



General Services

RECOMMENDED FY23 BUDGET

\$41,899,698

FULL TIME EQUIVALENTS

169.63

 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 FY23 Operating Budget for the Department of General Services is \$41,899,698, an increase of \$653,263 or 1.58 percent from the FY22 Approved Budget of \$41,246,435. Personnel Costs comprise 43.45 percent of the budget for 235 full-time position(s) and one part-time position(s), and a total of 169.63 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 56.55 percent of the FY23 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 FY21 and FY22 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 Greener County**
-  **Effective, Sustainable Government**
-  **A Growing Economy**

INITIATIVES

-  Provide funds through the capital budget to implement a capital asset management system to track, monitor, and provide long-range planning for the maintenance and/or replacement of the County's capital assets. This promotes more effective and

efficient preventative maintenance and more timely replacement of building systems that have reached the end of useful life.

Employee Input

- ★ DGS's County Space Strategy will reduce the leased space footprint, relocate County staff and programs to owned space, promote efficiencies by consolidating staff and programs, and reduce the energy footprint. Immediate efforts include an inventory of existing lease space, identifying portions of the leased portfolio that should not be renewed, and developing an exit strategy. Work will include expanded telework and activating underutilized assets by employing new space use strategies such as shared workspaces and hoteling where appropriate.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Completed an inventory of major capital assets and performed preventative maintenance, repair, and groundskeeping for 435 County-owned and County-leased facilities.
- ★ Salted, sanded, plowed and removed snow for 8.0 million square feet of parking lots, and over 83 miles of sidewalks during the snow season.
- ★ Continue to install energy reduction measures and improved air filtration systems in all County facilities.
- ★ Energy efficiency and climate related work includes developing a Combined Heat & Power plant with the MLK Jr Swim Center renovation; completing 20 LED lighting projects; expanding public electric vehicle charging stations to all County facilities; expanding a Monitoring Based Pilot to reduce energy consumption by 3 million kWh annually; and complete Scotland Neighborhood Center "Resiliency Hub" and solar installation. This model will expand to six more neighborhood centers to create "Hubs" throughout the County with an equity-focused distribution.
- ★ Produced building signage for all County facilities concerning COVID-related access requirements and protocols and managed all logistics to distribute COVID testing kits to distribution centers throughout the County.
- ★ Advanced work on public-private partnerships and other projects including childcare at the former Silver Spring Library, converting the former Recreation headquarters property to an affordable housing development through a public-private partnership, redevelopment of the former Public Safety Training Academy, locating a site for the Wheaton Arts and Cultural Facility, evaluating properties for future transitional housing development, and relocation of the Montgomery County Public School Shady Grove Bus Depot.
- ★ Managed the 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.

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services at 240.777.6028 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 FY22 estimates reflect funding based on the FY22 Approved Budget. The FY23 and FY24 figures are performance targets based on the FY23 Recommended Budget and funding for comparable service levels in FY24.

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.

| FY23 Recommended Changes | Expenditures | FTEs |
|---|------------------|--------------|
| FY22 Approved | 3,544,343 | 16.03 |
| Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts | 58,280 | 0.00 |
| Re-align: Personnel Cost Transfer | 0 | 0.83 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (49,289) | 0.00 |
| FY23 Recommended | 3,553,334 | 16.86 |

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.

| FY23 Recommended Changes | Expenditures | FTEs |
|--------------------------|--------------|-------------|
| FY22 Approved | 0 | 0.00 |
| FY23 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 delivers mail/partial packages to all County departments and agencies.

| Program Performance Measures | Actual FY20 | Actual FY21 | Estimated FY22 | Target FY23 | Target FY24 |
|--|----------------|----------------|-------------------|----------------|----------------|
| Number of printing orders completed ¹ | 6,917 | 5,090 | 5,090 | 5,090 | 5,090 |
| Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4) | 3.35 | 3.49 | 3.49 | 3.49 | 3.49 |
| Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4) | 3.31 | 3.49 | 3.49 | 3.49 | 3.49 |

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

| FY23 Recommended Changes | Expenditures | FTEs |
|---|------------------|--------------|
| FY22 Approved | 8,326,894 | 34.57 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 42,962 | 0.00 |
| FY23 Recommended | 8,369,856 | 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 FY20 | Actual FY21 | Estimated FY22 | Target FY23 | Target FY24 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars) | 3,959,710 | 1,895,581 | 795,290 | 636,232 | 508,986 |
| Utility savings delivered by Energy and Sustainability initiatives (in dollars) | 1,872,812 | 1,846,856 | 1,203,369 | 890,171 | 1,478,660 |
| Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent) | 17,374 | 5,943 | 5,289 | 4,550 | 7,405 |
| County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent) | 114,685 | 107,740 | 101,469 | 95,957 | 87,609 |

| FY23 Recommended Changes | Expenditures | FTEs |
|---|----------------|-------------|
| FY22 Approved | 808,409 | 5.00 |
| Re-align: Personnel Cost Transfer | 0 | (0.50) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 17,005 | 0.00 |
| FY23 Recommended | 825,414 | 4.50 |

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 FY20 | Actual FY21 | Estimated FY22 | Target FY23 | Target FY24 |
|--|----------------|----------------|-------------------|----------------|----------------|
| Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties (\$000) ¹ | \$7,438 | \$7,597 | \$7,908 | \$7,908 | \$7,908 |
| Average percent of work orders completed in quarter | 76.4% | 71.2% | 85% | 85% | 85% |
| Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4) | 2.80 | 3.15 | 3.15 | 3.15 | 3.15 |

¹ Dollars reflect budget numbers.

| FY23 Recommended Changes | Expenditures | FTEs |
|---|-------------------|---------------|
| FY22 Approved | 27,628,547 | 106.70 |
| Increase Cost: Custodial Services and Trash/Hauling Contracts | 272,436 | 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. | 326,360 | 0.00 |
| FY23 Recommended | 28,227,343 | 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 FY20 | Actual FY21 | Estimated FY22 | Target FY23 | Target FY24 |
|--|----------------|----------------|-------------------|----------------|----------------|
| Number of square feet of leased space managed | 926,754 | 816,008 | 926,549 | 948,057 | 948,057 |
| Average amount Montgomery County pays in rent (in dollars per square foot) | \$31.90 | \$30.43 | \$31.34 | \$32.28 | \$33.25 |

| Program Performance Measures | Actual FY20 | Actual FY21 | Estimated FY22 | Target FY23 | Target FY24 |
|---|----------------|----------------|-------------------|----------------|----------------|
| Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4) | 3.17 | 3.33 | 3.33 | 3.33 | 3.33 |
| Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4) | 3.10 | 3.32 | 3.32 | 3.32 | 3.32 |

| FY23 Recommended Changes | Expenditures | FTEs |
|---|----------------|-------------|
| FY22 Approved | 938,242 | 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. | (14,491) | 0.00 |
| FY23 Recommended | 923,751 | 7.00 |

BUDGET SUMMARY

| | Actual FY21 | Budget FY22 | Estimate FY22 | Recommended FY23 | %Chg Bud/Rec |
|--|-------------------|-------------------|-------------------|---------------------|-----------------|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 11,908,613 | 11,305,481 | 12,326,177 | 11,648,690 | 3.0 % |
| Employee Benefits | 3,561,342 | 3,472,724 | 3,493,785 | 3,342,887 | -3.7 % |
| County General Fund Personnel Costs | 15,469,955 | 14,778,205 | 15,819,962 | 14,991,577 | 1.4 % |
| Operating Expenses | 69,095,976 | 18,141,336 | 19,580,863 | 18,538,265 | 2.2 % |
| Capital Outlay | 47,265 | 0 | 0 | 0 | — |
| County General Fund Expenditures | 84,613,196 | 32,919,541 | 35,400,825 | 33,529,842 | 1.9 % |
| PERSONNEL | | | | | |
| Full-Time | 198 | 200 | 200 | 201 | 0.5 % |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 134.73 | 134.73 | 134.73 | 135.06 | 0.2 % |
| REVENUES | | | | | |
| FEMA Reimbursement | 31,002,801 | 0 | 4,181,981 | 0 | — |
| Miscellaneous Revenues | 153,334 | 80,000 | 80,000 | 60,000 | -25.0 % |
| County General Fund Revenues | 31,156,135 | 80,000 | 4,261,981 | 60,000 | -25.0 % |

PRINTING & MAIL INTERNAL SERVICE FUND

| | | | | | |
|--|------------------|------------------|------------------|------------------|--------------|
| EXPENDITURES | | | | | |
| Salaries and Wages | 2,249,215 | 2,324,931 | 2,301,474 | 2,423,227 | 4.2 % |
| Employee Benefits | 738,468 | 784,150 | 779,414 | 790,739 | 0.8 % |
| Printing & Mail Internal Service Fund Personnel Costs | 2,987,683 | 3,109,081 | 3,080,888 | 3,213,966 | 3.4 % |
| Operating Expenses | 4,874,699 | 4,858,403 | 4,836,596 | 4,796,480 | -1.3 % |
| Capital Outlay | 26,853 | 359,410 | 359,410 | 359,410 | — |
| Printing & Mail Internal Service Fund Expenditures | 7,889,235 | 8,326,894 | 8,276,894 | 8,369,856 | 0.5 % |
| PERSONNEL | | | | | |
| Full-Time | 34 | 34 | 34 | 34 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 34.57 | 34.57 | 34.57 | 34.57 | — |

BUDGET SUMMARY

| | Actual FY21 | Budget FY22 | Estimate FY22 | Recommended FY23 | %Chg Bud/Rec |
|---|------------------|------------------|------------------|---------------------|-----------------|
| REVENUES | | | | | |
| Imaging/Archiving Revenues | 1,540,186 | 1,584,603 | 1,584,603 | 1,599,725 | 1.0 % |
| Investment Income | 1,829 | 7,804 | 1,620 | 9,670 | 23.9 % |
| Mail Revenues | 2,316,562 | 2,226,593 | 2,226,593 | 2,296,374 | 3.1 % |
| Other Charges/Fees | 2,014,864 | 1,869,320 | 1,869,320 | 1,869,320 | — |
| Print Revenues | 1,586,263 | 2,478,951 | 2,478,951 | 2,632,335 | 6.2 % |
| Printing & Mail Internal Service Fund Revenues | 7,459,704 | 8,167,271 | 8,161,087 | 8,407,424 | 2.9 % |

GRANT FUND - MCG

EXPENDITURES

| | | | | | |
|---|--------------------|----------|----------|----------|----------|
| Salaries and Wages | 576,821 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| Grant Fund - MCG Personnel Costs | 576,821 | 0 | 0 | 0 | — |
| Operating Expenses | (7,782,893) | 0 | 0 | 0 | — |
| Grant Fund - MCG Expenditures | (7,206,072) | 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 | (7,206,072) | 0 | 0 | 0 | — |
| Grant Fund - MCG Revenues | (7,206,072) | 0 | 0 | 0 | — |

DEPARTMENT TOTALS

| | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Total Expenditures | 85,296,359 | 41,246,435 | 43,677,719 | 41,899,698 | 1.6 % |
| Total Full-Time Positions | 232 | 234 | 234 | 235 | 0.4 % |
| Total Part-Time Positions | 1 | 1 | 1 | 1 | — |
| Total FTEs | 169.30 | 169.30 | 169.30 | 169.63 | 0.2 % |
| Total Revenues | 31,409,767 | 8,247,271 | 12,423,068 | 8,467,424 | 2.7 % |

FY23 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|-------------------|---------------|
| COUNTY GENERAL FUND | | |
| FY22 ORIGINAL APPROPRIATION | 32,919,541 | 134.73 |
| Other Adjustments (with no service impacts) | | |
| Increase Cost: Custodial Services and Trash/Hauling Contracts [Facilities Management] | 272,436 | 0.00 |
| Increase Cost: Annualization of FY22 Compensation Increases | 266,808 | 0.00 |
| Increase Cost: FY23 Compensation Adjustment | 213,527 | 0.00 |

FY23 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|--|-------------------|---------------|
| Increase Cost: Motor Pool Adjustment | 61,390 | 0.00 |
| Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Administration] | 58,280 | 0.00 |
| Increase Cost: Printing and Mail Adjustment | 4,823 | 0.00 |
| Re-align: Personnel Cost Transfer [Administration] | 0 | 0.83 |
| Re-align: Personnel Cost Transfer [Energy and Sustainability] | 0 | (0.50) |
| Decrease Cost: Retirement Adjustment | (266,963) | 0.00 |
| FY23 RECOMMENDED | 33,529,842 | 135.06 |

PRINTING & MAIL INTERNAL SERVICE FUND

| | FY22 ORIGINAL APPROPRIATION | 8,326,894 | 34.57 |
|---|-----------------------------|--------------|-------|
| <u>Other Adjustments (with no service impacts)</u> | | | |
| Increase Cost: Annualization of FY22 Compensation Increases | 70,544 | 0.00 | |
| Increase Cost: FY23 Compensation Adjustment | 58,944 | 0.00 | |
| Increase Cost: Printing and Mail Adjustment | 600 | 0.00 | |
| Decrease Cost: Motor Pool Adjustment | (20,893) | 0.00 | |
| Decrease Cost: Retirement Adjustment | (24,603) | 0.00 | |
| Decrease Cost: OPEB Adjustment | (41,630) | 0.00 | |
| FY23 RECOMMENDED | 8,369,856 | 34.57 | |

PROGRAM SUMMARY

| Program Name | FY22 APPR Expenditures | FY22 APPR FTEs | FY23 REC Expenditures | FY23 REC FTEs |
|--|---------------------------|-------------------|--------------------------|------------------|
| Administration | 3,544,343 | 16.03 | 3,553,334 | 16.86 |
| Building Design and Construction | 0 | 0.00 | 0 | 0.00 |
| Central Duplicating, Imaging, Archiving, & Mail Services | 8,326,894 | 34.57 | 8,369,856 | 34.57 |
| Energy and Sustainability | 808,409 | 5.00 | 825,414 | 4.50 |
| Facilities Management | 27,628,547 | 106.70 | 28,227,343 | 106.70 |
| Real Estate Program | 938,242 | 7.00 | 923,751 | 7.00 |
| Total | 41,246,435 | 169.30 | 41,899,698 | 169.63 |

CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY22 Total\$ | FY22 FTEs | FY23 Total\$ | FY23 FTEs |
|-----------------------------------|----------------------|-----------------|--------------|-----------------|--------------|
| COUNTY GENERAL FUND | | | | | |
| Recycling and Resource Management | Solid Waste Disposal | 72,033 | 0.10 | 73,972 | 0.30 |
| Alcohol Beverage Services | Liquor | 602,077 | 1.20 | 779,642 | 2.40 |

CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY22 Total\$ | FY22 FTEs | FY23 Total\$ | FY23 FTEs |
|----------------------------|--------------|------------------|--------------|------------------|--------------|
| CIP | Capital Fund | 8,344,014 | 56.65 | 8,381,039 | 56.32 |
| Administration and Support | General Fund | 749,029 | 3.50 | 749,029 | 3.50 |
| Total | | 9,767,153 | 61.45 | 9,983,682 | 62.52 |

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

| Title | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| COUNTY GENERAL FUND | | | | | | |
| EXPENDITURES | | | | | | |
| FY23 Recommended | 33,530 | 33,530 | 33,530 | 33,530 | 33,530 | 33,530 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| Labor Contracts | 0 | 656 | 656 | 656 | 656 | 656 |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| Subtotal Expenditures | 33,530 | 34,186 | 34,186 | 34,186 | 34,186 | 34,186 |
| PRINTING & MAIL INTERNAL SERVICE FUND | | | | | | |
| EXPENDITURES | | | | | | |
| FY23 Recommended | 8,370 | 8,370 | 8,370 | 8,370 | 8,370 | 8,370 |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| Labor Contracts | 0 | 175 | 175 | 175 | 175 | 175 |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| Subtotal Expenditures | 8,370 | 8,546 | 8,546 | 8,546 | 8,546 | 8,546 |

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