410	0.00
Increase Cost: FY22 Compensation Adjustment	64,355	0.00
Increase Cost: Inspection Service Program [Watershed Restoration]	37,697	0.00
Increase Cost: Complaince and Enforcement Position (Split with Disposal Fund) [Energy, Climate and Compliance]	31,764	0.50
Increase Cost: Motor Pool Adjustment	28,188	0.00
Increase Cost: Wheaton Building Operation Cost [Administration]	7,059	0.00
Decrease Cost: Print and Mail Adjustment	(31)	0.00
Decrease Cost: Retirement Adjustment	(12,814)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(26,588)	0.00
Decrease Cost: Annualization of FY21 Personnel Costs	(69,428)	0.00
Shift: Chargeback for 255 Rockville Pike Lease [Administration]	(732,900)	0.00
FY22 RECOMMENDED	**29,480,691**	**93.61**

GRANT FUND - MCG

FY21 ORIGINAL APPROPRIATION	**0**	**0.00**
FY22 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	1,233,627	6.85	1,313,828	6.85
Energy, Climate and Compliance	1,374,904	9.44	1,222,304	8.00
Watershed Restoration	30,148,229	92.11	30,435,842	95.05
Total	**32,756,760**	**108.40**	**32,971,974**	**109.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
COUNTY GENERAL FUND					
NDA - Climate Change Planning	General Fund	0	0.00	250,200	3.00

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	2,494,750	18.35	2,394,741	17.85
	Total	**2,494,750**	**18.35**	**2,644,941**	**20.85**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**3,491**	**3,491**	**3,491**	**3,491**	**3,491**	**3,491**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**41**	**41**	**41**	**41**	**41**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,491**	**3,532**	**3,532**	**3,532**	**3,532**	**3,532**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY22 Recommended	**29,481**	**29,481**	**29,481**	**29,481**	**29,481**	**29,481**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY22	**0**	**30**	**30**	**30**	**30**	**30**
New positions in the FY22 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.						
Labor Contracts	**0**	**130**	**130**	**130**	**130**	**130**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**29,481**	**29,641**	**29,641**	**29,641**	**29,641**	**29,641**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY22 Recommended		FY23 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager for Tree and Forest Programs to Address Backlog and Proactively Add Trees to Underserved Areas	77,013	1.00	98,801	1.00
Complaince and Enforcement Position (Split with Disposal Fund)	31,764	0.50	40,410	0.50
Total	**108,777**	**1.50**	**139,211**	**1.50**

FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Water Quality Protection Fund						
FISCAL PROJECTIONS	FY21 Estimate	FY22 CE Rec.	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
ASSUMPTIONS							
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%
Number of Equivalent Residential Units (ERUs) Billed	367,400	367,400	368,000	368,000	369,000	369,000	369,000
Water Quality Protection Charge ($/ERU)	$107.60	$113.50	$118.00	$120.00	$125.00	$125.00	$125.00
Collection Factor for Charge	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
BEGINNING FUND BALANCE	**16,507,602**	**5,304,552**	**3,184,931**	**3,064,170**	**4,233,559**	**6,287,047**	**9,331,436**
REVENUES							
Charges For Services	38,993,180	41,137,400	42,840,280	43,559,900	45,499,380	45,499,380	45,499,380
Bag Tax Receipts	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Miscellaneous	247,500	347,500	547,500	547,500	547,500	547,500	547,500
Subtotal Revenues	**41,740,680**	**43,984,900**	**45,887,780**	**46,607,400**	**48,546,880**	**48,546,880**	**48,546,880**
INTERFUND TRANSFERS (Net Non-CIP)	**(10,244,250)**	**(11,706,830)**	**(12,577,404)**	**(12,646,874)**	**(12,652,254)**	**(12,651,354)**	**(12,649,454)**
Transfers To General Fund	(1,837,940)	(1,876,810)	(1,909,540)	(1,909,540)	(1,909,540)	(1,909,540)	(1,909,540)
Indirect Costs	(1,837,940)	(1,876,810)	(1,909,540)	(1,909,540)	(1,909,540)	(1,909,540)	(1,909,540)
Transfers to Debt Service Fund (Non-Tax)	(8,406,310)	(9,830,020)	(10,667,864)	(10,737,334)	(10,742,714)	(10,741,814)	(10,739,914)
TOTAL RESOURCES	**48,004,032**	**37,582,622**	**36,495,307**	**37,024,696**	**40,128,184**	**42,182,573**	**45,228,862**
CIP CURRENT REVENUE APPROPRIATION	**(8,140,000)**	**(4,917,000)**	**(3,640,000)**	**(3,000,000)**	**(4,050,000)**	**(3,060,000)**	**(3,060,000)**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(29,355,150)	(29,480,691)	(29,480,691)	(29,480,691)	(29,480,691)	(29,480,691)	(29,480,691)
Annualizations and One-Time (PC)	0	0	(30,434)	(30,434)	(30,434)	(30,434)	(30,434)
Labor Contracts	0	0	(141,893)	(141,893)	(141,893)	(141,893)	(141,893)
Labor Contracts Other	0	0	11,881	11,881	11,881	11,881	11,881
Operating Impacts of CIP Projects (CE Recommended FY21-26 PDFs)	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Subtotal PSP Oper Budget Approp / Exp's	**(29,355,150)**	**(29,480,691)**	**(29,791,137)**	**(29,791,137)**	**(29,791,137)**	**(29,791,137)**	**(29,791,137)**
OTHER CLAIMS ON FUND BALANCE	**(5,204,330)**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL USE OF RESOURCES	**(42,699,480)**	**(34,397,691)**	**(33,431,137)**	**(32,791,137)**	**(33,841,137)**	**(32,851,137)**	**(32,851,137)**
YEAR END FUND BALANCE	**5,304,552**	**3,184,931**	**3,064,170**	**4,233,559**	**6,287,047**	**9,331,436**	**12,377,725**
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	**11.1%**	**8.5%**	**8.4%**	**11.4%**	**15.7%**	**22.1%**	**27.4%**
NET REVENUE	**10,547,590**	**12,627,399**	**14,187,103**	**14,906,723**	**16,846,203**	**16,846,203**	**16,846,203**
DEBT SERVICE COVERAGE RATIO	**1.25**	**1.28**	**1.33**	**1.39**	**1.57**	**1.57**	**1.57**

Assumptions:

1. These projections are based on the County Executive's Recommended operating 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 in summer 2021). 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, as well as anticipated debt payments for loans issued to the Maryland-Nationl Capital Park and Planning Commission issued in FY22 and FY23. 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).

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Recycling and Resource Management

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$134,086,028	112.06

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 FY22 Operating Budget for the Recycling and Resource Management is $134,086,028, an increase of $2,661,753 or 2.03 percent from the FY21 Approved Budget of $131,424,275. Personnel Costs comprise 9.70 percent of the budget for 83 full-time position(s) and two part-time position(s), and a total of 112.06 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 90.30 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 Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Continue to improve the safety and processing efficiency at the Yard Trim Facility and the Compost Facility, using software that allows more accurate load measurements of bulk shipments from the Compost Facility.
- Expand the commercial food scraps recycling program to additional large-scale commercial food scrap generators of food scraps, and expand the pilot of the single-family residential food scraps collection program in FY22.
- Improved partnership with the Bethesda Urban District, the Silver Spring Urban District and the Silver Spring Regional Services Center to address the lack of recycling bins in the downtown areas in Silver Spring. This partnership strives to

increase the number of recycling bins along the streetscapes and sidewalks to improve compliance with recycling mandates, set an example for others in the public and private sector to follow, and increase recycling.

- Initiate the curbside pickup of electronics for recycling in the northern part of the County in FY22 through new recycling contracts.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The capital equipment purchases for FY22 will dramatically improve the operational efficiency and reduce the overall cost per ton of the yard trim grinding operation at the Transfer Station. A low-speed, high torque shredder combined with scalping screen will allow 70% - 80% of material to by-pass the secondary high-speed grinders, increasing production efficiency.
- Continue efforts to increase recycling awareness including grasscycling, food waste composting as well as waste reduction and reuse. DEP staff continue to create educational materials using software and in-house capabilities providing savings.
- Automate the process for licensing of Haulers and Collectors allowing the application to be submitted from a mobile phone and reviewed by DEP staff within two days. Payments can be made through credit cards or bank accounts, eliminating the handling of checks. Automated reminders are sent to the licensed companies when it is time to renew. This increases productivity of DEP staff and simplifies the process for the haulers and collectors.
- Continue the acceptance of credit cards only at the Scale House at the Transfer Station, allowing more efficient transaction time and ability to control transactions associated with the monthly revenues of approximately $2 million. Additionally, improved infrastructure including new underground fiber cable as well as software upgrades to ensure the point of sale system at the Transfer Station is reliable, reduces loss of revenue, and provides clear accountability.
- Use of wireless internet (wifi) at the Dickerson compost facility (previously connected with a cellular air card) that allows contractors and DEP staff at the facility to collaborate through use of the county County network, increasing productivity.

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 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

Administration and Support

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.

- Develop and evaluate CIP and operating budgets in a strategic and economically responsible manner for fair and equitable

rate structures;

- Maintain solid waste enterprise funds in a financially prudent manner through efficient financial management;
- Assist with execution of procurement actions on a timely basis and at the best possible value;
- Review and develop policies and procedures that strengthen internal controls;
- Identify 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;

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 activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County.

"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 of air monitoring of the Resource Recovery Facility (RRF).

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,393,420**	**39.16**
Increase Cost: Automation of Solid Waste System -- Disposal Fund	280,827	0.00
Add: Periodic Waste System Planning Study	228,699	0.00
Increase Cost: Finance Property Tax Bill Chargeback -- Disposal Fund	45,240	0.00
Add: Complaince and Enforcement Position to Strengthen Enforcement of Laws Like the Bag Fee and Bans on Single-use Plastic Straws and Polystyrene (Split with Water Quality Protection Charge)	31,765	0.50
Increase Cost: Finance Property Tax Bill Chargeback -- Collection Fund	22,140	0.00
Increase Cost: Adminstration Costs -- Collection Fund	127	0.00
Decrease Cost: Automation of Solid Waste System -- Collection Fund	(7,823)	0.00
Decrease Cost: Adminstration Costs -- Disposal Fund	(7,953)	0.00
Decrease Cost: Savings Due to Turnover -- Collection Fund	(63,205)	0.00
Decrease Cost: Savings Due to Turnover -- Disposal Fund	(122,938)	0.00
Decrease Cost: Revenue Analysis and System Evaluation	(274,533)	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.	235,386	(0.50)
FY22 Recommended	**6,761,152**	**39.16**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Residential, single family, and townhouse communities	217,615.3	221,564.4	222,029.7	222,495.93	222,963.2
Number of tons of County-wide yard trim and leaves collected	180,633.3	207,080.4	207,515.3	207,951.1	208,387.8
Number of tons of County-wide Commingled Recycling collected	33,974.5	28,190.7	28,249.9	28,309.2	28,368.7
Number of tons of County-wide Mixed Paper collected	117,896.9	114,537.5	114,778.0	115,019.0	115,260.6
Number of tons of County-wide Food Waste collected	6,889.6	7,543.3	7,559.1	7,575.0	7,590.9
Number of tons of County-wide Household Hazardous Waste collected	3,815.4	2,145.8	2,150.3	2,154.8	2,159.3

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**67,388,457**	**21.15**
Increase Cost: Compost Facility Capital Equipment	532,228	0.00
Increase Cost: Resource Recovery Facility Operations and Insurance Adjustment	356,884	0.00
Increase Cost: Beantown Dump Evaluation and Action	250,000	0.00
Increase Cost: Oaks Landfill Maintenance	171,169	0.00
Increase Cost: Processing of Residential Hazardous Material	130,873	0.00
Increase Cost: Recycling Center Capital Equipment	64,000	0.00
Increase Cost: Miscellaneous Adjustments	3,024	0.00
Decrease Cost: Scheduled Transfer Station Capital Equipment Replacements	(1,272,500)	0.00
Decrease Cost: Reduction in Out-of-County Haul Costs	(1,334,417)	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.	(663,307)	0.00
FY22 Recommended	**65,626,411**	**21.15**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Commercial and multi-family buildings	224,638.9	203,293.6	203,720.5	204,148.3	204,577.0
Number of business site visits to provide guidance and recycling support	5,563	4,143	912	129	5,519
Number of Muti-Family Building site visits to provide guidance and recycling support	1,267	2,250	432	327	2,070
Recycling Reports compliance rate for businesses: % of businesses required to submit a report and plan that have done so	100%	100%	100%	100%	100%
Recycling Reports compliance rate for multi-family buildings: % of buildings required to submit a report and plan that have done so	100%	100%	100%	100%	100%
Average number of refuse collections missed per week, not picked up within 24 hours	10.5	8.0	6.0	3.0	3.0
Average number of recycling collections missed per week, not picked up within 24 hours	14.2	13.0	12.0	11.0	9.0

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**57,642,398**	**51.25**
Increase Cost: Increase in Residential Recycling Collection Contracts	2,644,139	0.00

FY22 Recommended Changes	Expenditures	FTEs
Increase Cost: Recycling Center Operations Costs	467,013	0.00
Increase Cost: Yard Trim Composting	200,678	0.00
Increase Cost: Residential Refuse Collection	104,662	0.00
Enhance: Backyard Food Waste Composting Program Expansion	100,000	0.00
Increase Cost: Commercial and Multifamily Recycling Program	13,747	0.00
Increase Cost: Recycling Outreach, Education, and Volunteers	7,081	0.00
Increase Cost: Waste System Program Development	(244)	0.00
Decrease Cost: Reduction in Paper Recycling Program Expenses	(146,938)	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.	665,929	0.50
FY22 Recommended	**61,698,465**	**51.75**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	8,438,490	8,453,434	8,062,448	8,783,570	3.9 %
Employee Benefits	2,621,974	2,685,191	2,576,177	2,611,188	-2.8 %
Solid Waste Disposal Personnel Costs	**11,060,464**	**11,138,625**	**10,638,625**	**11,394,758**	**2.3 %**
Operating Expenses	103,325,864	106,224,338	103,934,338	109,832,904	3.4 %
Capital Outlay	2,749,102	3,610,610	3,610,610	2,291,444	-36.5 %
Solid Waste Disposal Expenditures	**117,135,430**	**120,973,573**	**118,183,573**	**123,519,106**	**2.1 %**
PERSONNEL					
Full-Time	76	79	79	79	—
Part-Time	2	2	2	2	—
FTEs	94.78	99.78	99.78	100.28	0.5 %
REVENUES					
Investment Income	1,896,729	1,274,760	500,000	1,229,230	-3.6 %
Miscellaneous Revenues	1,765,198	320,000	4,421,778	221,778	-30.7 %
Other Charges/Fees	132,741	295,000	224,466	224,466	-23.9 %
Other Fines/Forfeitures	35,050	36,000	43,440	43,440	20.7 %
Other Licenses/Permits	9,295	12,000	9,435	9,435	-21.4 %
Property Rentals	4,167	5,000	16,558	16,558	231.2 %
Sale of Recycled Materials	3,208,422	3,977,791	4,330,278	4,412,404	10.9 %
Solid Waste Disposal Fees/Operating Revenues	26,419,897	29,019,752	27,760,015	29,363,397	1.2 %
Systems Benefit Charge	67,772,884	70,896,342	71,157,342	76,861,389	8.4 %
Solid Waste Disposal Revenues	**101,244,383**	**105,836,645**	**108,463,312**	**112,382,097**	**6.2 %**
SOLID WASTE COLLECTION					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Salaries and Wages	1,283,202	1,241,098	1,146,208	1,246,684	0.5 %
Employee Benefits	344,623	390,201	365,091	361,678	-7.3 %
Solid Waste Collection Personnel Costs	**1,627,825**	**1,631,299**	**1,511,299**	**1,608,362**	**-1.4 %**
Operating Expenses	8,121,895	8,819,403	8,729,403	8,958,560	1.6 %
Solid Waste Collection Expenditures	**9,749,720**	**10,450,702**	**10,240,702**	**10,566,922**	**1.1 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.46	11.78	11.78	11.78	—
REVENUES					
Investment Income	91,864	73,220	73,220	70,610	-3.6 %
Miscellaneous Revenues	0	0	12,000	0	—
Other Charges/Fees	12,100	0	0	0	—
Systems Benefit Charge	8,743,728	9,885,837	9,852,988	10,851,750	9.8 %
Solid Waste Collection Revenues	**8,847,692**	**9,959,057**	**9,938,208**	**10,922,360**	**9.7 %**

DEPARTMENT TOTALS

Total Expenditures	**126,885,150**	**131,424,275**	**128,424,275**	**134,086,028**	**2.0 %**
Total Full-Time Positions	**80**	**83**	**83**	**83**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**106.24**	**111.56**	**111.56**	**112.06**	**0.4 %**
Total Revenues	**110,092,075**	**115,795,702**	**118,401,520**	**123,304,457**	**6.5 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY21 ORIGINAL APPROPRIATION	**120,973,573**	**99.78**
Changes (with service impacts)		
Add: Periodic Waste System Planning Study [Administration and Support]	228,699	0.00
Enhance: Backyard Food Waste Composting Program Expansion [Materials and Collection]	100,000	0.00
Add: Complaince and Enforcement Position to Strengthen Enforcement of Laws Like the Bag Fee and Bans on Single-use Plastic Straws and Polystyrene (Split with Water Quality Protection Charge) [Administration and Support]	31,765	0.50
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Residential Recycling Collection Contracts [Materials and Collection]	2,644,139	0.00
Increase Cost: Compost Facility Capital Equipment [Disposal]	532,228	0.00
Increase Cost: Recycling Center Operations Costs [Materials and Collection]	467,013	0.00
Increase Cost: Resource Recovery Facility Operations and Insurance Adjustment [Disposal]	356,884	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Automation of Solid Waste System -- Disposal Fund [Administration and Support]	280,827	0.00
Increase Cost: Beantown Dump Evaluation and Action [Disposal]	250,000	0.00
Increase Cost: FY21 Compensation Adjustment	230,473	0.00
Increase Cost: Yard Trim Composting [Materials and Collection]	200,678	0.00
Increase Cost: Oaks Landfill Maintenance [Disposal]	171,169	0.00
Increase Cost: Processing of Residential Hazardous Material [Disposal]	130,873	0.00
Increase Cost: FY22 Compensation Adjustment	105,717	0.00
Increase Cost: Annualization of FY21 Lapsed Positions	68,313	0.00
Increase Cost: Recycling Center Capital Equipment [Disposal]	64,000	0.00
Increase Cost: Finance Property Tax Bill Chargeback -- Disposal Fund [Administration and Support]	45,240	0.00
Increase Cost: Motor Pool Adjustment	33,067	0.00
Increase Cost: Commercial and Multifamily Recycling Program [Materials and Collection]	13,747	0.00
Increase Cost: Recycling Outreach, Education, and Volunteers [Materials and Collection]	7,081	0.00
Increase Cost: Annualization of FY21 Personnel Costs	4,554	0.00
Increase Cost: Miscellaneous Adjustments [Disposal]	3,024	0.00
Increase Cost: Print and Mail Adjustment	1,886	0.00
Increase Cost: Waste System Program Development [Materials and Collection]	(244)	0.00
Decrease Cost: Adminstration Costs -- Disposal Fund [Administration and Support]	(7,953)	0.00
Decrease Cost: OPEB Adjustment	(12,570)	0.00
Decrease Cost: Retirement Adjustment	(61,751)	0.00
Decrease Cost: Savings Due to Turnover -- Disposal Fund [Administration and Support]	(122,938)	0.00
Decrease Cost: Reduction in Paper Recycling Program Expenses [Materials and Collection]	(146,938)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY21	(192,000)	0.00
Decrease Cost: Revenue Analysis and System Evaluation [Administration and Support]	(274,533)	0.00
Decrease Cost: Scheduled Transfer Station Capital Equipment Replacements [Disposal]	(1,272,500)	0.00
Decrease Cost: Reduction in Out-of-County Haul Costs [Disposal]	(1,334,417)	0.00
FY22 RECOMMENDED	**123,519,106**	**100.28**

SOLID WASTE COLLECTION

FY21 ORIGINAL APPROPRIATION	**10,450,702**	**11.78**
Other Adjustments (with no service impacts)		
Increase Cost: Residential Refuse Collection [Materials and Collection]	104,662	0.00
Increase Cost: FY21 Compensation Adjustment	28,461	0.00
Increase Cost: Finance Property Tax Bill Chargeback -- Collection Fund [Administration and Support]	22,140	0.00
Increase Cost: Motor Pool Adjustment	20,694	0.00
Increase Cost: FY22 Compensation Adjustment	12,889	0.00
Increase Cost: Annualization of FY21 Personnel Costs	5,131	0.00
Increase Cost: Adminstration Costs -- Collection Fund [Administration and Support]	127	0.00

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Print and Mail Adjustment	(3)	0.00
Decrease Cost: OPEB Adjustment	(640)	0.00
Decrease Cost: Retirement Adjustment	(6,213)	0.00
Decrease Cost: Automation of Solid Waste System -- Collection Fund [Administration and Support]	(7,823)	0.00
Decrease Cost: Savings Due to Turnover -- Collection Fund [Administration and Support]	(63,205)	0.00
FY22 RECOMMENDED	**10,566,922**	**11.78**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration and Support	6,393,420	39.16	6,761,152	39.16
Disposal	67,388,457	21.15	65,626,411	21.15
Materials and Collection	57,642,398	51.25	61,698,465	51.75
Total	**131,424,275**	**111.56**	**134,086,028**	**112.06**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY21 Total$	FY21 FTEs	FY22 Total$	FY22 FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	287,570	0.00	300,743	0.00
Parking District Services	Bethesda Parking	64,324	0.00	65,281	0.00
Parking District Services	Silver Spring Parking	124,627	0.00	126,481	0.00
Parking District Services	Wheaton Parking	12,061	0.00	12,240	0.00
Alcohol Beverage Services	Liquor	16,603	0.00	16,589	0.00
	Total	**505,185**	**0.00**	**521,334**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY22 Recommended	**123,519**	**123,519**	**123,519**	**123,519**	**123,519**	**123,519**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY22	**0**	**9**	**9**	**9**	**9**	**9**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
New positions in the FY22 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.						
Elimination of One-Time Items Recommended in FY22	**0**	**(472)**	**(472)**	**(472)**	**(472)**	**(472)**
Items recommended for one-time funding in FY22, including funds to evaluate and address methane leakage at the Beantown Dump and for Waste System Planning, will be eliminated from the base in the outyears.						
Retiree Health Insurance Pre-funding	**0**	**(29)**	**(58)**	**(89)**	**(96)**	**(96)**
Labor Contracts	**0**	**208**	**208**	**208**	**208**	**208**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**123,519**	**123,235**	**123,206**	**123,175**	**123,168**	**123,168**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY22 Recommended	**10,567**	**10,567**	**10,567**	**10,567**	**10,567**	**10,567**
No inflation or compensation change is included in outyear projections.						
Retiree Health Insurance Pre-funding	**0**	**(2)**	**(3)**	**(5)**	**(5)**	**(5)**
Labor Contracts	**0**	**26**	**26**	**26**	**26**	**26**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,567**	**10,591**	**10,590**	**10,588**	**10,588**	**10,588**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY22 Recommended		FY23 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Complaince and Enforcement Position to Strengthen Enforcement of Laws Like the Bag Fee and Bans on Single-use Plastic Straws and Polystyrene (Split with Water Quality Protection Charge)	31,765	0.50	40,412	0.50
Total	**31,765**	**0.50**	**40,412**	**0.50**

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY22-27

Assumptions:

- In FY22, the County Executive recommends the following solid waste system service charges:

  Single-Family: $239.39
  Multi-Family: $17.29
  Non-Residential: $644.61
  (medium category)

- Refuse collection services are maintained at their current levels, with the annual collection charge increasing $10.00 (9.3%) from $107.00/ household in FY21 to $117.00/household in FY22.

- The disposal fee for municipal solid waste received at the Transfer Station (known as the "Tipping Fee") is unchanged at $60 per ton. Construction and demolition material and waste material delivered in open-top roll-off boxes will increase to $76 per ton. Tipping fees for concrete rubble known as DOT demolition material will increase from $60 per ton to $70 per ton.

- 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.

FY22 - FY27 Solid Waste Refuse Collection: Net Asset Balance and Collection Charge Calculation

	FY21 Estimate	FY22 Projection	FY23 Projection	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection
ASSUMPTIONS							
Indirect Cost Rate	18.64%	19.18%	19.18%	19.18%	19.18%	19.18%	19.18%
CPI (Fiscal Year)	1.62%	1.62%	1.99%	2.42%	2.44%	2.44%	2.44%
Number of Households (mid-FY)	92,295	92,750	93,027	93,303	93,580	94,017	94,454
Charge Per Household	**$ 107.00**	**$ 117.00**	**$ 127.00**	**$ 137.00**	**$ 147.00**	**$ 150.00**	**$ 150.00**
Percent Rate Increase (Decrease)	12.63%	9.35%	8.55%	7.87%	7.30%	2.04%	0.00%
BEGINNING NET ASSETS	(3,054,679)	(3,676,462)	(3,640,913)	(3,046,272)	(1,742,431)	145,085	1,568,781
REVENUES							
Charges for Services	9,852,988	10,851,750	11,814,429	12,782,511	13,756,260	14,102,550	14,168,100
Investment Income (per Dept. of Finance)	73,220	70,610	70,610	70,610	70,610	70,610	70,611
Miscellaneous	12,000						
Subtotal Revenues	**9,938,208**	**10,922,360**	**11,885,039**	**12,853,121**	**13,826,870**	**14,173,160**	**14,238,711**
INTERFUND TRANSFERS (Net Non-CIP)	**(314,224)**	**(313,484)**	**(325,792)**	**(339,971)**	**(354,844)**	**(370,377)**	**(386,600)**
OMB Transfer Change	-	-	-	-	-	-	
TOTAL RESOURCES	**6,569,305**	**6,932,414**	**7,918,334**	**9,466,878**	**11,729,595**	**13,947,868**	**15,420,892**
OPERATING BUDGET APPROP/EXPENSES							
Personnel Costs	(1,511,299)	(1,608,362)	(1,672,536)	(1,746,462)	(1,824,005)	(1,904,990)	(1,989,572)
OMB Adjustments - Labor Adjustments			(28,301)	(28,301)	(28,301)	(28,301)	(28,301)
OMB Adjustments - Labor Contracts other			2,387	2,387	2,387	2,387	2,387
OMB Adjustments - OPEB			(1,510)	(2,990)	(4,570)	(4,900)	(4,900)
Refuse Collection Contracts	(8,729,403)	(8,628,487)	(8,919,008)	(9,092,364)	(9,381,734)	(10,086,835)	(10,418,631)
Other Operating Costs		(330,073)	(335,034)	(341,579)	(348,287)	(356,447)	(365,145)
OMB Adjustments - Retiree Health Insurance OPEB	(10,605)	(10,605)	(10,605)				
OPEB Prepaid	5,540	4,200					
Other Claims against Net Assets	-	-	-				
Subtotal PSP Oper. Budget Approp / Exp.	**(10,245,767)**	**(10,573,327)**	**(10,964,606)**	**(11,209,309)**	**(11,584,510)**	**(12,379,087)**	**(12,804,162)**
TOTAL USE OF RESOURCES	**(10,245,767)**	**(10,573,327)**	**(10,964,606)**	**(11,209,309)**	**(11,584,510)**	**(12,379,087)**	**(12,804,162)**
YEAR END - NET ASSETS*	**(3,676,462)**	**(3,640,913)**	**(3,046,272)**	**(1,742,431)**	**145,085**	**1,568,781**	**2,616,730**
End-of-Year Earnings as a % of Resources	**-56.0%**	**-52.5%**	**-38.5%**	**-18.4%**	**1.2%**	**11.2%**	**17.0%**
Beginning Cash	1,965,783	1,344,000	1,379,549	1,174,190	1,678,031	2,765,547	3,389,243
Revenues	9,938,208	10,922,360	11,885,039	12,853,121	13,826,870	14,173,160	14,238,711
Loans							
Expenses	(10,245,767)	(10,573,327)	(10,964,606)	(11,209,309)	(11,584,510)	(12,379,087)	(12,804,162)
Transfers	(314,224)	(313,484)	(325,792)	(339,971)	(354,844)	(370,377)	(386,600)
Change in Asset/Liability Accounts							
Loan Payoff			(800,000)	(800,000)	(800,000)	(800,000)	(800,000)
Ending Cash Balance	1,344,000	1,379,549	1,174,190	1,678,031	2,765,547	3,389,243	3,637,192

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 FY22-27 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 FY22-27 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.

FISCAL PROJECTIONS	ESTIMATED FY21	PROJECTED FY22	PROJECTED FY23	PROJECTED FY24	PROJECTED FY25	PROJECTED FY26	PROJECTED FY27
Single-Family Charges ($/Household)	222.86	239.69	282.46	301.19	317.39	336.46	358.01
% change in rate from previous year	4.5%	7.6%	17.8%	6.6%	5.4%	6.0%	6.4%
Multi-Family Charges ($/Dwelling Unit)	16.25	17.29	18.39	19.79	21.18	22.69	24.34
% change in rate from previous year	1.2%	6.4%	6.4%	7.6%	7.0%	7.1%	7.2%
Nonresidential Charges (medium "category" charge)	608.79	644.61	679.01	714.88	733.66	748.13	755.59
% change in rate from previous year	2.1%	5.9%	5.3%	5.3%	2.6%	2.0%	1.0%

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	33,012,850	29,582,649	30,177,590	31,150,403	32,154,053	33,187,851	34,254,360
Charges for Services/SBC	60,077,164	66,420,223	77,811,897	83,905,248	88,820,483	94,396,833	100,421,966
Miscellaneous	14,873,298	15,149,994	15,272,944	16,100,921	16,218,339	16,343,951	16,499,058
Investment Income	500,000	1,229,230	1,229,230	1,229,230	1,229,230	1,229,230	1,229,230
Subtotal Revenues	**108,463,312**	**112,382,096**	**124,491,661**	**132,385,802**	**138,422,105**	**145,157,865**	**152,404,614**
INTERFUND TRANSFERS	**112,449**	**215,596**	**(40,346)**	**41,114**	**(122,038)**	**59,378**	**(72,360)**
EXPENDITURES							
Personnel Costs	(10,638,625)	(11,394,758)	(11,849,409)	(12,373,153)	(12,922,521)	(14,095,515)	(14,095,515)
Operating Expenses	(103,934,338)	(109,832,904)	(113,194,745)	(115,499,768)	(121,046,650)	(131,741,766)	(131,741,766)
Capital Outlay	(3,610,610)	(2,291,444)	(517,610)	(997,998)	(906,488)	(1,384,183)	(1,384,183)
Other Expenditure Restrictions							
Subtotal Expenditures	**(118,183,573)**	**(123,519,106)**	**(125,561,764)**	**(128,870,919)**	**(134,875,659)**	**(147,221,464)**	**(147,221,464)**
CURRENT RECEIPTS TO CIP	**(4,700,000)**	**(1,933,000)**	**(177,000)**	**-**	**-**	**-**	**-**
OTHER CLAIMS ON FUND BALANCE - OPEB	**(84,842)**	**(84,842)**	**(84,842)**	**-**	**-**	**-**	**-**
OPEB PREPAID	**108,090**	**81,920**					
POTENTIAL FUTURE EXPENDITURES - LABOR CON	**-**	**-**	**(207,793)**	**(207,793)**	**(207,793)**	**(207,793)**	**(207,793)**
POTENTIAL FUTURE EXPENDITURES - OPEB			**(29,240)**	**(58,230)**	**(89,160)**	**(95,520)**	**(95,520)**
PAYOUT OF GUDE REMEDIATION	**734,215**	**18,329,000**	**1,845,000**	**-**	**-**	**-**	**-**
PAYOUT OF CLOSURE COSTS (Non-CIP)	**1,858,390**	**2,071,036**	**2,114,459**	**2,167,926**	**2,223,221**	**2,279,973**	**2,338,220**
CY ACCRUED CLOSURE COSTS	**(41,133)**	**(32,285)**	**(43,422)**	**(53,467)**	**(55,296)**	**(56,752)**	**(58,247)**
NET CHANGE	**(11,733,091)**	**7,510,416**	**2,335,953**	**5,462,664**	**5,384,540**	**11,207**	**7,182,970**

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	49,935,313	16,845,804	19,439,333	23,498,880	27,273,426	31,892,652	38,392,635
Restricted Cash	31,817,919	35,159,557	34,671,778	35,569,676	36,874,019	38,212,312	38,586,395
Subtotal Cash & Investments	**81,753,232**	**52,005,360**	**54,111,111**	**59,068,557**	**64,147,445**	**70,104,964**	**76,979,031**
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(25,733,147)	(25,819,227)	(26,508,233)	(27,759,429)	(29,028,450)	(30,331,597)	(30,671,138)
Debt Service Reserve	-	(2,204,500)	(2,141,000)	(2,063,500)	(1,983,000)	(1,899,500)	(1,812,500)
Renewal & Replacement Reserve	(4,471,720)	(4,544,162)	(4,634,592)	(4,746,747)	(4,862,569)	(4,981,215)	(5,102,757)
Stability Reserve	(1,613,052)	(2,591,668)	(1,387,953)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Subtotal Reserve Requirements	**(31,817,919)**	**(35,159,557)**	**(34,671,778)**	**(35,569,676)**	**(36,874,019)**	**(38,212,312)**	**(38,586,395)**
Closure/Postclosure Liability	(13,606,843)	(11,568,092)	(9,557,983)	(7,504,452)	(5,397,455)	(3,235,161)	(1,016,117)
Gude Remediation Liability	(59,222,815)	(40,893,815)	(42,738,815)	(42,738,815)	(42,738,815)	(42,738,815)	(42,738,815)
Subtotal Reserve & Liability Requirements	**(104,647,577)**	**(87,621,464)**	**(86,968,576)**	**(85,812,943)**	**(85,010,289)**	**(84,186,288)**	**(82,341,327)**
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	**(22,894,345)**	**(35,616,103)**	**(32,857,465)**	**(26,744,387)**	**(20,862,844)**	**(14,081,324)**	**(5,362,297)**

Net Assets

ENDING NET ASSETS	48,745,268	59,768,514	62,371,154	68,506,076	74,730,498	82,270,782	90,848,279
Less: Reserve Requirements	**(31,817,919)**	**(35,159,557)**	**(34,671,778)**	**(35,569,676)**	**(36,874,019)**	**(38,212,312)**	**(38,586,395)**
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	**16,927,349**	**24,608,958**	**27,699,376**	**32,936,400**	**37,856,479**	**44,058,471**	**52,261,883**

FY22 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

FY22 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	
SUBDISTRICT A (Refuse Collection District)*									
Inside Leaf Vacuuming District	$ 60.00		0.78894	$ 47.34	$ 38.07	$ 154.28	$ 117.00	$ 116.46	$ 473.15
Outside Leaf Vacuuming District	$ 60.00		0.78894	$ 47.34	$ 38.07	$ 154.28	$ 117.00		$ 356.69
Incorporated					$ 38.07				$ 38.07
SUBDISTRICT B SINGLE-FAMILY**									
Incorporated					$ 38.07				$ 38.07
Inside Leaf Vacuuming District									
Unincorporated	$ 60.00		0.78894	$ 47.34	$ 38.07	$ 154.28		$ 116.46	$ 356.15
Outside Leaf Vacuuming District									
Unincorporated	$ 60.00		0.78894	$ 47.34	$ 38.07	$ 154.28			$ 239.69
MULTI-FAMILY RESIDENTIAL**									
Incorporated					$ 6.68	$ 10.61			$ 17.29
Unincorporated									
Outside Leaf Vacuuming District					$ 6.68	$ 10.61			$ 17.29
Inside Leaf Vacuuming District					$ 6.68	$ 10.61		$ 4.54	$ 21.83
NONRESIDENTIAL - $/2,000 SQ. FT. * **									
Code Reference									
Waste Generation Categories									
Low					$ 88.43	$ 40.49			$ 128.92
Medium Low					$ 265.29	$ 121.48			$ 386.77
Medium					$ 442.15	$ 202.46			$ 644.61
Medium High					$ -	$ -			
High					$ 795.87	$ 364.43			$ 1,160.30

OTHER FY22 SOLID WASTE FEES

Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee") $ 60.00 / disposal ton	Waste delivered to DOT Pad (Non-Processible) $70 / 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 and declared C& $ 76.00 / disposal ton	Miscellaneous (48-31(f)): Compost Bins $0.00 each

* Note: Base Sysems 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 FY22 BUDGET	FULL TIME EQUIVALENTS
$66,348,075	443.80

KATHIE DURBIN, ACTING 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 in the oversight provided by the Montgomery County Government.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Alcohol Beverage Services is $66,348,075, an increase of $2,791,721 or 4.39 percent from the FY21 Approved Budget of $63,556,354. Personnel Costs comprise 57.98 percent of the budget for 332 full-time position(s) and 130 part-time position(s), and a total of 443.80 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 42.02 percent of the FY22 budget.

In FY22, Alcohol Beverage Services will transfer $31.8 million to the General Fund and make $10.8 million in debt service payments on Liqour Control Revenue Bonds for a total contribution of $42.6 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:

- **A Growing Economy**

- **A Greener County**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

INITIATIVES

- 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.
- Issue temporary permits to allow the sale of carryout drinks for restaurants during the COVID-19 emergency; 460 businesses have been approved through February 2021.
- Create a COVID-19-specific Safety Alliance to partner with other County agencies to visit and provide resources to businesses.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded marketing and outreach efforts to promote many of the existing features of ABS.
- ABS opened its first "spirits only" store to provide convenient spirits access to residents in an underserved area of the County.
- Implemented an online alcohol licensing program.

PROGRAM CONTACTS

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

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

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total sales overall	$293,663,852	$304,492,379	$300,981,505	$310,010,950	$313,111,060
Transfer to General Fund	$22,975,809	$26,474,980	$27,926,172	$27,926,172	$27,926,172
Gross Profit	$88,573,116	$95,300,046	$94,809,174	99,717,347	99,717,347
Average Licensee Satisfaction Score from Annual Survey (scale of 1-5) [1]	3.2	3.7	3.7	3.7	3.8

[1] *The Annual Licensee Customer Satisfaction Survey (FY18-FY20) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to Licensees in FY21-FY22.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**13,782,082**	**25.20**
Increase Cost: Debt Service	1,583,350	0.00
Increase Cost: IT Systems and Point of Sale (POS)	572,329	0.00
Re-align: Reallocation of FTEs from Administration to Retail	(210,692)	(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.	779,237	0.00
FY22 Recommended	**16,506,306**	**23.20**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of unique licensees affected by a delivery discrepancy (monthly average) - licensees only	502	418	415	410	400
Number of unique licensees affected by a delivery discrepancy of stock Items (monthly average) - licensees only	408	381	375	350	300
Number of unique licensees affected by a delivery discrepancy of special order Items (monthly average) - licensees only	294	179	170	160	150
Percent of items shipped on time and intact - licensees only	97.9%	97.8%	98.0%	98.0%	98.0%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**7,028,028**	**83.00**
Re-align: Reallocation of FTEs from Delivery Operations to Warehouse Operations	(439,518)	(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.	13,626	0.00
FY22 Recommended	**6,602,136**	**77.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Number of annual alcohol compliance checks to minors (under 21) [1]	400	88	300	350	400
Number of licensed business inspections [2]	3,884	333	3,500	4,000	4,000
Number of valid licensed businesses registered with ABS	1,046	1,028	1,010	1,020	1,030
Percent of licensees that fail compliance checks (Number of establishments that fail / Number of total compliance checks)	30.0%	26.0%	28.0%	28.0%	27.0%
Rating of licensed businesses satisfied with ALERT training (scale of 1-5)	4.8	4.8	4.8	4.8	4.8
Rating of licensees satisfied with Licensing Application Process (scale of 1-5)	4.8	4.8	4.9	4.9	4.9

[1] *Decreases in FY20 are due to the limited in-person dining and on-premise alcohol sales caused by the COVID-19 virus.*

[2] *Decreases in FY20 are due to the limited in-person dining and on-premise alcohol sales caused by the COVID-19 virus.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,892,629**	**10.39**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(11,390)	0.00
FY22 Recommended	**1,881,239**	**10.39**

Marketing

This program leads the marketing efforts for the department, including design and branding, advertising, internal and external communications, events, and promotions.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**901,656**	**4.00**
Re-align: Reallocation of FTEs from Marketing to Retail	(217,129)	(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.	16,332	0.00
FY22 Recommended	**700,859**	**2.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Total retail stores sales	$140,865,450	$139,790,523	$136,702,858	$139,436,915	$142,225,653
Same Store Sales Year over Year	$149,039,371	$139,790,523	$136,702,858	$139,436,915	$142,225,653
Average Licensee Satisfaction Score from Annual Survey - Retail Operations (scale of 1-5) [1]	3.7	3.7	3.7	3.7	3.8

[1] *The Annual Licensee Customer Satisfaction Survey (FY18-FY20) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to Licensees in FY21-FY22.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**30,408,999**	**224.68**

FY22 Recommended Changes	Expenditures	FTEs
Re-align: Reallocation of FTEs from Marketing to Retail	217,129	2.00
Re-align: Reallocation of FTEs from Administration to Retail	210,692	2.00
Increase Cost: Retail Store Leases	25,133	0.00
Technical Adj: Conversion of Retail Clerk Positions	0	1.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(238,213)	0.00
FY22 Recommended	**30,623,740**	**229.98**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Percent of shipped items returned	0.8%	0.6%	0.4%	0.4%	0.4%
Percent of items shipped on time and intact - stock products - licensees only	98.5%	97.9%	98.5%	99.0%	99.0%
Percent of items shipped on time and intact - special order products - licensees only	90.8%	95.9%	96.0%	97.0%	97.0%
Average licensee satisfaction score from annual survey - Wholesale Operations (scale of 1-5) [1]	3.6	3.8	3.8	3.8	3.9

[1] *The Annual Licensee Customer Satisfaction Survey (FY18-FY20) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to Licensees in FY21-FY22.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**9,542,960**	**95.23**
Re-align: Reallocation of FTEs from Delivery Operations to Warehouse Operations	439,518	6.00
Enhance: New ABS Delivery Truck	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.	(98,683)	0.00
FY22 Recommended	**10,033,795**	**101.23**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	28,654,999	26,745,635	25,749,244	28,543,742	6.7 %
Employee Benefits	9,731,086	9,882,979	9,472,106	9,926,722	0.4 %
Liquor Control Personnel Costs	**38,386,085**	**36,628,614**	**35,221,350**	**38,470,464**	**5.0 %**
Operating Expenses	19,104,164	16,754,290	16,740,500	16,795,811	0.3 %
Capital Outlay	157,634	925,800	925,800	250,800	-72.9 %
Debt Service G.O Bonds	7,703,323	0	0	0	—
Debt Service Other	0	9,247,650	9,247,650	10,831,000	17.1 %
Liquor Control Expenditures	**65,351,206**	**63,556,354**	**62,135,300**	**66,348,075**	**4.4 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
PERSONNEL					
Full-Time	302	312	312	332	6.4 %
Part-Time	138	144	144	130	-9.7 %
FTEs	427.70	442.50	442.50	443.80	0.3 %
REVENUES					
Bag Tax	7,179	0	0	0	—
Investment Income	133,707	91,900	91,900	91,900	—
Liquor Licenses	166,012	1,724,222	1,724,222	1,206,955	-30.0 %
Liquor Sales	95,052,306	96,812,959	94,809,174	99,717,348	3.0 %
Miscellaneous Revenues	114,033	0	0	0	—
Other Charges/Fees	12,121	23,887	23,887	23,887	—
Other Fines/Forfeitures	150,188	316,916	316,916	63,383	-80.0 %
Other Licenses/Permits	51,400	168,000	168,000	117,600	-30.0 %
Liquor Control Revenues	**95,686,946**	**99,137,884**	**97,134,099**	**101,221,073**	**2.1 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	(82)	0	0	0	—
Employee Benefits	(6)	0	0	0	—
Grant Fund - MCG Personnel Costs	**(88)**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**(88)**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Grant Fund - MCG Revenues	**0**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**65,351,118**	**63,556,354**	**62,135,300**	**66,348,075**	**4.4 %**
Total Full-Time Positions	**302**	**312**	**312**	**332**	**6.4 %**
Total Part-Time Positions	**138**	**144**	**144**	**130**	**-9.7 %**
Total FTEs	**427.70**	**442.50**	**442.50**	**443.80**	**0.3 %**
Total Revenues	**95,686,946**	**99,137,884**	**97,134,099**	**101,221,073**	**2.1 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY21 ORIGINAL APPROPRIATION	**63,556,354**	**442.50**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Enhance: New ABS Delivery Truck [Warehouse Operations]	150,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Debt Service [Administration]	1,583,350	0.00
Increase Cost: FY21 Compensation Adjustment	1,093,708	0.00
Increase Cost: FY22 Compensation Adjustment	613,423	0.00
Increase Cost: IT Systems and Point of Sale (POS) [Administration]	572,329	0.00
Re-align: Reallocation of FTEs from Delivery Operations to Warehouse Operations [Warehouse Operations]	439,518	6.00
Re-align: Reallocation of FTEs from Marketing to Retail [Retail Sales Operations]	217,129	2.00
Increase Cost: Annualization of FY21 Lapsed Positions	214,560	0.00
Re-align: Reallocation of FTEs from Administration to Retail [Retail Sales Operations]	210,692	2.00
Increase Cost: Motor Pool Adjustment	60,246	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	25,133	0.00
Increase Cost: Print and Mail Adjustment	6,253	0.00
Technical Adj: Conversion of Retail Clerk Positions [Retail Sales Operations]	0	1.30
Decrease Cost: OPEB Adjustment	(70,920)	0.00
Decrease Cost: Retirement Adjustment	(79,841)	0.00
Re-align: Reallocation of FTEs from Administration to Retail [Administration]	(210,692)	(2.00)
Re-align: Reallocation of FTEs from Marketing to Retail [Marketing]	(217,129)	(2.00)
Re-align: Reallocation of FTEs from Delivery Operations to Warehouse Operations [Delivery Operations]	(439,518)	(6.00)
Decrease Cost: Elimination of One-Time Items Approved in FY21	(1,376,520)	0.00
FY22 RECOMMENDED	**66,348,075**	**443.80**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Administration	13,782,082	25.20	16,506,306	23.20
Delivery Operations	7,028,028	83.00	6,602,136	77.00
Licensure, Regulation and Education	1,892,629	10.39	1,881,239	10.39
Marketing	901,656	4.00	700,859	2.00
Retail Sales Operations	30,408,999	224.68	30,623,740	229.98
Warehouse Operations	9,542,960	95.23	10,033,795	101.23
Total	**63,556,354**	**442.50**	**66,348,075**	**443.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
LIQUOR CONTROL						
EXPENDITURES						
FY22 Recommended	**66,348**	**66,348**	**66,348**	**66,348**	**66,348**	**66,348**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY22	**0**	**(150)**	**(150)**	**(150)**	**(150)**	**(150)**
Items recommended for one-time funding in FY22, including one delivery truck, will be eliminated from the base in the outyears.						
Debt Service	**0**	**(374)**	**(585)**	**(645)**	**(1,020)**	**(1,020)**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Retiree Health Insurance Pre-funding	**0**	**(1)**	**(2)**	**(3)**	**(4)**	**(4)**
Labor Contracts	**0**	**884**	**884**	**884**	**884**	**884**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**66,348**	**66,706**	**66,494**	**66,433**	**66,057**	**66,057**

FY22-27 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Alcohol Beverage Services						
FISCAL PROJECTIONS	FY21 ESTIMATE	FY22 REC	FY23 PROJECTION	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION
BEGINNING FUND BALANCE	8,550,573	10,332,296	12,313,078	11,964,843	11,563,940	9,347,811	6,907,624
REVENUES							
Licenses & Permits	1,892,222	1,324,555	1,350,913	1,383,606	1,417,366	1,451,949	1,487,376
Charges For Services	23,887	23,887	24,362	24,952	25,561	26,185	26,824
Fines & Forfeitures	316,916	63,383	64,644	66,208	67,823	69,478	71,173
Miscellaneous	94,901,074	99,809,248	99,809,248	99,809,248	99,809,248	99,809,248	99,809,248
Subtotal Revenues	**97,134,099**	**101,221,073**	**101,249,167**	**101,284,014**	**101,319,998**	**101,356,860**	**101,394,621**
INTERFUND TRANSFERS (Net Non-CIP)	(31,674,153)	(31,779,243)	(31,867,625)	(31,941,453)	(32,941,453)	(33,941,453)	(33,941,453)
Transfers To The General Fund	(31,674,153)	(31,779,243)	(31,867,625)	(31,941,453)	(32,941,453)	(33,941,453)	(33,941,453)
Indirect Costs	(3,747,981)	(3,853,071)	(3,941,453)	(3,941,453)	(3,941,453)	(3,941,453)	(3,941,453)
Earnings Transfer	(27,926,172)	(27,926,172)	(27,926,172)	(28,000,000)	(29,000,000)	(30,000,000)	(30,000,000)
TOTAL RESOURCES	**74,010,519**	**79,774,126**	**81,694,620**	**81,307,404**	**79,942,485**	**76,763,218**	**74,360,792**
CIP CURRENT REVENUE APPROP.	(1,785,000)	(1,267,000)	(781,000)	(957,000)	(1,435,000)	(607,000)	(1,149,260)
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(52,887,650)	(55,517,075)	(55,517,075)	(55,517,075)	(55,517,075)	(55,517,075)	(55,517,075)
Debt Service: Other (Non-Tax Funds only)	(9,247,650)	(10,831,000)	(10,831,000)	(10,831,000)	(10,831,000)	(10,831,000)	(10,831,000)
' CPI-Fiscal Year for OE			(338,030)	(757,280)	(1,190,220)	(1,633,730)	(2,088,060)
' Compensation Adjustment			(1,537,375)	(1,537,375)	(1,537,375)	(1,537,375)	(1,537,375)
Labor Agreement	n/a	0	(883,824)	(883,824)	(883,824)	(883,824)	(883,824)
Annualizations and One-Time	n/a	n/a	150,000	150,000	150,000	150,000	150,000
Retiree Health Insurance Pre-funding			1,130	2,240	3,430	3,670	3,670
Debt Service	n/a	n/a	375,050	587,850	646,390	1,000,740	1,000,340
Subtotal PSP Oper Budget Approp / Exp's	**(62,135,300)**	**(66,348,075)**	**(68,581,124)**	**(68,786,464)**	**(69,159,674)**	**(69,248,594)**	**(69,703,324)**
OTHER CLAIMS ON FUND BALANCE	242,077	154,027	(367,653)	0	0	0	0
TOTAL USE OF RESOURCES	**(63,678,223)**	**(67,461,048)**	**(69,729,777)**	**(69,743,464)**	**(70,594,674)**	**(69,855,594)**	**(70,852,584)**
YEAR END FUND BALANCE	**10,332,296**	**12,313,078**	**11,964,843**	**11,563,940**	**9,347,811**	**6,907,624**	**3,508,208**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	14.0%	15.4%	14.6%	14.2%	11.7%	9.0%	4.7%

Assumptions:

1. 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.
2. Fund balance policy equals one month's operating expenses, one payroll, and $1,500,000 for inventory in cash balance.
3. Operating expenditures grow with CPI. Revenues projections reflect ABS gross profit forecasts.
4. OPEB Liability 5 year allocation is shown as a claim on fund balance in FY20-FY23.

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Cable Television Communications Plan

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$17,469,611	30.75

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. Funding is passed through for: the operation of the Office of Broadband Program's (OBP); Community Engagement; Community Technology; FiberNet programs; Public, Educational, and 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); 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; the County's cable franchise agreement; quality PEG programming; broadband governance; planning, execution, and operation of FiberNet; the County's communications network; and effective management of the 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 FY22 Operating Budget for the Office of Broadband Programs is $17,469,611, an increase of $951,031 or 5.76 percent from the FY21 Approved Budget of $16,518,580. Personnel Costs comprise 25.56 percent of the budget for 18 full-time position(s) and no part-time position(s), and a total of 30.75 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 74.44 percent of the FY22 budget.

The total recommended FY22 Cable Television Communications Plan includes five elements:

- The Office of Broadband Programs, Media PEG operating and equipment, and Municipal transfers ($17,469,611)
- Transfers to the General Fund for indirect costs ($830,904)
- Transfers for PEG programming including Montgomery County Public Schools ($1,769,775) and Montgomery College ($1,796,800)
- Transfers to County Capital Improvements Programs (CIP) including FiberNet ($3,592,000) and ultraMontgomery ($680,000)
- Transfers from General Fund ($700,000) and to Maryland National Capital Park and Planning Commission ($100,000)

The Office of Broadband Programs and the Office of Management and Budget are developing and evaluating strategies to address 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**
- **A Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **Effective, Sustainable Government**

INITIATIVES

- Montgomery County will implement FiberNet3, a third-generation network design which impacts the speed in which digital information travels, for example, the speed of internet and phone services. FiberNet3 builds on the long-term success of County-owned fiber optic communications infrastructure. This initiative provides critical infrastructure for next generation communications and cloud services. FiberNet3 will provide some of the following benefits: reduced costs, improved public Wi-Fi capacity, performance level improvements, support for new customer technologies, emergency demands, improved service availability, and more reliable Voice over Internet Protocol (VoIP). The FiberNet3 upgrades will address emerging and long-term needs - including essential equipment, technology refreshes, and increasingly growing bandwidth demands.
- The Department of Technology Services completed a community engagement information assessment survey. The survey responses will be utilized to develop the Comcast and Verizon cable franchise renewal negotiations.
- Interactive video meetings have been an essential tool to ensure continued County Executive and County Council forums. Interactive video meetings will continue post pandemic to expand public participation in County Executive and County Council community meetings and press briefings.
- MoCoNet, Montgomery County Government's internet service network, will expand services to targeted affordable housing locations throughout Montgomery County.
- Montgomery County will expand ultraMontgomery, a secure high-speed broadband service for businesses, to bio health companies in the I-270 corridor (also known as Great Seneca Highway) to Ashburn, VA data centers. Ninety percent of the East Coast's internet traffic flows through Ashburn, VA centers.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continued commitment to advancing diversity, equity, and inclusion by addressing our community's digital divide. A digital equity pilot program, MoCoNet, was established to provide internet services to low income and special needs residents of Main Street Apartments. MoCoNet has been an essential resource for professional, educational, and social connectivity. MoCoNet has reached over 50% of the Main Street Apartment's eligible units, since its launch in August 2020. Closing the digital equity gap will continue through the expansion of free, reliable internet services to include additional affordable housing

properties.

- Senior Planet Montgomery offers free online technology classes to seniors. The objective of these classes are to help older adults improve their daily lives through the utilization of technology. Montgomery County has expanded these classes to include classes in English, Spanish, and Mandarin. Pre-pandemic participation of 811 has increased to over 10,000 on-line participants.
- Deployed outdoor WiFi at 14 County library locations to provide broadband access for low income communities of color and small business entrepreneurs without home Internet access.
- Enhanced Technology Facility Coordination Group (TFCG or "Tower Committee") public awareness and input by revising County regulations, leveraging automated email notification, and online application posting.
- The Transmission Facilities Coordinating Group application process improvement replaced in person payment submissions with an electronic payment submission.
- Continued to expand community engagement and content through the following platforms: podcasting, cablecasting CNN new evening, and live social media coverage of County and State meetings and events.

PROGRAM CONTACTS

Contact Dennis Hetman of the Department of Technology Services at 240.777.2008 or Felicia Hyatt 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 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

Connect Montgomery Alliance

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**939,984**	**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.	3,220	0.00
FY22 Recommended	**943,204**	**0.00**

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Hours of first run locally produced and acquired Montgomery College MC-ITV programming	315	188	200	200	200
Hours of Montgomery College student-assisted original programming	140	122	145	145	145

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
FY22 Recommended	**0**	**0.00**

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 County Public Schools

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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming	419	427	436	445	450

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
FY22 Recommended	**0**	**0.00**

Note(s): *Funding for MCPS-TV and Montgomery College Television is provided as a fund transfer to the MCPS and Montgomery College budgets.*

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.

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	3,164	2,765	2,257	2,257	2,257
Video communications produced for social media and cable	812	1,419	1,518	911	920
Percent of productions completed within agreed-upon timeline	100%	100%	100%	100%	100%
Engagements with video communications	125,243	2,058,630	2,202,734	1,101,367	1,024,271

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,893,091**	**11.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(27,967)	0.00
FY22 Recommended	**1,865,124**	**11.50**

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, 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Hours of first run locally produced, block, and acquired Montgomery Community Media (MCM) programming	2,163	2,765	2,257	2,257	2,500
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming	20,035	2,646	1,510	2,100	2,310

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,829,061**	**0.00**
FY22 Recommended	**2,829,061**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,563,900**	**0.00**
FY22 Recommended	**3,563,900**	**0.00**

OBP 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, and 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, 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming	3,164	2,736	2,780	2,980	3,050
Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours	0.94%	6.00%	8.00%	10.00%	12.50%
Percent of English language first-run programs closed captioned in Spanish	0%	0%	75%	95%	95%
Percent of English and Spanish language first-run programs closed captioned in English	100%	100%	100%	100%	100%

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**986,009**	**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.	200,194	1.00
FY22 Recommended	**1,186,203**	**5.00**

OBP Community Technology

OBP Community Technology manages use of public rights-of-way 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 FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
Transmission facility applications processed	306	209	300	315	330
Cable infrastructure inspections [1]	3,412	70,000	70,000	70,000	70,000
Average number of days to process applications for siting wireless towers	36	31	31	31	31
Percent of customers satisfied with Community Technology complaint handling	94.0%	94.0%	94.0%	94.0%	94.0%

[1] *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.*

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,712,217**	**6.50**

FY22 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.	(89,791)	(1.00)
FY22 Recommended	**1,622,426**	**5.50**

OBP Digital Equity (Cable Fund)

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 though 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**300,287**	**1.00**
Enhance: Digital Equity Initiative for HOC and Affordable Housing Properties	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.	(200,287)	(1.00)
FY22 Recommended	**200,000**	**0.00**

OBP Fibernet (CF)

Funding from the Cable Special Revenue Fund is used to support Montgomery County's private communications network - FiberNet. FiberNet is a critical infrastructure asset that provides carrier-class voice, video, Internet access, and data network services for Montgomery County Government, Montgomery County Public Schools (MCPS), Montgomery College, Housing Opportunities Commission (HOC), the Maryland-National Park and Planning Commission (M-NCPPC), and the WSSC Water. The County's public safety communications are also provided via FiberNet infrastructure. Additionally, FiberNet provides private network access to the State of Maryland and all of the local counties, municipalities, and the District of Columbia. Expenditures cover the cost of network expansion, monitoring, management, and maintenance services. FiberNet is a Countywide multi-million dollar investment that is crucial to the daily operation of local government within the County and with its citizens, neighboring governments, and business partners.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
Enhance: FiberNet 3 Build Out	700,000	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.	4,559,693	8.75
FY22 Recommended	**5,259,693**	**8.75**

REALIGNED PROGRAMS

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

Office of Broadband Programs FiberNet (Cable Fund)

Program Performance Measures	Actual FY19	Actual FY20	Estimated FY21	Target FY22	Target FY23
New sites added to FiberNet	20	155	6	5	5

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**4,294,031**	**7.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,294,031)	(7.75)
FY22 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	3,135,671	3,337,776	3,203,549	3,510,326	5.2 %
Employee Benefits	968,704	980,362	883,957	955,622	-2.5 %
Cable Television Personnel Costs	**4,104,375**	**4,318,138**	**4,087,506**	**4,465,948**	**3.4 %**
Operating Expenses	11,982,905	12,200,442	12,234,434	13,003,663	6.6 %
Cable Television Expenditures	**16,087,280**	**16,518,580**	**16,321,940**	**17,469,611**	**5.8 %**
PERSONNEL					
Full-Time	13	18	18	18	—
Part-Time	0	0	0	0	—
FTEs	30.85	30.75	30.75	30.75	—
REVENUES					
Franchise Fees	15,792,097	15,186,000	14,854,275	13,767,962	-9.3 %
Investment Income	221,566	159,000	221,566	153,000	-3.8 %
PEG Capital Revenue	5,914,157	5,622,000	5,530,091	5,253,586	-6.6 %
PEG Operating Revenue	3,609,548	3,489,000	3,625,436	3,444,164	-1.3 %
Tower Application Fees	95,500	250,000	250,000	250,000	—
Cable Television Revenues	**25,632,868**	**24,706,000**	**24,481,368**	**22,868,712**	**-7.4 %**

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY21 ORIGINAL APPROPRIATION	**16,518,580**	**30.75**
Changes (with service impacts)		
Enhance: FiberNet 3 Build Out [OBP Fibernet (CF)]	700,000	0.00
Enhance: Digital Equity Initiative for HOC and Affordable Housing Properties [OBP Digital Equity (Cable Fund)]	100,000	0.00
Other Adjustments (with no service impacts)		

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY21 Compensation Adjustment	84,197	0.00
Increase Cost: Annualization of FY21 Personnel Costs	49,173	0.00
Increase Cost: FY22 Compensation Adjustment	32,148	0.00
Increase Cost: Print and Mail Adjustment	3,221	0.00
Decrease Cost: Retirement Adjustment	(17,708)	0.00
FY22 RECOMMENDED	**17,469,611**	**30.75**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Connect Montgomery Alliance	939,984	0.00	943,204	0.00
Media - Montgomery College	0	0.00	0	0.00
Media - Montgomery County Public Schools	0	0.00	0	0.00
Media - PIO, Council, M-NCPPC	1,893,091	11.50	1,865,124	11.50
Montgomery Community Media	2,829,061	0.00	2,829,061	0.00
Municipal Support	3,563,900	0.00	3,563,900	0.00
OBP Community Engagement	986,009	4.00	1,186,203	5.00
OBP Community Technology	1,712,217	6.50	1,622,426	5.50
OBP Digital Equity (Cable Fund)	300,287	1.00	200,000	0.00
OBP Fibernet (CF)	0	0.00	5,259,693	8.75
Office of Broadband Programs FiberNet (Cable Fund)	4,294,031	7.75	0	0.00
Total	**16,518,580**	**30.75**	**17,469,611**	**30.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
CABLE TELEVISION						
EXPENDITURES						
FY22 Recommended	**17,470**	**17,470**	**17,470**	**17,470**	**17,470**	**17,470**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**74**	**74**	**74**	**74**	**74**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**17,470**	**17,544**	**17,544**	**17,544**	**17,544**	**17,544**

FY22 RECOMMENDED CABLE COMMUNICATIONS PLAN (in $000's)

		ACT FY20	APP FY21	Est FY21	REC FY22	Proj. FY23	Proj. FY24	Proj. FY25	Proj. FY26	Proj. FY27
1	BEGINNING FUND BALANCE	346	1,064	1,844	2,870	200	(4,426)	(10,336)	(17,986)	(26,544)
2	REVENUES									
3	Franchise Fees	15,792	15,185	14,854	13,768	12,687	11,569	10,428	10,103	10,103
4	Gaithersburg PEG Contribution	-	-	-	-	-	-	-	-	-
5	PEG Operating Grant	3,610	3,489	3,625	3,444	3,272	3,108	2,953	2,805	2,665
6	PEG Capital Grant	5,914	5,622	5,530	5,254	4,991	4,741	4,504	4,279	4,065
7	Interest Earned	222	159	222	153	153	153	153	153	153
8	TFCG Application Review Fees	96	250	250	250	250	250	250	250	250
9	Miscellaneous	-	-	-	-	-	-	-	-	-
10	TOTAL ANNUAL REVENUES	25,633	24,706	24,481	22,869	21,353	19,822	18,289	17,590	17,236
11	TOTAL RESOURCES-CABLE FUND	25,979	25,769	26,325	25,739	21,553	15,396	7,953	(397)	(9,308)
12	EXPENDITURE OF RESTRICTED FUNDS									
13	A. EXPENDITURE OF RESTRICTED CAPITAL FUNDS									
14	Municipal Capital Support									
15	Rockville Equipment	845	847	790	751	713	677	643	611	581
16	Takoma Park Equipment	197	198	184	175	166	158	150	143	136
17	Municipal League Equipment	197	198	184	175	166	158	150	143	136
18	MUNICIPAL PEG/INET CAPITAL SUBTOTAL	1,231	1,243	1,159	1,101	1,046	993	944	897	852
19	PEG Network Capital Grant	759	759	759	759	759	759	759	759	759
20	NON-CIP PEG CAPITAL SUBTOTAL	759	759	759	759	759	759	759	759	759
21	ultraMontgomery - CIP	680	680	680	680	680	680	680	680	680
22	FiberNet - CIP	3,856	3,081	3,081	3,592	3,888	3,496	3,496	3,496	3,496
23	CIP EXPENDITURE SUBTOTAL	4,536	3,761	3,761	4,272	4,568	4,176	4,176	4,176	4,176
24	CAPITAL SUBTOTAL (Must be > or = to Line 6)	6,526	5,763	5,678	6,132	6,373	5,928	5,879	5,832	5,787
25	B. EXPENDITURE OF RESTRICTED MUNICIPAL FUNDS									
26	Municipal Franchise Fee Distribution									
27	City of Rockville	725	739	676	626	633	601	569	561	561
28	City of Takoma Park	223	227	208	193	194	184	175	172	172
29	Other Municipalities	246	250	229	212	210	199	189	186	186
30	SUBTOTAL	1,186	1,216	1,113	1,031	1,037	984	932	918	918
31	Municipal Operating Support									
32	Rockville PEG Support	248	250	236	224	246	246	246	246	246
33	Takoma Park PEG Support	423	428	403	383	421	420	420	420	420
34	Muni. League PEG Support	423	428	403	383	421	420	420	420	420
35	SUBTOTAL	1,050	1,105	1,041	989	1,087	1,087	1,086	1,086	1,086
36	SUBTOTAL	2,235	2,321	2,154	2,020	2,124	2,071	2,019	2,005	2,005
37	TOTAL EXPENDITURES OF RESTRICTED FUNDS	8,761	8,083	7,832	8,152	8,497	8,000	7,897	7,836	7,791
38	NET TOTAL ANNUAL REVENUES	16,872	16,622	16,649	14,717	12,856	11,822	10,391	9,754	9,444
39	NET TOTAL RESOURCES-CABLE FUND	17,218	17,686	18,493	17,587	13,056	7,396	56	(8,233)	(17,100)
40	EXPENDITURES OF NON-RESTRICTED FUNDS									
41	OFFICE BROADBAND PROGRAMS									
42	C. OBP FIBERNET OPERATING									
43	FiberNet - DTS Personnel Charges	627	1,115	1,011	1,157	1,183	1,218	1,255	1,293	1,293
44	FiberNet - DTS Operations & Maintenance	1,417	1,391	1,817	2,486	1,391	1,391	1,391	1,391	1,391
45	FiberNet - DTS Network Operations Center	910	910	1,041	910	910	910	910	910	910
46	FiberNet - DOT Personnel Charges	112	99	108	115	119	122	126	130	130
47	FiberNet - DOT Operations & Maintenance	291	291	190	291	291	291	291	291	291
48	FiberNet - DOT Miss Utility	488	488	395	488	488	488	488	488	488
49	SUBTOTAL	3,845	4,294	4,562	5,447	4,382	4,421	4,461	4,503	4,503
50	D. OBP COMMUNITY TECHNOLOGY									
51	TFCG Application Review	250	230	230	350	350	300	300	250	250
52	B. FRANCHISE ADMINISTRATION									
53	Personnel Costs - Charges for County Atty	804	748	748	771	794	818	842	868	868
54	Personnel Costs - OBP Community Technology	125	114	114	118	121	125	128	132	132
55	Operating	68	144	170	248	248	248	248	248	248
	Engineering & Inspection Services	78	-	-	-	-	-	-	-	-
56	Legal and Professional Services	475	475	345	375	250	250	250	250	250
57	SUBTOTAL	1,799	1,712	1,608	1,861	1,763	1,741	1,769	1,748	1,748
58	E. OBP DIGITAL EQUITY									
59	Personnel Costs	-	200	200	206	212	219	225	232	232
60	Youth and Arts Community Media	-	100	127	100	100	100	100	100	100
61	SUBTOTAL	-	300	327	306	312	319	325	332	332
62	F. OBP COMMUNITY ENGAGEMENT	-	-	-	-	-	-	-	-	-
63	Personnel Costs	908	546	546	562	579	597	614	633	633
64	Operating Expenses	31	99	99	99	99	99	99	99	99
65	Contracts - TV Production	87	87	87	87	87	87	87	87	87
66	Community Engagement	91	91	91	91	91	91	91	91	91
67	Closed Captioning	-	163	163	163	163	163	163	163	163
	Technical Operations Center (TOC)	-	-	-	-	-	-	-	-	-
	New Media, Webstreaming & VOD Services	58	-	-	-	58	58	58	58	58
68	SUBTOTAL	1,176	986	986	1,002	1,077	1,094	1,112	1,131	1,131
69	G. MEDIA - PEG NETWORK									
70	Operating Expenses	181	181	181	206	206	206	206	206	206
	Community Engagement	-	-	-	-	-	-	-	-	-
	Closed Captioning	-	-	-	-	283	283	283	283	283
	Technical Operations Center (TOC)	-	-	-	-	9	9	9	9	9
	Youth and Arts Community Media	100	-	-	-	31	31	31	31	31
71	SUBTOTAL	281	181	181	206	529	529	529	529	529

FY22 RECOMMENDED CABLE COMMUNICATIONS PLAN (in $000's)

		ACT FY20	APP FY21	Est FY21	REC FY22	Proj. FY23	Proj. FY24	Proj. FY25	Proj. FY26	Proj. FY27
72	H. MEDIA - PIO, COUNCIL, M-NCPPC									
73	Public Information Office									
74	Personnel Costs	867	832	832	857	883	909	937	965	965
75	Operating Expenses	11	11	11	11	11	11	11	11	11
76	SUBTOTAL	879	843	843	868	894	921	948	976	976
77	County Council									
78	Personnel Costs	660	663	663	680	700	721	743	765	765
79	Operating Expenses	124	11	11	11	11	11	11	11	11
80	Contracts - TV Production	163	253	175	253	153	153	153	153	153
81	General Sessions and Committee Meetings	-	-	-	-	100	100	100	100	100
82	SUBTOTAL	947	927	850	943	964	985	1,006	1,029	1,029
83	MNCPPC	-	-	-	-	-	-	-	-	-
84	Operating Expenses	24	24	24	24	24	24	24	24	24
85	Contracts - TV Production	99	99	39	99	99	99	99	99	99
86	SUBTOTAL	123	123	64	123	123	123	123	123	123
87	SUBTOTAL	1,949	1,893	1,757	1,935	1,981	2,028	2,077	2,128	2,128
88	I. MEDIA - MONTGOMERY COLLEGE									
89	Personnel Costs	1,555	1,588	1,588	1,588	1,588	1,588	1,588	1,588	1,588
90	Operating Expenses	209	209	209	209	209	209	209	209	209
91	SUBTOTAL	1,764	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797
92	J. MEDIA - MONTGOMERY CO PUBLIC SCHOOLS	-	-	-	-	-	-	-	-	-
93	Personnel Costs	1,678	1,648	1,648	1,694	1,749	1,801	1,855	1,911	1,911
94	Operating Expenses	121	121	121	76	121	121	121	121	121
95	SUBTOTAL	1,800	1,770	1,770	1,770	1,870	1,923	1,977	2,032	2,032
96	K. MEDIA - MONTGOMERY COMMUNITY MEDIA	-	-	-	-	-	-	-	-	-
97	Personnel Costs	2,231	2,240	2,240	2,394	2,463	2,534	2,607	2,682	2,759
98	Operating Expenses	54	54	54	54	54	54	54	54	54
99	Rent & Utilities	502	535	535	383	397	411	425	441	456
	New Media, Webstreaming & VOD Services	23	-	-	-	-	-	-	-	-
100	SUBTOTAL	2,811	2,829	2,829	2,832	2,914	2,999	3,086	3,176	3,269
101	L. COMPENSATION ADJUSTMENTS									
102	MCG Personnel Cost Adjustments	-	-	-	-	-	-	-	-	-
103	FY20 Collective Bargaining Agreement	-	-	-	-	-	-	-	-	-
104	TOTAL EXPENDITURE OF UNRESTRICTED FUNDS	15,426	15,763	15,817	17,156	16,626	16,851	17,134	17,376	17,469
105	TOTAL EXPENDITURE OF RESTRICTED FUNDS	8,761	8,083	7,832	8,152	8,497	8,000	7,897	7,836	7,791
106	TOTAL EXPENDITURES - PROGRAMS	24,187	23,846	23,650	25,308	25,123	24,850	25,031	25,212	25,260
107	M. OTHER									
108	Indirect Costs Transfer to Gen Fund	880	843	843	831	856	882	908	935	935
109	Telecom Transfer to the Gen Fund	-	-	-	-	-	-	-	-	-
110	Transfer to the General Fund	-	-	-	(700)	-	-	-	-	-
111	Legislative Community Communications NDA	-	-	-	-	-	-	-	-	-
112	Transfer to the Gen Fund-M-NCPPC	100	-	-	100	-	-	-	-	-
113	SUBTOTAL	980	843	843	231	856	882	908	935	935
114	TOTAL EXPENDITURES	25,167	24,689	24,493	25,539	25,978	25,732	25,939	26,147	26,195
115	N. ADJUSTMENTS									
116	Prior Year Adjustments	(1,033)	-	(1,037)	-	-	-	-	-	-
117	Encumbrance Adjustment	-	-	-	-	-	-	-	-	-
125	CIP - Designated Claim on Fund	-	-		-	-	-	-	-	-
118	TOTAL ADJUSTMENTS	(1,033)	-	(1,037)	-	-	-	-	-	-
119	FUND BALANCE	1,844	1,080	2,870	200	(4,426)	(10,336)	(17,986)	(26,544)	(35,504)
120	FUND BALANCE PER POLICY GUIDANCE	1,289	1,248	1,226	1,134	1,047	958	867	840	840
121	O. SUMMARY - EXPENDITURES BY FUNDING SOURCE									
122	Transfer to Gen Fund-Indirect Costs	880	843	843	831	856	882	908	935	935
123	Transfer to Gen Fund-Mont College Cable Fund	1,764	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797
124	Transfer to Gen Fund-Public Schools Cable Fund	1,800	1,770	1,770	1,770	1,870	1,923	1,977	2,032	2,032
125	Transfer to CIP Fund	4,536	3,761	3,761	4,272	4,568	4,176	4,176	4,176	4,176
126	Transfer to Gen Fund-Other	-	-	-	(700)	-	-	-	-	-
127	Transfer to Gen Fund-Telecom	-	-	-	-	-	-	-	-	-
128	Transfer to the General Fund-Legislative Branch NDA	-	-	-	-	-	-	-	-	-
129	Transfer to the Gen Fund-M-NCPPC	100	-	-	100	-	-	-	-	-
130	FUND TRANSFERS SUBTOTAL	9,080	8,171	8,171	8,069	9,091	8,777	8,857	8,940	8,940
131	Cable Fund Expenditure of Unrestricted Funds	11,862	12,196	12,251	13,589	12,959	13,131	13,361	13,547	13,640
132	Cable Fund Direct Expenditures	16,087	16,519	16,322	17,470	16,888	16,955	17,082	17,207	17,255
133	Cable Fund Personnel	4,104	4,318	4,223	4,466	4,591	4,729	4,871	5,017	5,017
134	Cable Fund Operating	11,983	12,200	12,299	13,004	12,296	12,226	12,211	12,190	12,238

Notes:

1. 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.
2. 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.
3. 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..
4. Montgomery Community Television, Inc., d/b/a Montgomery Community Media, is designated as a sole source contractor to provide community access media services.
5. Fund balance per policy guidance is calculated as 8% of total non-restricted revenues (franchise fees, tower fees, and investment income).
6. 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.
7. Subtotals may be adjusted due to rounding.

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Non-Departmental Accounts

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$349,299,603	24.46

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 FY22, 49 NDAs are funded. One new NDA is established: KID Museum. In FY21 the Community Grants: County Executive and Community Grants: County Council NDAs merged into a single Community Grants NDA.

BUDGET OVERVIEW

The total recommended FY22 Operating Budget for the Non-Departmental Accounts is $349,299,603, an increase of $50,473,391 or 16.89 percent from the FY21 Approved Budget of $298,826,212. Personnel Costs comprise 2.08 percent of the budget for 21 full-time position(s) and one part-time position(s), and a total of 24.46 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 97.92 percent of the FY22 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).

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,623,159**	**0.00**
Increase Cost: An Increase of 1.5% Over FY21 Approved Level to Support Arts and Humanities Organizations	84,347	0.00
FY22 Recommended	**5,707,506**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**22,950**	**0.00**
Increase Cost: Shift Funding for Stipends for Eight Public Members from Office of Racial Equity and Social Justice	16,000	0.00
Increase Cost: Reimbursement of Transportation and Dependent Care for Racial Equity and Social Justice Committee	4,800	0.00
Increase Cost: Stipends for Two Racial Equity and Social Justice Board Members	4,000	0.00
FY22 Recommended	**47,750**	**0.00**

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 noteutial 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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,150**	**0.00**
FY22 Recommended	**1,150**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**375,000**	**0.00**
FY22 Recommended	**375,000**	**0.00**

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

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**400,000**	**0.00**
Add: Funding for Program Coordination for Electric Vehicle Conversions (DEP Position)	83,400	1.00
Add: Funding for Program Manager for Public Climate Change Outreach (DEP Position)	83,400	1.00
Add: Funding for State-level Energy Policy Manager (DEP Position)	83,400	1.00
FY22 Recommended	**650,200**	**3.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,884,990**	**0.00**
FY22 Recommended	**2,884,990**	**0.00**

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, these separate programs have been merged into a single Community Grants NDA. The community grants listed below, represent renewed funding, at the same level, for all community grants funded in FY21.

In addition to this list, 23 community grants funded as part of the FY21 budget (totaling $711,500) have moved 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 - the FY22 Community Grants total $9,644,887.
- Community Services Grants: one-time grants for capital purchases that support health and human service activities. In FY22, the Community Services Grants will be funded at the FY21 level ($60.987). The Department of Health and Human Services is currently working to finalize its recommendations for those awards

Unlike previous years, the FY22 Recommended Budget does not include specific recommendations for Cost-Sharing Capital Grants. Cost Sharing Capital grants should only be considered in the current fiscal context if they align with the State of Maryland's bond bill issued projects.

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**10,417,374**	**0.00**
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: 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 Green, Inc. (Provide support for the Be Impact Initiative, a sustainable impact management program.)	10,000	0.00
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.)	80,000	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.)	45,000	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

FY22 Recommended Changes	Expenditures	FTEs
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
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

FY22 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide culturally competent mental health education and direct services to the Asian immigrants community.)	65,000	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.)	75,000	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.)	50,000	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.)	47,000	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 education adult students.)	28,000	0.00
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.)	36,800	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.)	16,700	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: 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

FY22 Recommended Changes	Expenditures	FTEs
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.)	58,000	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.)	27,000	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.)	30,000	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.)	55,000	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.)	16,500	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
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.)	55,000	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

FY22 Recommended Changes	Expenditures	FTEs
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: Freshfarm Markets, Inc. (Serve as access point connecting urban residents to healthy food options, with a focus on supporting low-income and minority families.)	15,000	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.)	20,000	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
Add: Community Grant: Great and Small, Inc. (Provide operating support for equine-assisted activities serving individuals with special needs.)	19,000	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.)	25,000	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.)	37,000	0.00

FY22 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Imagination Library of Montgomery County, Maryland, Inc. (Provides for mailing free, age-appropriate books to children from birth to age five.)	13,000	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.)	66,000	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support to assist faith communities in meeting community needs.)	80,000	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.)	30,000	0.00
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.)	40,000	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

FY22 Recommended Changes	Expenditures	FTEs
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 KCSC's Senior Empowerment Program to assist low-income senior Asians residing in Eastern Montgomery County.)	20,000	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 Child Care Association of Maryland, Inc. (Provides for operating support.)	50,000	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: LEAD4LIFE, Inc. (Provide services to disconnected youth with a concentration on the African American population through a Positive Youth Development approach.)	10,000	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 Voter's Guide.)	10,000	0.00
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.)	140,500	0.00
Add: Community Grant: Life Asset, Inc. (Provide a microloan and training program that helps low-income entrepreneurs start or expand microbusinesses, promoting job creation and financial self-sufficiency.)	10,000	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.)	35,000	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: 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

FY22 Recommended Changes	Expenditures	FTEs
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 Vietnamese Mutual Association, Inc. (Provide assistance to immigrants to prepare and apply for naturalization in order to become US Citizens.)	15,000	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: MentorPrize, Incorporated (Recruit adult mentors to form quality relationships with underserved individuals.)	15,000	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: Mobile Medical Care, Inc. (Partially fund MobileMed'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
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.)	35,000	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 MHPâ€™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

FY22 Recommended Changes	Expenditures	FTEs
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: 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.)	41,000	0.00
Add: Community Grant: One Montgomery Green, Inc. (Provide for operating support.)	55,000	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
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: Pride Youth Services, Inc. (Provide youth development programming specifically for African American male teens ages 14-18 years old.)	20,000	0.00
Add: Community Grant: Queens Royal Priest Hood Inc. (Provide tutoring, homework assistance, intro to robotics, and group activities to help students improve social skills while encouraging team work.)	10,000	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: 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.)	45,000	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.)	35,000	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

FY22 Recommended Changes	Expenditures	FTEs
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.)	25,000	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
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.)	35,000	0.00
Add: Community Grant: Unity Christian Fellowship, Inc. (Provide support for the Game Changer Conference for Young Males.)	17,000	0.00
Add: Community Grant: UNITY Youth Development Corporation (Provide academic and athletic financial assistance opportunities to low income, high risk families to include athletics, STEM, life skills and leadership.)	75,000	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: 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 improvemed 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.)	50,000	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: 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

FY22 Recommended Changes	Expenditures	FTEs
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: Funding for Community Services Grants	60,987	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.	(10,417,374)	0.00
FY22 Recommended	**9,705,874**	**0.00**

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 FY22.

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,182,046**	**1.18**
Increase Cost: MLS/PLS Pay for Performance	2,000,000	0.00
Increase Cost: Health Insurance Cost Share adjustment	1,463,487	0.00

FY22 Recommended Changes	Expenditures	FTEs
Increase Cost: MLS/PLS Pay for Performance (Non-Tax Supported)	1,000,000	0.00
Increase Cost: FY22 Compensation Adjustment	1,127	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.	(15,573)	(0.05)
FY22 Recommended	**5,631,087**	**1.13**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,632,834**	**0.00**
Increase Cost: Backfill Revenue Shortfall to Maintain a Level-Funded FY21 budget	804,200	0.00
Decrease Cost: Operating Expenditures to Reflect Adjusted Revenue	(804,200)	0.00
FY22 Recommended	**1,632,834**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**535,405**	**1.00**
Enhance: Conference Center Management Audit	50,000	0.00

FY22 Recommended Changes	Expenditures	FTEs
Increase Cost: FY22 Compensation Adjustment	1,417	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.	3,598	0.00
FY22 Recommended	**590,420**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,523,000**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	85,000	0.00
FY22 Recommended	**5,608,000**	**0.00**

Consolidated Retiree Health Benefit Trust - MCPS

This NDA provides consolidated funding for Montgomery County Public Schools' contribution to the Retiree Health Benefits Trust.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**69,358,879**	**0.00**
Increase Cost: County Contribution Based on Actuarial Valuation	3,689,390	0.00
FY22 Recommended	**73,048,269**	**0.00**

County Associations

This NDA funds Montgomery County membership dues to the National Association of Counties (NACo) and the Maryland Association of Counties (MACo).

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**74,728**	**0.00**
FY22 Recommended	**74,728**	**0.00**

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 70,000 requests for service annually. DCM is based on a best-practices approach to maintaining a modern and cost-effective computing environment.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**9,284,350**	**0.00**
Increase Cost: Microsoft Annual License Renewal	1,477,416	0.00

FY22 Recommended Changes	Expenditures	FTEs
Enhance: Move to Five-Year Replacement Cycle for Desktops to laptops	734,871	0.00
Increase Cost: Replace PCs over 6 years old	698,127	0.00
Increase Cost: Bomgar Software Maintenance	20,075	0.00
Increase Cost: Zoom Annual Maintenance	10,912	0.00
FY22 Recommended	**12,225,751**	**0.00**

Early Care and Education

In March 2019, the County Executive, County Council President and County Council members, the Montgomery County Department of Health and Human Services (HHS), Montgomery County Public Schools (MCPS), and Montgomery College (MC) joined together in an initiative to increase the number of quality Early Care and Education (ECE) seats in a mixed-delivery system by registering additional Family Child Care (FCC) providers, increasing resources to providers and families, and identifying existing unused or underutilized classroom space in high need areas, making quality early care and education accessible to more families. The Initiative is a concerted effort for strengthening the early care and education system in Montgomery County. Year One goals focused on increasing seats in Family Child Care and center-based settings, increasing access to quality ECE to more children through increased utilization of Working Parents Assistance Program (WPA), ensuring sustainability of existing family and center-based programs to reduce provider attrition and loss of available seats, and monitoring the Kirwan Commission recommendations to ensure alignment and possible coordination with partners at the State level. Year Two focused on making significant changes to the Child Care Subsidy program but the ECE Initiative Steering Committee quickly pivoted to recovery work during the COVID-19 pandemic, developing supports for sustainability of early childhood programs and support for families.

In the fall of 2020, the County Executive released a 4-year action plan that was developed by the Interagency Workgroup and the Stakeholder group with recommendations across the Initiative's priorities of sustainability, access & affordability, alignment, and expansion including, but not limited to financing, services alignment, workforce supports, and community engagement. As the Initiative moves into year 3, there is a focus on reducing costs for early educators, increasing quality programming, and subsidizing the costs of child care for families.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,992,589**	**0.00**
Enhance: Funding for Early Care and Education Sustainability, Access, Affordability, and Expansion	5,000,000	6.00
FY22 Recommended	**10,992,589**	**6.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**20,000,000**	**0.00**
FY22 Recommended	**20,000,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**28,020**	**0.00**
FY22 Recommended	**28,020**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**47,106,273**	**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.	3,512,379	0.00
FY22 Recommended	**50,618,652**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**150,000**	**0.00**
FY22 Recommended	**150,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**62,089**	**0.00**
FY22 Recommended	**62,089**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**6,824,693**	**0.00**
Increase Cost: Annualization of Personnel Costs	71,000	0.00
FY22 Recommended	**6,895,693**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
FY22 Recommended	**0**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**2,955,913**	**2.00**
Enhance: Staff Capacity to Support Development of County's Entrepreneurial Ecosystem - Three Program Manager II Positions	320,120	3.00
Increase Cost: FY22 Compensation Adjustment	3,477	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.	3,501	0.00
FY22 Recommended	**3,283,011**	**5.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**425,491**	**0.33**
Increase Cost: FY22 Compensation Adjustment	225	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.	1,066	0.00
FY22 Recommended	**426,782**	**0.33**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,000**	**0.00**
FY22 Recommended	**3,000**	**0.00**

KID Museum

The KID Museum is a non-profit organization serving families and elementary/middle school students that provides an experiential STEM and cultural learning center for children and families in the region. The KID Museum, in collaboration with Montgomery County Public Schools, provides offerings for schools and educators to make distance learning come alive for students. The KID Museum has partnered with Montgomery County to provide field trip, distance learning, and in class programs for students as well as extensive teacher training programs. The KID Museum has partnered with Montgomery County to reach children most affected by pandemic-related learning loss via in-person Educational Equity and Enrichment Hubs and has partnered with Identity, a community organization that serves Latinx youth and families.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
Increase Cost: Support for KID Museum Expansion	1,200,000	0.00
FY22 Recommended	**1,200,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**100,000**	**0.00**
FY22 Recommended	**100,000**	**0.00**

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 FY22, approximately 73 leased facilities are budgeted. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**22,706,895**	**0.00**
Shift: End Chargebacks to Enterprise Funds for 255 Rockville Pike Lease	4,661,903	0.00
Increase Cost: FY22 New Leases	55,878	0.00
Decrease Cost: Net Maintenance Decrease for Leased Facilities	(36,182)	0.00
Decrease Cost: Estimated Net Decrease of Facility Leases	(270,791)	0.00
FY22 Recommended	**27,117,703**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,060,250**	**7.00**
Increase Cost: Operating Expenses (IT Software)	39,900	0.00
Increase Cost: FY21 Mid-Year Salary Adjustments	20,955	0.00
Increase Cost: FY22 Compensation Adjustment	5,281	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.	53,956	0.00
FY22 Recommended	**1,180,342**	**7.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,684,519**	**0.00**
FY22 Recommended	**1,684,519**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,857,058**	**0.00**
Enhance: MCAEL operating and grant expenses	100,000	0.00
FY22 Recommended	**1,957,058**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,007,750**	**0.00**
Enhance: Support Entrepreneurship Development	300,000	0.00
Enhance: Establish an Enterpreneurs in Residence Felllowship Fund	250,000	0.00
Enhance: Support County's White Flint Project	250,000	0.00
Enhance: Expand Talent Pipeline/Workforce Development Partnership	100,000	0.00
Enhance: Support an Inclusive Economy Initiative (Minority Businesses and Ethnic Chambers)	100,000	0.00
FY22 Recommended	**6,007,750**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
FY22 Recommended	**0**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**107,082**	**0.00**

FY22 Recommended Changes	Expenditures	FTEs
Add: Health and Human Services Mobile Health Clinic Van	258,359	0.00
Add: Fire and Rescue Paramedic Chase Car	60,000	0.00
Add: Health and Human Services Vehicle to Support Mobile Crisis Outreach Team	27,032	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.	(107,082)	0.00
FY22 Recommended	**345,391**	**0.00**

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 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, park 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 FY22 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 - FY22 Recommended	
Municipality	**FY22 Payment**
Brookeville	9,379
Chevy Chase, Sec. III	35,898
Chevy Chase View	47,925
Chevy Chase Village	115,430
Town of Chevy Chase	150,803
Drummond	5,356
Friendship Heights	96,240
Gaithersburg	1,390,490
Garrett Park	56,230
Glen Echo	24,105
Kensington	179,696
Laytonsville	22,765
Martin's Additions	31,153
North Chevy Chase	29,291
Oakmont	3,806
Poolesville	277,637
Rockville	2,800,679
Somerset	65,657
Takoma Park	3,598,374
Washington Grove	52,156
TOTAL	**$8,993,067**

This does not include the estimated Municipalities' Speed Camera Allocation of $129,344

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**8,297,779**	**0.00**
Increase Cost: Revised Methodology Two Year Phase in	824,632	0.00
FY22 Recommended	**9,122,411**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**20,000**	**0.00**
FY22 Recommended	**20,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**0**	**0.00**
Increase Cost: Public Election- Funding FY22	2,750,000	0.00
Add: Administrative Expenses - One Time	250,000	0.00
Increase Cost: Group Insurance Adjustment	434	0.00
Decrease Cost: Negating Group insurance adjustment	(434)	0.00
FY22 Recommended	**3,000,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**20,000**	**0.00**
Decrease Cost: Public Technology Annual Membership Cost Reduction	(15,000)	0.00
FY22 Recommended	**5,000**	**0.00**

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 FY21, these contributions were budgeted at $12.3 million (County General Fund), $69.4 million (MCPS Consolidated Trust), and $5.5 million (Montgomery College Consolidated Trust).

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**12,255,660**	**0.00**
Decrease Cost: County Contribution Based on Actuarial Valuation	(1,425,680)	0.00
FY22 Recommended	**10,829,980**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**22,231,024**	**0.00**
Increase Cost: FY22 Claims increase	1,029,671	0.00
FY22 Recommended	**23,260,695**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**418,700**	**0.00**
Decrease Cost: Rockville Parking District	(700)	0.00
FY22 Recommended	**418,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**250,000**	**0.00**
FY22 Recommended	**250,000**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**60,756**	**0.00**
FY22 Recommended	**60,756**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,565,615**	**0.00**
FY22 Recommended	**3,565,615**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**3,754**	**0.00**
FY22 Recommended	**3,754**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**185,973**	**0.00**
Decrease Cost: FY22 Reimbursement Calculation Decrease	(9,231)	0.00
FY22 Recommended	**176,742**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,227,572**	**0.00**
Increase Cost: FY22 Reimbursement Increase	35,683	0.00
FY22 Recommended	**1,263,255**	**0.00**

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 Technology Services charged individual departments and funds for expenses incurred.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**5,356,382**	**0.00**
FY22 Recommended	**5,356,382**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**174,826**	**1.00**
Increase Cost: FY22 Compensation Adjustment	1,183	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.	4,162	0.00
FY22 Recommended	**180,171**	**1.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**20,105,090**	**0.00**
Increase Cost: Working Families Income Supplemental	15,000,000	0.00
Increase Cost: EITC increase for TIN Tax Payers	5,000,000	0.00
FY22 Recommended	**40,105,090**	**0.00**

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.

FY22 Recommended Changes	Expenditures	FTEs
FY21 Approved	**1,265,594**	**0.00**
Increase Cost: Summer RISE Program	180,000	0.00
FY22 Recommended	**1,445,594**	**0.00**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	753,976	1,436,752	1,111,348	4,758,604	231.2 %
Employee Benefits	192,012	289,974	308,329	1,497,676	416.5 %
County General Fund Personnel Costs	**945,988**	**1,726,726**	**1,419,677**	**6,256,280**	**262.3 %**

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Operating Expenses	294,200,341	277,099,486	344,298,908	322,043,323	16.2 %
County General Fund Expenditures	**295,146,329**	**278,826,212**	**345,718,585**	**328,299,603**	**17.7 %**
PERSONNEL					
Full-Time	20	21	21	21	—
Part-Time	0	1	1	1	—
FTEs	6.38	12.51	12.51	24.46	95.5 %
REVENUES					
Conference Center - Net Proceeds	1,365,219	2,400,000	750,000	1,500,000	-37.5 %
Conference Center - Rental Income	292,508	319,100	319,100	319,100	—
Miscellaneous Revenues	425,000	431,171	431,171	431,171	—
Other Fines & Forfeitures	120	0	0	0	—
Property Rentals	4,375,599	4,400,000	3,700,000	3,900,000	-11.4 %
County General Fund Revenues	**6,458,446**	**7,550,271**	**5,200,271**	**6,150,271**	**-18.5 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	0	0	0	1,000,000	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**1,000,000**	**—**
Operating Expenses	1,291,143	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Expenditures	**1,291,143**	**20,000,000**	**20,000,000**	**21,000,000**	**5.0 %**
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	21,000,000	5.0 %
Grant Fund - MCG Revenues	**0**	**20,000,000**	**20,000,000**	**21,000,000**	**5.0 %**

DEPARTMENT TOTALS

Total Expenditures	**296,437,472**	**298,826,212**	**365,718,585**	**349,299,603**	**16.9 %**
Total Full-Time Positions	**20**	**21**	**21**	**21**	**—**
Total Part-Time Positions	**0**	**1**	**1**	**1**	**—**
Total FTEs	**6.38**	**12.51**	**12.51**	**24.46**	**95.5 %**
Total Revenues	**5,633,446**	**27,550,271**	**25,200,271**	**27,150,271**	**-1.5 %**

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Arts and Humanities Council	5,623,159	0.00	5,707,506	0.00
Boards, Committees and Commissions	22,950	0.00	47,750	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	650,200	3.00
Community Grants	10,417,374	0.00	9,705,874	0.00
Compensation and Employee Benefit Adjustments	1,182,046	1.18	5,631,087	1.13
Conference and Visitors Bureau	1,632,834	0.00	1,632,834	0.00
Conference Center	535,405	1.00	590,420	1.00
Consolidated Retiree Health Benefit Trust - College	5,523,000	0.00	5,608,000	0.00
Consolidated Retiree Health Benefit Trust - MCPS	69,358,879	0.00	73,048,269	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	9,284,350	0.00	12,225,751	0.00
Early Care and Education	5,992,589	0.00	10,992,589	6.00
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	47,106,273	0.00	50,618,652	0.00
Historical Activities	150,000	0.00	150,000	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	6,824,693	0.00	6,895,693	0.00
Inauguration and Transition	0	0.00	0	0.00
Incubator Programs - Economic Development Partnership	2,955,913	2.00	3,283,011	5.00
Independent Audit	425,491	0.33	426,782	0.33
Interagency Technology, Policy, and Coordination Commission	3,000	0.00	3,000	0.00
KID Museum	0	0.00	1,200,000	0.00
Labor Management Relations Committee	100,000	0.00	100,000	0.00
Leases	22,706,895	0.00	27,117,703	0.00
Legislative Branch Communications Outreach	1,060,250	7.00	1,180,342	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	1,957,058	0.00
Montgomery County Economic Development Corporation	5,007,750	0.00	6,007,750	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Motor Pool Fund Contribution	107,082	0.00	345,391	0.00
Payments to Municipalities	8,297,779	0.00	9,122,411	0.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	0	0.00	3,000,000	0.00
Public Technology, Inc.	20,000	0.00	5,000	0.00
Retiree Health Benefits Trust	12,255,660	0.00	10,829,980	0.00
Risk Management (General Fund)	22,231,024	0.00	23,260,695	0.00

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 REC Expenditures	FY22 REC FTEs
Rockville Parking District	418,700	0.00	418,000	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	3,754	0.00	3,754	0.00
Takoma Park Library Annual Payments	185,973	0.00	176,742	0.00
Takoma Park Police Rebate	1,227,572	0.00	1,263,255	0.00
Telecommunications	5,356,382	0.00	5,356,382	0.00
Vision Zero	174,826	1.00	180,171	1.00
Working Families Income Supplement	20,105,090	0.00	40,105,090	0.00
WorkSource Montgomery, Inc	1,265,594	0.00	1,445,594	0.00
Total	**298,826,212**	**12.51**	**349,299,603**	**24.46**

Utilities

RECOMMENDED FY22 BUDGET	FULL TIME EQUIVALENTS
$23,716,495	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 FY22 Recommended Budget for the tax-supported Utilities NDA is $23,716,495, a decrease of $1,529,224 or 6.1 percent from the FY20 Approved Budget of $25,245,719. Allocation of these utilities expenditures is approximately: electricity, 75.4 percent; natural gas, 10.5 percent; water and sewer, 10.2 percent; fuel oil, 0.1 percent; and propane, 0.1 percent. Renewable energy and other expenses total 3.7 percent.

The FY22 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 $69,080,766, which includes the entire bi-county area of WSSC.

The FY22 Recommended tax supported budget for Utilities Management, including both the General Fund NDA ($23,716,495) and the other tax supported funds ($3,600,772), is $27,317,267, a decrease of $1,884,224 or approximately 6.5 percent below the FY21

Approved utilities budget. The FY22 Recommended Budget for non-tax supported utilities expenditures is $4,576,590, a decrease of $330,502 below the FY21 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 and higher unit costs. Reductions in energy consumption at County facilities due to telework also contribute to reduced utility expenditures. Renewable energy includes the purchase of 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 funds utility expenditures associated with the operation of the liquor warehouse, administrative offices, and the County operated retail liquor stores.

Department of Environmental Protection, Recycling and Resource Management

Recycling and Resource Management 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:

- **A Greener County**
- **Easier Commutes**

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services/Utilities Management at 240.777.6028 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Recommended FY22	%Chg Bud/Rec
Employee Benefits	0	0	0	0	—
County General Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	23,938,495	25,245,719	23,345,719	23,716,495	-6.1 %
County General Fund Expenditures	**23,938,495**	**25,245,719**	**23,345,719**	**23,716,495**	**-6.1 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY22 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	**25,245,719**	**0.00**
Changes (with service impacts)		
Add: Bus Depot Microgrid [Utilities]	382,546	0.00
Other Adjustments (with no service impacts)		
Decrease Cost: Utilities Savings at County Facilities [Utilities]	(597,513)	0.00
Decrease Cost: Street Light Efficiency Improvement [Utilities]	(1,314,257)	0.00
FY22 RECOMMENDED	**23,716,495**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Recommended	**23,716**	**23,716**	**23,716**	**23,716**	**23,716**	**23,716**
No inflation or compensation change is included in outyear projections.						
Restoration of Costs to Pre-COVID-19 Levels	**0**	**598**	**598**	**598**	**598**	**598**
Subtotal Expenditures	**23,716**	**24,314**	**24,314**	**24,314**	**24,314**	**24,314**

EXPENDITURES BY DEPARTMENT/AGENCY							
	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	APPROVED FY21	RECOMMENDED FY22	CHANGE BUD/REC	% CHANGE BUD/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT							
Facilities	16,038,873	16,082,064	15,684,882	17,505,914	17,290,948	(214,966)	-1.2%
Traffic Signals and Streetlighting	8,480,641	8,480,641	8,350,406	7,739,805	6,425,547	(1,314,258)	-17.0%
GENERAL FUND NDA EXPENDITURES	24,519,514	24,562,705	24,035,288	25,245,719	23,716,495	(1,529,224)	-6.1%
OTHER TAX SUPPORTED OPERATIONS							
Transit Services	145,044	136,218	301,264	201,200	201,200	0	0.0%
Recreation	3,661,407	3,618,163	3,062,654	3,754,572	3,399,572	(355,000)	-9.5%
SUBTOTAL	3,806,451	3,754,381	3,363,918	3,955,772	3,600,772	(355,000)	-9.0%
TOTAL TAX SUPPORTED	28,325,965	28,317,086	27,399,207	29,201,491	27,317,267	(1,884,224)	-6.5%
COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS							
Fleet Management Services	1,034,918	1,048,072	902,966	1,630,392	1,630,392	0	0.0%
Parking Districts	2,486,172	2,175,297	1,666,666	2,369,922	2,038,670	(331,252)	-14.0%
Alcohol Beverage Services	715,910	700,605	467,333	725,810	725,810	0	0.0%
Environmental Protection (Recycling and Resource Management)	122,019	122,020	150,693	180,968	181,718	750	0.4%
TOTAL NON-TAX SUPPORTED	4,359,019	4,045,994	3,187,657	4,907,092	4,576,590	(330,502)	-6.7%
SUMMARY - COUNTY GOVERNMENT							
TOTAL TAX SUPPORTED	28,325,965	28,317,086	27,399,207	29,201,491	27,317,267	(1,884,224)	-6.5%
TOTAL NON-TAX SUPPORTED	4,359,019	4,045,994	3,187,657	4,907,092	4,576,590	(330,502)	-6.7%
TOTAL COUNTY GOVERNMENT	32,684,984	32,363,080	30,586,864	34,108,583	31,893,857	(2,214,726)	-6.5%
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Montgomery County Public Schools	38,544,627	37,955,846	33,493,460	39,779,040	39,175,590	(603,450)	-1.5%
Montgomery College	7,533,147	7,461,385	6,287,782	7,467,066	7,155,720	(311,346)	-4.2%
Washington Suburban Sanitary Commission	20,302,204	19,897,561	15,755,410	20,708,411	18,722,358	(1,986,053)	-9.6%
M-NCPPC	3,223,435	3,421,877	2,872,503	4,154,642	4,027,098	(127,544)	-3.1%
TOTAL OTHER AGENCIES EXPENDITURES	69,603,413	68,736,669	58,409,155	72,109,159	69,080,766	(3,028,393)	-4.2%
TOTAL UTILITIES EXPENDITURES	102,288,397	101,099,749	88,996,019	106,217,742	100,974,623	(5,243,119)	-4.9%

EXPENDITURES BY ENERGY SOURCE							
	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	APPROVED FY21	RECOMMENDED FY22	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS							
NON-DEPARTMENTAL ACCOUNT							
Electricity	20,408,033	19,915,118	18,857,369	19,326,929	17,890,500	(1,436,429)	-7.4%
Water & Sewer	2,122,577	2,122,577	2,145,924	2,455,120	2,412,325	(42,795)	-1.7%
Fuel Oil	6,091	6,091	50,313	33,833	33,833	0	0.0%
Natural Gas	1,962,939	1,962,939	2,259,007	2,491,468	2,491,468	0	0.0%
Propane	19,874	19,874	18,047	16,872	16,872	0	0.0%
Renewable Energy	0	129,936	228,158	228,158	228,158	0	0.0%
Other	0	406,170	476,471	693,339	643,339	(50,000)	-7.2%
GENERAL FUND NDA EXPENDITURES	24,519,514	24,562,705	24,035,288	25,245,719	23,716,495	(1,529,224)	-6.1%
OTHER TAX SUPPORTED OPERATIONS							
Electricity	2,438,611	2,365,068	2,059,053	2,694,340	2,339,340	(355,000)	-13.2%
Water & Sewer	797,245	797,796	511,618	537,079	537,079	0	0.0%
Fuel Oil	11,135	11,135	3,066	9,628	9,628	0	0.0%
Natural Gas	496,852	496,078	12,965	79,600	79,600	0	0.0%
Propane	62,608	62,608	39,819	57,910	57,910	0	0.0%
Renewable Energy	0	0	694,004	533,822	533,822	0	0.0%
Other	0	21,697	43,393	43,393	43,393	0	0.0%
SUBTOTAL	3,806,451	3,754,381	3,363,918	3,955,772	3,600,772	(355,000)	-9.0%
TOTAL TAX SUPPORTED	28,325,965	28,317,086	27,399,207	29,201,491	27,317,267	(1,884,224)	-6.5%
NON-TAX SUPPORTED OPERATIONS							
Electricity	3,832,139	3,515,665	2,637,457	4,233,050	3,897,324	(335,726)	-7.9%
Water & Sewer	204,921	164,938	144,988	185,757	186,231	474	0.3%
Fuel Oil	3,617	3,888	2,904	4,162	4,162	0	0.0%
Natural Gas	318,342	323,037	289,893	354,727	358,727	4,000	1.1%
Propane	0	0	61,577	82,567	82,565	(2)	0.0%
Renewable Energy	0	0	0	0	0	0	0.0%
Other	0	38,467	50,840	46,829	47,581	752	1.6%
TOTAL NON-TAX SUPPORTED	4,359,019	4,045,994	3,187,657	4,907,092	4,576,590	(330,502)	-6.7%
SUMMARY - COUNTY GOVERNMENT							
Electricity	26,678,783	25,795,850	23,553,879	26,254,319	24,127,164	(2,127,155)	-8.1%
Water & Sewer	3,124,743	3,085,311	2,802,530	3,177,956	3,135,635	(42,321)	-1.3%
Fuel Oil	20,843	21,113	56,283	47,623	47,623	0	0.0%
Natural Gas	2,778,133	2,782,055	2,561,864	2,925,795	2,929,795	4,000	0.1%
Propane	82,482	82,482	119,442	157,349	157,347	(2)	0.0%
Renewable Energy	0	129,936	922,162	761,980	761,980	0	0.0%
Other	0	466,333	570,704	783,561	734,313	(49,248)	-6.3%
TOTAL COUNTY GOVERNMENT	32,684,984	32,363,080	30,586,864	34,108,583	31,893,857	(2,214,726)	-6.5%
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS							
Electricity	55,090,789	54,934,996	45,442,336	56,229,955	53,344,160	(2,885,795)	-5.1%
Water & Sewer	6,344,748	6,888,725	5,909,604	8,262,648	8,237,446	(25,202)	-0.3%
Fuel Oil	312,692	218,622	81,994	154,028	178,028	24,000	15.6%
Natural Gas	7,552,826	6,392,977	6,684,781	7,042,359	6,930,431	(111,928)	-1.6%
Propane	302,358	246,965	192,095	322,030	293,965	(28,065)	-8.7%
Renewable Energy	0	54,384	98,345	98,139	96,736	(1,403)	-1.4%
Other	0	0	0	0	0	0	0.0%
SUBTOTAL	69,603,413	68,736,669	58,409,155	72,109,159	69,080,766	(3,028,393)	-4.2%
TOTAL UTILITIES EXPENDITURES							
Electricity	81,769,572	80,730,846	68,996,215	82,484,274	77,471,324	(5,012,950)	-6.1%
Water & Sewer	9,469,491	9,974,036	8,712,134	11,440,604	11,373,081	(67,523)	-0.6%
Fuel Oil	333,535	239,735	138,277	201,651	225,651	24,000	11.9%
Natural Gas	10,330,959	9,175,032	9,246,645	9,968,154	9,860,226	(107,928)	-1.1%
Propane	384,840	329,447	311,537	479,379	451,312	(28,067)	-5.9%
Renewable Energy	0	184,320	1,020,507	860,119	858,716	(1,403)	-0.2%
Other	0	466,333	570,704	783,561	734,313	(49,248)	-6.3%
TOTAL UTILITIES EXPENDITURES	102,288,397	101,099,749	88,996,019	106,217,742	100,974,623	(5,243,119)	-4.9%

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 has a goal of 100 percent reduction of greenhouse gas (GHG) emissions by 2035 and 80 percent reduction by 2027. In December 2020, the County released the Draft Climate Action Plan which details the effects of a changing climate and includes 87 actions to reduce GHG emissions and climate-related risks to the County's residents, businesses and the built and natural environment.

Choices made throughout the County Government have the potential to negatively or positively impact our GHG emissions and climate resilience. Leading on climate change requires an all-of-government approach and all County departments have a role to play. The Climate Action Plan includes a section on Governance which details the actions that County departments will take to institutionalize climate change considerations in County Government operations. Implementing climate governance will also foster opportunities for creativity, collaboration, and innovation among staff and community partners to implement climate solutions.

With the FY22 budget, the Office of Management and Budget (OMB) introduced initial steps to link climate considerations into the budgeting process for County departments, including collecting information on climate change through its budgeting system, asking departments to identify Climate Ambassadors, and providing information on budget requests that support climate action. Highlights of the responses submitted by departments with their FY22 budgets are included in this climate change budget chapter. The County plans to develop and hone a more robust process in FY23 and beyond.

The Department of General Services (DGS) is leading efforts to reshape the County's real estate portfolio, through both a reduced need for office space because of teleworking and by implementing "net-zero" design standards for the county's new buildings and renovations for existing buildings. These initiatives will both save money and conserve County resources. An example is the recently completed Wheaton Library and Recreation Center, certified as LEED Gold for its energy efficiency and use of recycled and locally sourced materials. DGS is also installing photovoltaic panels at County sites and pursuing innovative environmental design concepts such as the use of solar glass. Microgrids have already been constructed at the Public Safety Headquarters and the Clarksburg Correctional Facility. Later this year, construction will begin on another microgrid at the Brookville Bus Maintenance Facility which will also serve as a charging station for the County's growing fleet of electric buses. During 2021, DGS will begin installing solar panels on a closed landfill, providing less costly clean energy for lower income households.

In FY22, the Department of Transportation (DOT) plans to expand public transportation options to encourage the use of

non-auto travel modes. The County's Ride On route system is undergoing a restructuring study and design to provide for more efficient, equitable and sustainable operation to meet the changing needs of the community, and to incorporate use of the increased number of electric buses in the fleet. Expanded use of dedicated bus lanes will be examined for implementation along key transit routes. The e-bike and e-scooter "micromobility" pilot program will continue, with portions of the program converted to a permanent, ongoing program. Residents, employees, and visitors will be encouraged to use these and other shared micromobility devices - including Capital Bikeshare -- for short trips and to connect to transit. Additional parking "corrals" for micromobility devices will be installed in activity centers, and heightened interface with operators and additional outreach will be used to increase proper riding and parking of the vehicles. The Complete Streets Guidelines will be implemented, and the Shared Streets program will be continued to encourage active transportation and other community use of public rights-of-way.

FY22 will be the second year of operations for FLASH, Montgomery County's unique express bus service along US 29 (Colesville Road). It is anticipated the service will continue to be successful and ridership will increase as the County's employment and retail sites return to more normal operations, post-COVID-19. 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. Employee commuting incentives will continue to be offered to enable employers to buy down the cost of transit and vanpooling for their employees through the FareShare Program. Use of Transportation Demand Management will be expanded beyond the current Transportation Management Districts by implementing the NextGen Transportation Demand Management legislation and Executive Regulations. The County is also building an extensive network of bikeway facilities, including protected bike lanes. Facilities related to the Purple Line, Bethesda Metro Station transit project, White Flint West Workaround and those in other Bicycle and Pedestrian Priority Areas (BiPPA) and master plan areas will be planned and/or constructed.

The County has had thousands of employees teleworking during the COVID-19 pandemic and based on that experience, is adopting new policies and procedures to formalize expanded telework for employees whose jobs can be done remotely. The County will continue to promote use of telework with private sector employers and employees, offering webinars and free technical assistance from nationally-experienced consultants to help these programs operate effectively.

To support the transition to electric vehicles (EVs), in FY22 the County will increase availability of EV charging stations in our public parking facilities and at other County facilities. In addition, the County will provide more opportunities for on-street EV charging in residential neighborhoods that don't have off-street alternatives for siting EV charging stations, and in pilot programs for on-street charging and/or streetlight charging in other locations, and a position is proposed to, in part, expand the County's charging infrastructure for residents. The County will continue to transition the County fleet to EVs, with plans to procure more electric buses to further the electrification of the bus fleet.

The Department of Permitting Services and the Department of Environmental Protection will develop codes and standards that improve the energy performance of both new and existing buildings. The goal is to get new commercial, multi-family, and residential buildings to achieve net-zero energy use within the next several building code cycles (building codes are updated every three years). Building Energy Performance Standards (BEPS) are under development that would require existing commercial and multi-family buildings above a certain size to meet minimum energy performance levels over time.

The Department of Environmental Protection is exploring several options to increase the amount of clean (low or no-carbon) electricity used in the County. This includes expanding the use of photovoltaic (PV) systems in the County and supporting State legislation that would authorize the County to create a Community Choice Energy (CCE) program, which would enable the County to become the default electricity supplier to residents and small businesses in the County. Under a CCE program, the County will seek to provide cleaner electricity at a cheaper price than that currently available from the utilities that serve the County.

The Department of Environmental Protection continues to implement programs to increase recycling and reduce the amount of waste needing to be disposed, including curbside pickup of food waste for businesses, a pilot program for curbside food waste pickup for residents with both programs allowing the food waste to be composted, and curbside pickup of electronics

for recycling.

FY22 Initiatives

- Begin implementation of the County's Climate Action Plan.
- Create three new positions to expand the County's capacity on energy regulatory policy; private-sector EV adoption and building electrification; and community outreach related to climate change.
- Use the Climate Change Non-Departmental Account to support the development of a Building Energy Performance Standard; begin the development of a Community Choice Energy implementation plan (assuming adoption of State enabling legislation); support the development of more energy efficient building codes with a target of net zero; provide support for solar permitting and inspections; develop an EV charging strategic plan; conduct equitable community engagement that centers on the most vulnerable communities; and provide other support for the implementation of the Climate Action Plan.
- Plant more trees by increasing staffing to address the backlog of tree requests in the Tree Montgomery Program and to focus on expanding the tree canopy in underserved areas when the backlog is addressed.
- Install solar panels on the closed Oaks Landfill, generating 6.0 megawatts of electricity.
- Explore programs and incentives to increase adoption of PV systems in the County.
- Take steps to establish a CCE program (assuming adoption of State enabling legislation).
- Complete study to right-size the County vehicle fleet and develop a targeted approach to transition the County's fleet to zero emissions based on the vehicle technologies currently or soon to-be in the marketplace.
- Procure electric buses and electric administrative and motor pool vehicles.
- Complete Phase I of the Brookville Bus Depot electric bus charging station installation.
- Implement restructuring of Ride On bus routes to provide for more efficient, equitable and sustainable operation, and to incorporate increased numbers of electric buses.
- Examine expanded use of dedicated bus lanes for implementation along key transit routes.
- Increase the availability of electric vehicle charging stations at public parking facilities and other County locations. Examine opportunities for on-street charging and/or streetlight charging pilot program at selected locations in the County.
- Implement EV charging station wayfinding signage program to facilitate EV access and to reinforce awareness of the general public about widespread availability of EV charging, as a way to reduce range anxiety and increase EV uptake.
- Adopt Complete Streets Guidelines and move forward with implementation.
- Continue Shared Streets to encourage active transportation and community use of public rights-of-way.
- Extend the e-bike and e-scooter pilot program, convert portions of the program to more permanent, ongoing status, install more parking corrals, and promote use of these micromobiity options for short trips and to connect to transit in more areas of the County.
- Implement adjustments to operations for FLASH, Montgomery County's new express bus service along US-29 (Colesville Road) in response to experience from the first year of full operation.
- 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 NextGen TDM legislation and Executive Regulation.
- Continue to build an extensive network of bikeway facilities including protected bike lanes, and facilities associated with the Purple Line, Bethesda Metro Station and White Flint West Workaround projects and those in other BiPPa and master plan areas.
- Initiate a major project to upgrade the Materials Recycling Facility used by the County to prepare collected materials

for recycling. This project will increase the capacity of the facility to handle all collected materials with capacity for future growth.

- New contracts for recycling in the "northern" part of the county will include curbside pickup of electronics for recycling.

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. Additional programs for tree planting are implemented in partnership with the Department of Transportation.
- County Recycling Programs: DEP collects recycling from single family properties and prepares those materials for recycling: Recent initiatives to educate residents about proper recycling have improved the recycling rate. A pilot program for curbside pickup of food waste for residents will allow for these materials to be composted.

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 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 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. A 6.0 MW installation is planned for the decommissioned Oaks Landfill and 2.0 MW installation will be incorporated in to the Brookville Bus Depot electrification microgrid.
- Fleet: DGS is leading the initiative to transition to a zero emissions 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, mitigate, and respond to 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.
- DPS handles nearly all applications and permits electronically, reducing the County's overall carbon footprint.

Department of Housing and Community Affairs

- Weatherization Assistance Program: Assists homeowners and low-income residents in reducing home energy use by providing energy inspections, air leak identification, insulation, and energy efficient lighting.

Department of Human Resources

- Working with Countywide Long-Term Telework Workgroup to re-design County Telework Policy in order to maintain value of cost reductions due to considerably more efficient uses of employee time and County workspace.
- Conducts virtual trainings and online training evaluations, contributing to greenhouse gas emission reductions by eliminating employee commutes to training and reduction in paper costs.

Department of Health and Human Services

- Hubs: The various public-facing HUBs within the County are building community resiliency. The HUBs have been instrumental in providing food, personal care supplies as well as household goods to residents in need.
- HHS Minority Programs: Through its focus on the social determinants of health, the minority programs are keenly aware of the impact of climate change on communities of color and are committed to better incorporating climate and the environment into its work. The Latino Health Initiative has conducted a series of Latino community conversations to assess the knowledge, attitudes, and practices of a sample of Latino community members regarding environment related practices associated to consumer waste and recycling.

Office of Agriculture

- Supports the farm community in its utilization of renewable energy through accessory solar and regenerative agricultural practices such as no till farming, crop rotation and others.
- Promotes Best Management Practices (BMP) such as cover crop to help sequester carbon.
- Soil Conservation: the District works with local farmers in promoting conservation practices that help to reduce greenhouse gases such as conservation tillage. Conservation tillage practices reduce trips across fields by equipment that produces greenhouse gases.

Community Use of Public Facilities

- Covers the personnel cost of an energy management position in MCPS to monitor community use of school buildings and control the HVAC settings in each school based on the weekly schedule. CUPF continuously fine tunes the MCPS energy management weekly schedule to reduce unneeded energy use.
- CUPF makes every possible effort to consolidate community use into buildings by not placing groups in an empty building when a building nearby already has scheduled use.

Correction and Rehabilitation

- Diversion community service work crews removes debris/waste; work crew has painted electric car ports at county facilities and use green chemicals to remove county graffiti.

Office of Procurement

- Works with departments to employ sustainable procurement practices and specifications to help reduce environmental impacts and total cost of ownership. Examples include: (1) language incentivizing meatless menu options as well local produce sourcing in cafeteria solicitation and (2) responsible disposal or donation of County surplus to maximize return and reduce waste for the County.

Public Libraries

- Partners with other agencies and community partners such as the Department of Environmental Protection to make items such as compost bins, thermal cameras, reusable and recyclable bags available to residents.
- Programs will be offered to assist business owners in strategies to "green" their businesses. In addition, programs will be offered to increase awareness of employment opportunities in green businesses such as solar, recycling, composting, sustainable lawn and landscape maintenance, LEED certified building practices, organic farming, green roofs and other sustainable business opportunities.

Services for Seniors

LINKAGE TO COUNTY RESULTS AREAS

- Thriving Youth and Families
- A More Affordable and Welcoming County for a Lifetime

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.

FY22 RECOMMENDED BUDGET

The FY22 Recommended Budget includes approximately $40 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 $17 million in non-tax supported resources for seniors.

Enhancements in the FY22 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,
- A project at North Montgomery Senior Housing that includes the acquisition and new construction of 111-units of senior affordable housing to be located in Gaithersburg. The project will include 97 one-bedroom units and 14 two-bedroom units, and
- A project at Sandy Spring Village that will repurpose an existing three-story building commercial office complex into 56-units of residential housing for seniors. The project will have 47 units at 60 percent area medium income (AMI), 5 units at 50 percent AMI and 4 units at 40 percent AMI and
- St. Anne's Episcopal Church in Damascus is partnering with the Mission First Housing Development Corporation, a nonprofit housing developer, to construct 76 units of senior housing. The Church has received Preliminary Plan approval for the project which will provide affordable independent living for seniors. The building will feature 66 one-bedroom and ten two-bedroom units.

Non-Departmental Account Community Grants

- The FY22 Recommended Budget provides grants to community partners of $900,000 for services benefiting seniors. These community organizations are critical to an effective network or 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.

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.

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 Adventure Recreation day trip programs for active adults over 55 years of age.
- 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.
- Work 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

- Prevent or reverse nursing home placement for Medicaid-eligible persons of all ages by providing 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 and to grocery stores for a limited number of senior housing complexes.
- Provide supportive contractual services to seniors including "friendly visitor" services, 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 to identify and access resources.
- Help protect more than 9,400 County residents in 250 assisted living facilities and 34 nursing homes by maintaining a regular presence, investigating complaints, and advocating for seniors' rights.
- Offer seniors over the age of 60 access to meals, nutrition education, and the opportunity for socialization at community and senior centers and senior apartment buildings.
- Provide home delivered meals 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, persons with disabilities, and caregivers.
- Continue support for 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.
- 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 3 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 interested in a long-term housing option.

Department of Transportation - Transit Services

- 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 senior centers and 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)

- 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 are provided in partnership with 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. All these programs have the goal of combating and alleviating social isolation.
- 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

- Senior Planet Montgomery provides technology training for older adults to enable them to use the Internet for daily living, extend their ability to live independently, and to find employment and be entrepreneurs in the digital economy. In response to Covid-19, lectures and workshops were converted to be delivered online via Zoom. Ten times as many seniors have participated in the Senior Planet Montgomery At Home Edition versus in person, but providing multi-week Internet basics courses online to older adults who do not have devices, home Internet, or technology experience has proved challenging.
- The Department of Environmental Protection partners with Senior Planet Montgomery to offer workshops and information to seniors about energy efficiency and ways to reduce energy expenses. Classes have expanded in partnership with the Chinese Culture and Community Service Center and the Gilchrist Immigration Resource Center and are now offered in English, Spanish, and Chinese Mandarin. Program outcomes demonstrate that seniors participating in the program feel more connected to their families, friends, and communities, feel more optimistic about their future, and have better access to health information.

Fire and Rescue Service (MCFRS)

- 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 reduces 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

- 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

- 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 education/prevention of senior abuse.
- Collect data and metrics that include the number of investigations opened, inter-agency collaborations, and prosecutions.

Community Engagement Cluster

- 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

- Continue to recruit seniors and retired professionals to work at Office of Consumer Protection as volunteers providing administrative and investigative assistance.
- Conduct 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

- 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

- Seniors are able to apply for an exemption for curbside refuse and recycling services that are available to any individual who because of physical limitations (disability or age) is unable to bring containers to the curb.

Office of Public Information

- Produce "Seniors Today," a monthly cable television show highlighting services and programs of interest to seniors.
- Manage the County's seniors website, a central portal offering timely information to seniors and caregivers about County services and programs: http://www.montgomerycountymd.gov/senior/
- Produce monthly full-page communications in The Beacon newspaper (in focus for people over 50) to deliver County messaging campaigns to its 400,000 monthly readers.
- Support the Commission on Aging (COA) by using established social media platforms to get their messaging out to the community.
- MC311 provides access to local government services for seniors that cover a broad range of topics including: nutritional assistance programs, property tax deferral information, and health care resources.

Montgomery County Police Department (MCPD)

- 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 FY22 Recommended Operating Budget Tax-Supported		
Department	**Project/Program**	**FY22 Recommended**
Health and Human Services	Adult Foster Care	823,595
	Adult Protective Services/SSTA/Public Guardianship	4,588,146
	Aging and Disability Services Resource Unit	228,414
	CFC Nurse Monitoring	2,105,215
	CFC Supports Planning	843,213
	Mental Health Services for Seniors and Persons with Disabilities	76,109
	Ombudsman Services	596,016
	Respite Services	513,121
	Senior Community Programs	2,044,004
	Senior Dental Services	219,337
	Senior Food Program	1,089,398
	The Adult Day Care Subsidies Initiative	321,565
	The Home Care Services program	2,424,844
	The Medical Assistance Eligibility Services	270,171
Sub-total, Health and Human Services		**16,143,150**
Recreation	Damascus Senior Center	163,827
	Holiday Park Senior Center	256,268
	JCA Senior Transportation	585,683
	Long Branch Senior Center	149,772
	Senior Services	482,107
	North Potomac Senior Center	175,402
	Schweinhaut Senior Center	229,888
	Senior Mini Trips	52,867
	Senior Neighborhood Programs	143,131
	Senior Outdoor Adventure Recreation	258,498
	Wheaton Senior Center	270,421
	White Oak Community Recreation Center Senior Programs	154,821
Sub-total, Recreation		**2,922,685**
Transportation	Call N Ride Program	3,596,773
	Jewish Council on Aging/Connect A Ride	153,860
	Special Transportation	131,177
	Seniors/Disabled Ride Free Program	323,200
Sub-total, Transportation		**4,205,010**
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	841,700
	Department of Housing and Community Affairs - North Montgomery Senior	7,770,842
	Department of Housing and Community Affairs - Sandy Spring Village	3,900,000
	Department of Housing and Community Affairs - St. Anns Senior Housing -	2,500,000
	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	900,615
	Technology Services - Senior Planet Montgomery	230,000
Sub-total, Other Departments		**16,631,690**
Total Tax-Supported		**39,902,535**
Total Non-Tax Supported		**17,010,062**
Grand Total		**56,912,597**

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	
Department	**Project/Program**	**FY22 Recommended**
Health and Human Services	Adult Foster Care	337,589
	Adult Protective Services/SSTA/ Public Guardianship	2,894,592
	Aging and Disability Services Resource Unit	647,401
	Ombudsman Services	267,221
	Respite Services	87,366
	Senior Community Programs	1,122,029
	Senior Food Program	2,271,364
	Senior Group Homes	521,756
	The Home Care Services program	824,761
	The Medical Assistance Long Term Care program	3,767,491
Sub-total, Health and Human Services		**12,741,569**
Other Departments	Department of Transportation - Call N Ride Program	379,107
	Department of Technology Services – Chinese Culture and Community Service Cente	10,000
	Department of Transportation - Medicaid Special Transportation	3,879,386
Sub-total, Other Departments		**4,268,493**
Total Non-Tax Supported		**17,010,062**
Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and the disabled. All other appropriations reflect only funds attributed to senior services.		

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 David Gottesman of the Office of Management and Budget at 240.777.2627 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 2020 data show 203 serious and fatal collisions, a 45 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-, mid- and long-term improvements to be implemented by the Montgomery County Department of Transportation (MCDOT). Improvements along Middlebrook Road were completed and studies for four additional HIN corridors are ongoing. MCDOT continued installing protected bicycle lanes across the county with construction ongoing for the Bethesda Loop. 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 on the roads and sidewalks.

The County Executive recommends $95.1 million in FY22 expenditures in support of Vision Zero. The FY22 Recommended Operating Budget includes $47.8 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $47.3 million in expenditures for FY22.

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

- 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, Democracy & Davis Library, Democracy & Walter Johnson HS, Summit & Brookfield, Muddy Branch & Suffield, and 6705 Rockledge Drive. Pedestrian Beacons were installed along the new PEPCO Natural Trail at Schaeffer, Black Rock Rd, Germantown Rd, and Darnestown Rd, and beacons were also installed at MacArthur & Dunrobbin, MD 97 & Fenwick, Dale & Dartmouth, West Cedar & Cedarcrest, Rockville Pike & Avondale, and Georgia Ave & Veirs Mill Rd. Additionally, a new full signal with pedestrian signal was constructed at Wisteria & Crystal Rock adjacent to the new Seneca Valley HS. The State Highway Administration (SHA) installed a traffic signal at Georgia Ave and May Street and River Road and Braeburn Parkway.
- Conducted Bus Stop Audits along corridors throughout the County: Middlebrook Road, Rockville Pike, Randolph Road, and Wheaton Central Business District (Georgia Ave, University Blvd W, and Veirs Mll Rd) that focus on HIN corridors and seek to improve safety and accessibility for transit users.
- Constructed a road diet along Middlebrook Road and installed a new, physically and spatially buffered two-way bicycle facility including the County's first shared platform.
- Increased the ability of students to walk or bike to school safely through improved facilities as part of the Safe Routes to Schools program. Also, evaluated and assessed traffic and operational safety issues at County schools.
- Participated 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. During the coronavirus pandemic, Street Smart developed and delivered social media messaging related to traffic safety issues and the pandemic.
- 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.
- Implemented 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.
- Improved sidewalk connectivity to transportation, commercial, and employment areas, and medical facilities throughout the County.
- Provided curb ramps for sidewalks and other accessibility barriers on County roadways through the ADA compliance program.
- Construction began on the Bethesda Loop bike projects with the Capital Crescent Surface Trail and Woodmont Avenue phase I underway in late fall 2020.
- Designing an extension to link the end of the existing Metropolitan Branch Trail in Takoma Park to the Silver Spring Transit Center.
- Education and outreach efforts continued during the COVID-19 pandemic. In the fall, MCDOT hosted five socially distant

bicycle rodeos, hosted four "Walking Wednesdays" to provide safe and active walking and biking activities to families at MCPS food distribution centers, and expanded use of social media.

- Conducting 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.
- Coordinated 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

- 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.
- Prioritize 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.
- Ran a successful Holiday Alcohol Task Force from November 2020 to January 2021 with 262 arrests for driving under the influence (DUI) of alcohol and/or drugs. During the task force, no DUI-related fatal collisions occurred.
- Coordinated with municipal, MDTA, and State Police for joint efforts to address excess speed and car races during the coronavirus pandemic.
- Continue to implement countywide speed, red light, and school bus camera enforcement to slow traffic to posted speed limits.
- 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.
- 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

- Elevated Vision Zero events, campaigns, and safety messaging through timely press releases, media advisories, and posts on social media.
- 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.

County Executive's Vision Zero Initiative - All Funding Sources FY22 CE Recommended Capital Improvements Program and Operating Budget		
Department	Project/Program	FY22 Recommended
Capital Improvements Program (CIP)		
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	$ 300,000
	Trails: Natural Surface & Resource-based Recreation	500,000
	Trails: Hard Surface Renovation	700,000
	Vision Zero	700,000
	Total M-NCPPC	**$ 2,200,000**
Department of Transportation	Pedestrian Facilities/Bikeways	32,035,000
	Intersection and Spot Improvements	2,000,000
	Pedestrian Safety Program	3,500,000
	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
	Total Department of Transportation	**$ 45,115,000**
	Total FY22 CIP	**$ 47,315,000**
Operating Budget (PSP)		
Department of Transportation	Community/Transportation Safety	4,748,098
	Transportation Infrastructure Construction & Maintenance	15,958,537
	Transportation Policy, Planning, and Project Development	1,605,067
	Transportation Management, Operations and Emergency/Storm Response	6,805,958
	Total Department of Transportation	**$ 29,117,660**
Department of Police	Police Enforcement for HIAs - Overtime	180,000
	Police Enforcement for HIAs - Data Analyst	102,017
	School Safety Program/General Fund	6,281,341
	Automated Traffic Enforcement	12,085,713
	Total Department of Police	**$ 18,649,071**
	Total FY22 PSP	**$ 47,766,731**
	TOTAL FY22 RECOMMENDED EXPENDITURES (CIP & PSP)	**$ 95,081,731**

Source: CE Recommended FY22 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
FY22 CE Recommended Operating Budget

Organization	Purpose	FY22 Recommended
Department of Health and Human Services		
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
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
Bethesda Cares, Inc.	Provide emergency assistance for rent and utilities.	$45,000
Bethesda Help, Inc.	Provide emergency assistance for rent, utilities and prescriptions to eligible residents of Southern Montgomery County.	$6,000
Bethesda Help, Inc.	Provide emergency food assistance.	$8,000
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
House of Divine Guidance, Inc.	Provide operating support for the Winter Haven Emergency Shelter for women and children.	$10,000
Lutheran Social Services of the National Capital Area, Inc.	Provide emergency assistance for rent, utilities, health care for newly arrived refugees.	$42,000
Mid-County United Ministries, Inc.	Provide emergency assistance for vital utility services for neediest neighbors in the highest poverty area.	$25,000
Ministries United Silver Spring Takoma Park, Inc.	Provide housing, utilities, prescriptions, food and other types of assistance.	$30,000
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
Olney Help, Inc.	Provide emergency assistance for rent, utilities, and prescriptions.	$10,000
Olney Help, Inc.	Provide emergency food assistance delivered to households.	$15,000
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
Red Wiggler Foundation, Inc.	Provide opportunities for people with and without disabilities to come together to work, learn, and grow healthy food.	$70,000
Rockville Help, Inc.	Provide emergency assistance with food, rent, security deposits, utilities, and prescriptions to families in need in Rockville, Maryland.	$10,000
Upper Montgomery Assistance Network, Inc.	Provide emergency financial assistance to families facing homelessness or utility loss.	$50,000
WUMCO Help, Inc.	Provide emergency assistance for rent/mortgage and utilities.	$10,000
Sub-total, Health and Human Services		**$556,500**
Department of Human Resources		
The Ivymount School, Inc.	Provide vocational training and support for independent living for young adults with developmental disabilities.	$40,000
Sub-total, Human Resources		**40,000**
Sheriff's Department		
Court Watch Montgomery, Inc.	Provide court protections and services that reduce intimate partner violence.	$30,000
Greater Washington Jewish Coalition Against Domestic Abuse	Provide dating violence prevention programming to teens and young adults in Montgomery County.	$30,000
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
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
Sub-total, Sheriff's Department		**$115,000**
Grand Total		**$711,500**

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Multi-Agency Summary Schedules

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,

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

FY22 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)
						FY22 Operating Budget					
Agencies By Fund	FY21 Est Fund Bal	FY22 Est Revenue	Net Inter-Fund Transfers	FY22 Total Resources	CIP Current Revenue & PAYGO	GO & LTL Debt Service	Agy/Fund Approp.	Total Approp.	Total Use of Approp.	Designated Fund Balance	FY22 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	75,524	3,661,657	(376,103)	3,361,078	29,519	231,995	1,319,217	1,551,212	1,580,731	0	0
Debt Service: Non-Agency	0	3,777	416,949	420,726	0	7,130	0	7,130	7,130	0	0
Montgomery County Public Schools	25,000	757,273	0	782,273	9,705	153,879	2,534,935	2,688,814	2,698,519	0	0
Montgomery College	33,752	110,565	100	144,418	12,901	27,722	265,455	293,177	306,078	0	0
SUBTOTAL GENERAL FUND	**134,276**	**4,533,272**	**40,946**	**4,708,495**	**52,125**	**420,726**	**4,119,607**	**4,540,333**	**4,592,458**	**0**	**116,037**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	401	2,402	7,371	10,174	0	0	9,946	9,946	9,946	0	227
Fire	(24,142)	275,888	(13,420)	238,326	4,807	0	232,685	232,685	237,492	0	834
Mass Transit	1,888	197,329	(45,584)	153,633	6,535	0	146,219	146,219	152,754	0	879
Recreation	6,163	49,243	(12,173)	43,233	0	0	42,797	42,797	42,797	0	436
Economic Development	0	430	9,561	9,991	5,500	0	4,491	4,491	9,991	0	0
M-NCPPC	13,805	143,762	(2,382)	155,185	450	6,936	141,824	148,760	149,210	0	5,975
SUBTOTAL OTHER TAX SUPPORTED	**(1,885)**	**669,055**	**(56,628)**	**610,541**	**17,292**	**6,936**	**577,962**	**584,899**	**602,191**	**0**	**8,351**
TOTAL AVAIL. TAX SUPPORTED	**132,391**	**5,202,327**	**(15,682)**	**5,319,036**	**69,417**	**427,662**	**4,697,570**	**5,125,231**	**5,194,648**	**0**	**124,387**
Revenue Stabilization (Designated)	403,810	133	27,136	431,080	0	0	0	0	0	431,080	0
TOTAL TAX SUPPORTED (W RSF)	**536,201**	**5,202,460**	**11,454**	**5,750,116**	**69,417**	**427,662**	**4,697,570**	**5,125,231**	**5,194,648**	**431,080**	**124,387**
GRANT FUNDS											
County Government	0	130,077	0	130,077	0	0	130,077	130,077	130,077	0	0
Montgomery County Public Schools	0	161,219	0	161,219	0	0	161,219	161,219	161,219	0	0
Montgomery College	0	17,355	0	17,355	0	0	17,355	17,355	17,355	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
FEE SUPPORTED FUNDS											
Cable TV	2,870	22,869	(3,797)	21,942	4,272	0	17,470	17,470	21,742	0	200
Montgomery Housing Initiative	20,635	30,247	11,568	62,451	0	0	43,082	43,082	43,082	18,039	1,330
Water Quality Protection Fund	5,305	43,985	(11,707)	37,583	4,917	0	29,481	29,481	34,398	0	3,185
Recreation-NonTax Supported	25	8,100	(4,500)	3,625	0	0	3,600	3,600	3,600	0	25
Detention Center Non-Tax Supported	386	245	0	631	0	0	543	543	543	0	88
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	384	8,522	(938)	7,969	0	0	8,503	8,503	8,503	32	(566)
Parking Districts	12,623	30,922	(6,345)	37,200	6,160	0	24,579	24,579	30,739	(10)	6,470
Permitting Services	17,937	36,955	(6,740)	48,152	0	0	38,902	38,902	38,902	(43)	9,293
Solid Waste Collection	(3,676)	10,922	(313)	6,932	0	0	10,567	10,567	10,567	6	(3,641)
Solid Waste Disposal	0	112,382	216	112,598	1,933	0	123,519	123,519	125,452	(20,365)	7,510
Vacuum Leaf Collection	1,074	8,602	(2,235)	7,441	0	0	6,691	6,691	6,691	0	750
Liquor Control	10,332	101,221	(31,779)	79,774	1,267	0	66,348	66,348	67,615	(154)	12,313
Non-Tax Supported Debt Service	0	212	27,750	27,962	0	27,962	0	27,962	27,962	0	0
Montgomery County Public Schools	10,408	72,388	11,970	94,766	0	0	84,358	84,358	84,358	0	10,408
Montgomery College	25,903	25,983	197	52,082	0	0	29,773	29,773	29,773	0	22,310
M-NCPPC	13,130	17,907	2,237	33,273	400	0	19,276	19,276	19,676	0	13,597
SUBTOTAL NON-TAX SUPPORTED	**117,335**	**840,664**	**(14,418)**	**943,580**	**18,949**	**27,962**	**815,892**	**843,853**	**862,802**	**(2,495)**	**83,273**

FY22 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

TOTAL BUDGET (with Revenue Stabilization)	653,536	6,043,124	(2,964)	6,693,696	88,366	455,624	5,513,461	5,969,085	6,057,451	428,585	207,660

Schedule A-1

BUDGET SUMMARY BY AGENCY

(in millions)

(A) Fiscal Year	(B) Tax Supported	(C) Grant Supported	(D) Self Supported	(E) Grand Total
MONTGOMERY COUNTY GOVERNMENT				
FY21 Approved	1,671.9	128.0	366.1	2,166.0
FY22 Recommended	1,755.4	130.1	373.3	2,258.7
Percent Change From FY21	5.0%	1.6%	2.0%	4.3%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY21 Approved	2,562.4	110.5	82.7	2,755.5
FY22 Recommended	2,534.9	161.2	84.4	2,780.5
Percent Change From FY21	-1.1%	46.0%	2.0%	0.9%
MONTGOMERY COLLEGE				
FY21 Approved	268.9	18.8	30.7	318.3
FY22 Recommended	265.5	17.4	29.8	312.6
Percent Change From FY21	-1.3%	-7.6%	-2.9%	-1.8%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY21 Approved	137.2	0.6	19.5	157.2
FY22 Recommended	141.8	0.6	19.3	161.6
Percent Change From FY21	3.4%	----	-1.0%	2.8%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY21 Approved	4,640.3	257.8	499.0	5,397.1
FY22 Recommended	4,697.6	309.2	506.7	5,513.5
Percent Change From FY21	1.2%	19.9%	1.6%	2.2%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY21 Approved	422.5		21.7	444.2
FY22 Recommended	427.7		28.0	455.6
Percent Change From FY21	1.2%	----	28.8%	2.6%
TOTAL BUDGETS				
FY21 Approved	5,062.8	257.8	520.7	5,841.3
FY22 Recommended	5,125.2	309.2	534.7	5,969.1
Percent Change From FY21	1.2%	19.9%	2.7%	2.2%

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Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY21

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	97,679,071	78,904	28,204	(96,977)	0	3,632,409	(32,824,446)
Revenues	3,646,319,655	858,409	1,097,108	273,591	0	222,066,687	264,337,995
Net Transfers	(330,969,215)	2,339,612	2,811,630	2,087,768	0	(61,800,200)	(11,561,077)
TOTAL RESOURCES	3,413,029,511	3,276,925	3,936,942	2,264,382	0	163,898,896	219,952,472
Contributions	(1,898,411,816)	0	0	0	0	0	0
To CIP: Current Revenue	(43,612,000)	0	0	0	0	(18,001,000)	(3,933,000)
Expenditures	(1,400,157,398)	(3,297,485)	(3,434,602)	(2,344,840)	0	(144,009,554)	(240,161,561)
TOTAL USE OF RESOURCES	(3,342,181,214)	(3,297,485)	(3,434,602)	(2,344,840)	0	(162,010,554)	(244,094,561)
ESTIMATED FY21 ENDING FUND BALANCE	70,848,297	(20,560)	502,340	(80,458)	0	1,888,342	(24,142,089)
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	(6,300,000)	0	0	0	0	0	0
Less Claims on Fund Balance	10,975,537	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY22	**75,523,834**	**(20,560)**	**502,340**	**(80,458)**	**0**	**1,888,342**	**(24,142,089)**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY22

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	75,523,834	(20,560)	502,340	(80,458)	0	1,888,342	(24,142,089)
Revenues	3,661,656,996	962,398	1,157,864	281,689	0	197,328,717	275,888,439
Net Transfers	(376,102,846)	2,386,946	2,358,336	2,625,220	0	(45,583,989)	(13,420,365)
TOTAL RESOURCES	3,361,077,984	3,328,784	4,018,540	2,826,451	0	153,633,070	238,325,985
Contributions	(1,898,961,931)	0	0	0	0	0	0
To CIP: Current Revenue	(52,125,000)	0	0	0	0	(6,535,000)	(4,807,000)
Expenditures	(1,319,216,768)	(3,276,193)	(3,914,111)	(2,756,040)	0	(146,219,453)	(232,685,066)
TOTAL USE OF RESOURCES	(3,270,303,699)	(3,276,193)	(3,914,111)	(2,756,040)	0	(152,754,453)	(237,492,066)
ESTIMATED FY22 ENDING FUND BALANCE	90,774,285	52,591	104,429	70,411	0	878,617	833,919
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
Projected Undesignated Fund Balance To Fund FY23	**90,774,285**	**52,591**	**104,429**	**70,411**	**0**	**878,617**	**833,919**

Schedule A-2

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
5,550,789	1,108,086	376,281,822	451,437,862	0	28,014,609	28,347,879	4,933,417	512,733,767
48,155,255	430,000	461,730	4,184,000,430	11,136,368	788,619,391	108,462,933	148,163,769	5,240,382,891
(17,926,608)	9,482,310	27,066,902	(378,468,878)	402,218,995	0	325,000	(1,932,375)	22,142,742
35,779,436	11,020,396	403,810,454	4,256,969,414	413,355,363	816,634,000	137,135,812	151,164,811	5,775,259,400
0	0	0	(1,898,411,816)	0	1,752,612,120	145,799,696	0	0
0	(5,500,000)	0	(71,046,000)	0	0	0	(350,000)	(71,396,000)
(29,616,726)	(5,020,396)	0	(1,828,042,562)	(413,355,363)	(2,544,246,120)	(249,183,138)	(137,010,298)	(5,171,837,481)
(29,616,726)	(10,520,396)	0	(3,797,500,378)	(413,355,363)	(791,634,000)	(103,383,442)	(137,360,298)	(5,243,233,481)
6,162,710	500,000	403,810,454	459,469,036	0	25,000,000	33,752,370	13,804,513	532,025,919
0	0	(403,810,454)	(403,810,454)	0	0	0	0	(403,810,454)
0	0	0	(6,300,000)	0	0	0	0	(6,300,000)
0	(500,000)	0	10,475,537	0	0	0	0	10,475,537
6,162,710	0	0	59,834,119	0	25,000,000	33,752,370	13,804,513	132,391,002

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY22

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
6,162,710	0	403,810,454	463,644,573	0	25,000,000	33,752,370	13,804,513	536,201,456
49,243,350	430,000	133,390	4,187,082,843	3,776,606	757,273,177	110,565,288	143,762,272	5,202,460,186
(12,173,093)	9,560,677	27,136,306	(403,212,808)	416,949,134	0	100,000	(2,381,950)	11,454,376
43,232,967	9,990,677	431,080,150	4,247,514,608	420,725,740	782,273,177	144,417,658	155,184,835	5,750,116,018
0	0	0	(1,898,961,931)	0	1,752,662,235	146,299,696	0	0
0	(5,500,000)	0	(68,967,000)	0	0	0	(450,000)	(69,417,000)
(42,796,878)	(4,490,677)	0	(1,755,355,186)	(420,725,740)	(2,534,935,412)	(265,454,984)	(148,760,097)	(5,125,231,419)
(42,796,878)	(9,990,677)	0	(3,723,284,117)	(420,725,740)	(782,273,177)	(119,155,288)	(149,210,097)	(5,194,648,419)
436,089	0	431,080,150	524,230,491	0	0	25,262,370	5,974,738	555,467,599
0	0	(431,080,150)	(431,080,150)	0	0	0	0	(431,080,150)
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
436,089	0	0	93,150,341	0	0	25,262,370	5,974,738	124,387,449

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 15, 2021

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY19 Exp	*APPROVED FY20 Approp	ACTUAL FY20 Exp	RECOMMENDED 6 YR	LATEST FY21 APPROVED	RECOMMENDED FY22 Approp	RECOMMENDED FY23	RECOMMENDED FY24	RECOMMENDED FY25	RECOMMENDED FY26
GENERAL REVENUE SUPPORTED										
MCG	12,068	(1,701)	9,847	70,248	9,645	9,106	13,788	13,436	12,356	11,917
M-NCPPC PARKS	2,258	3,612	4,330	25,418	3,913	3,913	4,398	4,398	4,398	4,398
PUBLIC SCHOOLS (MCPS)	3,347	7,369	12,974	118,610	14,770	9,705	27,657	21,602	22,438	22,438
MONTGOMERY COLLEGE	15,302	13,584	15,862	89,571	13,534	12,901	16,434	16,534	15,084	15,084
HOC	-	1,350	-	7,750	1,750	1,000	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	33,000	32,000	32,000	131,000	-	15,500	31,500	29,000	28,000	27,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	33,000	32,000	32,000	131,000	-	15,500	31,500	29,000	28,000	27,000
SUBTOTAL	65,976	56,214	75,013	442,597	43,612	52,125	95,027	86,220	83,526	82,087
OTHER TAX SUPPORTED										
MASS TRANSIT	4,558	13,889	9,415	99,919	18,001	6,535	30,467	26,219	8,125	10,572
FIRE CONSOLIDATED	1,092	1,011	1,973	30,942	3,933	4,807	4,980	6,345	5,634	5,243
M-NCPPC PARKS	350	350	350	2,600	350	450	450	450	450	450
ECONOMIC DEVELOPMENT FUND	-	-	-	11,000	5,500	5,500	-	-	-	-
SUBTOTAL	6,000	15,250	11,739	144,461	27,784	17,292	35,897	33,014	14,209	16,265
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	71,976	71,464	86,751	587,058	71,396	69,417	130,924	119,234	97,735	98,352
INFLATION	-	-	-	17,751	-	-	1,976	4,021	4,888	6,867
SUBTOTAL ALLOCATION:	-	-	-	17,751	-	-	1,976	4,021	4,888	6,867
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	71,976	71,464	86,751	604,809	71,396	69,417	132,900	123,255	102,623	105,219

NON-TAX SUPPORTED EXPENDITURES ($000s)	ACTUAL FY19 Exp	APPROVED FY20 Exp	ACTUAL FY20 Exp	RECOMMENDED 6 YR	LATEST FY21 APPROVED	RECOMMENDED FY22	RECOMMENDED FY23	RECOMMENDED FY24	RECOMMENDED FY25	RECOMMENDED FY26
NON-TAX SUPPORTED										
PARKING DISTRICTS	10,739	6,033	6,967	39,036	3,794	290	8,647	8,881	9,112	8,312
SOLID WASTE DISPOSAL	8,287	8,989	589	19,787	4,700	13,065	2,022	-	-	-
M-NCPPC ENTERPRISE FUND	3,005	4,000	2,251	3,450	2,550	400	-	-	500	-
CABLE TV FUND	6,602	4,430	4,536	25,129	3,761	4,272	4,568	4,176	4,176	4,176
WATER QUALITY PROTECTION CHARGE	7,137	3,228	4,687	26,807	8,140	4,917	3,640	3,000	4,050	3,060
LIQUOR CONTROL	-	-	-	6,832	1,785	1,267	781	957	1,435	607
CUPF	268	863	372	649	245	(796)	300	300	300	300
SUBTOTAL EXPENDITURES:	36,038	27,543	19,402	121,690	24,975	23,415	19,958	17,314	19,573	16,455
TOTAL CURRENT REVENUE REQUIREMENTS	108,014	99,007	106,154	726,499	96,371	92,832	152,858	140,569	122,196	121,674

*Note - The FY20 Approved does not include supplementals related to General Fund Reserves

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	**103,316,700**	**154,145,082**	**97,679,071**	**75,523,834**	**-51.0%**
REVENUES					
Taxes	3,400,724,617	3,394,695,119	3,355,718,489	3,454,503,479	1.8%
Licenses & Permits	10,880,889	13,465,465	11,166,323	13,271,945	-1.4%
Charges for Services	7,894,305	10,971,154	9,642,749	10,091,962	-8.0%
Fines & Forfeitures	29,516,285	45,155,800	18,955,450	37,866,950	-16.1%
Intergovernmental	72,692,519	75,671,630	239,655,893	132,620,359	75.3%
Investment Income	(5,367,474)	488,230	(315,720)	(91,200)	-118.7%
Miscellaneous	17,180,079	18,031,321	11,496,471	13,393,501	-25.7%
Total REVENUES	3,533,521,220	3,558,478,719	3,646,319,655	3,661,656,996	2.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	49,227,983	49,440,703	49,265,703	49,647,089	0.4%
To Non-Tax Supported Funds	(27,039,046)	(21,190,315)	(27,645,569)	(30,639,249)	44.6%
From Tax Supported Funds	24,903,321	23,887,826	45,887,826	24,183,352	1.2%
To Tax Supported Funds	(349,585,277)	(373,377,585)	(367,969,740)	(376,554,634)	0.9%
From Internal Service Funds	0	3,713,312	3,713,312	0	-100.0%
To Internal Service Funds	(4,500,000)	0	0	0	----
To Revenue Stabilization Fund	(26,820,183)	(4,000,000)	(27,066,902)	(27,136,306)	578.4%
To Component Units/Agencies	(10,727,382)	(15,381,695)	(7,153,845)	(15,603,098)	1.4%
Total NET INTER-FUND TRANSFERS	(344,540,584)	(336,907,754)	(330,969,215)	(376,102,846)	11.6%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,872,606,937)	(1,897,661,816)	(1,898,411,816)	(1,898,961,931)	0.1%
County Contribution to CIP Fund	(75,012,897)	(70,144,000)	(43,612,000)	(52,125,000)	-25.7%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(1,947,619,834)	(1,967,805,816)	(1,942,023,816)	(1,951,086,931)	-0.8%
Total Resources	***1,344,677,502***	***1,407,910,231***	***1,471,005,695***	***1,409,991,053***	***0.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,267,251,970)	(1,239,718,284)	(1,400,157,398)	(1,319,216,768)	6.4%
Adjustment for Prior Year Encumbrances/Reserves	20,253,539	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,246,998,431)	(1,239,718,284)	(1,400,157,398)	(1,319,216,768)	6.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	10,975,537	0	----
Designated Reserves	0	(6,800,000)	(6,300,000)	0	-100.0%
Total CLAIMS ON FUND	0	(6,800,000)	4,675,537	0	-100.0%
Total Use of Resources	***(1,246,998,431)***	***(1,246,518,284)***	***(1,395,481,861)***	***(1,319,216,768)***	***5.8%***
PROJECTED FUND BALANCE	**97,679,071**	**161,391,947**	**75,523,834**	**90,774,285**	**-43.8%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**47,700**	**233,085**	**78,904**	**(20,560)**	**-108.8%**
REVENUES					
Taxes	713,629	746,360	756,025	778,423	4.3%
Charges for Services	183,975	194,567	102,384	183,975	-5.4%

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Total REVENUES	897,604	940,927	858,409	962,398	2.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,619,864	1,609,890	1,609,890	2,408,612	49.6%
From Tax Supported Funds	810,318	750,318	750,318	0	-100.0%
To Tax Supported Funds	(21,597)	(20,596)	(20,596)	(21,666)	5.2%
Total NET INTER-FUND TRANSFERS	2,408,585	2,339,612	2,339,612	2,386,946	2.0%
Total Resources	***3,353,889***	***3,513,624***	***3,276,925***	***3,328,784***	***-5.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,274,985)	(3,369,105)	(3,297,485)	(3,276,193)	-2.8%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,274,985)	(3,369,105)	(3,297,485)	(3,276,193)	-2.8%
Total Use of Resources	***(3,274,985)***	***(3,369,105)***	***(3,297,485)***	***(3,276,193)***	***-2.8%***
PROJECTED FUND BALANCE	**78,904**	**144,519**	**(20,560)**	**52,591**	**-63.6%**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**74,659**	**508,684**	**28,204**	**502,340**	**-1.2%**
REVENUES					
Taxes	911,367	1,022,638	1,007,897	1,037,864	1.5%
Charges for Services	123,936	150,000	89,211	120,000	-20.0%
Total REVENUES	1,035,303	1,172,638	1,097,108	1,157,864	-1.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,529,843	2,813,959	2,813,959	2,704,922	-3.9%
From Tax Supported Funds	539,660	539,660	539,660	174,403	-67.7%
To Tax Supported Funds	(536,019)	(541,989)	(541,989)	(520,989)	-3.9%
Total NET INTER-FUND TRANSFERS	2,533,484	2,811,630	2,811,630	2,358,336	-16.1%
Total Resources	***3,643,446***	***4,492,952***	***3,936,942***	***4,018,540***	***-10.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,666,084)	(3,834,053)	(3,434,602)	(3,914,111)	2.1%
Adjustment for Prior Year Encumbrances/Reserves	50,842	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,615,242)	(3,834,053)	(3,434,602)	(3,914,111)	2.1%
Total Use of Resources	***(3,615,242)***	***(3,834,053)***	***(3,434,602)***	***(3,914,111)***	***2.1%***
PROJECTED FUND BALANCE	**28,204**	**658,899**	**502,340**	**104,429**	**-84.2%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**139,351**	**(29,935)**	**(96,977)**	**(80,458)**	**168.8%**
REVENUES					
Taxes	237,706	281,282	273,591	281,689	0.1%
Total REVENUES	237,706	281,282	273,591	281,689	0.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	36,537	468,052	88,667	200,000	-57.3%
From Tax Supported Funds	1,909,741	2,294,667	2,294,667	2,737,170	19.3%
To Tax Supported Funds	(308,542)	(295,566)	(295,566)	(311,950)	5.5%
Total NET INTER-FUND TRANSFERS	1,637,736	2,467,153	2,087,768	2,625,220	6.4%
Total Resources	***2,014,793***	***2,718,500***	***2,264,382***	***2,826,451***	***4.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,122,927)	(2,432,088)	(2,344,840)	(2,756,040)	13.3%
Adjustment for Prior Year Encumbrances/Reserves	11,157	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,111,770)	(2,432,088)	(2,344,840)	(2,756,040)	13.3%
Total Use of Resources	***(2,111,770)***	***(2,432,088)***	***(2,344,840)***	***(2,756,040)***	***13.3%***
PROJECTED FUND BALANCE	**(96,977)**	**286,412**	**(80,458)**	**70,411**	**-75.4%**
Mass Transit					

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
BEGINNING FUND BALANCE	**11,040**	**(4,718,945)**	**3,632,409**	**1,888,342**	**-140.0%**
REVENUES					
Taxes	135,071,397	152,218,055	151,840,564	111,358,690	-26.8%
Licenses & Permits	210,205	400,000	100,000	200,000	-50.0%
Charges for Services	21,043,318	25,469,721	5,548,659	20,975,453	-17.6%
Fines & Forfeitures	836,159	525,000	367,500	418,800	-20.2%
Intergovernmental	41,355,503	41,317,057	64,209,964	64,375,774	55.8%
Miscellaneous	64,467	0	0	0	----
Total REVENUES	198,581,049	219,929,833	222,066,687	197,328,717	-10.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	531,310	531,310	531,310	531,310	----
To Tax Supported Funds	(44,810,522)	(48,280,113)	(62,331,510)	(46,115,299)	-4.5%
Total NET INTER-FUND TRANSFERS	(44,279,212)	(47,748,803)	(61,800,200)	(45,583,989)	-4.5%
Total Resources	***154,312,877***	***167,462,085***	***163,898,896***	***153,633,070***	***-8.3%***
CIP CURRENT REVENUE	***(9,415,382)***	***(18,001,000)***	***(18,001,000)***	***(6,535,000)***	***-63.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(137,523,332)	(149,364,876)	(144,009,554)	(146,219,453)	-2.1%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(3,741,754)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(141,265,086)	(149,364,876)	(144,009,554)	(146,219,453)	-2.1%
Total Use of Resources	***(150,680,468)***	***(167,365,876)***	***(162,010,554)***	***(152,754,453)***	***-8.7%***
PROJECTED FUND BALANCE	**3,632,409**	**96,209**	**1,888,342**	**878,617**	**813.2%**
Fire					
BEGINNING FUND BALANCE	**(10,099,677)**	**(22,473,622)**	**(32,824,446)**	**(24,142,089)**	**7.4%**
REVENUES					
Taxes	214,784,104	244,458,885	243,852,645	255,444,935	4.5%
Charges for Services	18,030,629	20,000,000	18,000,000	20,000,000	----
Intergovernmental	1,959,016	198,622	2,240,468	198,622	----
Miscellaneous	505,610	244,882	244,882	244,882	----
Total REVENUES	235,279,359	264,902,389	264,337,995	275,888,439	4.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Tax Supported Funds	(10,700,580)	(13,581,290)	(11,811,077)	(13,670,365)	0.7%
Total NET INTER-FUND TRANSFERS	(10,450,580)	(13,331,290)	(11,561,077)	(13,420,365)	0.7%
Total Resources	***214,729,102***	***229,097,477***	***219,952,472***	***238,325,985***	***4.0%***
CIP CURRENT REVENUE	***(1,973,166)***	***(3,933,000)***	***(3,933,000)***	***(4,807,000)***	***22.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(244,508,043)	(224,869,427)	(240,161,561)	(232,685,066)	3.5%
Adjustment for Prior Year Encumbrances/Reserves	(1,072,339)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(245,580,382)	(224,869,427)	(240,161,561)	(232,685,066)	3.5%
Total Use of Resources	***(247,553,548)***	***(228,802,427)***	***(244,094,561)***	***(237,492,066)***	***3.8%***
PROJECTED FUND BALANCE	**(32,824,446)**	**295,050**	**(24,142,089)**	**833,919**	**182.6%**
Recreation					
BEGINNING FUND BALANCE	**1,910,551**	**2,795,294**	**5,550,789**	**6,162,710**	**120.5%**
REVENUES					
Taxes	45,248,037	46,839,468	46,705,658	48,298,521	3.1%
Licenses & Permits	(19,360)	0	0	0	----
Charges for Services	5,848,409	5,533,850	1,320,000	770,000	-86.1%
Miscellaneous	64,129	129,597	129,597	174,829	34.9%
Total REVENUES	51,141,215	52,502,915	48,155,255	49,243,350	-6.2%

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,500,000	4,500,000	1,000,000	4,500,000	----
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(17,647,768)	(17,637,172)	(19,936,308)	(17,682,793)	0.3%
Total NET INTER-FUND TRANSFERS	(14,138,068)	(12,127,472)	(17,926,608)	(12,173,093)	0.4%
Total Resources	***38,913,698***	***43,170,737***	***35,779,436***	***43,232,967***	***0.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(33,531,593)	(43,116,097)	(29,616,726)	(42,796,878)	-0.7%
Adjustment for Prior Year Encumbrances/Reserves	168,684	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(33,362,909)	(43,116,097)	(29,616,726)	(42,796,878)	-0.7%
Total Use of Resources	***(33,362,909)***	***(43,116,097)***	***(29,616,726)***	***(42,796,878)***	***-0.7%***
PROJECTED FUND BALANCE	**5,550,789**	**54,640**	**6,162,710**	**436,089**	**698.1%**
Economic Development Fund					
BEGINNING FUND BALANCE	**4,458,686**	**0**	**1,108,086**	**0**	**----**
REVENUES					
Investment Income	73,737	96,300	55,000	55,000	-42.9%
Miscellaneous	235,428	134,438	375,000	375,000	178.9%
Total REVENUES	309,165	230,738	430,000	430,000	86.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	4,718,987	10,428,680	9,482,310	9,560,677	-8.3%
Total NET INTER-FUND TRANSFERS	4,718,987	10,428,680	9,482,310	9,560,677	-8.3%
Total Resources	***9,486,838***	***10,659,418***	***11,020,396***	***9,990,677***	***-6.3%***
CIP CURRENT REVENUE	***0***	***(5,500,000)***	***(5,500,000)***	***(5,500,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,133,962)	(5,159,418)	(5,020,396)	(4,490,677)	-13.0%
Adjustment for Prior Year Encumbrances/Reserves	(244,790)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,378,752)	(5,159,418)	(5,020,396)	(4,490,677)	-13.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	0	(500,000)	0	----
Total CLAIMS ON FUND	0	0	(500,000)	0	----
Total Use of Resources	***(8,378,752)***	***(10,659,418)***	***(11,020,396)***	***(9,990,677)***	***-6.3%***
PROJECTED FUND BALANCE	**1,108,086**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**341,545,046**	**382,170,684**	**376,281,822**	**403,810,454**	**5.7%**
REVENUES					
Investment Income	7,916,593	4,583,420	461,730	133,390	-97.1%
Total REVENUES	7,916,593	4,583,420	461,730	133,390	-97.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	26,820,183	4,000,000	27,066,902	27,136,306	578.4%
Total NET INTER-FUND TRANSFERS	26,820,183	4,000,000	27,066,902	27,136,306	578.4%
Total Resources	***376,281,822***	***390,754,104***	***403,810,454***	***431,080,150***	***10.3%***
DESIGNATED FUND BALANCE	**376,281,822**	**390,754,104**	**403,810,454**	**431,080,150**	**10.3%**
DEBT SERVICE					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	18,640,470	341,060	3,205,430	3,776,606	1007.3%

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Investment Income	1,465,500	0	0	0	----
Miscellaneous	3,695,350	450,000	7,930,938	0	-100.0%
Total REVENUES	23,801,320	791,060	11,136,368	3,776,606	377.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	388,937,268	414,042,150	402,160,995	416,431,084	0.6%
From Internal Service Funds	0	370,000	58,000	518,050	40.0%
Total NET INTER-FUND TRANSFERS	388,937,268	414,412,150	402,218,995	416,949,134	0.6%
Total Resources	***412,738,588***	***415,203,210***	***413,355,363***	***420,725,740***	***1.3%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(389,586,360)	(383,360,960)	(380,891,563)	(391,628,230)	2.2%
Debt Service - Other	(23,152,228)	(31,842,250)	(32,463,800)	(29,097,510)	-8.6%
Total APPROPRIATION/EXPENDITURE	(412,738,588)	(415,203,210)	(413,355,363)	(420,725,740)	1.3%
Total Use of Resources	***(412,738,588)***	***(415,203,210)***	***(413,355,363)***	***(420,725,740)***	***1.3%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Current Fund MCPS

BEGINNING FUND BALANCE	**30,443,689**	**25,000,000**	**28,014,609**	**25,000,000**	**----**
REVENUES					
Charges for Services	4,448,724	3,830,000	3,850,000	2,250,000	-41.3%
Intergovernmental	744,706,071	781,665,879	784,769,391	755,023,177	-3.4%
Total REVENUES	749,154,795	785,495,879	788,619,391	757,273,177	-3.6%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,726,807,241	1,751,862,120	1,752,612,120	1,752,662,235	----
County Contribution to CIP Fund	12,974,000	9,770,000	14,770,000	9,705,000	-0.7%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,739,781,241	1,761,632,120	1,767,382,120	1,762,367,235	----
Total Resources	***2,519,379,725***	***2,572,127,999***	***2,584,016,120***	***2,544,640,412***	***-1.1%***
CIP CURRENT REVENUE	***(12,974,000)***	***(9,770,000)***	***(14,770,000)***	***(9,705,000)***	***-0.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,500,372,311)	(2,562,357,999)	(2,544,246,120)	(2,534,935,412)	-1.1%
Adjustment for Prior Year Encumbrances/Reserves	21,981,195	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,478,391,116)	(2,562,357,999)	(2,544,246,120)	(2,534,935,412)	-1.1%
Total Use of Resources	***(2,491,365,116)***	***(2,572,127,999)***	***(2,559,016,120)***	***(2,544,640,412)***	***-1.1%***
PROJECTED FUND BALANCE	**28,014,609**	**0**	**25,000,000**	**0**	**----**

MONTGOMERY COLLEGE

Current Fund MC

BEGINNING FUND BALANCE	**18,853,011**	**23,764,142**	**27,756,385**	**33,110,876**	**39.3%**
REVENUES					
Charges for Services	74,143,528	76,747,199	70,764,846	69,806,737	-9.0%
Intergovernmental	37,485,705	42,148,829	36,940,375	39,146,602	-7.1%
Investment Income	565,306	350,000	100,000	250,000	-28.6%
Miscellaneous	3,021,340	1,350,000	657,712	1,351,949	0.1%
Total REVENUES	115,215,879	120,596,028	108,462,933	110,555,288	-8.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,000,000	500,000	325,000	100,000	-80.0%
Total NET INTER-FUND TRANSFERS	1,000,000	500,000	325,000	100,000	-80.0%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	145,149,696	145,149,696	145,149,696	145,649,696	0.3%
County Contribution to CIP Fund	15,861,708	13,534,000	13,534,000	12,901,000	-4.7%

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	161,011,404	158,683,696	158,683,696	158,550,696	-0.1%
Total Resources	***296,080,294***	***303,543,866***	***295,228,014***	***302,316,860***	***-0.4%***
CIP CURRENT REVENUE	***(15,861,708)***	***(13,534,000)***	***(13,534,000)***	***(12,901,000)***	***-4.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(254,348,902)	(268,165,660)	(248,583,138)	(264,704,984)	-1.3%
Adjustment for Prior Year Encumbrances/Reserves	1,886,701	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(252,462,201)	(268,165,660)	(248,583,138)	(264,704,984)	-1.3%
Total Use of Resources	***(268,323,909)***	***(281,699,660)***	***(262,117,138)***	***(277,605,984)***	***-1.5%***
PROJECTED FUND BALANCE	**27,756,385**	**21,844,206**	**33,110,876**	**24,710,876**	**13.1%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**617,766**	**577,766**	**591,494**	**641,494**	**11.0%**
REVENUES					
Investment Income	11,336	15,000	0	10,000	-33.3%
Total REVENUES	11,336	15,000	0	10,000	-33.3%
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	----
Total Resources	***879,102***	***842,766***	***841,494***	***901,494***	***7.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(287,608)	(350,000)	(200,000)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(287,608)	(350,000)	(200,000)	(350,000)	----
Total Use of Resources	***(287,608)***	***(350,000)***	***(200,000)***	***(350,000)***	***----***
PROJECTED FUND BALANCE	**591,494**	**492,766**	**641,494**	**551,494**	**11.9%**
MC Grants Tax Supported Fund					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
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	----
Total Resources	***400,000***	***400,000***	***400,000***	***400,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(400,000)	(400,000)	(400,000)	(400,000)	----
Total APPROPRIATION/EXPENDITURE	(400,000)	(400,000)	(400,000)	(400,000)	----
Total Use of Resources	***(400,000)***	***(400,000)***	***(400,000)***	***(400,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Administration Fund					
BEGINNING FUND BALANCE	**3,055,121**	**1,282,694**	**1,703,589**	**3,121,084**	**143.3%**
REVENUES					
Taxes	29,603,191	31,512,507	31,417,401	31,628,826	0.4%
Charges for Services	485,405	204,700	204,700	204,700	----
Intergovernmental	740,500	415,600	415,600	415,600	----
Investment Income	236,700	100,000	13,810	100,000	----
Miscellaneous	21,250	0	0	0	----
Total REVENUES	31,087,046	32,232,807	32,051,511	32,349,126	0.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	(500,000)	----
To Tax Supported Funds	(125,000)	0	0	(150,000)	----
Total NET INTER-FUND TRANSFERS	(125,000)	0	0	(650,000)	----

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Total Resources	***34,017,167***	***33,515,501***	***33,755,100***	***34,820,210***	***3.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(32,313,578)	(32,484,966)	(30,634,016)	(33,596,872)	3.4%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(32,313,578)	(32,484,966)	(30,634,016)	(33,596,872)	3.4%
Total Use of Resources	***(32,313,578)***	***(32,484,966)***	***(30,634,016)***	***(33,596,872)***	***3.4%***
PROJECTED FUND BALANCE	**1,703,589**	**1,030,535**	**3,121,084**	**1,223,338**	**18.7%**
Park Fund					
BEGINNING FUND BALANCE	**3,082,929**	**1,663,569**	**3,223,034**	**10,688,559**	**542.5%**
REVENUES					
Taxes	97,525,522	107,429,001	107,104,778	102,242,019	-4.8%
Charges for Services	1,595,887	3,233,793	3,233,793	3,240,547	0.2%
Intergovernmental	3,422,473	3,585,896	3,585,896	3,665,414	2.2%
Investment Income	388,246	125,000	22,640	65,000	-48.0%
Miscellaneous	86,514	102,100	102,100	75,000	-26.5%
Total REVENUES	103,018,642	114,475,790	114,049,207	109,287,980	-4.5%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	225,000	0	0	250,000	----
Total NET INTER-FUND TRANSFERS	225,000	0	0	250,000	----
Total Resources	***106,326,571***	***116,139,359***	***117,272,241***	***120,226,539***	***3.5%***
CIP CURRENT REVENUE	***(350,000)***	***(350,000)***	***(350,000)***	***(450,000)***	***28.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(96,543,631)	(104,698,536)	(99,965,022)	(108,227,117)	3.4%
Debt Service - Other	(6,209,906)	(7,165,410)	(6,268,660)	(6,801,058)	-5.1%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(102,753,537)	(111,863,946)	(106,233,682)	(115,028,175)	2.8%
Total Use of Resources	***(103,103,537)***	***(112,213,946)***	***(106,583,682)***	***(115,478,175)***	***2.9%***
PROJECTED FUND BALANCE	**3,223,034**	**3,925,413**	**10,688,559**	**4,748,364**	**21.0%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**7,857**	**0**	**6,794**	**(5,130)**	**----**
REVENUES					
Taxes	2,013,927	2,068,181	2,063,051	2,125,166	2.8%
Total REVENUES	2,013,927	2,068,181	2,063,051	2,125,166	2.8%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,871,290)	(1,925,581)	(1,932,375)	(1,981,950)	2.9%
Total NET INTER-FUND TRANSFERS	(1,871,290)	(1,925,581)	(1,932,375)	(1,981,950)	2.9%
Total Resources	***150,494***	***142,600***	***137,470***	***138,086***	***-3.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(143,700)	(142,600)	(142,600)	(135,050)	-5.3%
Total APPROPRIATION/EXPENDITURE	(143,700)	(142,600)	(142,600)	(135,050)	-5.3%
Total Use of Resources	***(143,700)***	***(142,600)***	***(142,600)***	***(135,050)***	***-5.3%***
PROJECTED FUND BALANCE	**6,794**	**0**	**(5,130)**	**3,036**	**----**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Charges for Services	360,560	90,325	90,325	345,228	282.2%
Intergovernmental	146,249,375	125,157,825	125,157,825	127,732,239	2.1%
Investment Income	229,719	0	0	0	----
Miscellaneous	954,793	2,750,000	2,750,000	2,000,000	-27.3%
Total REVENUES	147,794,447	127,998,150	127,998,150	130,077,467	1.6%
Total Resources	***147,794,447***	***127,998,150***	***127,998,150***	***130,077,467***	***1.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(147,794,447)	(127,998,150)	(127,998,150)	(130,077,467)	1.6%
Total APPROPRIATION/EXPENDITURE	(147,794,447)	(127,998,150)	(127,998,150)	(130,077,467)	1.6%
Total Use of Resources	***(147,794,447)***	***(127,998,150)***	***(127,998,150)***	***(130,077,467)***	***1.6%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**15,833,546**	**10,389,158**	**16,507,602**	**5,304,552**	**-48.9%**
REVENUES					
Taxes	40,640,912	41,493,180	41,493,180	43,637,400	5.2%
Charges for Services	78,812	47,500	47,500	47,500	----
Investment Income	755,645	750,000	200,000	300,000	-60.0%
Total REVENUES	41,475,369	42,290,680	41,740,680	43,984,900	4.0%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(6,116,269)	(9,208,007)	(8,406,310)	(9,830,020)	6.8%
To Tax Supported Funds	(2,037,980)	(1,837,940)	(1,837,940)	(1,876,810)	2.1%
Total NET INTER-FUND TRANSFERS	(8,154,249)	(11,045,947)	(10,244,250)	(11,706,830)	6.0%
Total Resources	***49,154,666***	***41,633,891***	***48,004,032***	***37,582,622***	***-9.7%***
CIP CURRENT REVENUE	***(4,686,929)***	***(8,260,000)***	***(8,140,000)***	***(4,917,000)***	***-40.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(27,524,476)	(29,398,229)	(29,355,150)	(29,480,691)	0.3%
Adjustment for Prior Year Encumbrances/Reserves	(435,659)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(27,960,135)	(29,398,229)	(29,355,150)	(29,480,691)	0.3%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(5,204,330)	0	----
Total CLAIMS ON FUND	0	0	(5,204,330)	0	----
Total Use of Resources	***(32,647,064)***	***(37,658,229)***	***(42,699,480)***	***(34,397,691)***	***-8.7%***
PROJECTED FUND BALANCE	**16,507,602**	**3,975,662**	**5,304,552**	**3,184,931**	**-19.9%**
Cable Television					
BEGINNING FUND BALANCE	**345,819**	**1,059,195**	**1,844,027**	**2,870,378**	**171.0%**
REVENUES					
Charges for Services	25,411,302	24,547,000	24,259,802	22,715,712	-7.5%
Investment Income	221,566	159,000	221,566	153,000	-3.8%
Total REVENUES	25,632,868	24,706,000	24,481,368	22,868,712	-7.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	0	0	700,000	----
To Tax Supported Funds	(4,544,126)	(4,409,575)	(4,409,575)	(4,497,479)	2.0%
Total NET INTER-FUND TRANSFERS	(4,544,126)	(4,409,575)	(4,409,575)	(3,797,479)	-13.9%
Total Resources	***21,434,561***	***21,355,620***	***21,915,820***	***21,941,611***	***2.7%***
CIP CURRENT REVENUE	***(4,535,832)***	***(3,761,000)***	***(3,761,000)***	***(4,272,000)***	***13.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(16,087,280)	(16,518,580)	(16,321,940)	(17,469,611)	5.8%
Adjustment for Prior Year Encumbrances/Reserves	1,032,578	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,054,702)	(16,518,580)	(16,321,940)	(17,469,611)	5.8%

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	1,037,498	0	----
Total CLAIMS ON FUND	0	0	1,037,498	0	----
Total Use of Resources	***(19,590,534)***	***(20,279,580)***	***(19,045,442)***	***(21,741,611)***	***7.2%***
PROJECTED FUND BALANCE	**1,844,027**	**1,076,040**	**2,870,378**	**200,000**	**-81.4%**
Recreation Non-Tax Supported					
BEGINNING FUND BALANCE	**0**	**3,633,253**	**(216,450)**	**24,735**	**-99.3%**
REVENUES					
Charges for Services	4,749,644	8,100,000	3,500,000	8,100,000	----
Total REVENUES	4,749,644	8,100,000	3,500,000	8,100,000	----
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(2,500,000)	(4,500,000)	(1,000,000)	(4,500,000)	----
Total NET INTER-FUND TRANSFERS	(2,500,000)	(4,500,000)	(1,000,000)	(4,500,000)	----
Total Resources	***2,249,644***	***7,233,253***	***2,283,550***	***3,624,735***	***-49.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,466,094)	(3,600,000)	(2,258,815)	(3,600,000)	----
Total APPROPRIATION/EXPENDITURE	(2,466,094)	(3,600,000)	(2,258,815)	(3,600,000)	----
Total Use of Resources	***(2,466,094)***	***(3,600,000)***	***(2,258,815)***	***(3,600,000)***	***----***
PROJECTED FUND BALANCE	**(216,450)**	**3,633,253**	**24,735**	**24,735**	**-99.3%**
Detention Center Non-Tax Supported					
BEGINNING FUND BALANCE	**448,822**	**0**	**526,378**	**385,994**	**----**
REVENUES					
Miscellaneous	245,065	0	84,616	245,065	----
Total REVENUES	245,065	0	84,616	245,065	----
Total Resources	***693,887***	***0***	***610,994***	***631,059***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(167,509)	0	(225,000)	(543,000)	----
Total APPROPRIATION/EXPENDITURE	(167,509)	0	(225,000)	(543,000)	----
Total Use of Resources	***(167,509)***	***0***	***(225,000)***	***(543,000)***	***----***
PROJECTED FUND BALANCE	**526,378**	**0**	**385,994**	**88,059**	**----**
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	**17,227,281**	**9,570,240**	**29,438,536**	**20,635,425**	**115.6%**
REVENUES					
Taxes	18,406,468	17,817,608	14,168,216	14,853,187	-16.6%
Charges for Services	82,802	70,200	70,200	70,200	----
Investment Income	4,451,950	1,939,470	1,000,000	1,000,000	-48.4%
Miscellaneous	7,384,109	5,197,056	5,557,056	14,323,239	175.6%
Total REVENUES	30,325,329	25,024,334	20,795,472	30,246,626	20.9%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(9,736,209)	(10,921,700)	(10,121,700)	(16,718,400)	53.1%
From Tax Supported Funds	25,342,876	19,812,045	20,312,045	28,740,829	45.1%
To Tax Supported Funds	(476,191)	(462,465)	(462,465)	(453,967)	-1.8%
Total NET INTER-FUND TRANSFERS	15,130,476	8,427,880	9,727,880	11,568,462	37.3%
Total Resources	***62,683,086***	***43,022,454***	***59,961,888***	***62,450,513***	***45.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(33,596,427)	(34,627,827)	(34,110,450)	(43,032,317)	24.3%
Debt Service - Other	0	(52,050)	(52,050)	(49,650)	-4.6%
Adjustment for Prior Year Encumbrances/Reserves	351,877	0	0	0	----

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Total APPROPRIATION/EXPENDITURE	(33,244,550)	(34,679,877)	(34,162,500)	(43,081,967)	24.2%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(5,167,177)	(5,163,963)	(18,038,546)	249.1%
Total CLAIMS ON FUND	0	(5,167,177)	(5,163,963)	(18,038,546)	249.1%
Total Use of Resources	***(33,244,550)***	***(39,847,054)***	***(39,326,463)***	***(61,120,513)***	***53.4%***
PROJECTED FUND BALANCE	**29,438,536**	**3,175,400**	**20,635,425**	**1,330,000**	**-58.1%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**6,508,019**	**3,349,639**	**4,360,222**	**384,449**	**-88.5%**
REVENUES					
Charges for Services	8,153,263	11,975,233	3,031,085	8,521,854	-28.8%
Investment Income	295,542	65,700	17,240	0	-100.0%
Miscellaneous	6,433	0	0	0	----
Total REVENUES	8,455,238	12,040,933	3,048,325	8,521,854	-29.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(928,770)	(1,234,109)	(781,732)	(1,097,686)	-11.1%
Total NET INTER-FUND TRANSFERS	(768,770)	(1,074,109)	(621,732)	(937,686)	-12.7%
Total Resources	***14,194,487***	***14,316,463***	***6,786,815***	***7,968,617***	***-44.3%***
CIP CURRENT REVENUE	***(371,717)***	***(604,000)***	***0***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,590,370)	(11,854,751)	(5,580,550)	(8,502,633)	-28.3%
Adjustment for Prior Year Encumbrances/Reserves	127,822	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,462,548)	(11,854,751)	(5,580,550)	(8,502,633)	-28.3%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(31,816)	(821,816)	(31,816)	----
Total CLAIMS ON FUND	0	(31,816)	(821,816)	(31,816)	----
Total Use of Resources	***(9,834,265)***	***(12,490,567)***	***(6,402,366)***	***(8,534,449)***	***-31.7%***
PROJECTED UNRESTRICTED NET ASSETS	**4,360,222**	**1,825,896**	**384,449**	**(565,832)**	**-131.0%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**17,675,324**	**12,293,678**	**14,483,508**	**9,643,894**	**-21.6%**
REVENUES					
Taxes	(105)	0	0	0	----
Charges for Services	12,966,153	15,355,081	6,947,657	13,184,065	-14.1%
Fines & Forfeitures	3,415,568	3,250,000	1,804,882	2,762,500	-15.0%
Investment Income	407,535	269,530	23,770	6,870	-97.5%
Miscellaneous	614,410	359,120	359,120	359,120	----
Total REVENUES	17,403,561	19,233,731	9,135,429	16,312,555	-15.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(220,000)	(220,000)	0	0	-100.0%
From Tax Supported Funds	0	0	5,955,254	0	----
To Tax Supported Funds	(2,111,137)	(2,043,375)	(2,043,375)	(2,857,734)	39.9%
Total NET INTER-FUND TRANSFERS	(2,331,137)	(2,263,375)	3,911,879	(2,857,734)	26.3%
Total Resources	***32,747,748***	***29,264,034***	***27,530,816***	***23,098,715***	***-21.1%***
CIP CURRENT REVENUE	***(3,993,292)***	***(5,183,000)***	***(4,182,000)***	***(4,048,000)***	***-21.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,063,286)	(10,249,566)	(9,087,293)	(10,045,398)	-2.0%
Debt Service - Other	(4,642,224)	(4,634,250)	(4,634,250)	(3,104,200)	-33.0%
Adjustment for Prior Year Encumbrances/Reserves	434,562	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,270,948)	(14,883,816)	(13,721,543)	(13,149,598)	-11.7%

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	(23,569)	16,621	6,891	-129.2%
Total CLAIMS ON FUND	0	(23,569)	16,621	6,891	-129.2%
Total Use of Resources	***(18,264,240)***	***(20,090,385)***	***(17,886,922)***	***(17,190,707)***	***-14.4%***
PROJECTED CASH BALANCE	**14,483,508**	**9,173,649**	**9,643,894**	**5,908,008**	**-35.6%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**15,945,593**	**14,697,167**	**11,551,783**	**2,898,979**	**-80.3%**
REVENUES					
Taxes	(6,072)	0	0	0	----
Charges for Services	9,149,485	12,920,413	4,090,421	11,086,331	-14.2%
Fines & Forfeitures	1,715,194	1,897,689	629,501	1,613,036	-15.0%
Investment Income	364,631	257,330	21,270	6,140	-97.6%
Miscellaneous	3,395,703	20,000	20,000	20,000	----
Total REVENUES	14,618,941	15,095,432	4,761,192	12,725,507	-15.7%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(3,083,000)	(3,303,640)	(3,303,640)	(3,212,200)	-2.8%
Total NET INTER-FUND TRANSFERS	(3,083,000)	(3,303,640)	(3,303,640)	(3,212,200)	-2.8%
Total Resources	***27,481,534***	***26,488,959***	***13,009,335***	***12,412,286***	***-53.1%***
CIP CURRENT REVENUE	***(2,949,325)***	***(4,822,000)***	***(990,000)***	***(2,020,000)***	***-58.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,941,855)	(11,568,842)	(9,130,601)	(9,942,821)	-14.1%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(3,038,571)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(12,980,426)	(11,568,842)	(9,130,601)	(9,942,821)	-14.1%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(18,855)	10,245	3,205	-117.0%
Total CLAIMS ON FUND	0	(18,855)	10,245	3,205	-117.0%
Total Use of Resources	***(15,929,751)***	***(16,409,697)***	***(10,110,356)***	***(11,959,616)***	***-27.1%***
PROJECTED CASH BALANCE	**11,551,783**	**10,079,262**	**2,898,979**	**452,670**	**-95.5%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**911,855**	**545,098**	**874,605**	**79,679**	**-85.4%**
REVENUES					
Taxes	1,561	0	0	0	----
Charges for Services	656,444	1,375,000	775,176	1,479,220	7.6%
Fines & Forfeitures	325,662	476,000	142,956	404,600	-15.0%
Investment Income	16,475	12,190	960	280	-97.7%
Miscellaneous	26,682	0	0	0	----
Total REVENUES	1,026,824	1,863,190	919,092	1,884,100	1.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	220,000	220,000	0	0	-100.0%
To Tax Supported Funds	(117,155)	(539,265)	(159,880)	(274,802)	-49.0%
Total NET INTER-FUND TRANSFERS	102,845	(319,265)	(159,880)	(274,802)	-13.9%
Total Resources	***2,041,524***	***2,089,023***	***1,633,817***	***1,688,977***	***-19.1%***
CIP CURRENT REVENUE	***(24,869)***	***(157,000)***	***(116,000)***	***(92,000)***	***-41.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,223,451)	(1,577,461)	(1,438,762)	(1,486,916)	-5.7%
Adjustment for Prior Year Encumbrances/Reserves	81,401	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,142,050)	(1,577,461)	(1,438,762)	(1,486,916)	-5.7%
CLAIMS ON FUND					

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Set Aside: Future Needs	0	(3,536)	624	(386)	-89.1%
Total CLAIMS ON FUND	0	(3,536)	624	(386)	-89.1%
Total Use of Resources	***(1,166,919)***	***(1,737,997)***	***(1,554,138)***	***(1,579,302)***	***-9.1%***
PROJECTED CASH BALANCE	**874,605**	**351,026**	**79,679**	**109,675**	**-68.8%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**19,053,351**	**16,702,818**	**18,785,764**	**17,936,964**	**7.4%**
REVENUES					
Licenses & Permits	42,355,608	35,155,342	41,931,316	35,155,342	----
Charges for Services	1,103,498	1,313,700	1,249,184	1,313,700	----
Fines & Forfeitures	57,798	78,300	74,074	78,300	----
Investment Income	867,229	408,000	408,000	408,000	----
Miscellaneous	9,909	0	0	0	----
Total REVENUES	44,394,042	36,955,342	43,662,574	36,955,342	----
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(6,479,116)	(6,745,648)	(6,000,638)	(6,740,403)	-0.1%
Total NET INTER-FUND TRANSFERS	(6,479,116)	(6,745,648)	(6,000,638)	(6,740,403)	-0.1%
Total Resources	***56,968,277***	***46,912,512***	***56,447,700***	***48,151,903***	***2.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(39,678,736)	(40,699,250)	(38,592,536)	(38,901,977)	-4.4%
Adjustment for Prior Year Encumbrances/Reserves	1,496,223	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(38,182,513)	(40,699,250)	(38,592,536)	(38,901,977)	-4.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(252,170)	81,800	42,950	-117.0%
Total CLAIMS ON FUND	0	(252,170)	81,800	42,950	-117.0%
Total Use of Resources	***(38,182,513)***	***(40,951,420)***	***(38,510,736)***	***(38,859,027)***	***-5.1%***
PROJECTED UNRESTRICTED NET ASSETS	**18,785,764**	**5,961,092**	**17,936,964**	**9,292,876**	**55.9%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**(1,875,686)**	**(2,958,339)**	**(3,054,680)**	**(3,676,463)**	**24.3%**
REVENUES					
Charges for Services	8,755,828	9,885,837	9,852,988	10,851,750	9.8%
Investment Income	91,864	73,220	73,220	70,610	-3.6%
Miscellaneous	0	0	12,000	0	----
Total REVENUES	8,847,692	9,959,057	9,938,208	10,922,360	9.7%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(331,905)	(314,224)	(314,224)	(313,484)	-0.2%
Total NET INTER-FUND TRANSFERS	(331,905)	(314,224)	(314,224)	(313,484)	-0.2%
Total Resources	***6,640,101***	***6,686,494***	***6,569,304***	***6,932,413***	***3.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,749,720)	(10,450,702)	(10,240,702)	(10,566,922)	1.1%
Budget to GAAP Reconciliation	54,939	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,694,781)	(10,450,702)	(10,240,702)	(10,566,922)	1.1%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(10,605)	(5,065)	(6,405)	-39.6%
Total CLAIMS ON FUND	0	(10,605)	(5,065)	(6,405)	-39.6%
Total Use of Resources	***(9,694,781)***	***(10,461,307)***	***(10,245,767)***	***(10,573,327)***	***1.1%***
ENDING RETAINED EARNINGS	**(3,054,680)**	**(3,774,813)**	**(3,676,463)**	**(3,640,914)**	**-3.5%**

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					
Licenses & Permits	9,295	12,000	9,435	9,435	-21.4%
Charges for Services	97,533,944	104,188,885	103,472,101	110,861,656	6.4%
Fines & Forfeitures	35,050	36,000	43,440	43,440	20.7%
Investment Income	1,896,729	1,274,760	500,000	1,229,230	-3.6%
Miscellaneous	1,769,365	325,000	4,438,336	238,336	-26.7%
Total REVENUES	101,244,383	105,836,645	108,463,312	112,382,097	6.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	930,000	1,319,501	1,319,501	1,599,058	21.2%
From Tax Supported Funds	1,536,170	1,218,270	1,218,270	1,038,420	-14.8%
To Tax Supported Funds	(2,478,115)	(2,425,322)	(2,425,322)	(2,421,882)	-0.1%
Total NET INTER-FUND TRANSFERS	(11,945)	112,449	112,449	215,596	91.7%
Total Resources	***101,232,438***	***105,949,094***	***108,575,761***	***112,597,693***	***6.3%***
CIP CURRENT REVENUE	***(589,352)***	***(456,000)***	***(4,700,000)***	***(1,933,000)***	***323.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(117,135,430)	(120,973,573)	(118,183,573)	(123,519,106)	2.1%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	(34,155,069)	424,388	693,082	18,296,715	4211.3%
Plus Payout of Appropriated Closure Costs	2,312,992	1,858,390	1,858,390	2,071,036	11.4%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(148,977,507)	(118,690,795)	(115,632,101)	(103,151,355)	-13.1%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(84,842)	23,249	(2,922)	-96.6%
Total CLAIMS ON FUND	0	(84,842)	23,249	(2,922)	-96.6%
Total Use of Resources	***(149,566,859)***	***(119,231,637)***	***(120,308,852)***	***(105,087,277)***	***-11.9%***
NET CHANGE	**(48,334,421)**	**(13,282,543)**	**(11,733,091)**	**7,510,416**	**-156.5%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**528,335**	**174,399**	**13,121**	**1,073,831**	**515.7%**
REVENUES					
Charges for Services	7,987,698	8,591,838	8,591,838	8,600,551	0.1%
Investment Income	44,939	34,880	2,620	1,630	-95.3%
Total REVENUES	8,032,637	8,626,718	8,594,458	8,602,181	-0.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(930,000)	(1,319,501)	(1,319,501)	(1,599,058)	21.2%
To Tax Supported Funds	(725,833)	(663,574)	(663,574)	(636,264)	-4.1%
Total NET INTER-FUND TRANSFERS	(1,655,833)	(1,983,075)	(1,983,075)	(2,235,322)	12.7%
Total Resources	***6,905,139***	***6,818,042***	***6,624,504***	***7,440,690***	***9.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,973,079)	(6,367,886)	(5,550,673)	(6,690,951)	5.1%
Adjustment for Prior Year Encumbrances/Reserves	81,061	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,892,018)	(6,367,886)	(5,550,673)	(6,690,951)	5.1%
Total Use of Resources	***(6,892,018)***	***(6,367,886)***	***(5,550,673)***	***(6,690,951)***	***5.1%***
PROJECTED FUND BALANCE	**13,121**	**450,156**	**1,073,831**	**749,739**	**66.6%**
Liquor Control					
BEGINNING CASH BALANCE	**2,282,883**	**82,236**	**8,550,573**	**10,332,296**	**12464.2%**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Taxes	7,179	0	0	0	----
Licenses & Permits	217,412	1,892,222	1,892,222	1,324,555	-30.0%
Charges for Services	12,121	23,887	23,887	23,887	----
Fines & Forfeitures	150,188	316,916	316,916	63,383	-80.0%
Investment Income	133,707	91,900	91,900	91,900	----
Miscellaneous	95,166,339	96,812,959	94,809,174	99,717,348	3.0%
Total REVENUES	95,686,946	99,137,884	97,134,099	101,221,073	2.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(30,100,899)	(31,674,153)	(31,674,153)	(31,779,243)	0.3%
Total NET INTER-FUND TRANSFERS	(30,100,899)	(31,674,153)	(31,674,153)	(31,779,243)	0.3%
Total Resources	***67,868,930***	***67,545,967***	***74,010,519***	***79,774,126***	***18.1%***
CIP CURRENT REVENUE	***0***	***(1,785,000)***	***(1,785,000)***	***(1,267,000)***	***-29.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(57,647,883)	(54,308,704)	(52,887,650)	(55,517,075)	2.2%
Debt Service - Other	(7,703,323)	(9,247,650)	(9,247,650)	(10,831,000)	17.1%
Adjustment for Prior Year Encumbrances/Reserves	6,032,849	0	0	0	----
Future Expenditure Requirements	0	0	0	0	----
Bond Proceeds Applied to Debt Service	0	0	0	0	----
Master Lease Proceeds	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(59,318,357)	(63,556,354)	(62,135,300)	(66,348,075)	4.4%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(367,653)	242,077	154,027	-141.9%
Total CLAIMS ON FUND	0	(367,653)	242,077	154,027	-141.9%
Total Use of Resources	***(59,318,357)***	***(65,709,007)***	***(63,678,223)***	***(67,461,048)***	***2.7%***
PROJECTED CASH BALANCE	**8,550,573**	**1,836,960**	**10,332,296**	**12,313,078**	**570.3%**

DEBT SERVICE

Debt Service - Non-Tax Supported

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Miscellaneous	0	257,157	52,641	211,999	-17.6%
Total REVENUES	0	257,157	52,641	211,999	-17.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	15,772,674	21,450,393	18,826,309	27,749,751	29.4%
Total NET INTER-FUND TRANSFERS	15,772,674	21,450,393	18,826,309	27,749,751	29.4%
Total Resources	***15,772,674***	***21,707,550***	***18,878,950***	***27,961,750***	***28.8%***
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(15,772,674)	(21,707,550)	(18,878,950)	(27,961,750)	28.8%
Total APPROPRIATION/EXPENDITURE	(15,772,674)	(21,707,550)	(18,878,950)	(27,961,750)	28.8%
Total Use of Resources	***(15,772,674)***	***(21,707,550)***	***(18,878,950)***	***(27,961,750)***	***28.8%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Grant Fund MCPS

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	99,320,453	110,451,136	110,451,136	161,218,854	46.0%
Total REVENUES	99,320,453	110,451,136	110,451,136	161,218,854	46.0%
Total Resources	***99,320,453***	***110,451,136***	***110,451,136***	***161,218,854***	***46.0%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Appropriation/Expenditure	(99,320,453)	(110,451,136)	(110,451,136)	(161,218,854)	46.0%
Total APPROPRIATION/EXPENDITURE	(99,320,453)	(110,451,136)	(110,451,136)	(161,218,854)	46.0%
Total Use of Resources	***(99,320,453)***	***(110,451,136)***	***(110,451,136)***	***(161,218,854)***	***46.0%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Food Service Fund					
BEGINNING CASH BALANCE	**11,419,045**	**11,419,045**	**9,961,414**	**9,961,414**	**-12.8%**
REVENUES					
Charges for Services	12,830,168	17,586,048	17,586,048	17,956,048	2.1%
Intergovernmental	44,622,910	42,813,932	42,813,932	43,943,932	2.6%
Miscellaneous	136,436	0	0	0	----
Total REVENUES	57,589,514	60,399,980	60,399,980	61,899,980	2.5%
Total Resources	***69,008,559***	***71,819,025***	***70,361,394***	***71,861,394***	***0.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(59,351,635)	(60,399,980)	(60,399,980)	(61,899,980)	2.5%
Adjustment for Prior Year Encumbrances/Reserves	304,490	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(59,047,145)	(60,399,980)	(60,399,980)	(61,899,980)	2.5%
Total Use of Resources	***(59,047,145)***	***(60,399,980)***	***(60,399,980)***	***(61,899,980)***	***2.5%***
PROJECTED CASH BALANCE	**9,961,414**	**11,419,045**	**9,961,414**	**9,961,414**	**-12.8%**
Real Estate Fund					
BEGINNING CASH BALANCE	**464,055**	**464,055**	**0**	**0**	**-100.0%**
REVENUES					
Miscellaneous	3,340,553	4,967,149	4,967,149	4,967,149	----
Total REVENUES	3,340,553	4,967,149	4,967,149	4,967,149	----
Total Resources	***3,804,608***	***5,431,204***	***4,967,149***	***4,967,149***	***-8.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,674,332)	(4,967,149)	(4,967,149)	(4,967,149)	----
Adjustment for Prior Year Encumbrances/Reserves	(130,276)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,804,608)	(4,967,149)	(4,967,149)	(4,967,149)	----
Total Use of Resources	***(3,804,608)***	***(4,967,149)***	***(4,967,149)***	***(4,967,149)***	***----***
PROJECTED CASH BALANCE	**0**	**464,055**	**0**	**0**	**-100.0%**
Field Trip Fund					
BEGINNING CASH BALANCE	**140,117**	**140,117**	**0**	**0**	**-100.0%**
REVENUES					
Charges for Services	1,334,742	2,914,182	2,914,182	3,074,182	5.5%
Total REVENUES	1,334,742	2,914,182	2,914,182	3,074,182	5.5%
Total Resources	***1,474,859***	***3,054,299***	***2,914,182***	***3,074,182***	***0.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,527,869)	(2,914,182)	(2,914,182)	(3,074,182)	5.5%
Adjustment for Prior Year Encumbrances/Reserves	53,010	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,474,859)	(2,914,182)	(2,914,182)	(3,074,182)	5.5%
Total Use of Resources	***(1,474,859)***	***(2,914,182)***	***(2,914,182)***	***(3,074,182)***	***5.5%***
PROJECTED CASH BALANCE	**0**	**140,117**	**0**	**0**	**-100.0%**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	1,977,505	2,446,838	2,446,838	2,446,838	----
Total REVENUES	1,977,505	2,446,838	2,446,838	2,446,838	----
NET INTER-FUND TRANSFERS					

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
From Tax Supported Funds	5,671,586	10,200,000	1,980,000	10,200,000	----
Total NET INTER-FUND TRANSFERS	5,671,586	10,200,000	1,980,000	10,200,000	----
Total Resources	***7,649,091***	***12,646,838***	***4,426,838***	***12,646,838***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,073,144)	(12,646,838)	(4,426,838)	(12,646,838)	----
Adjustment for Prior Year Encumbrances/Reserves	424,053	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(7,649,091)	(12,646,838)	(4,426,838)	(12,646,838)	----
Total Use of Resources	***(7,649,091)***	***(12,646,838)***	***(4,426,838)***	***(12,646,838)***	***----***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Instructional Television Fund					
BEGINNING CASH BALANCE	**395,240**	**49,814**	**446,401**	**446,401**	**796.1%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,799,775	1,769,775	1,769,775	1,769,775	----
Total NET INTER-FUND TRANSFERS	1,799,775	1,769,775	1,769,775	1,769,775	----
Total Resources	***2,195,015***	***1,819,589***	***2,216,176***	***2,216,176***	***21.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,748,614)	(1,769,775)	(1,769,775)	(1,769,775)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,748,614)	(1,769,775)	(1,769,775)	(1,769,775)	----
Total Use of Resources	***(1,748,614)***	***(1,769,775)***	***(1,769,775)***	***(1,769,775)***	***----***
PROJECTED CASH BALANCE	**446,401**	**49,814**	**446,401**	**446,401**	**796.1%**
MONTGOMERY COLLEGE					
Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	14,251,658	18,782,000	19,426,000	17,355,000	-7.6%
Total REVENUES	14,251,658	18,782,000	19,426,000	17,355,000	-7.6%
Total Resources	***14,251,658***	***18,782,000***	***19,426,000***	***17,355,000***	***-7.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,251,658)	(18,782,000)	(19,426,000)	(17,355,000)	-7.6%
Total APPROPRIATION/EXPENDITURE	(14,251,658)	(18,782,000)	(19,426,000)	(17,355,000)	-7.6%
Total Use of Resources	***(14,251,658)***	***(18,782,000)***	***(19,426,000)***	***(17,355,000)***	***-7.6%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Endowment Fund					
BEGINNING FUND BALANCE	**570,182**	**581,682**	**580,645**	**592,145**	**1.8%**
REVENUES					
Miscellaneous	10,463	11,500	11,500	11,500	----
Total REVENUES	10,463	11,500	11,500	11,500	----
Total Resources	***580,645***	***593,182***	***592,145***	***603,645***	***1.8%***
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	----
Total Use of Resources	***0***	***0***	***0***	***0***	***----***
PROJECTED FUND BALANCE	**580,645**	**593,182**	**592,145**	**603,645**	**1.8%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**3,359,977**	**3,309,404**	**4,966,863**	**4,347,884**	**31.4%**

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
REVENUES					
Charges for Services	9,323,134	10,372,460	6,172,462	8,874,000	-14.4%
Intergovernmental	8,041,559	9,672,951	8,041,559	8,902,458	-8.0%
Miscellaneous	61,352	80,000	10,000	50,000	-37.5%
Total REVENUES	17,426,045	20,125,411	14,224,021	17,826,458	-11.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	500,000	----
To Tax Supported Funds	(500,000)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(500,000)	0	0	500,000	----
Total Resources	***20,286,022***	***23,434,815***	***19,190,884***	***22,674,342***	***-3.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,430,304)	(20,712,172)	(14,843,000)	(19,995,716)	-3.5%
Adjustment for Prior Year Encumbrances/Reserves	111,145	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,319,159)	(20,712,172)	(14,843,000)	(19,995,716)	-3.5%
Total Use of Resources	***(15,319,159)***	***(20,712,172)***	***(14,843,000)***	***(19,995,716)***	***-3.5%***
PROJECTED FUND BALANCE	**4,966,863**	**2,722,643**	**4,347,884**	**2,678,626**	**-1.6%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**3,170,420**	**3,570,995**	**3,277,516**	**2,841,577**	**-20.4%**
REVENUES					
Charges for Services	1,487,094	924,220	350,000	916,220	-0.9%
Miscellaneous	0	735,050	3,290	652,550	-11.2%
Total REVENUES	1,487,094	1,659,270	353,290	1,568,770	-5.5%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	(25,000)	0	----
To Tax Supported Funds	(500,000)	(500,000)	(325,000)	(100,000)	-80.0%
To Internal Service Funds	0	0	0	(500,000)	----
Total NET INTER-FUND TRANSFERS	(500,000)	(500,000)	(350,000)	(600,000)	20.0%
Total Resources	***4,157,514***	***4,730,265***	***3,280,806***	***3,810,347***	***-19.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(882,540)	(1,941,300)	(439,229)	(1,880,000)	-3.2%
Adjustment for Prior Year Encumbrances/Reserves	2,542	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(879,998)	(1,941,300)	(439,229)	(1,880,000)	-3.2%
Total Use of Resources	***(879,998)***	***(1,941,300)***	***(439,229)***	***(1,880,000)***	***-3.2%***
PROJECTED FUND BALANCE	**3,277,516**	**2,788,965**	**2,841,577**	**1,930,347**	**-30.8%**
Cable Television Fund					
BEGINNING FUND BALANCE	**139,179**	**143,500**	**158,489**	**258,489**	**80.1%**
REVENUES					
Miscellaneous	4,421	0	0	0	----
Total REVENUES	4,421	0	0	0	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,764,321	1,796,800	1,796,800	1,796,800	----
Total NET INTER-FUND TRANSFERS	1,764,321	1,796,800	1,796,800	1,796,800	----
Total Resources	***1,907,921***	***1,940,300***	***1,955,289***	***2,055,289***	***5.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,758,039)	(1,796,800)	(1,696,800)	(1,796,800)	----
Adjustment for Prior Year Encumbrances/Reserves	8,607	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,749,432)	(1,796,800)	(1,696,800)	(1,796,800)	----
Total Use of Resources	***(1,749,432)***	***(1,796,800)***	***(1,696,800)***	***(1,796,800)***	***----***
PROJECTED FUND BALANCE	**158,489**	**143,500**	**258,489**	**258,489**	**80.1%**

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**11,008,221**	**7,530,017**	**7,921,350**	**8,669,075**	**15.1%**
REVENUES					
Charges for Services	3,273,424	3,287,000	3,076,478	3,025,890	-7.9%
Investment Income	208,262	175,000	15,000	25,000	-85.7%
Total REVENUES	3,481,686	3,462,000	3,091,478	3,050,890	-11.9%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(5,214,814)	(1,500,000)	(631,947)	(1,500,000)	----
Total NET INTER-FUND TRANSFERS	(5,214,814)	(1,500,000)	(631,947)	(1,500,000)	----
Total Resources	***9,275,093***	***9,492,017***	***10,380,881***	***10,219,965***	***7.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,705,806)	(2,000,000)	(1,711,806)	(2,000,000)	----
Adjustment for Prior Year Encumbrances/Reserves	352,063	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,353,743)	(2,000,000)	(1,711,806)	(2,000,000)	----
Total Use of Resources	***(1,353,743)***	***(2,000,000)***	***(1,711,806)***	***(2,000,000)***	***----***
PROJECTED FUND BALANCE	**7,921,350**	**7,492,017**	**8,669,075**	**8,219,965**	**9.7%**
Transportation Fund					
BEGINNING FUND BALANCE	**8,458,159**	**7,386,438**	**7,925,343**	**9,193,471**	**24.5%**
REVENUES					
Charges for Services	3,553,683	3,585,000	3,076,478	3,350,380	-6.5%
Investment Income	100,244	125,000	94,750	75,000	-40.0%
Miscellaneous	174,950	170,000	139,750	100,000	-41.2%
Total REVENUES	3,828,877	3,880,000	3,310,978	3,525,380	-9.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(795,948)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(795,948)	0	0	0	----
Total Resources	***11,491,088***	***11,266,438***	***11,236,321***	***12,718,851***	***12.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,570,253)	(4,200,000)	(2,042,850)	(4,100,000)	-2.4%
Adjustment for Prior Year Encumbrances/Reserves	4,508	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,565,745)	(4,200,000)	(2,042,850)	(4,100,000)	-2.4%
Total Use of Resources	***(3,565,745)***	***(4,200,000)***	***(2,042,850)***	***(4,100,000)***	***-2.4%***
PROJECTED FUND BALANCE	**7,925,343**	**7,066,438**	**9,193,471**	**8,618,851**	**22.0%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	282,630	550,000	550,000	550,000	----
Total REVENUES	282,630	550,000	550,000	550,000	----
Total Resources	***282,630***	***550,000***	***550,000***	***550,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(282,630)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(282,630)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(282,630)***	***(550,000)***	***(550,000)***	***(550,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**7,470,026**	**5,891,911**	**5,858,451**	**3,798,995**	**-35.5%**

Fiscal Summary By Fund

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
REVENUES					
Charges for Services	2,658,486	3,285,260	2,391,821	3,160,920	-3.8%
Intergovernmental	266,426	510,750	165,850	205,850	-59.7%
Investment Income	118,353	110,000	6,900	28,000	-74.5%
Miscellaneous	288,136	283,000	228,500	268,500	-5.1%
Total REVENUES	3,331,401	4,189,010	2,793,071	3,663,270	-12.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	0	0	500,000	----
From Component Units/Agencies	1,391,700	1,615,120	1,607,270	1,736,523	7.5%
Total NET INTER-FUND TRANSFERS	1,391,700	1,615,120	1,607,270	2,236,523	38.5%
Total Resources	***12,193,127***	***11,696,041***	***10,258,792***	***9,698,788***	***-17.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,334,676)	(7,352,429)	(6,459,797)	(7,052,119)	-4.1%
Total APPROPRIATION/EXPENDITURE	(6,334,676)	(7,352,429)	(6,459,797)	(7,052,119)	-4.1%
Total Use of Resources	***(6,334,676)***	***(7,352,429)***	***(6,459,797)***	***(7,052,119)***	***-4.1%***
PROJECTED FUND BALANCE	**5,858,451**	**4,343,612**	**3,798,995**	**2,646,669**	**-39.1%**
Enterprise Fund					
BEGINNING CASH BALANCE	**9,494,752**	**10,914,881**	**8,498,334**	**8,666,039**	**-20.6%**
REVENUES					
Charges for Services	9,014,869	11,437,895	6,488,957	11,514,603	0.7%
Intergovernmental	15,513	0	0	0	----
Miscellaneous	358,536	1,170,241	1,091,654	1,073,461	-8.3%
Total REVENUES	9,388,918	12,608,136	7,580,611	12,588,064	-0.2%
Total Resources	***18,883,670***	***23,523,017***	***16,078,945***	***21,254,103***	***-9.6%***
CIP CURRENT REVENUE	***(2,250,815)***	***(2,550,000)***	***0***	***(400,000)***	***-84.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,603,648)	(10,549,109)	(7,412,906)	(10,565,938)	0.2%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	469,127	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,134,521)	(10,549,109)	(7,412,906)	(10,565,938)	0.2%
Total Use of Resources	***(10,385,336)***	***(13,099,109)***	***(7,412,906)***	***(10,965,938)***	***-16.3%***
PROJECTED CASH BALANCE	**8,498,334**	**10,423,908**	**8,666,039**	**10,288,165**	**-1.3%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**848,547**	**751,827**	**699,077**	**664,661**	**-11.6%**
REVENUES					
Charges for Services	1,387,725	1,561,500	1,541,085	1,647,600	5.5%
Intergovernmental	375	0	0	0	----
Investment Income	20,100	25,000	1,170	8,000	-68.0%
Miscellaneous	4,500	0	0	0	----
Total REVENUES	1,412,700	1,586,500	1,542,255	1,655,600	4.4%
Total Resources	***2,261,247***	***2,338,327***	***2,241,332***	***2,320,261***	***-0.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,562,170)	(1,576,671)	(1,576,671)	(1,657,600)	5.1%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,562,170)	(1,576,671)	(1,576,671)	(1,657,600)	5.1%
Total Use of Resources	***(1,562,170)***	***(1,576,671)***	***(1,576,671)***	***(1,657,600)***	***5.1%***
PROJECTED FUND BALANCE	**699,077**	**761,656**	**664,661**	**662,661**	**-13.0%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	491,273	433,485	433,485	449,122	3.6%
From Cable TV: M-NCPPC Park Fund	100,000	0	0	100,000	----
From Cable TV: MC Cable Fund	1,764,321	1,796,800	1,796,800	1,796,800	----
From Cable TV: MCPS Instructional TV Fund	1,799,775	1,769,775	1,769,775	1,769,775	----
From Cable TV: Overhead	880,030	843,000	843,000	830,904	-1.4%
From Community Use of Public Facilities: CAPP	200,000	200,000	25,000	150,000	-25.0%
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	721,440	667,516	667,516	610,579	-8.5%
From Liquor: Earnings Transfer	26,474,980	27,926,172	27,926,172	27,926,172	----
From Liquor: Overhead	3,625,919	3,747,981	3,747,981	3,853,071	2.8%
From Montgomery Housing Initiative: Overhead	476,191	462,465	462,465	453,967	-1.8%
From Permitting Services: Overhead	6,479,116	5,784,225	5,784,225	5,868,849	1.5%
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	548,157	484,681	484,681	502,278	3.6%
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	326,905	309,224	309,224	308,484	-0.2%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: EOB Rent	237,080	0	0	0	----
From Solid Waste Disposal: Overhead	2,217,655	2,151,951	2,151,951	2,185,515	1.6%
From Solid Waste Disposal: Wheaton	0	249,991	249,991	212,987	-14.8%
From Vacuum Leaf Collection: Overhead	725,833	663,574	663,574	636,264	-4.1%
From Water Quality Protection Fund: Overhead	2,037,980	1,837,940	1,837,940	1,876,810	2.1%
From Wheaton Parking District: Overhead	80,618	71,213	71,213	74,802	5.0%
TOTAL From Non-Tax Supported Funds	**49,227,983**	**49,440,703**	**49,265,703**	**49,647,089**	**0.4%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	21,597	20,596	20,596	21,666	5.2%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Mass Transit: Fund Balance Transfer	0	0	19,000,000	0	----
From Mass Transit: Overhead	16,693,872	15,819,323	15,819,323	16,000,694	1.1%
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	----
From Recreation: Fund Balance Transfer	0	0	3,000,000	0	----
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	----
From Recreation: Overhead	5,376,131	5,243,192	5,243,192	5,360,893	2.2%
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	536,019	541,989	541,989	520,989	-3.9%
From Wheaton Urban District: Overhead	308,542	295,566	295,566	311,950	5.5%
TOTAL From Tax Supported Funds	**24,903,321**	**23,887,826**	**45,887,826**	**24,183,352**	**1.2%**
To Non-Tax Supported Funds					
To Bethesda PD	0	0	(5,955,254)	0	----
To Cable Fund	0	0	0	(700,000)	----
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)	----

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
To Montgomery Housing Initiative	(25,342,876)	(19,812,045)	(20,312,045)	(28,740,829)	45.1%
To Solid Waste Disposal Fund	(1,536,170)	(1,218,270)	(1,218,270)	(1,038,420)	-14.8%
TOTAL To Non-Tax Supported Funds	**(27,039,046)**	**(21,190,315)**	**(27,645,569)**	**(30,639,249)**	**44.6%**
To Tax Supported Funds					
To Bethesda Urban District	(60,000)	0	0	0	----
To Bethesda Urban District: Baseline Services	(750,318)	(750,318)	(750,318)	0	-100.0%
To Debt Service: GO Bonds	(327,754,879)	(343,682,580)	(341,098,313)	(349,118,444)	1.6%
To Debt Service: Short and Long Term Leases	(12,060,682)	(13,890,670)	(12,013,462)	(13,172,930)	-5.2%
To Economic Development Fund	(4,718,987)	(10,428,680)	(9,482,310)	(9,560,677)	-8.3%
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)	(174,403)	-67.7%
To Wheaton Urban District: Baseline Services	(76,090)	(76,090)	(76,090)	(76,090)	----
To Wheaton Urban District: Non-Baseline Services	(1,833,651)	(2,218,577)	(2,218,577)	(2,661,080)	19.9%
TOTAL To Tax Supported Funds	**(349,585,277)**	**(373,377,585)**	**(367,969,740)**	**(376,554,634)**	**0.9%**
To Internal Service Funds					
To Employee Health Self Insurance Fund	(4,500,000)	0	0	0	----
TOTAL To Internal Service Funds	**(4,500,000)**	**0**	**0**	**0**	**----**
From Internal Service Funds					
From ISF: Motor Pool	0	3,713,312	3,713,312	0	-100.0%
TOTAL From Internal Service Funds	**0**	**3,713,312**	**3,713,312**	**0**	**-100.0%**
To Component Units/Agencies					
To M-NCPPC Park Fund	(100,000)	0	0	(100,000)	----
To MC: Cable TV Fund (Non-Tax)	(1,764,321)	(1,796,800)	(1,796,800)	(1,796,800)	----
To MCPS Entrepreneurial Activities Fund	(5,671,586)	(10,200,000)	(1,980,000)	(10,200,000)	----
To MCPS: Instructional Television Fund (Non-Tax)	(1,799,775)	(1,769,775)	(1,769,775)	(1,769,775)	----
To MNCPPC: Special Revenue Fund	(1,391,700)	(1,615,120)	(1,607,270)	(1,736,523)	7.5%
TOTAL To Component Units/Agencies	**(10,727,382)**	**(15,381,695)**	**(7,153,845)**	**(15,603,098)**	**1.4%**
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	(26,820,183)	(4,000,000)	(27,066,902)	(27,136,306)	578.4%
TOTAL To Revenue Stabilization Fund	**(26,820,183)**	**(4,000,000)**	**(27,066,902)**	**(27,136,306)**	**578.4%**
TOTAL COUNTY GENERAL FUND	**(344,540,584)**	**(336,907,754)**	**(330,969,215)**	**(376,102,846)**	**11.6%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	1,619,864	1,609,890	1,609,890	2,408,612	49.6%
TOTAL From Non-Tax Supported Funds	**1,619,864**	**1,609,890**	**1,609,890**	**2,408,612**	**49.6%**
From Tax Supported Funds					
From General Fund	60,000	0	0	0	----
From General Fund: Baseline Services	750,318	750,318	750,318	0	-100.0%
TOTAL From Tax Supported Funds	**810,318**	**750,318**	**750,318**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(21,597)	(20,596)	(20,596)	(21,666)	5.2%
TOTAL To Tax Supported Funds	**(21,597)**	**(20,596)**	**(20,596)**	**(21,666)**	**5.2%**
TOTAL BETHESDA URBAN DISTRICT	**2,408,585**	**2,339,612**	**2,339,612**	**2,386,946**	**2.0%**
SILVER SPRING URBAN DISTRICT					

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
From Non-Tax Supported Funds					
From Parking District Fees	2,529,843	2,813,959	2,813,959	2,704,922	-3.9%
TOTAL From Non-Tax Supported Funds	**2,529,843**	**2,813,959**	**2,813,959**	**2,704,922**	**-3.9%**
From Tax Supported Funds					
From General Fund: Baseline Services	539,660	539,660	539,660	174,403	-67.7%
TOTAL From Tax Supported Funds	**539,660**	**539,660**	**539,660**	**174,403**	**-67.7%**
To Tax Supported Funds					
To General Fund: Overhead	(536,019)	(541,989)	(541,989)	(520,989)	-3.9%
TOTAL To Tax Supported Funds	**(536,019)**	**(541,989)**	**(541,989)**	**(520,989)**	**-3.9%**
TOTAL SILVER SPRING URBAN DISTRICT	**2,533,484**	**2,811,630**	**2,811,630**	**2,358,336**	**-16.1%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	36,537	468,052	88,667	200,000	-57.3%
TOTAL From Non-Tax Supported Funds	**36,537**	**468,052**	**88,667**	**200,000**	**-57.3%**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	1,833,651	2,218,577	2,218,577	2,661,080	19.9%
TOTAL From Tax Supported Funds	**1,909,741**	**2,294,667**	**2,294,667**	**2,737,170**	**19.3%**
To Tax Supported Funds					
To General Fund: Overhead	(308,542)	(295,566)	(295,566)	(311,950)	5.5%
TOTAL To Tax Supported Funds	**(308,542)**	**(295,566)**	**(295,566)**	**(311,950)**	**5.5%**
TOTAL WHEATON URBAN DISTRICT	**1,637,736**	**2,467,153**	**2,087,768**	**2,625,220**	**6.4%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
TOTAL From Tax Supported Funds	**531,310**	**531,310**	**531,310**	**531,310**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(21,231,181)	(20,686,890)	(19,359,687)	(20,997,580)	1.5%
To Debt Service: Long Term Lease	(6,885,469)	(11,773,900)	(8,152,500)	(9,117,025)	-22.6%
To General Fund: Fund Balance Transfer	0	0	(19,000,000)	0	----
To General Fund: Overhead	(16,693,872)	(15,819,323)	(15,819,323)	(16,000,694)	1.1%
TOTAL To Tax Supported Funds	**(44,810,522)**	**(48,280,113)**	**(62,331,510)**	**(46,115,299)**	**-4.5%**
TOTAL MASS TRANSIT	**(44,279,212)**	**(47,748,803)**	**(61,800,200)**	**(45,583,989)**	**-4.5%**
FIRE					
From Tax Supported Funds					
Tran Fr GF: EMST Fee Payment for Unisure Residents	250,000	250,000	250,000	250,000	----
TOTAL From Tax Supported Funds	**250,000**	**250,000**	**250,000**	**250,000**	**----**
To Tax Supported Funds					
To Debt Service: Fire & Rescue Equipment	(2,890,283)	(5,104,750)	(4,049,600)	(6,036,575)	18.3%
To Debt Service: GO Bonds	(7,689,547)	(8,355,790)	(7,640,727)	(7,513,040)	-10.1%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
TOTAL To Tax Supported Funds	**(10,700,580)**	**(13,581,290)**	**(11,811,077)**	**(13,670,365)**	**0.7%**
TOTAL FIRE	**(10,450,580)**	**(13,331,290)**	**(11,561,077)**	**(13,420,365)**	**0.7%**
RECREATION					

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	2,500,000	4,500,000	1,000,000	4,500,000	----
TOTAL From Non-Tax Supported Funds	**2,500,000**	**4,500,000**	**1,000,000**	**4,500,000**	**----**
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	----
TOTAL From Tax Supported Funds	**1,009,700**	**1,009,700**	**1,009,700**	**1,009,700**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(10,425,227)	(10,547,570)	(9,846,706)	(10,475,490)	-0.7%
To General Fund	0	0	(3,000,000)	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	(5,376,131)	(5,243,192)	(5,243,192)	(5,360,893)	2.2%
TOTAL To Tax Supported Funds	**(17,647,768)**	**(17,637,172)**	**(19,936,308)**	**(17,682,793)**	**0.3%**
TOTAL RECREATION	**(14,138,068)**	**(12,127,472)**	**(17,926,608)**	**(12,173,093)**	**0.4%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	4,718,987	10,428,680	9,482,310	9,560,677	-8.3%
TOTAL From Tax Supported Funds	**4,718,987**	**10,428,680**	**9,482,310**	**9,560,677**	**-8.3%**
TOTAL ECONOMIC DEVELOPMENT FUND	**4,718,987**	**10,428,680**	**9,482,310**	**9,560,677**	**-8.3%**
REVENUE STABILIZATION FUND					
TOTAL REVENUE STABILIZATION FUND	**26,820,183**	**4,000,000**	**27,066,902**	**27,136,306**	**578.4%**
DEBT SERVICE					
DEBT SERVICE					
From Tax Supported Funds					
From Fire Fund (LTL)	2,890,283	5,104,750	4,049,600	6,036,575	18.3%
From Fire Tax District	7,689,547	8,355,790	7,640,727	7,513,040	-10.1%
From General Fund: GO Bonds	327,754,879	343,682,580	341,098,313	349,118,444	1.6%
From General Fund: Long Term Lease	12,060,682	13,890,670	12,013,462	13,172,930	-5.2%
From Mass Transit	21,231,181	20,686,890	19,359,687	20,997,580	1.5%
From Mass Transit (LTL)	6,885,469	11,773,900	8,152,500	9,117,025	-22.6%
From Recreation	10,425,227	10,547,570	9,846,706	10,475,490	-0.7%
TOTAL From Tax Supported Funds	**388,937,268**	**414,042,150**	**402,160,995**	**416,431,084**	**0.6%**
From Internal Service Funds					
From Motor Pool Fund	0	370,000	58,000	518,050	40.0%
TOTAL From Internal Service Funds	**0**	**370,000**	**58,000**	**518,050**	**40.0%**
TOTAL DEBT SERVICE	**388,937,268**	**414,412,150**	**402,218,995**	**416,949,134**	**0.6%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
From Non-Tax Supported Funds					
Non Mandatory Transfer (from MC Auxiliary Fund)	500,000	500,000	325,000	100,000	-80.0%
Non Mandatory Transfer (from WDCE)	500,000	0	0	0	----
TOTAL From Non-Tax Supported Funds	**1,000,000**	**500,000**	**325,000**	**100,000**	**-80.0%**
TOTAL CURRENT FUND MC	**1,000,000**	**500,000**	**325,000**	**100,000**	**-80.0%**

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	0	0	0	(500,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(500,000)**	**----**
To Tax Supported Funds					
Transfer To Park Fund	(125,000)	0	0	(150,000)	----
TOTAL To Tax Supported Funds	**(125,000)**	**0**	**0**	**(150,000)**	**----**
TOTAL ADMINISTRATION FUND	**(125,000)**	**0**	**0**	**(650,000)**	**----**
PARK FUND					
From Tax Supported Funds					
Transfer From Admin Fund	125,000	0	0	150,000	----
Transfer from General Fund	100,000	0	0	100,000	----
TOTAL From Tax Supported Funds	**225,000**	**0**	**0**	**250,000**	**----**
TOTAL PARK FUND	**225,000**	**0**	**0**	**250,000**	**----**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,871,290)	(1,925,581)	(1,932,375)	(1,981,950)	2.9%
TOTAL To Internal Service Funds	**(1,871,290)**	**(1,925,581)**	**(1,932,375)**	**(1,981,950)**	**2.9%**
TOTAL ALA DEBT SERVICE FUND	**(1,871,290)**	**(1,925,581)**	**(1,932,375)**	**(1,981,950)**	**2.9%**
TOTAL TAX SUPPORTED	**12,876,509**	**24,918,325**	**22,142,742**	**11,454,376**	**-54.0%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(6,116,269)	(9,208,007)	(8,406,310)	(9,830,020)	6.8%
TOTAL To Non-Tax Supported Funds	**(6,116,269)**	**(9,208,007)**	**(8,406,310)**	**(9,830,020)**	**6.8%**
To Tax Supported Funds					
To General Fund: Overhead	(2,037,980)	(1,837,940)	(1,837,940)	(1,876,810)	2.1%
TOTAL To Tax Supported Funds	**(2,037,980)**	**(1,837,940)**	**(1,837,940)**	**(1,876,810)**	**2.1%**
TOTAL WATER QUALITY PROTECTION FUND	**(8,154,249)**	**(11,045,947)**	**(10,244,250)**	**(11,706,830)**	**6.0%**
CABLE TELEVISION					
From Tax Supported Funds					
From General Fund	0	0	0	700,000	----
TOTAL From Tax Supported Funds	**0**	**0**	**0**	**700,000**	**----**
To Tax Supported Funds					
To General Fund: MC Cable Fund	(1,764,321)	(1,796,800)	(1,796,800)	(1,796,800)	----
To General Fund: MCPS Instructional TV Fund	(1,799,775)	(1,769,775)	(1,769,775)	(1,769,775)	----
To General Fund: Overhead	(880,030)	(843,000)	(843,000)	(830,904)	-1.4%
Transfer to General Fund	(100,000)	0	0	(100,000)	----
TOTAL To Tax Supported Funds	**(4,544,126)**	**(4,409,575)**	**(4,409,575)**	**(4,497,479)**	**2.0%**
TOTAL CABLE TELEVISION	**(4,544,126)**	**(4,409,575)**	**(4,409,575)**	**(3,797,479)**	**-13.9%**

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
RECREATION NON-TAX SUPPORTED					
To Tax Supported Funds					
To Recreation Tax Supported Fund	(2,500,000)	(4,500,000)	(1,000,000)	(4,500,000)	----
TOTAL To Tax Supported Funds	**(2,500,000)**	**(4,500,000)**	**(1,000,000)**	**(4,500,000)**	**----**
TOTAL RECREATION NON-TAX SUPPORTED	**(2,500,000)**	**(4,500,000)**	**(1,000,000)**	**(4,500,000)**	**----**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					
From General Fund	25,342,876	19,812,045	20,312,045	28,740,829	45.1%
TOTAL From Tax Supported Funds	**25,342,876**	**19,812,045**	**20,312,045**	**28,740,829**	**45.1%**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(9,736,209)	(10,921,700)	(10,121,700)	(16,718,400)	53.1%
TOTAL To Non-Tax Supported Funds	**(9,736,209)**	**(10,921,700)**	**(10,121,700)**	**(16,718,400)**	**53.1%**
To Tax Supported Funds					
To General Fund: Overhead	(476,191)	(462,465)	(462,465)	(453,967)	-1.8%
TOTAL To Tax Supported Funds	**(476,191)**	**(462,465)**	**(462,465)**	**(453,967)**	**-1.8%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**15,130,476**	**8,427,880**	**9,727,880**	**11,568,462**	**37.3%**
COMMUNITY USE OF PUBLIC FACILITIES					
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	----
TOTAL From Tax Supported Funds	**160,000**	**160,000**	**160,000**	**160,000**	**----**
To Tax Supported Funds					
To Debt Service: Wheaton Redevelopment	0	(359,263)	(81,886)	(329,777)	-8.2%
To General Fund: CAPP	(200,000)	(200,000)	(25,000)	(150,000)	-25.0%
To General Fund: DCM	(7,330)	(7,330)	(7,330)	(7,330)	----
To General Fund: Overhead	(721,440)	(667,516)	(667,516)	(610,579)	-8.5%
TOTAL To Tax Supported Funds	**(928,770)**	**(1,234,109)**	**(781,732)**	**(1,097,686)**	**-11.1%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(768,770)**	**(1,074,109)**	**(621,732)**	**(937,686)**	**-12.7%**
BETHESDA PARKING DISTRICT					
From Tax Supported Funds					
From General Fund	0	0	5,955,254	0	----
TOTAL From Tax Supported Funds	**0**	**0**	**5,955,254**	**0**	**----**
To Non-Tax Supported Funds					
To Wheaton PLD	(220,000)	(220,000)	0	0	-100.0%
TOTAL To Non-Tax Supported Funds	**(220,000)**	**(220,000)**	**0**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(491,273)	(433,485)	(433,485)	(449,122)	3.6%
To Urban District: Meter Revenue	(1,619,864)	(1,609,890)	(1,609,890)	(2,408,612)	49.6%
TOTAL To Tax Supported Funds	**(2,111,137)**	**(2,043,375)**	**(2,043,375)**	**(2,857,734)**	**39.9%**
TOTAL BETHESDA PARKING DISTRICT	**(2,331,137)**	**(2,263,375)**	**3,911,879**	**(2,857,734)**	**26.3%**
SILVER SPRING PARKING DISTRICT					
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(548,157)	(484,681)	(484,681)	(502,278)	3.6%

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
To Urban District: Meter Revenue	(2,529,843)	(2,813,959)	(2,813,959)	(2,704,922)	-3.9%
TOTAL To Tax Supported Funds	**(3,083,000)**	**(3,303,640)**	**(3,303,640)**	**(3,212,200)**	**-2.8%**
TOTAL SILVER SPRING PARKING DISTRICT	**(3,083,000)**	**(3,303,640)**	**(3,303,640)**	**(3,212,200)**	**-2.8%**
WHEATON PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD	220,000	220,000	0	0	-100.0%
TOTAL From Non-Tax Supported Funds	**220,000**	**220,000**	**0**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(80,618)	(71,213)	(71,213)	(74,802)	5.0%
To Urban District: Meter Revenue	(36,537)	(468,052)	(88,667)	(200,000)	-57.3%
TOTAL To Tax Supported Funds	**(117,155)**	**(539,265)**	**(159,880)**	**(274,802)**	**-49.0%**
TOTAL WHEATON PARKING DISTRICT	**102,845**	**(319,265)**	**(159,880)**	**(274,802)**	**-13.9%**
PERMITTING SERVICES					
To Tax Supported Funds					
To Debt Service: Wheaton Redevelopment	0	(961,423)	(216,413)	(871,554)	-9.3%
To General Fund: Overhead	(6,479,116)	(5,784,225)	(5,784,225)	(5,868,849)	1.5%
TOTAL To Tax Supported Funds	**(6,479,116)**	**(6,745,648)**	**(6,000,638)**	**(6,740,403)**	**-0.1%**
TOTAL PERMITTING SERVICES	**(6,479,116)**	**(6,745,648)**	**(6,000,638)**	**(6,740,403)**	**-0.1%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(326,905)	(309,224)	(309,224)	(308,484)	-0.2%
TOTAL To Tax Supported Funds	**(331,905)**	**(314,224)**	**(314,224)**	**(313,484)**	**-0.2%**
TOTAL SOLID WASTE COLLECTION	**(331,905)**	**(314,224)**	**(314,224)**	**(313,484)**	**-0.2%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	930,000	1,319,501	1,319,501	1,599,058	21.2%
TOTAL From Non-Tax Supported Funds	**930,000**	**1,319,501**	**1,319,501**	**1,599,058**	**21.2%**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	1,536,170	1,218,270	1,218,270	1,038,420	-14.8%
TOTAL From Tax Supported Funds	**1,536,170**	**1,218,270**	**1,218,270**	**1,038,420**	**-14.8%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: EOB Rent	(237,080)	0	0	0	----
To General Fund: Overhead	(2,217,655)	(2,151,951)	(2,151,951)	(2,185,515)	1.6%
To General Fund: Wheaton	0	(249,991)	(249,991)	(212,987)	-14.8%
TOTAL To Tax Supported Funds	**(2,478,115)**	**(2,425,322)**	**(2,425,322)**	**(2,421,882)**	**-0.1%**
TOTAL SOLID WASTE DISPOSAL	**(11,945)**	**112,449**	**112,449**	**215,596**	**91.7%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(930,000)	(1,319,501)	(1,319,501)	(1,599,058)	21.2%
TOTAL To Non-Tax Supported Funds	**(930,000)**	**(1,319,501)**	**(1,319,501)**	**(1,599,058)**	**21.2%**
To Tax Supported Funds					
To General Fund: Overhead	(725,833)	(663,574)	(663,574)	(636,264)	-4.1%

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
TOTAL To Tax Supported Funds	**(725,833)**	**(663,574)**	**(663,574)**	**(636,264)**	**-4.1%**
TOTAL VACUUM LEAF COLLECTION	**(1,655,833)**	**(1,983,075)**	**(1,983,075)**	**(2,235,322)**	**12.7%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(26,474,980)	(27,926,172)	(27,926,172)	(27,926,172)	----
To General Fund: Overhead	(3,625,919)	(3,747,981)	(3,747,981)	(3,853,071)	2.8%
TOTAL To Tax Supported Funds	**(30,100,899)**	**(31,674,153)**	**(31,674,153)**	**(31,779,243)**	**0.3%**
TOTAL LIQUOR CONTROL	**(30,100,899)**	**(31,674,153)**	**(31,674,153)**	**(31,779,243)**	**0.3%**
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					
From Tax Supported Funds					
From General Fund	4,500,000	0	0	0	----
TOTAL From Tax Supported Funds	**4,500,000**	**0**	**0**	**0**	**----**
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	**4,500,000**	**0**	**0**	**0**	**----**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To Debt Service	0	(370,000)	(58,000)	(518,050)	40.0%
To General Fund	0	(3,713,312)	(3,713,312)	0	-100.0%
TOTAL To Tax Supported Funds	**0**	**(4,083,312)**	**(3,771,312)**	**(518,050)**	**-87.3%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**0**	**(4,083,312)**	**(3,771,312)**	**(518,050)**	**-87.3%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From CUPF	0	359,263	81,886	329,777	-8.2%
From Montgomery Housing Initiative: Other	9,623,486	10,921,700	10,121,700	16,718,400	53.1%
From Permitting Services	0	961,423	216,413	871,554	-9.3%
From Water Quality Protection: Other Debt	6,149,188	9,208,007	8,406,310	9,830,020	6.8%
TOTAL From Non-Tax Supported Funds	**15,772,674**	**21,450,393**	**18,826,309**	**27,749,751**	**29.4%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**15,772,674**	**21,450,393**	**18,826,309**	**27,749,751**	**29.4%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	5,671,586	10,200,000	1,980,000	10,200,000	----
TOTAL From Tax Supported Funds	**5,671,586**	**10,200,000**	**1,980,000**	**10,200,000**	**----**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**5,671,586**	**10,200,000**	**1,980,000**	**10,200,000**	**----**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,799,775	1,769,775	1,769,775	1,769,775	----
TOTAL From Tax Supported Funds	**1,799,775**	**1,769,775**	**1,769,775**	**1,769,775**	**----**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,799,775**	**1,769,775**	**1,769,775**	**1,769,775**	**----**
MONTGOMERY COLLEGE					
WORKFORCE DEVELOPMENT & CONTINUING ED					
From Non-Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Transfer from College Auxiliary Fund	0	0	0	500,000	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**0**	**500,000**	**----**
To Tax Supported Funds					
Nonmandatory Transfer to Current Fund	(500,000)	0	0	0	----
TOTAL To Tax Supported Funds	**(500,000)**	**0**	**0**	**0**	**----**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**(500,000)**	**0**	**0**	**500,000**	**----**
AUXILIARY FUND					
To Non-Tax Supported Funds					
Nonmandatory Transfer	0	0	(25,000)	0	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**(25,000)**	**0**	**----**
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	(500,000)	(500,000)	(325,000)	(100,000)	-80.0%
TOTAL To Tax Supported Funds	**(500,000)**	**(500,000)**	**(325,000)**	**(100,000)**	**-80.0%**
To Internal Service Funds					
Nonmandatory Transfer College Workforce Development	0	0	0	(500,000)	----
TOTAL To Internal Service Funds	**0**	**0**	**0**	**(500,000)**	**----**
TOTAL AUXILIARY FUND	**(500,000)**	**(500,000)**	**(350,000)**	**(600,000)**	**20.0%**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,764,321	1,796,800	1,796,800	1,796,800	----
TOTAL From Tax Supported Funds	**1,764,321**	**1,796,800**	**1,796,800**	**1,796,800**	**----**
TOTAL CABLE TELEVISION FUND	**1,764,321**	**1,796,800**	**1,796,800**	**1,796,800**	**----**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(5,214,814)	(1,500,000)	(631,947)	(1,500,000)	----
TOTAL To Non-Tax Supported Funds	**(5,214,814)**	**(1,500,000)**	**(631,947)**	**(1,500,000)**	**----**
TOTAL MAJOR FACILITIES RESERVE FUND	**(5,214,814)**	**(1,500,000)**	**(631,947)**	**(1,500,000)**	**----**
TRANSPORTATION FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(795,948)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(795,948)**	**0**	**0**	**0**	**----**
TOTAL TRANSPORTATION FUND	**(795,948)**	**0**	**0**	**0**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Tax Supported Funds					
Transfer From Administration Fund	0	0	0	500,000	----
TOTAL From Tax Supported Funds	**0**	**0**	**0**	**500,000**	**----**
From Component Units/Agencies					
From County GF (Ballfields)	1,391,700	1,615,120	1,607,270	1,736,523	7.5%
TOTAL From Component Units/Agencies	**1,391,700**	**1,615,120**	**1,607,270**	**1,736,523**	**7.5%**
TOTAL SPECIAL REVENUE FUNDS	**1,391,700**	**1,615,120**	**1,607,270**	**2,236,523**	**38.5%**
TOTAL NON-TAX SUPPORTED	**(20,838,365)**	**(28,343,906)**	**(24,732,064)**	**(14,936,326)**	**-47.3%**

Inter-Fund Transfers

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(7,961,856)**	**(3,425,581)**	**(2,589,322)**	**(3,481,950)**	**1.6%**

Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(145,149,696)	(145,149,696)	(145,149,696)	(145,649,696)	0.3%
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	(1,726,807,241)	(1,751,862,120)	(1,752,612,120)	(1,752,662,235)	----
TOTAL To Tax Supported Funds	**(1,872,606,937)**	**(1,897,661,816)**	**(1,898,411,816)**	**(1,898,961,931)**	**0.1%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(32,000,000)	(32,000,000)	0	(15,500,000)	-51.6%
Contribution To HOC: CIP	0	(1,750,000)	(1,750,000)	(1,000,000)	-42.9%
Contribution To MC: CIP	(15,861,708)	(13,534,000)	(13,534,000)	(12,901,000)	-4.7%
Contribution To MCG: CIP	(9,846,773)	(9,177,000)	(9,645,000)	(9,106,000)	-0.8%
Contribution To MCPS: CIP	(12,974,000)	(9,770,000)	(14,770,000)	(9,705,000)	-0.7%
Contribution To MNCPPC: Regional Parks CIP	(4,330,416)	(3,913,000)	(3,913,000)	(3,913,000)	----
TOTAL County Contribution to CIP Fund	**(75,012,897)**	**(70,144,000)**	**(43,612,000)**	**(52,125,000)**	**-25.7%**
TOTAL COUNTY GENERAL FUND	**(1,947,619,834)**	**(1,967,805,816)**	**(1,942,023,816)**	**(1,951,086,931)**	**-0.8%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(1,947,619,834)**	**(1,967,805,816)**	**(1,942,023,816)**	**(1,951,086,931)**	**-0.8%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,726,807,241	1,751,862,120	1,752,612,120	1,752,662,235	----
TOTAL County Contribution to Current/Other Fund	**1,726,807,241**	**1,751,862,120**	**1,752,612,120**	**1,752,662,235**	**----**
County Contribution to CIP Fund					
County Contribution to CIP	12,974,000	9,770,000	14,770,000	9,705,000	-0.7%
TOTAL County Contribution to CIP Fund	**12,974,000**	**9,770,000**	**14,770,000**	**9,705,000**	**-0.7%**
TOTAL CURRENT FUND MCPS	**1,739,781,241**	**1,761,632,120**	**1,767,382,120**	**1,762,367,235**	**----**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**1,739,781,241**	**1,761,632,120**	**1,767,382,120**	**1,762,367,235**	**----**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	145,149,696	145,149,696	145,149,696	145,649,696	0.3%
TOTAL County Contribution to Current/Other Fund	**145,149,696**	**145,149,696**	**145,149,696**	**145,649,696**	**0.3%**
County Contribution to CIP Fund					
County Contribution to CIP	15,861,708	13,534,000	13,534,000	12,901,000	-4.7%
TOTAL County Contribution to CIP Fund	**15,861,708**	**13,534,000**	**13,534,000**	**12,901,000**	**-4.7%**

Contribution To/From Other Funds

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
TOTAL CURRENT FUND MC	**161,011,404**	**158,683,696**	**158,683,696**	**158,550,696**	**-0.1%**
EMERGENCY REPAIR FUND					
County Contribution to Current/Other Fund					
EPMRF: County Contribution	250,000	250,000	250,000	250,000	----
TOTAL County Contribution to Current/Other Fund	**250,000**	**250,000**	**250,000**	**250,000**	**----**
TOTAL EMERGENCY REPAIR FUND	**250,000**	**250,000**	**250,000**	**250,000**	**----**
MC GRANTS TAX SUPPORTED FUND					
County Contribution to Current/Other Fund					
MC Grants Tax Supported: County Contribution	400,000	400,000	400,000	400,000	----
TOTAL County Contribution to Current/Other Fund	**400,000**	**400,000**	**400,000**	**400,000**	**----**
TOTAL MC GRANTS TAX SUPPORTED FUND	**400,000**	**400,000**	**400,000**	**400,000**	**----**
TOTAL MONTGOMERY COLLEGE	**161,661,404**	**159,333,696**	**159,333,696**	**159,200,696**	**-0.1%**
TOTAL TAX SUPPORTED	**(46,177,189)**	**(46,840,000)**	**(15,308,000)**	**(29,519,000)**	**-37.0%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(46,177,189)**	**(46,840,000)**	**(15,308,000)**	**(29,519,000)**	**-37.0%**

Expenditure Schedules

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

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 FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,267,251,970	1,239,718,284	1,400,157,398	1,319,216,768	6.4%
Montgomery County Government Special Funds	432,760,926	432,145,064	427,885,164	436,138,418	0.9%
Debt Service Special Funds	412,738,588	415,203,210	413,355,363	420,725,740	1.3%
Montgomery County Public Schools Current Fund	2,500,372,311	2,562,357,999	2,544,246,120	2,534,935,412	-1.1%
Montgomery College Current Fund	254,348,902	268,165,660	248,583,138	264,704,984	-1.3%
Montgomery College Special Funds	687,608	750,000	600,000	750,000	----
M-NCPPC Special Funds	135,210,815	144,491,512	137,010,298	148,760,097	3.0%
TOTAL TAX SUPPORTED	5,003,371,120	5,062,831,729	5,171,837,481	5,125,231,419	1.2%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	274,349,357	281,932,635	264,574,240	279,108,999	-1.0%
Montgomery County Government Special Funds	227,653,825	212,194,836	210,321,555	224,252,736	5.7%
Debt Service Special Funds	15,772,674	21,707,550	18,878,950	27,961,750	28.8%
Montgomery County Public Schools Enterprise Funds	74,375,594	82,697,924	74,477,924	84,357,924	2.0%
Montgomery County Public Schools Special Funds	99,320,453	110,451,136	110,451,136	161,218,854	46.0%
Montgomery College Enterprise Funds	23,346,942	30,650,272	20,733,685	29,772,516	-2.9%
Montgomery College Special Funds	14,251,658	18,782,000	19,426,000	17,355,000	-7.6%
M-NCPPC Enterprise Funds	16,500,494	19,478,209	15,449,374	19,275,657	-1.0%
M-NCPPC Special Funds	282,630	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	745,853,627	778,444,562	734,862,864	843,853,436	8.4%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,749,224,747	5,841,276,291	5,906,700,345	5,969,084,855	2.2%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals	547,714	558,845	554,102	582,520	4.2%
Board of Elections	8,838,186	8,284,106	10,305,758	8,300,356	0.2%
Circuit Court	15,725,758	15,300,970	14,964,094	15,855,919	3.6%
Community Engagement Cluster	4,425,609	4,308,574	5,466,340	6,124,668	42.2%
County Attorney	6,426,916	6,361,363	6,050,595	6,429,488	1.1%
County Council	11,771,211	12,612,090	12,068,809	12,786,526	1.4%
County Executive	5,981,655	5,683,707	5,850,918	5,641,962	-0.7%
Ethics Commission	358,982	365,266	337,030	371,629	1.7%
Finance	14,350,660	15,305,580	14,297,210	15,600,785	1.9%
General Services	50,160,939	31,862,836	68,948,917	32,919,541	3.3%
Human Resources	8,648,405	7,842,794	7,340,865	8,203,407	4.6%
Human Rights	1,310,629	1,384,692	1,178,754	1,772,307	28.0%
Inspector General	1,015,700	1,835,612	1,545,097	2,091,455	13.9%
Intergovernmental Relations	1,246,883	1,151,763	1,011,490	1,165,687	1.2%
Labor Relations	0	1,505,670	1,452,279	1,605,890	6.7%
Legislative Oversight	2,016,291	2,032,256	1,888,340	2,198,652	8.2%
Management and Budget	4,989,641	6,380,762	5,412,806	6,418,437	0.6%
Merit System Protection Board	258,715	259,378	259,894	267,921	3.3%
Procurement	3,868,847	4,801,074	4,379,493	4,933,283	2.8%
Public Information	5,642,432	5,464,768	5,567,159	5,956,194	9.0%
Racial Equity and Social Justice	0	581,304	557,951	1,001,712	72.3%
State's Attorney	19,394,216	18,792,759	18,617,988	19,280,707	2.6%
Technology Services	42,245,657	43,328,778	41,958,200	44,642,174	3.0%
Urban Districts	9,063,996	9,635,246	9,076,927	9,946,344	3.2%
Zoning and Administrative Hearings	673,525	658,304	630,075	681,382	3.5%
Total General Government	218,962,567	206,298,497	239,721,091	214,778,946	4.1%
Public Safety					
Animal Services	0	7,753,529	7,225,649	8,114,356	4.7%
Consumer Protection	2,270,520	2,196,727	1,954,884	2,274,032	3.5%
Correction and Rehabilitation	74,425,460	70,996,074	66,156,401	72,879,701	2.7%
Emergency Management and Homeland Security	13,621,636	3,115,981	2,768,431	3,421,966	9.8%
Fire and Rescue Service	247,863,756	224,995,408	240,287,542	232,685,066	3.4%
Police	291,586,714	281,446,640	268,635,956	283,116,484	0.6%
Sheriff	26,760,381	25,561,321	25,805,468	26,418,928	3.4%
Total Public Safety	656,528,467	616,065,680	612,834,331	628,910,533	2.1%
Transportation					
Parking District Services	25,870,816	28,030,119	24,290,906	24,579,335	-12.3%
Transit Services	142,265,033	154,462,303	149,106,981	151,316,880	-2.0%
Transportation	54,414,486	52,991,055	53,393,773	52,670,661	-0.6%
Total Transportation	222,550,335	235,483,477	226,791,660	228,566,876	-2.9%
Health and Human Services					
Health and Human Services	339,441,927	338,852,053	422,514,903	358,802,251	5.9%

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Libraries, Culture, and Recreation					
Community Use of Public Facilities	9,590,370	11,854,751	5,580,550	8,502,633	-28.3%
Public Libraries	41,363,793	42,412,597	38,673,540	42,705,607	0.7%
Recreation	36,207,583	46,795,170	31,954,614	46,475,951	-0.7%
Total Libraries, Culture, and Recreation	87,161,746	101,062,518	76,208,704	97,684,191	-3.3%
Community Development and Housing					
Agriculture	962,885	991,853	917,092	993,865	0.2%
Economic Development Fund	26,617,997	5,159,418	5,020,396	4,490,677	-13.0%
Housing and Community Affairs	50,889,548	53,050,173	51,950,769	61,695,819	16.3%
Permitting Services	39,680,806	40,699,250	38,592,536	38,901,977	-4.4%
Total Community Development and Housing	118,151,236	99,900,694	96,480,793	106,082,338	6.2%
Environment					
Environmental Protection	30,520,285	32,756,760	32,441,056	32,971,974	0.7%
Recycling and Resource Management	126,885,150	131,424,275	128,424,275	134,086,028	2.0%
Total Environment	157,405,435	164,181,035	160,865,331	167,058,002	1.8%
Other County Government Functions					
Alcohol Beverage Services	65,351,118	63,556,354	62,135,300	66,348,075	4.4%
Cable Television Communications Plan	16,087,280	16,518,580	16,321,940	17,469,611	5.8%
Non-Departmental Accounts	296,437,472	298,826,212	365,718,585	349,299,603	16.9%
Utilities	23,938,495	25,245,719	23,345,719	23,716,495	-6.1%
Total Other County Government Functions	401,814,365	404,146,865	467,521,544	456,833,784	13.0%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,202,016,078	2,165,990,819	2,302,938,357	2,258,716,921	4.3%
DEBT SERVICE					
Debt Service	428,511,262	436,910,760	432,234,313	448,687,490	2.7%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Maryland-National Capital Park and Planning Commission	151,993,939	164,519,721	153,009,672	168,585,754	2.5%
MONTGOMERY COLLEGE					
Montgomery College	292,635,110	318,347,932	289,342,823	312,582,500	-1.8%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	2,674,068,358	2,755,507,059	2,729,175,180	2,780,512,190	0.9%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	5,749,224,747	5,841,276,291	5,906,700,345	5,969,084,855	2.2%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	547,714	558,845	554,102	582,520	4.2%
Board of Elections	8,806,702	8,284,106	10,305,758	8,300,356	0.2%
Circuit Court	12,934,702	12,548,380	12,211,504	12,995,160	3.6%
Community Engagement Cluster	4,319,569	4,237,109	5,394,875	6,048,203	42.7%
County Attorney	6,391,732	6,361,363	6,050,595	6,429,488	1.1%
County Council	11,771,211	12,612,090	12,068,809	12,786,526	1.4%
County Executive	5,981,655	5,683,707	5,850,918	5,641,962	-0.7%
Ethics Commission	358,982	365,266	337,030	371,629	1.7%
Finance	14,350,660	15,305,580	14,297,210	15,600,785	1.9%
General Services	42,293,046	31,862,836	68,948,917	32,919,541	3.3%
Human Resources	8,648,405	7,842,794	7,340,865	8,203,407	4.6%
Human Rights	1,310,629	1,384,692	1,178,754	1,772,307	28.0%
Inspector General	1,015,700	1,835,612	1,545,097	2,091,455	13.9%
Intergovernmental Relations	1,230,272	1,136,428	996,155	1,150,352	1.2%
Labor Relations	0	1,505,670	1,452,279	1,605,890	6.7%
Legislative Oversight	2,016,291	2,032,256	1,888,340	2,198,652	8.2%
Management and Budget	4,989,641	6,380,762	5,412,806	6,418,437	0.6%
Merit System Protection Board	258,715	259,378	259,894	267,921	3.3%
Procurement	3,862,462	4,801,074	4,379,493	4,933,283	2.8%
Public Information	5,642,432	5,464,768	5,567,159	5,956,194	9.0%
Racial Equity and Social Justice	0	581,304	557,951	1,001,712	72.3%
State's Attorney	19,077,549	18,521,033	18,346,262	19,008,981	2.6%
Technology Services	42,176,568	43,328,778	41,958,200	44,642,174	3.0%
Zoning and Administrative Hearings	673,525	658,304	630,075	681,382	3.5%
Total General Government	198,658,162	193,552,135	227,533,048	201,608,317	4.2%
Public Safety					
Animal Services	0	7,753,529	7,225,649	8,114,356	4.7%
Consumer Protection	2,270,520	2,196,727	1,954,884	2,274,032	3.5%
Correction and Rehabilitation	74,189,201	70,996,074	65,931,401	72,336,701	1.9%
Emergency Management and Homeland Security	1,977,786	2,140,317	1,792,767	2,443,682	14.2%
Police	290,331,479	281,281,640	268,470,956	282,951,484	0.6%
Sheriff	25,972,627	24,657,675	24,901,822	25,515,282	3.5%
Total Public Safety	394,741,613	389,025,962	370,277,479	393,635,537	1.2%
Transportation					
Transportation	47,711,801	46,518,227	47,738,158	45,899,389	-1.3%
Health and Human Services					
Health and Human Services	254,090,210	251,454,732	335,117,582	270,248,743	7.5%
Libraries, Culture, and Recreation					
Public Libraries	40,969,601	42,104,692	38,365,635	42,452,607	0.8%
Community Development and Housing					
Agriculture	962,885	991,853	917,092	993,865	0.2%
Housing and Community Affairs	8,037,065	8,640,221	8,058,194	8,870,929	2.7%
Total Community Development and Housing	8,999,950	9,632,074	8,975,286	9,864,794	2.4%
Environment					

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Environmental Protection	2,995,809	3,358,531	3,085,906	3,491,283	4.0%
Other County Government Functions					
Non-Departmental Accounts	295,146,329	278,826,212	345,718,585	328,299,603	17.7%
Utilities	23,938,495	25,245,719	23,345,719	23,716,495	-6.1%
Total Other County Government Functions	319,084,824	304,071,931	369,064,304	352,016,098	15.8%
TOTAL GENERAL FUND TAX SUPPORTED	1,267,251,970	1,239,718,284	1,400,157,398	1,319,216,768	6.4%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	9,063,996	9,635,246	9,076,927	9,946,344	3.2%
Public Safety					
Fire and Rescue Service	244,508,043	224,869,427	240,161,561	232,685,066	3.5%
Transportation					
Transit Services	137,523,332	149,364,876	144,009,554	146,219,453	-2.1%
Libraries, Culture, and Recreation					
Recreation	33,531,593	43,116,097	29,616,726	42,796,878	-0.7%
Community Development and Housing					
Economic Development Fund	8,133,962	5,159,418	5,020,396	4,490,677	-13.0%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	25,870,816	28,030,119	24,290,906	24,579,335	-12.3%
Transportation	6,973,079	6,367,886	5,550,673	6,690,951	5.1%
Total Transportation	32,843,895	34,398,005	29,841,579	31,270,286	-9.1%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	9,590,370	11,854,751	5,580,550	8,502,633	-28.3%
Community Development and Housing					
Permitting Services	39,678,736	40,699,250	38,592,536	38,901,977	-4.4%
Environment					
Recycling and Resource Management	126,885,150	131,424,275	128,424,275	134,086,028	2.0%
Other County Government Functions					
Alcohol Beverage Services	65,351,206	63,556,354	62,135,300	66,348,075	4.4%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Board of Elections	31,484	0	0	0	----
Circuit Court	2,791,056	2,752,590	2,752,590	2,860,759	3.9%
Community Engagement Cluster	106,040	71,465	71,465	76,465	7.0%
County Attorney	35,184	0	0	0	----
General Services	7,867,893	0	0	0	----
Intergovernmental Relations	16,611	15,335	15,335	15,335	----
Procurement	6,385	0	0	0	----
State's Attorney	316,667	271,726	271,726	271,726	----
Technology Services	69,089	0	0	0	----
Total General Government	11,240,409	3,111,116	3,111,116	3,224,285	3.6%
Public Safety					
Correction and Rehabilitation	236,259	0	225,000	543,000	----
Emergency Management and Homeland Security	11,643,850	975,664	975,664	978,284	0.3%
Fire and Rescue Service	3,355,713	125,981	125,981	0	-100.0%
Police	1,255,235	165,000	165,000	165,000	----

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
Sheriff	787,754	903,646	903,646	903,646	----
Total Public Safety	17,278,811	2,170,291	2,395,291	2,589,930	19.3%
Transportation					
Transit Services	4,741,701	5,097,427	5,097,427	5,097,427	----
Transportation	(270,394)	104,942	104,942	80,321	-23.5%
Total Transportation	4,471,307	5,202,369	5,202,369	5,177,748	-0.5%
Health and Human Services					
Health and Human Services	85,351,717	87,397,321	87,397,321	88,553,508	1.3%
Libraries, Culture, and Recreation					
Public Libraries	394,192	307,905	307,905	253,000	-17.8%
Recreation	2,675,990	3,679,073	2,337,888	3,679,073	----
Total Libraries, Culture, and Recreation	3,070,182	3,986,978	2,645,793	3,932,073	-1.4%
Community Development and Housing					
Economic Development Fund	18,484,035	0	0	0	----
Housing and Community Affairs	42,852,483	44,409,952	43,892,575	52,824,890	18.9%
Permitting Services	2,070	0	0	0	----
Total Community Development and Housing	61,338,588	44,409,952	43,892,575	52,824,890	18.9%
Environment					
Environmental Protection	27,524,476	29,398,229	29,355,150	29,480,691	0.3%
Other County Government Functions					
Alcohol Beverage Services	(88)	0	0	0	----
Cable Television Communications Plan	16,087,280	16,518,580	16,321,940	17,469,611	5.8%
Non-Departmental Accounts	1,291,143	20,000,000	20,000,000	21,000,000	5.0%
Total Other County Government Functions	17,378,335	36,518,580	36,321,940	38,469,611	5.3%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	227,653,825	212,194,836	210,321,555	224,252,736	5.7%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,202,016,078	2,165,990,819	2,302,938,357	2,258,716,921	4.3%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	412,738,588	415,203,210	413,355,363	420,725,740	1.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	15,772,674	21,707,550	18,878,950	27,961,750	28.8%
TOTAL DEBT SERVICE	428,511,262	436,910,760	432,234,313	448,687,490	2.7%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,500,372,311	2,562,357,999	2,544,246,120	2,534,935,412	-1.1%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	8,073,144	12,646,838	4,426,838	12,646,838	----
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,527,869	2,914,182	2,914,182	3,074,182	5.5%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	59,351,635	60,399,980	60,399,980	61,899,980	2.5%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,748,614	1,769,775	1,769,775	1,769,775	----

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	3,674,332	4,967,149	4,967,149	4,967,149	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	99,320,453	110,451,136	110,451,136	161,218,854	46.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,674,068,358	2,755,507,059	2,729,175,180	2,780,512,190	0.9%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					
Montgomery College	254,348,902	268,165,660	248,583,138	264,704,984	-1.3%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	687,608	750,000	600,000	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	687,608	750,000	600,000	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	882,540	1,941,300	439,229	1,880,000	-3.2%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,758,039	1,796,800	1,696,800	1,796,800	----
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,705,806	2,000,000	1,711,806	2,000,000	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	14,251,658	18,782,000	19,426,000	17,355,000	-7.6%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	3,570,253	4,200,000	2,042,850	4,100,000	-2.4%
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	15,430,304	20,712,172	14,843,000	19,995,716	-3.5%
TOTAL MONTGOMERY COLLEGE	292,635,110	318,347,932	289,342,823	312,582,500	-1.8%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	135,210,815	144,491,512	137,010,298	148,760,097	3.0%
TOTAL SPECIAL FUNDS TAX SUPPORTED	135,210,815	144,491,512	137,010,298	148,760,097	3.0%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	8,603,648	10,549,109	7,412,906	10,565,938	0.2%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,562,170	1,576,671	1,576,671	1,657,600	5.1%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	282,630	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	6,334,676	7,352,429	6,459,797	7,052,119	-4.1%
TOTAL M-NCPPC	151,993,939	164,519,721	153,009,672	168,585,754	2.5%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**5,749,224,747**	**5,841,276,291**	**5,906,700,345**	**5,969,084,855**	**2.2%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	666,419,190	668,837,387	645,155,903	695,688,734	4.0%
Operating Expenses	600,456,325	570,465,363	754,585,961	623,467,734	9.3%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	376,455	415,534	415,534	60,300	-85.5%
Total GENERAL FUND TAX SUPPORTED	1,267,251,970	1,239,718,284	1,400,157,398	1,319,216,768	6.4%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	309,985,939	303,125,278	308,487,949	310,521,338	2.4%
Operating Expenses	122,606,300	128,908,286	119,285,715	125,120,580	-2.9%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	168,687	111,500	111,500	496,500	345.3%
Total SPECIAL FUNDS TAX SUPPORTED	432,760,926	432,145,064	427,885,164	436,138,418	0.9%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	59,511,658	58,530,240	58,530,240	58,494,609	-0.1%
Operating Expenses	88,025,309	69,467,910	69,467,910	71,582,858	3.0%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	275,072	0	0	0	----
Total GRANT FUND - MCG NON-TAX SUPPORTED	147,812,039	127,998,150	127,998,150	130,077,467	1.6%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	15,128,290	16,383,977	15,417,866	16,788,736	2.5%
Operating Expenses	64,713,496	67,812,709	66,905,539	77,386,533	14.1%
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	79,841,786	84,196,686	82,323,405	94,175,269	11.9%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	94,961,342	91,904,781	86,636,703	93,921,736	2.2%
Operating Expenses	164,135,732	171,609,544	159,519,227	168,709,819	-1.7%
Debt Service G.O. Bonds	7,703,323	0	0	0	----
Debt Service Other	4,642,224	13,881,900	13,881,900	13,935,200	0.4%
Capital Outlay	2,906,736	4,536,410	4,536,410	2,542,244	-44.0%

Expenditures By Appropriation Category

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	274,349,357	281,932,635	264,574,240	279,108,999	-1.0%

SUMMARY

Total PERSONNEL COSTS	1,146,006,419	1,138,781,663	1,114,228,661	1,175,415,153	3.2%
Total OPERATING EXPENSES	1,039,937,162	1,008,263,812	1,169,764,352	1,066,267,524	5.8%
Total DEBT SERVICE G.O. BONDS	7,703,323	0	0	0	----
Total DEBT SERVICE OTHER	4,642,224	13,881,900	13,881,900	13,935,200	0.4%
Total CAPITAL OUTLAY	3,726,950	5,063,444	5,063,444	3,099,044	-38.8%
Total MONTGOMERY COUNTY GOVERNMENT	2,202,016,078	2,165,990,819	2,302,938,357	2,258,716,921	4.3%

PERCENT OF TOTAL BUDGET

PERSONNEL COSTS	52.0%	52.6%	48.4%	52.0%	----
OPERATING EXPENSES	47.2%	46.5%	50.8%	47.2%	----
DEBT SERVICE G.O. BONDS	0.3%	----	----	----	----
DEBT SERVICE OTHER	0.2%	0.6%	0.6%	0.6%	----
CAPITAL OUTLAY	0.2%	0.2%	0.2%	0.1%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	261,365,878	294,971,060	275,416,386	308,896,432	4.7%
Motor Pool Internal Service Fund	72,897,597	87,921,419	83,592,394	83,590,037	-4.9%
Printing & Mail Internal Service Fund	7,600,506	8,157,604	8,010,602	8,326,894	2.1%
Self Insurance Internal Service Fund	65,284,038	78,343,721	78,007,166	85,343,626	8.9%
TOTAL INTERNAL SERVICE FUNDS	407,148,019	469,393,804	445,026,548	486,156,989	3.6%

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Revenue Schedules

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 FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	3,533,521,220	3,558,478,719	3,646,319,655	3,661,656,996	2.9%
Montgomery County Government Special Funds	495,397,994	544,544,142	537,680,775	525,425,847	-3.5%
Debt Service Special Funds	23,801,320	791,060	11,136,368	3,776,606	377.4%
Montgomery County Public Schools Current Fund	749,154,795	785,495,879	788,619,391	757,273,177	-3.6%
Montgomery College Current Fund	115,215,879	120,596,028	108,462,933	110,555,288	-8.3%
Montgomery College Special Funds	11,336	15,000	0	10,000	-33.3%
M-NCPPC Special Funds	136,119,615	148,776,778	148,163,769	143,762,272	-3.4%
TOTAL TAX SUPPORTED	5,053,222,159	5,158,697,606	5,240,382,891	5,202,460,186	0.8%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	299,710,264	308,748,932	285,656,689	309,527,069	0.3%
Montgomery County Government Special Funds	249,397,722	228,119,164	218,600,286	235,522,770	3.2%
Debt Service Special Funds	0	257,157	52,641	211,999	-17.6%
Montgomery County Public Schools Enterprise Funds	64,242,314	70,728,149	70,728,149	72,388,149	2.3%
Montgomery County Public Schools Special Funds	99,320,453	110,451,136	110,451,136	161,218,854	46.0%
Montgomery College Enterprise Funds	26,228,123	29,126,681	20,979,767	25,971,498	-10.8%
Montgomery College Special Funds	14,262,121	18,793,500	19,437,500	17,366,500	-7.6%
M-NCPPC Enterprise Funds	14,133,019	18,383,646	11,915,937	17,906,934	-2.6%
M-NCPPC Special Funds	282,630	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	767,576,646	785,158,365	738,372,105	840,663,773	7.1%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,820,798,805	5,943,855,971	5,978,754,996	6,043,123,959	1.7%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	3,533,521,220	3,558,478,719	3,646,319,655	3,661,656,996	----
Special Funds Tax Supported	495,397,994	544,544,142	537,680,775	525,425,847	----
Enterprise Funds Non-Tax Supported	299,710,264	308,748,932	285,656,689	309,527,069	----
Special Funds Non-Tax Supported	249,397,722	228,119,164	218,600,286	235,522,770	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,578,027,200	4,639,890,957	4,688,257,405	4,732,132,682	----
DEBT SERVICE					
Debt Service Fund Tax Supported	23,801,320	791,060	11,136,368	3,776,606	380.0%
Special Funds Non-Tax Supported	0	257,157	52,641	211,999	-20.0%
TOTAL DEBT SERVICE	23,801,320	1,048,217	11,189,009	3,988,605	280.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	749,154,795	785,495,879	788,619,391	757,273,177	----
Enterprise Funds Non-Tax Supported	64,242,314	70,728,149	70,728,149	72,388,149	----
Special Funds Non-Tax Supported	99,320,453	110,451,136	110,451,136	161,218,854	50.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	912,717,562	966,675,164	969,798,676	990,880,180	----
MONTGOMERY COLLEGE					
Current Fund Tax Supported	115,215,879	120,596,028	108,462,933	110,555,288	-10.0%
Special Funds Tax Supported	11,336	15,000	0	10,000	-30.0%
Enterprise Funds Non-Tax Supported	26,228,123	29,126,681	20,979,767	25,971,498	-10.0%
Special Funds Non-Tax Supported	14,262,121	18,793,500	19,437,500	17,366,500	-10.0%
TOTAL MONTGOMERY COLLEGE	155,717,459	168,531,209	148,880,200	153,903,286	-10.0%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	136,119,615	148,776,778	148,163,769	143,762,272	----
Enterprise Funds Non-Tax Supported	14,133,019	18,383,646	11,915,937	17,906,934	----
Special Funds Non-Tax Supported	282,630	550,000	550,000	550,000	----
TOTAL M-NCPPC	150,535,264	167,710,424	160,629,706	162,219,206	----
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	5,820,798,805	5,943,855,971	5,978,754,996	6,043,123,959	----

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	2,497,057	3,408,587	810,526	831,768	-75.6%
County Income Tax	1,700,584,075	1,695,360,735	1,707,711,171	1,708,841,800	0.8%
E-Cigarette Tax	1,344,585	1,758,959	942,171	976,585	-44.5%
Energy Tax	186,975,365	191,322,733	178,865,750	175,651,251	-8.2%
Hotel/Motel Tax	14,875,525	23,326,200	5,203,851	11,837,621	-49.3%
Property Tax	1,267,371,359	1,244,190,740	1,245,861,509	1,331,471,179	7.0%
Real Property Transfer Tax	115,719,567	122,390,000	111,675,198	117,155,198	-4.3%
Recordation Tax	57,692,541	59,185,261	50,196,366	52,665,092	-11.0%
Telephone Tax	53,664,543	53,751,904	54,451,947	55,072,985	2.5%
TOTAL TAXES	3,400,724,617	3,394,695,119	3,355,718,489	3,454,503,479	1.8%
Licenses & Permits					
Clerk of the Court Business Licenses	244	215,000	100,000	100,000	-53.5%
Fire Code Enforcement Permits	(64)	0	0	0	----
Hazardous Materials Permits	671,069	865,000	50,000	865,000	----
Health Inspection: Restaurants	1,750,470	1,896,320	1,049,164	1,870,520	-1.4%
Health Inspections: Living Facilities	206,363	269,245	192,120	236,815	-12.0%
Health Inspections: Swimming Pools	454,780	577,400	330,030	577,400	----
Landlord-Tennant Fees	6,526,974	6,998,040	6,998,040	7,119,750	1.7%
Marriage Licenses	208,650	256,800	256,800	256,800	----
New Home Builder's License	132,385	153,000	153,000	153,000	----
Other Licenses and Permits	16,048	0	0	0	----
Other Licenses/Permits	275,119	750,660	695,169	750,660	----
Pet Licenses	375,430	550,000	420,000	420,000	-23.6%
Residential Parking Permits	103,179	24,000	12,000	12,000	-50.0%
Trader's License	160,242	910,000	910,000	910,000	----
TOTAL LICENSES & PERMITS	10,880,889	13,465,465	11,166,323	13,271,945	-1.4%
Charges for Services					
Alternative Community Services	174,985	385,000	2,965	123,900	-67.8%
Board of Appeals Fees	128,734	173,037	166,688	166,064	-4.0%
Bus Advertising	18,750	0	0	0	----
Care of Federal/State Prisoners	612,765	1,341,205	118,980	457,130	-65.9%
Commission for Women Fees	2,369	0	0	0	----
Common Ownership Community Fees	698,354	717,500	717,500	722,500	0.7%
Facility Rental Fees	15,048	11,000	11,000	11,000	----
Health and Human Services Fees	968,686	1,228,950	1,164,471	1,265,497	3.0%
Home Confinement Fees	31,478	30,000	30,000	30,000	----
Library Fees	13,061	20,000	0	19,000	-5.0%
Motor Pool Charges/Fees	10,771	0	0	0	----
Other Charges & Fees	(20)	0	0	0	----
Other Charges/Fees	3,347,707	4,300,462	5,027,695	4,757,741	10.6%
Parking Fees	229,145	300,000	141,500	195,000	-35.0%
Recreation Fees	6,080	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Sheriff Fees	729,941	1,200,000	1,200,000	1,200,000	----
Street Tree Planting	145,574	75,000	75,000	75,000	----
Subdivision Plan Review	178,487	300,000	170,000	225,000	-25.0%
Substance Abusers Intervention Program (IPSA)	28,805	74,000	1,950	29,130	-60.6%
Tree Canopy	496,000	750,000	750,000	750,000	----
Zoning Fees	57,585	65,000	65,000	65,000	----
TOTAL CHARGES FOR SERVICES	7,894,305	10,971,154	9,642,749	10,091,962	-8.0%
Fines & Forfeitures					
Library Fines	494,346	300,000	23,500	46,000	-84.7%
Other Fines & Forfeitures	120	0	0	0	----
Other Fines/Forfeitures	12,397,844	18,960,300	3,681,950	18,385,950	-3.0%
Parking Fines	927,221	2,310,500	350,000	650,000	-71.9%
Photo Red Light Citations	2,779,670	4,600,000	1,700,000	3,800,000	-17.4%
Speed Camera Citations	12,917,084	18,985,000	13,200,000	14,985,000	-21.1%
TOTAL FINES & FORFEITURES	29,516,285	45,155,800	18,955,450	37,866,950	-16.1%
Intergovernmental					
American Rescue Plan Act	0	0	84,404,726	37,008,487	----
Core Health Services Funding	3,698,097	4,829,902	4,809,321	4,809,321	-0.4%
EEOC Reimbursement	0	59,200	59,200	59,200	----
Emergency 911	10,621,575	15,000,000	12,250,000	12,000,000	-20.0%
Federal Financial Participation Reimbursements	16,764,052	15,108,007	16,286,044	16,286,044	7.8%
Federal Grants	1,180,919	0	0	0	----
FEMA Reimbursement	0	0	83,684,681	23,735,928	----
Indirect Costs: Grants	790,024	1,200,000	750,000	750,000	-37.5%
Medicaid/Medicare Reimbursement	683,145	1,876,920	1,133,886	1,296,401	-30.9%
Nursing Home Reimbursement	713,604	566,958	713,604	713,604	25.9%
Other Intergovernmental	7,058,217	6,552,177	6,242,111	5,934,046	-9.4%
State Aid: Highway User	7,185,109	8,447,837	7,501,691	7,946,699	-5.9%
State Aid: Police Protection	18,264,294	14,324,844	14,324,844	14,324,844	----
State Grants	0	650,000	650,000	650,000	----
State Jury Fee Reimbursement	438,750	482,785	482,785	482,785	----
State Reimbursement: Library Operations	3,388,192	3,459,000	3,459,000	3,509,000	1.4%
State Reimbursement: Library Staff Retirement	1,906,541	2,120,000	1,910,000	2,120,000	----
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	72,692,519	75,671,630	239,655,893	132,620,359	75.3%
Investment Income					
Investment Income	(5,367,474)	488,230	(315,720)	(91,200)	-118.7%
Miscellaneous					
Conference Center - Net Proceeds	1,365,219	2,400,000	750,000	1,500,000	-37.5%
Conference Center - Rental Income	292,508	319,100	319,100	319,100	----
Loan Payments	36,303	35,000	35,000	35,000	----
Miscellaneous Revenues	10,346,879	9,727,221	5,542,371	6,489,401	-33.3%
Property Rentals	4,375,599	4,400,000	3,700,000	3,900,000	-11.4%
Vehicle/Bike Auction Proceeds	763,571	1,150,000	1,150,000	1,150,000	----
TOTAL MISCELLANEOUS	17,180,079	18,031,321	11,496,471	13,393,501	-25.7%
TOTAL COUNTY GENERAL FUND	3,533,521,220	3,558,478,719	3,646,319,655	3,661,656,996	2.9%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	713,629	746,360	756,025	778,423	4.3%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Charges for Services					
Optional Method Development	183,975	194,567	102,384	183,975	-5.4%
TOTAL BETHESDA URBAN DISTRICT	897,604	940,927	858,409	962,398	2.3%
Silver Spring Urban District					
Taxes					
Property Tax	911,367	1,022,638	1,007,897	1,037,864	1.5%
Charges for Services					
Optional Method Development	123,936	150,000	89,211	120,000	-20.0%
TOTAL SILVER SPRING URBAN DISTRICT	1,035,303	1,172,638	1,097,108	1,157,864	-1.3%
Wheaton Urban District					
Taxes					
Property Tax	237,706	281,282	273,591	281,689	0.1%
TOTAL WHEATON URBAN DISTRICT	237,706	281,282	273,591	281,689	0.1%
Mass Transit					
Taxes					
Property Tax	135,071,397	152,218,055	151,840,564	111,358,690	-26.8%
Licenses & Permits					
Taxi Licensing Fees	210,205	400,000	100,000	200,000	-50.0%
Charges for Services					
Bus Advertising	372,280	990,000	450,000	900,000	-9.1%
Motor Pool Charges/Fees	2,761,836	0	0	0	----
Other Charges/Fees	3,531,907	1,202,278	2,022,659	2,564,453	113.3%
Parking Fees	989,178	720,000	576,000	576,000	-20.0%
Recreation Fees	7,484	0	0	0	----
Ride On Fare Revenue	13,380,633	22,557,443	2,500,000	16,935,000	-24.9%
TOTAL CHARGES FOR SERVICES	21,043,318	25,469,721	5,548,659	20,975,453	-17.6%
Fines & Forfeitures					
Other Fines/Forfeitures	815	0	0	0	----
Parking Fines	835,344	525,000	367,500	418,800	-20.2%
TOTAL FINES & FORFEITURES	836,159	525,000	367,500	418,800	-20.2%
Intergovernmental					
State Aid: Call N' Ride	399,239	379,107	379,107	379,107	----
State Aid: Damascus Fixed Route	309,958	309,950	303,733	303,733	-2.0%
State Aid: Ride On	40,646,306	40,628,000	63,527,124	63,692,934	56.8%
TOTAL INTERGOVERNMENTAL	41,355,503	41,317,057	64,209,964	64,375,774	55.8%
Miscellaneous					
Miscellaneous Revenues	64,467	0	0	0	----
TOTAL MASS TRANSIT	198,581,049	219,929,833	222,066,687	197,328,717	-10.3%
Fire					
Taxes					
Property Tax	214,784,104	244,458,885	243,852,645	255,444,935	4.5%
Charges for Services					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
EMS Reimbursement-Ambulance Fee	18,032,185	20,000,000	18,000,000	20,000,000	----
Other Charges/Fees	(1,556)	0	0	0	----
TOTAL CHARGES FOR SERVICES	18,030,629	20,000,000	18,000,000	20,000,000	----
Intergovernmental					
Other Intergovernmental	0	198,622	198,622	198,622	----
State Fire/Rescue 508 Funds	1,959,016	0	2,041,846	0	----
TOTAL INTERGOVERNMENTAL	1,959,016	198,622	2,240,468	198,622	----
Miscellaneous					
Miscellaneous Revenues	505,610	244,882	244,882	244,882	----
TOTAL FIRE	235,279,359	264,902,389	264,337,995	275,888,439	4.1%
Recreation					
Taxes					
Property Tax	45,248,037	46,839,468	46,705,658	48,298,521	3.1%
Licenses & Permits					
Other Licenses/Permits	(19,360)	0	0	0	----
Charges for Services					
Facility Rental Fees	526,119	833,850	120,000	120,000	-85.6%
Recreation Fee Subsidy	0	(800,000)	0	(800,000)	----
Recreation Fees	5,322,290	5,500,000	1,200,000	1,450,000	-73.6%
TOTAL CHARGES FOR SERVICES	5,848,409	5,533,850	1,320,000	770,000	-86.1%
Miscellaneous					
Miscellaneous Revenues	64,129	84,365	129,597	129,597	53.6%
Miscellaneous Revenues - Parks ActiveNet	0	45,232	0	45,232	----
TOTAL MISCELLANEOUS	64,129	129,597	129,597	174,829	34.9%
TOTAL RECREATION	51,141,215	52,502,915	48,155,255	49,243,350	-6.2%
Economic Development Fund					
Investment Income					
Investment Income	73,737	96,300	55,000	55,000	-42.9%
Miscellaneous					
Loan Payments	235,428	134,438	375,000	375,000	178.9%
TOTAL ECONOMIC DEVELOPMENT FUND	309,165	230,738	430,000	430,000	86.4%
Revenue Stabilization					
Investment Income					
Investment Income	7,916,593	4,583,420	461,730	133,390	-97.1%
TOTAL REVENUE STABILIZATION	7,916,593	4,583,420	461,730	133,390	-97.1%
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,028,919,214	4,103,022,861	4,184,000,430	4,187,082,843	2.0%
DEBT SERVICE					
Debt Service Fund					
Debt Service					
Intergovernmental					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Federal Grants	3,894,791	252,930	1,373,400	252,930	----
Premium on General Obligation Bonds	14,745,679	88,130	1,832,030	3,523,676	3898.3%
TOTAL INTERGOVERNMENTAL	18,640,470	341,060	3,205,430	3,776,606	1007.3%
Investment Income					
Investment Income	1,465,500	0	0	0	----
Miscellaneous					
Miscellaneous Revenues	3,695,350	450,000	7,930,938	0	-100.0%
TOTAL DEBT SERVICE	23,801,320	791,060	11,136,368	3,776,606	377.4%
TOTAL DEBT SERVICE	23,801,320	791,060	11,136,368	3,776,606	377.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	4,448,724	3,830,000	3,850,000	2,250,000	-41.3%
Intergovernmental					
Basic State Aid	368,197,235	388,035,631	388,035,631	384,201,699	-1.0%
Federal Revenues	119,553	120,000	120,000	100,000	-16.7%
Foster Care/Miscellaneous	181,458	200,000	180,000	180,000	-10.0%
GCEI - Geographic Cost of Education Index	38,902,207	39,976,914	39,976,914	39,382,053	-1.5%
Kirwan Commission	10,482,238	11,472,106	11,472,106	14,622,086	27.5%
Students With Disabilities	60,466,733	63,704,962	66,828,474	63,420,239	-0.4%
Thornton Legislation	219,907,148	230,529,919	230,529,919	210,952,720	-8.5%
Transportation	46,449,499	47,626,347	47,626,347	42,164,380	-11.5%
TOTAL INTERGOVERNMENTAL	744,706,071	781,665,879	784,769,391	755,023,177	-3.4%
TOTAL CURRENT FUND MCPS	749,154,795	785,495,879	788,619,391	757,273,177	-3.6%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	749,154,795	785,495,879	788,619,391	757,273,177	-3.6%
MONTGOMERY COLLEGE					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	1,926,056	1,494,472	2,677,689	1,790,467	19.8%
Tuition and Fees: Current Fund	72,217,472	75,252,727	68,087,157	68,016,270	-9.6%
TOTAL CHARGES FOR SERVICES	74,143,528	76,747,199	70,764,846	69,806,737	-9.0%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	272,145	300,000	181,673	300,000	----
State Aid	37,213,560	41,848,829	36,758,702	38,846,602	-7.2%
TOTAL INTERGOVERNMENTAL	37,485,705	42,148,829	36,940,375	39,146,602	-7.1%
Investment Income					
Current Fund: Interest	565,306	350,000	100,000	250,000	-28.6%
Miscellaneous					
Current Fund: Other Revenue	2,903,659	1,235,000	657,712	1,236,949	0.2%
Current Fund: Performing Arts Center	117,681	115,000	0	115,000	----
TOTAL MISCELLANEOUS	3,021,340	1,350,000	657,712	1,351,949	0.1%
TOTAL CURRENT FUND MC	115,215,879	120,596,028	108,462,933	110,555,288	-8.3%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Special Funds					
Emergency Repair Fund					
Investment Income					
EPMRF: Investment Income Non-Pooled	11,336	15,000	0	10,000	-33.3%
TOTAL EMERGENCY REPAIR FUND	11,336	15,000	0	10,000	-33.3%
TOTAL MONTGOMERY COLLEGE	115,227,215	120,611,028	108,462,933	110,565,288	-8.3%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	29,603,191	31,512,507	31,417,401	31,628,826	0.4%
Charges for Services					
User Fees	485,405	204,700	204,700	204,700	----
Intergovernmental					
Intergovernmental	740,500	415,600	415,600	415,600	----
Investment Income					
Investment Income	236,700	100,000	13,810	100,000	----
Miscellaneous					
Miscellaneous	21,250	0	0	0	----
TOTAL ADMINISTRATION FUND	31,087,046	32,232,807	32,051,511	32,349,126	0.4%
Park Fund					
Taxes					
Property Tax	97,525,522	107,429,001	107,104,778	102,242,019	-4.8%
Charges for Services					
Facility User Fees	1,595,887	3,233,793	3,233,793	3,240,547	0.2%
Intergovernmental					
Intergovernmental	3,422,473	3,585,896	3,585,896	3,665,414	2.2%
Investment Income					
Investment Income	261,815	100,000	7,370	25,000	-75.0%
Investment Income: CIP	126,431	25,000	15,270	40,000	60.0%
TOTAL INVESTMENT INCOME	388,246	125,000	22,640	65,000	-48.0%
Miscellaneous					
Miscellaneous	86,514	102,100	102,100	75,000	-26.5%
TOTAL PARK FUND	103,018,642	114,475,790	114,049,207	109,287,980	-4.5%
ALA Debt Service Fund					
Taxes					
Property Tax	2,013,927	2,068,181	2,063,051	2,125,166	2.8%
TOTAL ALA DEBT SERVICE FUND	2,013,927	2,068,181	2,063,051	2,125,166	2.8%
TOTAL M-NCPPC	136,119,615	148,776,778	148,163,769	143,762,272	-3.4%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TOTAL TAX SUPPORTED	5,053,222,159	5,158,697,606	5,240,382,891	5,202,460,186	0.8%
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Detention Center Non-Tax					
Miscellaneous					
Canteen Profits	245,065	0	84,616	245,065	----
TOTAL DETENTION CENTER NON-TAX	245,065	0	84,616	245,065	----
Grant Fund					
Charges for Services					
Other Charges/Fees	360,560	90,325	90,325	345,228	282.2%
Intergovernmental					
Federal Grants	86,389,549	39,929,848	40,034,790	42,074,394	5.4%
HB669 Social Services State Reimbursement	39,204,920	39,679,819	39,679,819	40,031,523	0.9%
Medicaid/Medicare Reimbursement	271,258	0	0	0	----
Other Intergovernmental	343,506	267,829	267,829	280,677	4.8%
State Grants	20,040,142	45,280,329	45,175,387	45,345,645	0.1%
TOTAL INTERGOVERNMENTAL	146,249,375	125,157,825	125,157,825	127,732,239	2.1%
Investment Income					
Investment Income	229,719	0	0	0	----
Miscellaneous					
Loan Payments	500,259	2,000,000	2,000,000	2,000,000	----
Miscellaneous Revenues	454,534	750,000	750,000	0	-100.0%
TOTAL MISCELLANEOUS	954,793	2,750,000	2,750,000	2,000,000	-27.3%
TOTAL GRANT FUND	147,794,447	127,998,150	127,998,150	130,077,467	1.6%
Cable TV					
Charges for Services					
Franchise Fees	15,792,097	15,186,000	14,854,275	13,767,962	-9.3%
PEG Capital Revenue	5,914,157	5,622,000	5,530,091	5,253,586	-6.6%
PEG Operating Revenue	3,609,548	3,489,000	3,625,436	3,444,164	-1.3%
Tower Application Fees	95,500	250,000	250,000	250,000	----
TOTAL CHARGES FOR SERVICES	25,411,302	24,547,000	24,259,802	22,715,712	-7.5%
Investment Income					
Investment Income	221,566	159,000	221,566	153,000	-3.8%
TOTAL CABLE TV	25,632,868	24,706,000	24,481,368	22,868,712	-7.4%
Water Quality Protection					
Taxes					
Bag Tax	2,618,409	2,500,000	2,500,000	2,500,000	----
Water Quality Protection Charge	38,022,503	38,993,180	38,993,180	41,137,400	5.5%
TOTAL TAXES	40,640,912	41,493,180	41,493,180	43,637,400	5.2%
Charges for Services					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Other Charges/Fees	78,812	47,500	47,500	47,500	----
Investment Income					
Investment Income	755,645	750,000	200,000	300,000	-60.0%
TOTAL WATER QUALITY PROTECTION	41,475,369	42,290,680	41,740,680	43,984,900	4.0%
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	4,749,644	8,100,000	3,500,000	8,100,000	----
TOTAL RECREATION NON-TAX SUPPORTED	4,749,644	8,100,000	3,500,000	8,100,000	----
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	17,600	100,000	100,000	100,000	----
Recordation Tax	18,388,868	17,717,608	14,068,216	14,753,187	-16.7%
TOTAL TAXES	18,406,468	17,817,608	14,168,216	14,853,187	-16.6%
Charges for Services					
Asset Management Fee	82,802	70,200	70,200	70,200	----
Investment Income					
Investment Income	4,451,950	1,939,470	1,000,000	1,000,000	-48.4%
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
HOC Contributions	0	0	0	1,770,833	----
Land Sale Proceeds	0	0	0	6,797,750	----
Loan Payments	5,144,402	2,900,000	2,900,000	3,100,000	6.9%
Miscellaneous Revenues	(43,112)	75,006	75,006	75,006	----
MPDU Alternative Payments	0	360,000	360,000	360,000	----
MPDU Revenues	2,271,423	1,610,000	1,970,000	1,970,000	22.4%
Other Financing Sources	11,396	52,050	52,050	49,650	-4.6%
TOTAL MISCELLANEOUS	7,384,109	5,197,056	5,557,056	14,323,239	175.6%
TOTAL MONTGOMERY HOUSING INITIATIVE	30,325,329	25,024,334	20,795,472	30,246,626	20.9%
Restricted Donations					
Miscellaneous					
Miscellaneous Revenues	(825,000)	0	0	0	----
TOTAL RESTRICTED DONATIONS	(825,000)	0	0	0	----
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	8,154,213	11,975,233	3,031,085	8,521,854	-28.8%
Parking Fees	(950)	0	0	0	----
TOTAL CHARGES FOR SERVICES	8,153,263	11,975,233	3,031,085	8,521,854	-28.8%
Investment Income					
Investment Income	295,542	65,700	17,240	0	-100.0%
Miscellaneous					
Miscellaneous Revenues	6,433	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	8,455,238	12,040,933	3,048,325	8,521,854	-29.2%
Bethesda Parking					
Taxes					
Property Tax	(105)	0	0	0	----
Charges for Services					
Parking Fees	12,966,153	15,355,081	6,947,657	13,184,065	-14.1%
Fines & Forfeitures					
Parking Fines	3,415,568	3,250,000	1,804,882	2,762,500	-15.0%
Investment Income					
Investment Income	407,535	269,530	23,770	6,870	-97.5%
Miscellaneous					
Miscellaneous Revenues	61,020	284,120	284,120	284,120	----
Property Rentals	553,390	75,000	75,000	75,000	----
TOTAL MISCELLANEOUS	614,410	359,120	359,120	359,120	----
TOTAL BETHESDA PARKING	17,403,561	19,233,731	9,135,429	16,312,555	-15.2%
Silver Spring Parking					
Taxes					
Property Tax	(6,072)	0	0	0	----
Charges for Services					
Parking Fees	9,149,485	12,920,413	4,090,421	11,086,331	-14.2%
Fines & Forfeitures					
Parking Fines	1,715,194	1,897,689	629,501	1,613,036	-15.0%
Investment Income					
Investment Income	364,631	257,330	21,270	6,140	-97.6%
Miscellaneous					
Miscellaneous Revenues	3,352,085	20,000	20,000	20,000	----
Property Rentals	43,618	0	0	0	----
TOTAL MISCELLANEOUS	3,395,703	20,000	20,000	20,000	----
TOTAL SILVER SPRING PARKING	14,618,941	15,095,432	4,761,192	12,725,507	-15.7%
Wheaton Parking					
Taxes					
Property Tax	1,561	0	0	0	----
Charges for Services					
Parking Fees	656,444	1,375,000	775,176	1,479,220	7.6%
Fines & Forfeitures					
Parking Fines	325,662	476,000	142,956	404,600	-15.0%
Investment Income					
Investment Income	16,475	12,190	960	280	-97.7%
Miscellaneous					
Miscellaneous Revenues	26,682	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TOTAL WHEATON PARKING	1,026,824	1,863,190	919,092	1,884,100	1.1%
Permitting Services					
Licenses & Permits					
Building Permits	24,794,263	19,826,070	25,612,844	19,826,070	----
Electrical Permits and Licenses	4,308,556	3,654,000	4,181,007	3,654,000	----
Fire Code Enforcement Permits	2,641,406	2,588,286	2,633,753	2,588,286	----
Grading/Storm Drains/Paving/Driveway Permits	3,384,837	3,045,000	3,962,163	3,045,000	----
Mechanical Construction Permit	2,092,016	1,452,900	1,559,298	1,452,900	----
Occupancy Permits	503,994	522,000	576,481	522,000	----
Other Licenses/Permits	220,618	441,825	259,271	441,825	----
Sediment Control Permits	3,345,968	2,698,105	2,250,906	2,698,105	----
Sign Permits	194,988	226,635	235,948	226,635	----
Special Exception Fee	127,533	210,605	200,604	210,605	----
Stormwater Mgmt and Water Quality Plan Fee	366,113	251,268	215,500	251,268	----
Well and Septic	375,316	238,648	243,541	238,648	----
TOTAL LICENSES & PERMITS	42,355,608	35,155,342	41,931,316	35,155,342	----
Charges for Services					
Automation Enhancement Fee	(228)	0	0	0	----
Information Requests	0	95,700	0	95,700	----
Other Charges/Fees	1,103,726	1,218,000	1,249,184	1,218,000	----
TOTAL CHARGES FOR SERVICES	1,103,498	1,313,700	1,249,184	1,313,700	----
Fines & Forfeitures					
Other Fines/Forfeitures	57,798	78,300	74,074	78,300	----
Investment Income					
Investment Income	867,229	408,000	408,000	408,000	----
Miscellaneous					
Miscellaneous Revenues	9,909	0	0	0	----
TOTAL PERMITTING SERVICES	44,394,042	36,955,342	43,662,574	36,955,342	----
Solid Waste Collection					
Charges for Services					
Other Charges/Fees	12,100	0	0	0	----
Systems Benefit Charge	8,743,728	9,885,837	9,852,988	10,851,750	9.8%
TOTAL CHARGES FOR SERVICES	8,755,828	9,885,837	9,852,988	10,851,750	9.8%
Investment Income					
Investment Income	91,864	73,220	73,220	70,610	-3.6%
Miscellaneous					
Miscellaneous Revenues	0	0	12,000	0	----
TOTAL SOLID WASTE COLLECTION	8,847,692	9,959,057	9,938,208	10,922,360	9.7%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	9,295	12,000	9,435	9,435	-21.4%
Charges for Services					
Other Charges/Fees	132,741	295,000	224,466	224,466	-23.9%
Sale of Recycled Materials	3,208,422	3,977,791	4,330,278	4,412,404	10.9%
Solid Waste Disposal Fees/Operating Revenues	26,419,897	29,019,752	27,760,015	29,363,397	1.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Systems Benefit Charge	67,772,884	70,896,342	71,157,342	76,861,389	8.4%
TOTAL CHARGES FOR SERVICES	97,533,944	104,188,885	103,472,101	110,861,656	6.4%
Fines & Forfeitures					
Other Fines/Forfeitures	35,050	36,000	43,440	43,440	20.7%
Investment Income					
Investment Income	1,896,729	1,274,760	500,000	1,229,230	-3.6%
Miscellaneous					
Miscellaneous Revenues	1,765,198	320,000	4,421,778	221,778	-30.7%
Property Rentals	4,167	5,000	16,558	16,558	231.2%
TOTAL MISCELLANEOUS	1,769,365	325,000	4,438,336	238,336	-26.7%
TOTAL SOLID WASTE DISPOSAL	101,244,383	105,836,645	108,463,312	112,382,097	6.2%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	7,976,694	8,591,838	8,591,838	8,600,551	0.1%
Other Charges/Fees	11,004	0	0	0	----
TOTAL CHARGES FOR SERVICES	7,987,698	8,591,838	8,591,838	8,600,551	0.1%
Investment Income					
Investment Income	44,939	34,880	2,620	1,630	-95.3%
TOTAL LEAF VACUUMING	8,032,637	8,626,718	8,594,458	8,602,181	-0.3%
Liquor					
Taxes					
Bag Tax	7,179	0	0	0	----
Licenses & Permits					
Liquor Licenses	166,012	1,724,222	1,724,222	1,206,955	-30.0%
Other Licenses/Permits	51,400	168,000	168,000	117,600	-30.0%
TOTAL LICENSES & PERMITS	217,412	1,892,222	1,892,222	1,324,555	-30.0%
Charges for Services					
Other Charges/Fees	12,121	23,887	23,887	23,887	----
Fines & Forfeitures					
Other Fines/Forfeitures	150,188	316,916	316,916	63,383	-80.0%
Investment Income					
Investment Income	133,707	91,900	91,900	91,900	----
Miscellaneous					
Liquor Sales	95,052,306	96,812,959	94,809,174	99,717,348	3.0%
Miscellaneous Revenues	114,033	0	0	0	----
TOTAL MISCELLANEOUS	95,166,339	96,812,959	94,809,174	99,717,348	3.0%
TOTAL LIQUOR	95,686,946	99,137,884	97,134,099	101,221,073	2.1%
TOTAL MONTGOMERY COUNTY GOVERNMENT	549,107,986	536,868,096	504,256,975	545,049,839	1.5%
DEBT SERVICE					
Special Funds					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Debt Service - Non-Tax Supported					
Miscellaneous					
Miscellaneous Revenues	0	257,157	52,641	211,999	-17.6%
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	0	257,157	52,641	211,999	-17.6%
TOTAL DEBT SERVICE	0	257,157	52,641	211,999	-17.6%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	85,891,352	83,686,189	83,686,189	83,878,035	0.2%
Private Grants	680,816	10,031,204	10,031,204	10,031,204	----
State Grants	12,748,285	16,733,743	16,733,743	67,309,615	302.2%
TOTAL INTERGOVERNMENTAL	99,320,453	110,451,136	110,451,136	161,218,854	46.0%
TOTAL GRANT FUND MCPS	99,320,453	110,451,136	110,451,136	161,218,854	46.0%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	12,830,168	17,586,048	17,586,048	17,956,048	2.1%
Intergovernmental					
Federal Food	42,396,670	40,852,540	40,852,540	41,982,540	2.8%
State Food	2,226,240	1,961,392	1,961,392	1,961,392	----
TOTAL INTERGOVERNMENTAL	44,622,910	42,813,932	42,813,932	43,943,932	2.6%
Miscellaneous					
Miscellaneous: Investment Income	136,436	0	0	0	----
TOTAL FOOD SERVICE FUND	57,589,514	60,399,980	60,399,980	61,899,980	2.5%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,340,553	4,967,149	4,967,149	4,967,149	----
TOTAL REAL ESTATE FUND	3,340,553	4,967,149	4,967,149	4,967,149	----
Field Trip Fund					
Charges for Services					
Field Trip Fees	1,334,742	2,914,182	2,914,182	3,074,182	5.5%
TOTAL FIELD TRIP FUND	1,334,742	2,914,182	2,914,182	3,074,182	5.5%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	1,977,505	2,446,838	2,446,838	2,446,838	----
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	1,977,505	2,446,838	2,446,838	2,446,838	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	163,562,767	181,179,285	181,179,285	233,607,003	28.9%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	14,251,658	18,782,000	19,426,000	17,355,000	-7.6%
TOTAL GRANT FUND MC	14,251,658	18,782,000	19,426,000	17,355,000	-7.6%
Endowment Fund					
Miscellaneous					
Interest	10,463	11,500	11,500	11,500	----
TOTAL ENDOWMENT FUND	10,463	11,500	11,500	11,500	----
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	9,323,134	10,372,460	6,172,462	8,874,000	-14.4%
Intergovernmental					
State Aid	8,041,559	9,672,951	8,041,559	8,902,458	-8.0%
Miscellaneous					
Other Revenues: Interest	61,352	80,000	10,000	50,000	-37.5%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	17,426,045	20,125,411	14,224,021	17,826,458	-11.4%
Auxiliary Fund					
Charges for Services					
Sales	1,487,094	924,220	350,000	916,220	-0.9%
Miscellaneous					
Auxiliary Fund: Interest Income	0	51,000	3,290	21,000	-58.8%
Other Revenues: Miscellaneous	0	684,050	0	631,550	-7.7%
TOTAL MISCELLANEOUS	0	735,050	3,290	652,550	-11.2%
TOTAL AUXILIARY FUND	1,487,094	1,659,270	353,290	1,568,770	-5.5%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	4,421	0	0	0	----
TOTAL CABLE TELEVISION FUND	4,421	0	0	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	3,273,424	3,287,000	3,076,478	3,025,890	-7.9%
Investment Income					
Interest Income	208,262	175,000	15,000	25,000	-85.7%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TOTAL MAJOR FACILITIES RESERVE FUND	3,481,686	3,462,000	3,091,478	3,050,890	-11.9%
Transportation Fund					
Charges for Services					
Student Fees	3,553,683	3,585,000	3,076,478	3,350,380	-6.5%
Investment Income					
Interest	100,244	125,000	94,750	75,000	-40.0%
Miscellaneous					
Miscellaneous Other	174,950	170,000	139,750	100,000	-41.2%
TOTAL TRANSPORTATION FUND	3,828,877	3,880,000	3,310,978	3,525,380	-9.1%
TOTAL MONTGOMERY COLLEGE	40,490,244	47,920,181	40,417,267	43,337,998	-9.6%
M-NCPPC					
Special Funds					
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	12,670	150,000	150,000	150,000	----
Park Fund Grants	269,960	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	282,630	550,000	550,000	550,000	----
TOTAL GRANT FUND MNCPPC	282,630	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	2,658,486	3,285,260	2,391,821	3,160,920	-3.8%
Intergovernmental					
Intergovernmental	266,426	510,750	165,850	205,850	-59.7%
Investment Income					
Investment Income	118,353	110,000	6,900	28,000	-74.5%
Miscellaneous					
Miscellaneous	288,136	283,000	228,500	268,500	-5.1%
TOTAL SPECIAL REVENUE FUNDS	3,331,401	4,189,010	2,793,071	3,663,270	-12.6%
Enterprise Fund					
Charges for Services					
Fees and Charges	5,718,383	7,015,600	3,861,200	7,016,889	----
Merchandise Sales	606,247	886,500	394,937	885,700	-0.1%
Rentals	2,690,239	3,535,795	2,232,820	3,612,014	2.2%
TOTAL CHARGES FOR SERVICES	9,014,869	11,437,895	6,488,957	11,514,603	0.7%
Intergovernmental					
Intergovernmental	15,513	0	0	0	----
Miscellaneous					
Miscellaneous	(2,836)	777,241	801,754	773,461	-0.5%
Non-Operating Revenues/Interest	361,372	393,000	289,900	300,000	-23.7%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TOTAL MISCELLANEOUS	358,536	1,170,241	1,091,654	1,073,461	-8.3%
TOTAL ENTERPRISE FUND	9,388,918	12,608,136	7,580,611	12,588,064	-0.2%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,387,725	1,561,500	1,541,085	1,647,600	5.5%
Intergovernmental					
Other Intergovernmental	375	0	0	0	----
Investment Income					
Investment Income	20,100	25,000	1,170	8,000	-68.0%
Miscellaneous					
Miscellaneous	4,500	0	0	0	----
TOTAL PROP MGMT MNCPPC	1,412,700	1,586,500	1,542,255	1,655,600	4.4%
TOTAL M-NCPPC	14,415,649	18,933,646	12,465,937	18,456,934	-2.5%
TOTAL NON-TAX SUPPORTED	767,576,646	785,158,365	738,372,105	840,663,773	7.1%

SUMMARY

GRAND TOTAL ALL FUNDS/AGENCIES	5,820,798,805	5,943,855,971	5,978,754,996	6,043,123,959	1.7%

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Workforce Schedules

The workforce schedules include data for the following County agencies: MCG, MCPS, Montgomery College, and M NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

SCHEDULE D-1, WORKFORCE DETAILED BY TYPE

This schedule reports by fund type, for all agencies, all positions and workyears attributed to the operating budgets of MCG, MCPS, Montgomery College, and M-NCPPC.

SCHEDULE D-2, WORKFORCE DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

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

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 FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,634	5,679	5,679	5,742	1.1%
Part-Time Positions	787	789	789	792	0.4%
FTEs	5,823.37	5,870.61	5,870.61	5,927.54	1.0%
Montgomery County Government Special Funds					
Full-Time Positions	2,391	2,387	2,387	2,399	0.5%
Part-Time Positions	12	28	28	28	----
FTEs	2,756.30	2,762.11	2,762.11	2,774.11	0.4%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	21,649.85	22,257.28	22,257.28	22,399.34	0.6%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,803.35	1,803.35	1,803.35	1,803.35	----
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	941.76	946.09	946.09	963.60	1.9%
Total Full-Time Positions	8,025	8,066	8,066	8,141	0.9%
Total Part-Time Positions	799	817	817	820	0.4%
Total FTEs	32,974.63	33,639.44	33,639.44	33,867.94	0.7%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	704	717	717	738	2.9%
Part-Time Positions	143	149	149	133	-10.7%
FTEs	890.77	910.79	910.79	912.59	0.2%
Montgomery County Government Internal Service Funds					
Full-Time Positions	253	253	253	252	-0.4%
Part-Time Positions	0	0	0	0	----
FTEs	301.19	301.89	301.89	301.89	----
Montgomery County Government Special Funds					
Full-Time Positions	685	697	697	698	0.1%
Part-Time Positions	33	33	33	33	----
FTEs	661.59	673.51	673.51	681.98	1.3%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Type

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% CHG BUD/REC
FTEs	646.32	648.57	648.57	648.57	----
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	570.94	570.94	570.94	588.70	3.1%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	107.50	107.50	107.50	107.50	----
Montgomery College Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
M-NCPPC Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	160.65	165.85	165.85	166.35	0.3%
M-NCPPC Special Funds					
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	1,642	1,667	1,667	1,688	1.3%
Total Part-Time Positions	176	182	182	166	-8.8%
Total FTEs	3,338.96	3,379.05	3,379.05	3,407.58	0.8%

SUMMARY

Total Full-Time Positions	9,667	9,733	9,733	9,829	1.0%
Total Part-Time Positions	975	999	999	986	-1.3%
Total FTEs	36,313.59	37,018.49	37,018.49	37,275.52	0.7%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%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	29	29	29	29	----
Part-Time Positions	2	2	2	2	----
FTEs	56.35	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	117	119	119	123	3.4%
Part-Time Positions	5	5	5	5	----
FTEs	119.50	121.50	121.50	125.50	3.3%
Community Engagement Cluster					
Full-Time Positions	27	24	24	32	33.3%
Part-Time Positions	10	12	12	20	66.7%
FTEs	32.00	30.00	30.00	41.75	39.2%
County Attorney					
Full-Time Positions	76	76	76	77	1.3%
Part-Time Positions	2	1	1	1	----
FTEs	43.20	41.20	41.20	41.70	1.2%
County Council					
Full-Time Positions	92	96	96	94	-2.1%
Part-Time Positions	4	7	7	9	28.6%
FTEs	85.18	87.43	87.43	87.83	0.5%
County Executive					
Full-Time Positions	34	36	36	38	5.6%
Part-Time Positions	6	6	6	6	----
FTEs	34.50	33.70	33.70	32.70	-3.0%
Ethics Commission					
Full-Time Positions	3	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	3.00	2.00	2.00	2.00	----
Finance					
Full-Time Positions	135	130	130	126	-3.1%
Part-Time Positions	0	0	0	0	----
FTEs	130.79	130.04	130.04	132.04	1.5%
Fleet Management Services					
Full-Time Positions	208	208	208	207	-0.5%
Part-Time Positions	0	0	0	0	----
FTEs	211.10	211.10	211.10	211.10	----
General Services					
Full-Time Positions	232	232	232	234	0.9%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Part-Time Positions	1	1	1	1	----
FTEs	169.30	169.30	169.30	169.30	----
Human Resources					
Full-Time Positions	68	61	61	65	6.6%
Part-Time Positions	2	2	2	2	----
FTEs	68.65	63.65	63.65	67.65	6.3%
Human Rights					
Full-Time Positions	8	9	9	11	22.2%
Part-Time Positions	0	0	0	0	----
FTEs	8.60	9.60	9.60	11.60	20.8%
Inspector General					
Full-Time Positions	6	11	11	13	18.2%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	12.00	12.00	14.00	16.7%
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	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	8.00	8.00	8.00	----
Legislative Oversight					
Full-Time Positions	12	13	13	14	7.7%
Part-Time Positions	0	0	0	0	----
FTEs	11.67	12.67	12.67	13.67	7.9%
Management and Budget					
Full-Time Positions	33	41	41	41	----
Part-Time Positions	1	1	1	1	----
FTEs	33.25	41.25	41.25	41.25	----
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	38	38	38	----
Part-Time Positions	2	2	2	2	----
FTEs	34.90	37.90	37.90	37.90	----
Public Information					
Full-Time Positions	70	70	70	71	1.4%
Part-Time Positions	1	1	1	1	----
FTEs	52.60	52.70	52.70	53.70	1.9%
Racial Equity and Social Justice					
Full-Time Positions	0	2	2	6	200.0%
Part-Time Positions	0	0	0	0	----
FTEs	0.00	2.00	2.00	6.00	200.0%
State's Attorney					
Full-Time Positions	147	148	148	148	----
Part-Time Positions	11	9	9	9	----
FTEs	153.85	153.85	153.85	153.85	----
Technology Services					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Full-Time Positions	174	167	167	168	0.6%
Part-Time Positions	2	2	2	2	----
FTEs	167.25	165.25	165.25	166.25	0.6%
Urban Districts					
Full-Time Positions	60	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.70	58.70	58.70	----
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	1,578	1,593	1,593	1,618	1.6%
Total Part-Time Positions	52	54	54	64	18.5%
Total FTEs	1,495.59	1,514.49	1,514.49	1,547.14	2.2%
Public Safety					
Animal Services					
Full-Time Positions	0	74	74	74	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	75.00	75.00	75.00	----
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	533	539	539	534	-0.9%
Part-Time Positions	0	0	0	0	----
FTEs	535.57	541.57	541.57	541.57	----
Emergency Management and Homeland Security					
Full-Time Positions	15	15	15	17	13.3%
Part-Time Positions	1	1	1	1	----
FTEs	16.30	16.30	16.30	18.30	12.3%
Fire and Rescue Service					
Full-Time Positions	1,317	1,318	1,318	1,327	0.7%
Part-Time Positions	0	0	0	0	----
FTEs	1,318.26	1,319.26	1,319.26	1,328.26	0.7%
Police					
Full-Time Positions	1,905	1,832	1,832	1,804	-1.5%
Part-Time Positions	199	206	206	205	-0.5%
FTEs	1,972.26	1,898.86	1,898.86	1,870.36	-1.5%
Sheriff					
Full-Time Positions	190	190	190	190	----
Part-Time Positions	5	5	5	5	----
FTEs	192.80	192.80	192.80	192.80	----
Total Full-Time Positions	3,977	3,985	3,985	3,963	-0.6%
Total Part-Time Positions	206	213	213	212	-0.5%
Total FTEs	4,051.79	4,060.39	4,060.39	4,042.89	-0.4%
Transportation					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	% 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	886	878	878	878	----
Part-Time Positions	0	16	16	16	----
FTEs	908.87	908.87	908.87	908.87	----
Transportation					
Full-Time Positions	458	457	457	457	----
Part-Time Positions	8	7	7	7	----
FTEs	286.80	285.80	285.80	284.30	-0.5%
Total Full-Time Positions	1,397	1,388	1,388	1,388	----
Total Part-Time Positions	8	23	23	23	----
Total FTEs	1,244.20	1,243.20	1,243.20	1,241.70	-0.1%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,445	1,477	1,477	1,542	4.4%
Part-Time Positions	342	336	336	332	-1.2%
FTEs	1,683.09	1,714.49	1,714.49	1,764.74	2.9%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	30	30	30	30	----
Part-Time Positions	1	1	1	1	----
FTEs	31.27	31.27	31.27	31.27	----
Public Libraries					
Full-Time Positions	232	233	233	234	0.4%
Part-Time Positions	210	209	209	208	-0.5%
FTEs	404.01	404.51	404.51	404.06	-0.1%
Recreation					
Full-Time Positions	148	148	148	148	----
Part-Time Positions	11	11	11	11	----
FTEs	490.38	493.09	493.09	493.09	----
Total Full-Time Positions	410	411	411	412	0.2%
Total Part-Time Positions	222	221	221	220	-0.5%
Total FTEs	925.66	928.87	928.87	928.42	----
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	106	106	106	107	0.9%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Part-Time Positions	1	1	1	0	-100.0%
FTEs	100.70	100.70	100.70	101.20	0.5%
Permitting Services					
Full-Time Positions	239	239	239	240	0.4%
Part-Time Positions	2	2	2	0	-100.0%
FTEs	246.00	245.90	245.90	245.90	----
Total Full-Time Positions	353	353	353	355	0.6%
Total Part-Time Positions	4	4	4	1	-75.0%
Total FTEs	351.85	351.75	351.75	352.25	0.1%
Environment					
Environmental Protection					
Full-Time Positions	92	92	92	97	5.4%
Part-Time Positions	1	1	1	1	----
FTEs	109.87	108.40	108.40	109.90	1.4%
Recycling and Resource Management					
Full-Time Positions	80	83	83	83	----
Part-Time Positions	2	2	2	2	----
FTEs	106.24	111.56	111.56	112.06	0.4%
Total Full-Time Positions	172	175	175	180	2.9%
Total Part-Time Positions	3	3	3	3	----
Total FTEs	216.11	219.96	219.96	221.96	0.9%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	302	312	312	332	6.4%
Part-Time Positions	138	144	144	130	-9.7%
FTEs	427.70	442.50	442.50	443.80	0.3%
Cable Television Communications Plan					
Full-Time Positions	13	18	18	18	----
Part-Time Positions	0	0	0	0	----
FTEs	30.85	30.75	30.75	30.75	----
Non-Departmental Accounts					
Full-Time Positions	20	21	21	21	----
Part-Time Positions	0	1	1	1	----
FTEs	6.38	12.51	12.51	24.46	95.5%
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	335	351	351	371	5.7%
Total Part-Time Positions	138	145	145	131	-9.7%
Total FTEs	464.93	485.76	485.76	499.01	2.7%
Total Full-Time Positions	9,667	9,733	9,733	9,829	1.0%
Total Part-Time Positions	975	999	999	986	-1.3%
Total FTEs	10,433.22	10,518.91	10,518.91	10,598.11	0.8%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22,867.11	23,476.79	23,476.79	23,636.61	0.7%
MONTGOMERY COLLEGE					
Montgomery College					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,910.85	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	1,102.41	1,111.94	1,111.94	1,129.95	1.6%

SUMMARY

Total Full-Time Positions	9,667	9,733	9,733	9,829	1.0%
Total Part-Time Positions	975	999	999	986	-1.3%
Total FTEs	36,313.59	37,018.49	37,018.49	37,275.52	0.7%

Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%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	29	29	29	29	----
Part-Time Positions	2	2	2	2	----
FTEs	56.35	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	94	95	95	99	4.2%
Part-Time Positions	4	4	4	4	----
FTEs	97.43	99.38	99.38	101.29	1.9%
Community Engagement Cluster					
Full-Time Positions	26	23	23	31	34.8%
Part-Time Positions	10	12	12	20	66.7%
FTEs	31.35	29.35	29.35	41.10	40.0%
County Attorney					
Full-Time Positions	76	76	76	77	1.3%
Part-Time Positions	2	1	1	1	----
FTEs	43.20	41.20	41.20	41.70	1.2%
County Council					
Full-Time Positions	92	96	96	94	-2.1%
Part-Time Positions	4	7	7	9	28.6%
FTEs	85.18	87.43	87.43	87.83	0.5%
County Executive					
Full-Time Positions	34	36	36	38	5.6%
Part-Time Positions	6	6	6	6	----
FTEs	34.50	33.70	33.70	32.70	-3.0%
Ethics Commission					
Full-Time Positions	3	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	3.00	2.00	2.00	2.00	----
Finance					
Full-Time Positions	124	119	119	115	-3.4%
Part-Time Positions	0	0	0	0	----
FTEs	98.92	97.67	97.67	99.67	2.0%
General Services					
Full-Time Positions	198	198	198	200	1.0%
Part-Time Positions	1	1	1	1	----
FTEs	134.73	134.73	134.73	134.73	----
Human Resources					
Full-Time Positions	68	61	61	65	6.6%
Part-Time Positions	2	2	2	2	----
FTEs	45.00	39.80	39.80	43.80	10.1%
Human Rights					
Full-Time Positions	8	9	9	11	22.2%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	8.60	9.60	9.60	11.60	20.8%
Inspector General					
Full-Time Positions	6	11	11	13	18.2%
Part-Time Positions	0	0	0	0	----
FTEs	7.00	12.00	12.00	14.00	16.7%
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	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	8.00	8.00	8.00	----
Legislative Oversight					
Full-Time Positions	12	13	13	14	7.7%
Part-Time Positions	0	0	0	0	----
FTEs	11.67	12.67	12.67	13.67	7.9%
Management and Budget					
Full-Time Positions	33	41	41	41	----
Part-Time Positions	1	1	1	1	----
FTEs	33.25	41.25	41.25	41.25	----
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	38	38	38	----
Part-Time Positions	2	2	2	2	----
FTEs	34.90	37.90	37.90	37.90	----
Public Information					
Full-Time Positions	70	70	70	71	1.4%
Part-Time Positions	1	1	1	1	----
FTEs	52.60	52.70	52.70	53.70	1.9%
Racial Equity and Social Justice					
Full-Time Positions	0	2	2	6	200.0%
Part-Time Positions	0	0	0	0	----
FTEs	0.00	2.00	2.00	6.00	200.0%
State's Attorney					
Full-Time Positions	143	144	144	144	----
Part-Time Positions	10	8	8	8	----
FTEs	150.98	151.18	151.18	151.15	----
Technology Services					
Full-Time Positions	174	167	167	168	0.6%
Part-Time Positions	2	2	2	2	----
FTEs	167.25	165.25	165.25	166.25	0.6%
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	***1,237***	***1,250***	***1,250***	***1,276***	***2.1%***
Total Part-Time Positions	***49***	***51***	***51***	***61***	***19.6%***
Total FTEs	***1,110.21***	***1,128.46***	***1,128.46***	***1,158.99***	***2.7%***
Public Safety					
Animal Services					
Full-Time Positions	0	74	74	74	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
FTEs	0.00	75.00	75.00	75.00	----
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	533	539	539	534	-0.9%
Part-Time Positions	0	0	0	0	----
FTEs	535.57	541.57	541.57	541.57	----
Emergency Management and Homeland Security					
Full-Time Positions	9	9	9	11	22.2%
Part-Time Positions	1	1	1	1	----
FTEs	8.82	8.82	8.82	10.82	22.7%
Police					
Full-Time Positions	1,904	1,831	1,831	1,803	-1.5%
Part-Time Positions	199	206	206	205	-0.5%
FTEs	1,971.26	1,897.86	1,897.86	1,869.36	-1.5%
Sheriff					
Full-Time Positions	182	182	182	182	----
Part-Time Positions	5	5	5	5	----
FTEs	187.89	187.89	187.89	187.62	-0.1%
Total Full-Time Positions	***2,645***	***2,652***	***2,652***	***2,621***	***-1.2%***
Total Part-Time Positions	***206***	***213***	***213***	***212***	***-0.5%***
Total FTEs	***2,720.14***	***2,727.74***	***2,727.74***	***2,700.97***	***-1.0%***
Transportation					
Transportation					
Full-Time Positions	457	456	456	456	----
Part-Time Positions	8	7	7	7	----
FTEs	255.02	254.02	254.02	252.52	-0.6%
Total Full-Time Positions	***457***	***456***	***456***	***456***	***----***
Total Part-Time Positions	***8***	***7***	***7***	***7***	***----***
Total FTEs	***255.02***	***254.02***	***254.02***	***252.52***	***-0.6%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	885	909	909	972	6.9%
Part-Time Positions	312	306	306	302	-1.3%
FTEs	1,247.31	1,263.48	1,263.48	1,305.65	3.3%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	230	231	231	232	0.4%
Part-Time Positions	210	209	209	208	-0.5%
FTEs	400.81	401.31	401.31	401.86	0.1%
Total Full-Time Positions	***230***	***231***	***231***	***232***	***0.4%***
Total Part-Time Positions	***210***	***209***	***209***	***208***	***-0.5%***
Total FTEs	***400.81***	***401.31***	***401.31***	***401.86***	***0.1%***
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	106	106	106	107	0.9%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	62.65	62.65	62.65	62.65	----
Total Full-Time Positions	***114***	***114***	***114***	***115***	***0.9%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Total Part-Time Positions	***2***	***2***	***2***	***1***	***-50.0%***
Total FTEs	***66.80***	***66.80***	***66.80***	***66.80***	***----***
Environment					
Environmental Protection					
Full-Time Positions	46	46	46	49	6.5%
Part-Time Positions	0	0	0	0	----
FTEs	16.70	16.29	16.29	16.29	----
Total Full-Time Positions	***46***	***46***	***46***	***49***	***6.5%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***16.70***	***16.29***	***16.29***	***16.29***	***----***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	20	21	21	21	----
Part-Time Positions	0	1	1	1	----
FTEs	6.38	12.51	12.51	24.46	95.5%
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	***20***	***21***	***21***	***21***	***----***
Total Part-Time Positions	***0***	***1***	***1***	***1***	***----***
Total FTEs	***6.38***	***12.51***	***12.51***	***24.46***	***95.5%***
Total Full-Time Positions	5,634	5,679	5,679	5,742	1.1%
Total Part-Time Positions	787	789	789	792	0.4%
Total FTEs	5,823.37	5,870.61	5,870.61	5,927.54	1.0%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	60	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	58.60	58.70	58.70	58.70	----
Total Full-Time Positions	***60***	***61***	***61***	***61***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***58.60***	***58.70***	***58.70***	***58.70***	***----***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,312	1,315	1,315	1,327	0.9%
Part-Time Positions	0	0	0	0	----
FTEs	1,313.26	1,316.26	1,316.26	1,328.26	0.9%
Total Full-Time Positions	***1,312***	***1,315***	***1,315***	***1,327***	***0.9%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***1,313.26***	***1,316.26***	***1,316.26***	***1,328.26***	***0.9%***
Transportation					
Transit Services					
Full-Time Positions	871	863	863	863	----
Part-Time Positions	0	16	16	16	----
FTEs	895.77	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	----
Total Full-Time Positions	***871***	***863***	***863***	***863***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Total Part-Time Positions	***0***	***16***	***16***	***16***	***----***
Total FTEs	***895.77***	***895.77***	***895.77***	***895.77***	***----***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	148	148	148	148	----
Part-Time Positions	11	11	11	11	----
FTEs	487.67	490.38	490.38	490.38	----
Total Full-Time Positions	***148***	***148***	***148***	***148***	***----***
Total Part-Time Positions	***11***	***11***	***11***	***11***	***----***
Total FTEs	***487.67***	***490.38***	***490.38***	***490.38***	***----***
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	----
Total Full-Time Positions	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***1.00***	***1.00***	***1.00***	***1.00***	***----***
Total Full-Time Positions	2,391	2,387	2,387	2,399	0.5%
Total Part-Time Positions	12	28	28	28	----
Total FTEs	2,756.30	2,762.11	2,762.11	2,774.11	0.4%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Board of Elections					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Circuit Court					
Full-Time Positions	23	24	24	24	----
Part-Time Positions	1	1	1	1	----
FTEs	22.07	22.12	22.12	24.21	9.4%
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	----
Finance					
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	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
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	----
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	----
Procurement					
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	2.87	2.67	2.67	2.70	1.1%
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	----
Total Full-Time Positions	***28***	***29***	***29***	***29***	***----***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***25.59***	***25.44***	***25.44***	***27.56***	***8.3%***
Public Safety					
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	7.48	7.48	7.48	7.48	----
Fire and Rescue Service					
Full-Time Positions	5	3	3	0	-100.0%
Part-Time Positions	0	0	0	0	----
FTEs	5.00	3.00	3.00	0.00	-100.0%
Police					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	1.00	1.00	1.00	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Sheriff					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	4.91	4.91	4.91	5.18	5.5%
Total Full-Time Positions	***20***	***18***	***18***	***15***	***-16.7%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***18.39***	***16.39***	***16.39***	***13.66***	***-16.7%***
Transportation					
Transit Services					
Full-Time Positions	15	15	15	15	----
Part-Time Positions	0	0	0	0	----
FTEs	13.10	13.10	13.10	13.10	----
Transportation					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.75	0.75	0.75	0.75	----
Total Full-Time Positions	***16***	***16***	***16***	***16***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***13.85***	***13.85***	***13.85***	***13.85***	***----***
Health and Human Services					
Health and Human Services					
Full-Time Positions	560	568	568	570	0.4%
Part-Time Positions	30	30	30	30	----
FTEs	435.78	451.01	451.01	459.09	1.8%
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	2.20	-31.3%
Recreation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	2.71	2.71	2.71	2.71	----
Total Full-Time Positions	***2***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***5.91***	***5.91***	***5.91***	***4.91***	***-16.9%***
Community Development and Housing					
Economic Development Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Housing and Community Affairs					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	38.05	38.05	38.05	38.55	1.3%
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	----
Total Full-Time Positions	***0***	***0***	***0***	***0***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***38.05***	***38.05***	***38.05***	***38.55***	***1.3%***
Environment					
Environmental Protection					
Full-Time Positions	46	46	46	48	4.3%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Part-Time Positions	1	1	1	1	----
FTEs	93.17	92.11	92.11	93.61	1.6%
Total Full-Time Positions	***46***	***46***	***46***	***48***	***4.3%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***93.17***	***92.11***	***92.11***	***93.61***	***1.6%***
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	13	18	18	18	----
Part-Time Positions	0	0	0	0	----
FTEs	30.85	30.75	30.75	30.75	----
Non-Departmental Accounts					
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	----
Total Full-Time Positions	***13***	***18***	***18***	***18***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***30.85***	***30.75***	***30.75***	***30.75***	***----***
Total Full-Time Positions	685	697	697	698	0.1%
Total Part-Time Positions	33	33	33	33	----
Total FTEs	661.59	673.51	673.51	681.98	1.3%
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	31.27	31.27	31.27	31.27	----
Community Development and Housing					
Permitting Services					
Full-Time Positions	239	239	239	240	0.4%
Part-Time Positions	2	2	2	0	-100.0%
FTEs	246.00	245.90	245.90	245.90	----
Environment					
Recycling and Resource Management					
Full-Time Positions	80	83	83	83	----
Part-Time Positions	2	2	2	2	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
FTEs	106.24	111.56	111.56	112.06	0.4%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	302	312	312	332	6.4%
Part-Time Positions	138	144	144	130	-9.7%
FTEs	427.70	442.50	442.50	443.80	0.3%
Total Full-Time Positions	704	717	717	738	2.9%
Total Part-Time Positions	143	149	149	133	-10.7%
Total FTEs	890.77	910.79	910.79	912.59	0.2%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	31.87	32.37	32.37	32.37	----
Fleet Management Services					
Full-Time Positions	208	208	208	207	-0.5%
Part-Time Positions	0	0	0	0	----
FTEs	211.10	211.10	211.10	211.10	----
General Services					
Full-Time Positions	34	34	34	34	----
Part-Time Positions	0	0	0	0	----
FTEs	34.57	34.57	34.57	34.57	----
Human Resources					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	23.65	23.85	23.85	23.85	----
Total Full-Time Positions	253	253	253	252	-0.4%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	301.19	301.89	301.89	301.89	----
Total Full-Time Positions	9,667	9,733	9,733	9,829	1.0%
Total Part-Time Positions	975	999	999	986	-1.3%
Total FTEs	10,433.22	10,518.91	10,518.91	10,598.11	0.8%
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	21,649.85	22,257.28	22,257.28	22,399.34	0.6%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	570.94	570.94	570.94	588.70	3.1%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	646.32	648.57	648.57	648.57	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	22,867.11	23,476.79	23,476.79	23,636.61	0.7%
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	----
Part-Time Positions	0	0	0	0	----
FTEs	1,803.35	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	107.50	107.50	107.50	107.50	----
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,910.85	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	941.76	946.09	946.09	963.60	1.9%
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	160.65	165.85	165.85	166.35	0.3%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,102.41	1,111.94	1,111.94	1,129.95	1.6%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY20	BUDGET FY21	EST FY21	REC FY22	%CHG BUD/REC
SUMMARY					
Total Full-Time Positions	9,667	9,733	9,733	9,829	1.0%
Total Part-Time Positions	975	999	999	986	-1.3%
Total FTEs	36,313.59	37,018.49	37,018.49	37,275.52	0.7%

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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 Ã¢â‚¬" 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 FY20	BUDGET FY21	PROJ. FY21	BUDGET FY22	PROJ. FY23	PROJ. FY24	PROJ. FY25	PROJ. FY26	PROJ. FY27
COUNTYWIDE									
Countywide: Real	193.487	197.440	197.017	203.097	207.759	213.186	218.813	224.622	230.638
Countywide: Personal	4.101	4.235	4.199	4.266	4.311	4.337	4.396	4.457	4.511
SPECIAL DISTRICTS									
Mass Transit: Real	193.487	197.440	197.017	203.097	207.759	213.186	218.813	224.622	230.638
Mass Transit: Personal	4.101	4.235	4.199	4.266	4.311	4.337	4.396	4.457	4.511
Fire: Real	193.487	197.440	197.017	203.097	207.759	213.186	218.813	224.622	230.638
Fire: Personal	4.101	4.235	4.199	4.266	4.311	4.337	4.396	4.457	4.511
Recreation: Real	168.884	172.437	171.965	177.272	181.341	186.077	190.989	196.059	201.311
Recreation: Personal	3.409	3.509	3.490	3.546	3.584	3.606	3.654	3.705	3.750
Storm Drainage: Real	162.984	166.421	165.958	171.079	175.006	179.577	184.317	189.211	194.278
Storm Drainage: Personal	3.272	3.366	3.350	3.404	3.440	3.461	3.507	3.557	3.599
M-NCPPC - Regional: Real	167.810	171.363	170.871	176.145	180.188	184.894	189.775	194.813	200.031
M-NCPPC - Regional: Personal	3.393	3.494	3.473	3.529	3.567	3.588	3.636	3.687	3.732
M-NCPPC - Metropolitan: Real	167.810	171.363	170.871	176.145	180.188	184.894	189.775	194.813	200.031
M-NCPPC - Metropolitan: Personal	3.393	3.494	3.473	3.529	3.567	3.588	3.636	3.687	3.732
M-NCPPC - Land Acquisition: Real	193.487	197.440	197.017	203.097	207.759	213.186	218.813	224.622	230.638
M-NCPPC - Land Acquisition: Personal	4.101	4.235	4.199	4.266	4.311	4.337	4.396	4.457	4.511
URBAN DISTRICTS									
Bethesda: Real	5.711	5.655	5.815	5.995	6.133	6.293	6.459	6.630	6.808
Bethesda: Personal	0.204	0.240	0.208	0.212	0.214	0.215	0.218	0.221	0.224
Silver Spring: Real	3.836	3.926	3.906	4.027	4.119	4.227	4.338	4.454	4.573
Silver Spring: Personal	0.124	0.144	0.127	0.129	0.130	0.131	0.133	0.135	0.136
Wheaton: Real	0.824	0.853	0.839	0.865	0.885	0.908	0.932	0.957	0.982
Wheaton: Personal	0.030	0.036	0.031	0.032	0.032	0.032	0.033	0.033	0.034
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.044	0.047	0.045	0.046	0.048	0.049	0.050	0.051	0.053
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	0.013	0.013	0.013	0.014	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	4.903	4.821	4.992	5.146	5.265	5.402	5.545	5.692	5.844

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

Bethesda - Commercial: Personal	0.168	0.204	0.172	0.175	0.177	0.178	0.180	0.183	0.185
Bethesda - Unimproved: Real	0.515	0.525	0.525	0.541	0.553	0.568	0.583	0.598	0.614
Bethesda - Unimproved: Personal	0.029	0.026	0.030	0.031	0.031	0.031	0.032	0.032	0.032
Montgomery Hills - Commercial: Real	0.049	0.049	0.050	0.052	0.053	0.054	0.056	0.057	0.059
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	3.250	3.317	3.309	3.411	3.489	3.580	3.675	3.773	3.874
Silver Spring - Commercial: Personal	0.124	0.142	0.127	0.129	0.130	0.131	0.132	0.134	0.136
Silver Spring - Unimproved: Real	0.424	0.431	0.432	0.445	0.455	0.467	0.479	0.492	0.505
Silver Spring - Unimproved: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Wheaton - Commercial: Real	0.467	0.467	0.476	0.490	0.501	0.515	0.528	0.542	0.557
Wheaton - Commercial: Personal	0.011	0.013	0.011	0.011	0.011	0.011	0.012	0.012	0.012
Wheaton - Unimproved: Real	0.005	0.005	0.005	0.005	0.006	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 FY19	ACTUAL FY20	ACTUAL FY21	REC FY22
COUNTYWIDE				
General Fund: Real	0.7414	0.7166	0.6948	0.7180
General Fund: Personal	1.8535	1.7915	1.7370	1.7950
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	0.8534	0.8286	0.8068	0.8300
Countywide: Personal	1.8535	1.7915	1.7370	1.7950
SPECIAL DISTRICTS				
Mass Transit: Real	0.0498	0.0672	0.0736	0.0524
Mass Transit: Personal	0.1245	0.1680	0.1840	0.1310
Fire: Real	0.1065	0.1068	0.1182	0.1202
Fire: Personal	0.2663	0.2670	0.2955	0.3005
Recreation: Real	0.0254	0.0261	0.0260	0.0261
Recreation: Personal	0.0635	0.0653	0.0650	0.0653
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	0.0036	0.0050	0.0056	0.0052
Discretionary: Personal	0.0090	0.0125	0.0140	0.0130
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

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	REC FY22
Discretionary: Real	0.0090	0.0120	0.0160	0.0116
Discretionary: Personal	0.0225	0.0300	0.0400	0.0290
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
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

** On Countywide basis

History Schedules

SCHEDULE F-1, TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS

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

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

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

This schedule shows the tax rates per 100 dollars of assessed valuation paid by the typical property owner.

SCHEDULE F-6, HISTORICAL ANALYSIS OF PROPERTY TAX RATES

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 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.

Schedule F-1

TEN YEAR HISTORY OF EXPENDITURES IN CURRENT AND DEFLATED DOLLARS WITH FISCAL YEAR 13 AS BASE

(in millions)

	ACTUAL FY13	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	APPR FY21	REC FY22
COUNTY GOVERNMENT										
General Fund	1,014.7	1,118.0	1,146.6	1,162.0	1,163.6	1,148.0	1,138.9	1,267.3	1,239.7	1,319.2
Expenditures in FY13$	1,014.7	1,099.3	1,119.7	1,124.9	1,113.5	1,080.0	1,055.5	1,157.4	1,115.8	1,170.5
Special Funds: Tax Supported	357.4	383.6	388.5	390.6	395.3	406.5	417.9	432.8	432.1	436.1
Expenditures in FY13$	357.4	377.2	379.4	378.1	378.3	382.4	387.3	395.3	388.9	387.0
Grant Fund: Non-Tax Supported	103.5	111.4	116.7	114.5	111.4	116.6	114.7	147.8	128.0	130.1
Expenditures in FY13$	103.5	109.5	114.0	110.8	106.6	109.7	106.3	135.0	115.2	115.4
Special Funds: Non-Tax Supported	266.9	269.7	298.8	308.4	306.3	329.0	339.0	354.2	366.1	373.3
Expenditures in FY13$	266.9	265.2	291.8	298.5	293.1	309.5	314.2	323.5	329.5	331.2
TOTAL COUNTY GOVERNMENT	**1,742.5**	**1,882.7**	**1,950.6**	**1,975.5**	**1,976.5**	**2,000.1**	**2,010.5**	**2,202.0**	**2,166.0**	**2,258.7**
Expenditures in FY13$	1,742.5	1,851.2	1,904.9	1,912.4	1,891.4	1,881.6	1,863.3	2,011.0	1,949.6	2,004.2
M. C. PUBLIC SCHOOLS(b)	**2,192.7**	**2,246.4**	**2,283.1**	**2,321.5**	**2,456.1**	**2,524.8**	**2,612.5**	**2,674.1**	**2,755.5**	**2,780.5**
Expenditures in FY13$	2,192.7	2,208.8	2,229.6	2,247.3	2,350.3	2,375.2	2,421.2	2,442.1	2,480.2	2,467.2
MONTGOMERY COLLEGE(b)	**245.1**	**257.0**	**274.7**	**287.4**	**293.7**	**296.5**	**291.2**	**292.6**	**318.3**	**312.6**
Expenditures in FY13$	245.1	252.7	268.3	278.2	281.1	278.9	269.9	267.2	286.5	277.4
M-NCPPC(b)	**118.6**	**123.5**	**130.0**	**133.1**	**136.7**	**144.0**	**148.3**	**152.0**	**164.5**	**168.6**
Expenditures in FY13$	118.6	121.4	127.0	128.8	130.8	135.5	137.4	138.8	148.1	149.6
DEBT SERVICE(a)	**298.3**	**307.5**	**342.7**	**348.5**	**387.5**	**398.0**	**422.6**	**428.5**	**436.9**	**448.7**
Expenditures in FY13$	298.3	302.4	334.7	337.4	370.8	374.4	391.7	391.3	393.2	398.1
TOTAL ALL AGENCIES	**4,597.3**	**4,817.1**	**4,981.2**	**5,066.0**	**5,250.5**	**5,363.5**	**5,485.1**	**5,749.2**	**5,841.3**	**5,969.1**
Expenditures in FY13$	4,597.3	4,736.6	4,864.5	4,904.2	5,024.4	5,045.6	5,083.5	5,250.4	5,257.7	5,296.5
CPI - FISCAL YEAR 13 = 100	**100.0**	**101.7**	**102.4**	**103.3**	**104.5**	**106.3**	**107.9**	**109.5**	**111.1**	**112.7**
Fiscal Year Percent Change	**----**	**1.7%**	**0.7%**	**0.9%**	**1.2%**	**1.8%**	**1.6%**	**1.6%**	**1.6%**	**1.6%**

(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
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY22 Recommended	1,884.7	31.2	1,708.8	28.3	184.6	3.1	288.1	4.8	50.0	0.8	380.8	6.3	1,359.1	22.5	187.0	3.1	6,043.1
FY21 Estimate	1,830.9	30.6	1,707.7	28.6	175.9	2.9	281.9	4.7	55.1	0.9	324.8	5.4	1,441.6	24.1	160.8	2.7	5,978.8
FY21 Approved	1,830.8	30.8	1,695.4	28.5	199.3	3.4	315.2	5.3	50.9	0.9	402.2	6.8	1,253.3	21.1	196.8	3.3	5,943.9
FY20 Actual	1,793.5	30.8	1,700.6	29.2	191.8	3.3	300.0	5.2	53.7	0.9	357.6	6.1	1,234.1	21.2	189.6	3.3	5,820.8
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

* 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 FY13	APPR FY14	APPR FY15	APPR FY16	APPR FY17	APPR FY18	APPR FY19	APPR FY20	APPR FY21	REC FY22
General Government	985.48	1,012.51	1,046.59	1,096.31	1,112.55	1,146.20	1,151.67	1,167.91	1,182.46	1,210.71
Public Safety	3,520.15	3,579.19	3,669.91	3,709.53	3,743.63	3,790.18	3,809.33	3,842.39	3,850.99	3,833.49
Transportation	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	1,241.70
Health & Human Services	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,764.74
Libraries, Culture & Recreation	715.95	774.31	824.81	833.59	856.40	890.12	893.52	925.66	928.87	928.42
Community Development & Housing	293.15	306.20	318.20	326.20	332.75	345.85	346.35	351.85	351.75	352.25
Environment	193.98	195.09	200.49	204.79	210.81	213.11	214.21	216.11	219.96	221.96
Non-Departmental Accounts	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51	24.46
Liquor Control	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50	443.80
Subtotal	**8,713.87**	**8,916.55**	**9,150.28**	**9,359.55**	**9,486.42**	**9,682.78**	**9,740.48**	**9,865.29**	**9,946.73**	**10,021.53**
Plus Council & Judicial Offices *	513.68	528.73	528.56	535.96	544.86	552.85	560.03	567.93	572.18	576.58
TOTAL COUNTY GOVERNMENT	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,598.11**
Government FTEs PER 1000 Population										
General Government	0.99	1.01	1.03	1.07	1.07	1.08	1.08	1.07	1.09	1.12
Public Safety	3.53	3.55	3.60	3.60	3.60	3.57	3.58	3.53	3.57	3.54
Transportation	1.12	1.13	1.14	1.13	1.13	1.14	1.14	1.14	1.15	1.15
Health & Human Services	1.56	1.56	1.56	1.55	1.56	1.55	1.57	1.55	1.59	1.63
Libraries, Culture & Recreation	0.72	0.77	0.81	0.81	0.82	0.84	0.84	0.85	0.86	0.86
Community Development & Housing	0.29	0.30	0.31	0.32	0.32	0.33	0.33	0.32	0.33	0.33
Environment	0.19	0.19	0.20	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	0.01	0.01	0.02
Liquor Control	0.32	0.34	0.33	0.41	0.42	0.41	0.42	0.39	0.41	0.41
Total County-Less Elective Offices	**8.73**	**8.85**	**8.97**	**9.10**	**9.13**	**9.11**	**9.16**	**9.06**	**9.21**	**9.26**
Plus Council & Judicial Offices *	0.51	0.52	0.52	0.52	0.52	0.52	0.53	0.52	0.53	0.53
TOTAL COUNTY GOVERNMENT	**9.24**	**9.38**	**9.49**	**9.62**	**9.66**	**9.63**	**9.69**	**9.58**	**9.74**	**9.80**
Population	**998,540**	**1,007,311**	**1,020,000**	**1,029,000**	**1,038,500**	**1,062,500**	**1,063,510**	**1,088,823**	**1,079,939**	**1,081,809**

* 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

	FY13 WORKYEARS	FY14 WORKYEARS	FY15 WORKYEARS	FY16 WORKYEARS	FY17 WORKYEARS	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs
GENERAL FUND										
General Fund	939.32	968.22	1,000.38	1,058.35	1,076.64	1,107.01	1,117.56	1,135.80	1,153.90	1,186.55
Public Safety	2,459.85	2,499.71	2,583.25	2,610.17	2,646.27	2,709.82	2,717.47	2,733.53	2,741.13	2,714.63
Transportation	224.15	242.31	244.17	248.17	252.27	252.27	252.27	255.77	254.77	253.27
Health & Human Services	1,558.60	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,764.74
Libraries, Culture & Recreation	313.96	349.94	384.56	388.56	386.56	395.26	395.51	404.01	404.51	404.06
Community Development & Housing	79.75	90.00	96.00	98.00	73.40	86.40	86.40	87.80	87.80	88.30
Environment	11.49	11.49	13.09	15.09	16.50	16.50	16.50	16.70	16.29	16.29
Non-Departmental Accounts	1.65	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51	24.46
TOTAL GENERAL FUND **	**5,588.77**	**5,734.31**	**5,914.40**	**6,016.23**	**6,075.20**	**6,220.18**	**6,260.71**	**6,323.08**	**6,385.40**	**6,452.30**
SPECIAL FUNDS										
Urban Districts	55.32	55.02	58.30	58.30	58.60	58.60	58.60	58.60	58.70	58.70
Mass Transit	814.41	816.06	835.62	836.19	842.47	874.37	876.37	908.87	908.87	908.87
Fire Tax District	1,253.80	1,281.56	1,286.56	1,299.26	1,302.76	1,286.76	1,298.26	1,318.26	1,319.26	1,328.26
Recreation	375.19	397.63	413.51	417.29	440.77	464.79	466.94	490.38	493.09	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	29.50	30.50	30.50	30.50	31.50	32.50	31.85	30.85	30.75	30.75
Montgomery Housing Initiative	14.80	14.70	14.70	14.70	14.70	14.70	15.20	17.05	17.05	17.05
Water Quality Protection	79.10	81.39	84.39	86.69	88.76	91.47	91.47	93.17	92.11	93.61
Community Use of Public Facilities	26.80	26.74	26.74	27.74	29.07	30.07	31.07	31.27	31.27	31.27
Parking Districts	48.79	48.59	49.89	49.33	48.53	48.53	48.53	48.53	48.53	48.53
Permitting Services	197.60	200.50	206.50	212.50	243.65	243.75	243.75	246.00	245.90	245.90
Solid Waste Services	103.39	102.21	103.01	103.01	105.55	105.14	106.24	106.24	111.56	112.06
Vaccum Leaf Collection	33.54	30.83	30.83	30.83	31.03	31.03	31.03	31.03	31.03	31.03
Liquor Control	324.02	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50	443.80
TOTAL SPECIAL FUNDS	**3,357.26**	**3,425.55**	**3,478.37**	**3,594.06**	**3,670.81**	**3,720.91**	**3,742.51**	**3,808.95**	**3,831.62**	**3,843.92**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	16.15	20.25	20.85	21.25	22.30	25.25	25.25	23.65	23.85	23.85
Motor Pool	205.10	205.30	204.10	204.10	204.10	204.10	206.10	211.10	211.10	211.10
Printing & Mail	30.90	29.50	30.75	29.75	28.75	34.07	34.07	34.57	34.57	34.57
Self Insurance	29.37	30.37	30.37	30.12	30.12	31.12	31.87	31.87	32.37	32.37
TOTAL INTERNAL SERVICE FUNDS	**281.52**	**285.42**	**286.07**	**285.22**	**285.27**	**294.54**	**297.29**	**301.19**	**301.89**	**301.89**
TOTAL COUNTY GOVERNMENT	**9,227.55**	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,598.11**
MONT. COUNTY PUBLIC SCHOOLS	**20,841.75**	**21,241.85**	**21,579.89**	**21,850.60**	**22,248.73**	**22,284.33**	**22,452.26**	**22,867.11**	**23,476.79**	**23,636.61**
MONTGOMERY COLLEGE	**1,857.10**	**1,862.10**	**1,940.60**	**1,948.60**	**1,920.60**	**1,917.60**	**1,925.60**	**1,910.85**	**1,910.85**	**1,910.85**
M-NCPPC	**951.45**	**958.55**	**978.60**	**1,015.09**	**1,045.19**	**1,080.64**	**1,089.66**	**1,102.41**	**1,111.94**	**1,129.95**
GRAND TOTAL	**32,877.85**	**33,507.78**	**34,177.93**	**34,709.80**	**35,245.80**	**35,518.20**	**35,768.03**	**36,313.59**	**37,018.49**	**37,275.52**

**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
FY22 - Real	0.7180	0.0524	0.1202	0.0261	n/a	0.0738	0.9905	0.1120	1.1025
FY22 - Personal	1.7950	0.1310	0.3005	0.0653	n/a	0.1845	2.4763	n/a	2.4763
FY21 - Real	0.6948	0.0736	0.1182	0.0260	n/a	0.0786	0.9912	0.1120	1.1032
FY21 - Personal	1.7370	0.1840	0.2955	0.0650	n/a	0.1965	2.4780	n/a	2.4780
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

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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
2022 est.	$1.1366	$0.1120	$0.0461	$0.9785
2021	$1.1364	$0.1120	$0.0459	$0.9785
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 in the FY22 Recommended Budget 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 FY21 and estimated taxable assessments for levy year 2021.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **MARCH 2021**

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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.

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.

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

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

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

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.

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.

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.

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.

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.

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 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.

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.

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
ABS	Alcohol Beverage Services	**COB**	Council Office Building
ADA	Americans with Disabilities Act	**COBRA**	Consolidated Omnibus Budget Reconciliation Act
AHCMC	Arts and Humanities Council of Montgomery County	**COC**	Common Owner Community
ALARF	Advance Land Acquisition Revolving Fund	**COG**	Council of Governments
APFO	Adequate Public Facilities Ordinance	**COMAR**	Code of Maryland Annotated Regulations
ATMS	Advanced Transportation Management System	**CPI-U**	Consumer Price Index - Urban
BAN	Bond Anticipation Note	**CR**	Current Revenue
BHI	BioHealth Innovation	**CRIMS**	Correction and Rehabilitation Information Management System
BIT	Board of Investment Trustees	**CUPF**	Community Use of Public Facilities
BOA	Board of Appeals	**CVB**	Conference and Visitors Bureau
BOE	Board of Education (MCPS)	**DBM**	Maryland State Department of Budget and Management
BOE	Board of Elections (MCG)	**DCM**	Device Client Management
CAFR	Comprehensive Annual Financial Report	**DFMS**	Division of Fleet Management Services
CAO	Chief Administrative Officer	**DGS**	Department of General Services
CABLE TV	Cable Television	**DEP**	Department of Environmental Protection
CBD	Central Business District	**DHCA**	Department of Housing and Community Affairs
CC	County Council	**DOCR**	Department of Correction and Rehabilitation
CCM	County Cable Montgomery	**DOT**	Department of Transportation
CDBG	Community Development Block Grant	**DPS**	Department of Permitting Services
CE	County Executive	**DTS**	Department of Technology Services
CEX	County Executive's Office	**ECC**	Emergency Communications Center
CIP	Capital Improvements Program	**EDAET**	Expedited Development Approval Excise Tax
CEC	Community Engagement Cluster	**EDF**	Economic Development Fund
CJCC	Criminal Justice Coordinating Commission	**EEOC**	Equal Employment Opportunity Commission
CJIS	Criminal Justice Information System	**EITC**	Earned Income Tax Credit
CNG	Compressed Natural Gas	**EMOC**	Equipment and Maintenance Operations Center

Abbreviation	Description	Abbreviation	Description
EOB	Executive Office Building	**HVAC**	Heating, Ventilation, and Air Conditioning
EOC	Emergency Operations Center	**IAFC**	International Association of Fire Chiefs
ERP	Enterprise Resource Planning	**IAFF**	International Association of Fire Fighters
ERS	Employee Retirement System	**ICEUM**	Interagency Committee on Energy and Utility Management
ESOL	English for Speakers of Other Languages	**IJIS**	Integrated Justice Information System
FEMA	Federal Emergency Management Agency	**IT**	Information Technology
FFI	Future Fiscal Impact	**ITPCC**	Interagency Technology Policy and Coordination Committee
FIN	Department of Finance	**LEP**	Limited English Proficiency
FLSA	Fair Labor Standards Act	**LER**	Labor and Employee Relations
FOP	Fraternal Order of Police	**LFRD**	Local Fire and Rescue Department
FRC	Fire and Rescue Commission	**LSBRP**	Local Small Business Reserve Program
FTE	Full-Time Equivalent	**MACo**	Maryland Association of Counties
FY	Fiscal Year	**MC**	Montgomery College
GAAP	Generally Accepted Accounting Principles	**MCAASP**	Montgomery County Association of Administrative and Supervisory Personnel
GASB	Government Accounting Standards Board	**MCCF**	Montgomery County Correctional Facility
GDA	General Development Agreement	**MCCSSE**	Montgomery County Council of Supporting Service Employees
GDP	Gross Domestic Product	**MCDC**	Montgomery County Detention Center
GFOA	Government Finance Officers Association	**MCEA**	Montgomery County Education Association
GIS	Geographic Information Systems	**MCEDC**	Montgomery County Economic Development Corporation
GO Bonds	General Obligation Bonds	**MCERP**	Montgomery County Employee Retirement Plans
GRIP	Guaranteed Retirement Income Plan	**MCFRS**	Montgomery County Fire and Rescue Service
GWA	General Wage Adjustment	**MCG**	Montgomery County Government
HHS	Health and Human Services	**MCGEO**	Municipal and County Government Employees Organization
HIPAA	Health Insurance Portability and Accountability Act	**MCPD**	Montgomery County Police Department
HOC	Housing Opportunities Commission	**MCPL**	Montgomery County Public Libraries
HUD	U.S. Department of Housing and Urban Development	**MCPS**	Montgomery County Public Schools

Abbreviation	Description	Abbreviation	Description
MCT	Montgomery Community Television	**PIO**	Office of Public Information
MFD	Minority, Female, and Disabled	**PLAR**	Planned Lifecycle Asset Replacement
MHI	Montgomery Housing Initiative	**PLD**	Parking Lot District
MLS	Management Leadership Service	**POR**	Program of Requirements
M-NCPPC	Maryland-National Capital Park and Planning Commission	**PRO**	Office of Procurement
MOU	Memorandum of Understanding	**PSCC**	Public Safety Communications Center
MPDU	Moderately Priced Dwelling Unit	**PSP**	Public Services Program
MSPB	Merit System Protection Board	**PSTA**	Public Safety Training Academy
MTA	Maryland Transit Administration	**RMS**	Records Management System
NACo	National Association of Counties	**RRF**	Resource Recovery Facility
NDA	Non-Departmental Account	**RSP**	Retirement Savings Plan
NTS	Non-Tax Supported	**SAG**	Spending Affordability Guidelines
OAG	Office of Agriculture	**SBAP**	Small Business Assistance Program
OAS	Office of Animal Services	**SHA**	State Highway Administration
OBI	Operating Budget Impact	**SWM**	Stormwater Management
OCA	Office of County Attorney	**TMC**	Transportation Management Center
OCP	Office of Consumer Protection	**TMD**	Transportation Management District
OHR	Office of Human Resources	**TS**	Tax Supported
OIG	Office of the Inspector General	**WMATA**	Washington Metropolitan Area Transit Authority
OIR	Office of Intergovernmental Relations	**WQPB**	Water Quality Protection Bond
OEMHS	Office of Emergency Management and Homeland Security	**WQPC**	Water Quality Protection Charge
OLO	Office of Legislative Oversight	**WSM**	WorkSource Montgomery
OLR	Office of Labor Relations	**WSSC**	Washington Suburban Sanitary Commission
OMB	Office of Management and Budget	**WSTC**	Washington Suburban Transit Commission
OPEB	Other Post Employment Benefits	**WY**	Work Year
OSHA	Occupational Safety and Health Administration		
OZAH	Office of Zoning and Administrative Hearings		
PAYGO	Pay-as-you-go financing		
PDF	Project Description Form		
PEG	Public, Educational, and Governmental Cable Programming		
PEPCO	Potomac Electric Power Company		
PILOT	Payment in Lieu of Taxes		