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. Currently, 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. Voters approved increasing the number of members on the County Council from 9 to 11 members during the 2020 general election, which will be effective December 5, 2022.

Montgomery County contains 491 square miles (or 317,000 acres) of land area. The County population was 1,062,061 as of April 2020, consisting of 42.9 percent White (non-Hispanic) and 57.1 percent cultural minorities. About 32.5 percent of the population is foreign-born.

The 2019 median household income was $108,820. According to the Bureau of Labor Statistics (BLS), the County's estimated labor force for December 2021 was 537,164 with an unemployment rate of 3.6 percent. Montgomery County is an employment center with 61.5 percent of employment occupied by persons residing and working in the County. For the 2021 fall enrollment, 161,583 pupils were registered in the County's schools.

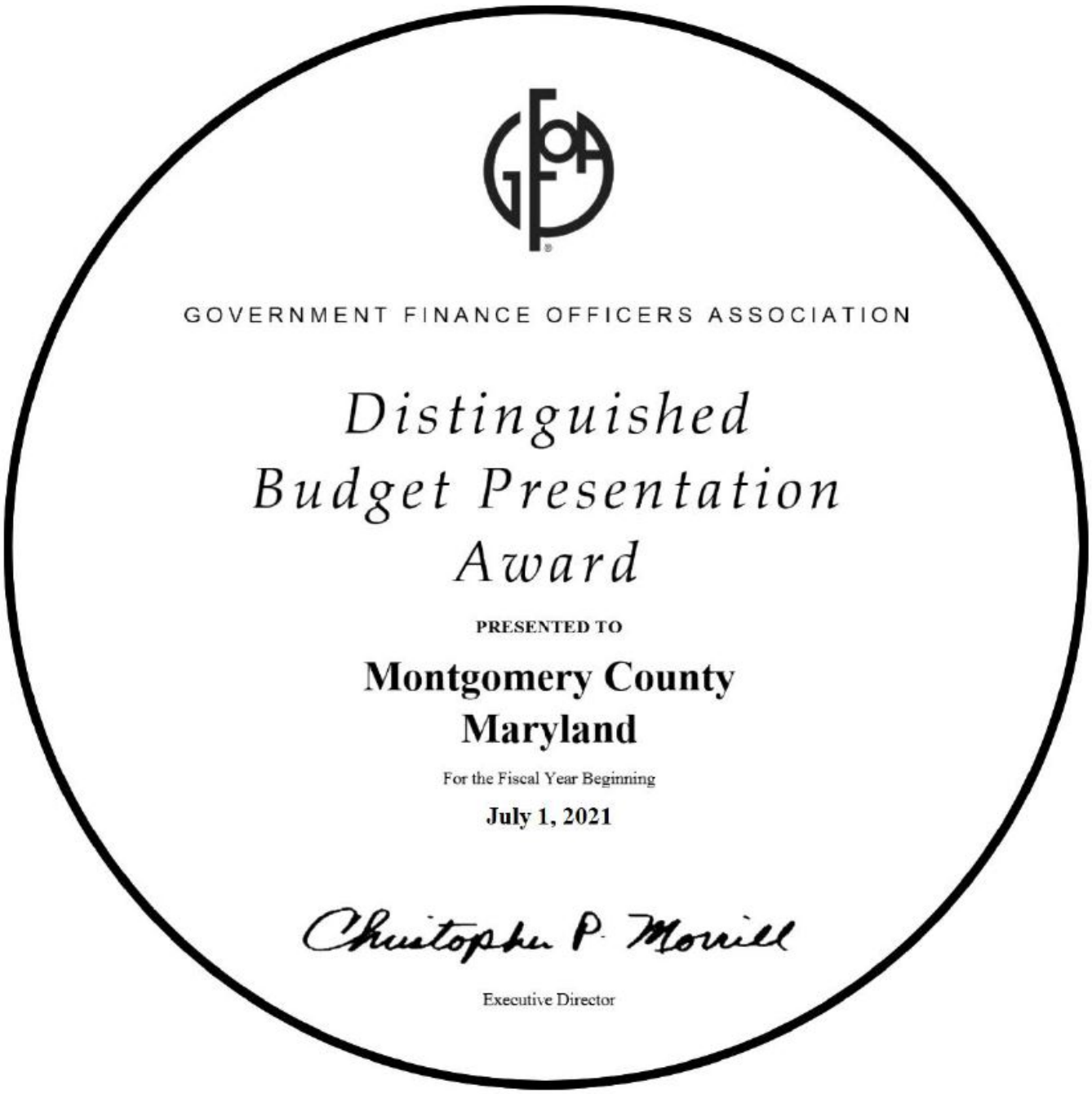
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FY23 Recommended Operating Budget and FY23-FY28 Public Services Program

Marc Elrich, County Executive

March 2022

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, 2021.

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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Marc Elrich
County Executive

MEMORANDUM

March 15, 2022

TO: Gabe Albornoz, President, Montgomery County Council

FROM: Marc Elrich, County Executive

SUBJECT: FY23 Recommended Operating Budget and Public Services Program FY23-FY28

I am pleased to submit my Fiscal Year 2023 Recommended Operating Budget. This budget is put forth as our community is emerging from the devastating impacts of the global COVID-19 pandemic. It makes record investments in our community - County residents and businesses - to ensure that our community's prosperity continues and that everyone, regardless of race, nationality, ethnicity, gender, or color, can better access it. Looking ahead, these critical investments in people and businesses position all of us to respond to future challenges, including climate change.

The dire economic predictions for our region because of the COVID-19 pandemic did not come to fruition due to the impact of State and Federal aid and the underlying strength of our local economy. Like our State, the County's revenue streams have outperformed our fiscally prudent revenue projections for FY21 and FY22. Moving forward, we have revised our revenue projections for FY23 to reflect a growing economy as well as favorable changes to the Maryland Tax Code following the enactment of the Federal Tax Cut and Jobs Act of 2017.

It is important to note that this budget is in stark contrast to the first days of my Administration. Within days of taking office in December 2018, I was presented with news that the final closeout of FY18 had turned up an unexpected gap of $44 million due to underperformance of revenues and higher spending than was budgeted in County government. To address this gap, the County Council and I worked together to enact a $45.7 million savings plan in January 2019. My FY20 budget included enhancements that were limited by the modest revenue forecasts. The FY21 and FY22 budgets were predominantly driven by our response to the COVID-19 public health crisis. In fact, my FY21 budget was released ten days after the Governor declared a state of emergency, on the day he shut down most retail businesses in the State.

Because of the vibrancy of our local economy, I am pleased that my FY23 recommended budget can make significant community investments while also meeting our 10 percent of adjusted governmental revenues reserve target for the first time. In addition, I am pleased that decisions made regarding my Recommended Budget were done considering the impacts on

climate change and addressing racial equity and social justice.

FY23 Recommended Budget by Agency

Agency	Total Budget	Tax Supported
Montgomery County Government	$2,366,162,275	$1,805,125,498
Montgomery County Public Schools	$2,929,710,667	$2,739,660,177
Montgomery College	$321,250,749	$274,759,984
M-NCPPC (including Debt Service)	$176,822,073	$156,745,520
Retiree Health Insurance	$62,967,250	$62,812,885
Debt Service (MCG)	$459,907,765	$435,195,165
TOTAL	$6,316,820,779	$5,474,299,229

OVERVIEW

Since the first cases of COVID-19 were reported in Montgomery County over two years ago, nearly 2,000 County residents have lost their lives and more than 165,000 cases have been reported. Currently, however, I am very pleased to report that the incidence of COVID-19 in our community continues to dwindle. This has been, in large part, because we have achieved record vaccination levels in the County - higher than any other large jurisdiction in the country. To date, over 95 percent of County residents have received their first vaccination dose, more than 85 percent have received both doses, and more than 56 percent of those eligible have received their boosters. Many of these vaccinations were delivered to our residents by the County's Department of Health and Human Services (DHHS) and our community partners.

I want to thank our extremely dedicated County workforce for what we have been able to accomplish over the first term of my Administration, especially during these last two years. Our outstanding workforce has administered COVID-19 tests and vaccines; provided food to those who were hungry; implemented new assistance programs to aid our businesses, nonprofits, and childcare providers; and quickly created emergency assistance programs to provide urgently needed help to residents who suddenly found themselves in a precarious economic situation. Many times, these services were delivered by individuals who were putting themselves in harm's way when personal protective equipment was scarce and before vaccines and boosters were widely available.

I also want to thank the incredible work of our community partners. County government alone could not reach everyone in our community who needed assistance. Through our partnership with nonprofit organizations and faith communities, we were able to connect more deeply with communities to make sure that vaccines, life-saving treatments, and economic and nutritional assistance reached residents most impacted by the pandemic.

None of this would have been possible without the assistance from our Federal and State partners. The work of our Federal and State delegations to secure vital funding for County services during these past two years has been crucial to ensure that we could make these investments. Maybe most importantly, we were able to make necessary Covid-related investments in our health and safety without making cuts in the services we rely on.

Our community still faces many challenges. While the incidence of COVID-19 continues to decline in our community, the impacts of the pandemic will be felt for years to come. The pandemic laid bare many of the inequities in the delivery of healthcare and other support services that we are making strides to address. Furthermore, many individuals and families are still coping with the economic distress caused by the pandemic, as we rebuild we must create a more inclusive prosperity.

In addition to these challenges, we are faced with addressing the existential threat posed by ongoing climate change. Over the past year, our community has directly felt the impact of climate change with an increase in the incidence and severity of flooding events. We are also faced with addressing challenges related to the shortage of affordable housing so that County residents will not be overly burdened by increasing housing costs. This budget makes significant investments in addressing each of these issues.

Because of the investments we have made in our community, the County's fiscal picture has drastically improved from even six months ago. This budget focuses on maintaining these investments, expanding services, and providing additional investments in residents, businesses, and community partners so that our post pandemic resurgence continues.

K-12 EDUCATION AND SERVICES FOR CHILDREN

My FY23 Recommended Budget provides record funding for Montgomery County Public Schools, a total budget of $2.9 billion - an increase of $147.6 million over the FY22 budget. The County's contribution is also at a record level, totaling $1.8 billion, increasing by $84.8 million over FY22 funding, while State and Federal funds increase by $41.5 million and $4.4 million, respectively.

Per pupil funding grows by $718 and far exceeds the State's Maintenance of Effort requirement by over $117.4 million.

In addition, the County Executive's budget provides enough resources for 100 percent of student needs by re-appropriating an additional $20.0 million from MCPS's rapidly growing fund balance, or if MCPS prefers, utilizing unspent Federal Covid relief funds, and recognizing that $30.0 million of the Board of Education request was not for students but instead to deposit in the MCPS health insurance fund to increase its fund balance. By redirecting that funding to students, MCPS can fully fund teachers, activities, and services for its students. The County's fund balance policy assumes that the school system will rely on the County for emergency needs, and this budget aligns with that goal.

In addition to funding provided directly to MCPS, this budget contains significant funding for supporting the mission of our school system and ensuring that children have access to healthcare and mental healthcare services in our schools. In the DHHS budget, I am recommending over $920,000 to open the new Kennedy High School Wellness Center and provide two new health room positions at the new Gaithersburg Elementary School. In addition, this budget funds six full-time school health nurse positions. These positions will fulfill the County's policy requirements to ensure that each high school, middle school, and large elementary school have a school health nurse and that there is one nurse per three smaller elementary schools. I am also recommending $830,000 in funds to support converting 10-month school health staff to year-round employees to support students in summer school programs, and I'm providing funds to support a two-person school health staff training team. My Administration is exploring options to expand high school wellness centers to those high schools that do not currently offer this service. I am recommending, as an interim step, $3.7 million to fund enhanced mental health support services at 10 of our high schools with the highest need high schools that do not have a high school wellness center and it provides additional mental health services at six high schools with existing high school wellness centers.

As well as providing additional funding to support the health and mental health needs for our children, I am recommending over $630,000 to provide for the new Linkages to Learning program sites at Gaithersburg Elementary School #8 and Odessa Shannon Middle School. In the Department of Recreation's budget, I am also providing enhanced funding to support out-of-school time for our children. This includes over $330,000 in funds for the Kids Day Out Program; nearly $104,000 for the Extended Summer Camp Program to provide experiences to children in the period leading up to the beginning of the school year; $668,000 to open two additional Excel Beyond the Bell program sites; and nearly $350,000 in enhancements for the RecZone High School Program. I am also recommending funds to ensure that the out of school time programs we added in FY22 continue into FY23.

All children deserve to grow up in a healthy and safe environment. All too frequently, however, children are subject to abuse. To help address this, my budget contains over $300,000 to bolster the County's child welfare efforts. This includes additional funding for translation services as well as funds for a new position to perform child protective service clearances, a position to meet growing child welfare program demands, and a position in the County Attorney's Office to help administer child welfare cases.

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 FY23 Recommended Budget includes nearly $11 million in funding to continue to make strides in this important policy area, particularly as we begin implementation of the State's Blueprint for Maryland's Future Prekindergarten program. When combined with the estimated $9.2 million remaining balance from FY22, there will be over $20 million available for this program in FY23. Furthermore, I am recommending a position be created to administer the contract and coordinate activities with the Early Care and Education Coordinating Entity created by Council.

I've also included $1.6 million for the KID Museum, an increase of $372,000 over FY22. This institution provides experiential, hands-on learning for students and helps foster interest and excitement in science and discovery.

SUPPORT FOR INDIVIDUALS AND FAMILIES

This pandemic has been especially difficult for our low-income residents. My Recommended Budget continues to fund the additional $25 million to enhance the Working Families Income Supplement program at the FY22 level using funds from the Federal American Rescue Plan Act (ARPA).

Many individuals and families are having to choose between adequate housing, food, medicine, and other basic needs. To help address this, my FY23 budget sets aside $2 million to provide an additional 120 rapid rehousing slots to address homelessness. In addition, we are also providing $3 million in new funding for our Rental Assistance Program to increase the maximum subsidy available for families by up to $400 per month for more families, a more meaningful amount as housing costs rise. This budget also provides additional funding ($700,000) for a homelessness diversion hotline and centralized shelter intake for households without children and provides $180,000 to increase street outreach resources in Silver Spring and Wheaton.

In addition to these enhancements, my FY23 budget includes $2.6 million in funds for the second year of our three-year pilot Guaranteed Income pilot program that will provide direct, recurring cash payments to alleviate poverty and provide a form of financial stability to eligible families. This innovative program is being implemented with support from the Meyer Foundation and will be rigorously evaluated at the end of the term to determine its success.

With the opening of our new year-round shelter on Nebel Street, it is imperative that we continue to treat the physical and behavioral health needs of our residents who are unhoused. To that end, my budget includes $600,000 to provide year-round comprehensive health services to these individuals. Finally, my budget also includes funds that provide for a new homeless entry coordinator position that will be responsible for assessment and compliance with U.S. Department of Housing and Urban Development requirements for coordinated entry across the continuum of care for the homeless population.

This budget makes great strides in continuing a coordinated and effective multi-agency response to support newcomers to Montgomery County that include newly arriving migrant and asylum-seeking children, adolescents, and families. I am recommending that $4.4 million be provided to the Department of Health and Human Services (DHHS) to enhance family and community-based support and strengthen interagency coordination and the creation of a navigation network and provide for case management. In addition to the funding in the DHHS budget, I am also recommending $250,000

to continue legal service efforts for this population, and that all such legal services programs be consolidated under the Community Engagement Cluster to ensure coordination of all County efforts ($551,000). Finally, I am recommending that the $300,000 in FY22 funding provided to the Department of Recreation to support these efforts continue into FY23. In total, my FY23 budget provides $5.5 million for newcomer supports.

The ability to put nourishing food on the table is a struggle for many of our neighbors. To help us address this issue in a wholistic manner, my FY23 Recommended Budget creates an Office of Food System Resilience in the Community Engagement Cluster. In FY23, this office will be staffed by a director, a policy analyst, and a food system partner specialist to coordinate food resilience efforts with community partners, government agencies, and regional partners. In addition, I am including funds to support the farm to food bank program ($350,000), the Montgomery County Food Council ($200,000), market money grants that allow farmers markets to match Federal Supplemental Nutrition Assistance Program funding for individuals ($125,000), and community gardening and local resilience grants ($50,000). I am also including $4 million in the budget to allow the County to continue to provide food directly to those most in need. We will continue to evaluate the continuing need to provide food directly throughout FY23 and will recommend additional funding to support this program, if necessary.

One of the most valuable actions we took during the pandemic was partnering with local organizations throughout the County to serve as service consolidation hubs to make sure we reach as many people as possible with vital services. My FY23 budget provides $5.6 million in General Funds and ARPA funds to continue our support for these Hubs, and it provides $250,000 to support another non-profit food provider - Nourishing Bethesda.

One of the central priorities of my Administration has been to continue to create an affordable and welcoming community for a lifetime. This budget contains several enhancements for programs serving the vulnerable adult community in the County. I am recommending an additional position to support our Long-Term Ombudsman program in DHHS to ensure that our residents in long-term care facilities are getting the services they deserve. Furthermore, I am adding nearly $1 million to support the addition of an adult protective services team. The number of cases related to abuse of older residents and vulnerable residents has climbed significantly in recent years and is likely to continue to grow because of the County's aging population. This new team will investigate allegations of abuse, neglect, and exploitation of adults and will provide health and welfare services to those individuals. Finally, my budget provides a $1.1 million increase to support the developmental disabilities supplement program for a total program budget of $20.3 million, and a $1.4 million increase for the Medical Adult Day Care Supplement program for a total program budget of $2.1 million.

In 2020, Congress designated 9-8-8 as the three-digit dialing code to connect distressed residents with suicide prevention and mental health crisis services. My FY23 Recommended Budget provides $1 million to DHHS to support the transition to 9-8-8 in our community. Furthermore, I am including almost $800,000 to address increased call volume at EveryMind, the County's mental health hotline.

ENVIRONMENTAL SUSTAINABILITY, CLIMATE CHANGE, AND TRANSPORTATION

As I have stated before, the climate emergency is an imminent and existential threat to our way of life as a species. My FY23 Recommended Budget includes record funding to help address the impacts of climate change while also implementing programs to reduce greenhouse gas emissions. County government must lead by example.

My FY23 Recommended Budget provides a record $18.6 million for the Montgomery County Green Bank. These funds will be used to promote investment in energy efficiency, renewable energy, and other projects that will lower our community's carbon footprint and make us more resilient to the effects of climate change.

This budget provides additional funds to address flooding issues - including a flooding program manager and GIS

specialist as well as funds for flooding coordination consulting in the Department of Environmental Protection (DEP), a climate adaptation program manager in the Office of Emergency Management and Homeland Security, plus additional funding to develop flood management plans in the capital budget.

I am also recommending that we implement greenhouse gas reduction and adaptation measures in low- and moderate-income housing ($675,000) and provide $1 million in incentive funding for residential, multifamily, and commercial buildings to replace fossil fuel equipment and appliances with electric ones. I am recommending over $900,000 to accelerate nature-based carbon sequestration initiatives - including $810,000 in additional funding to improve urban forest health. I have also set aside $100,000 to provide incentives to individuals and businesses to electrify lawn care equipment.

My budget also includes $300,000 for the Community Justice Academy; this funding will be used for community engagement approaches to prioritize historically marginalized communities in the creation of policies. We will also continue the work begun in FY22 to explore opportunities to create new jobs associated with the implementation of the Climate Action Plan (CAP), provide pathways for the conversion of small businesses to worker-owned entities, and identify ways to "green" our procurement activities.

I am including over $1 million in funds to support the implementation of a building energy performance standards (BEPS) program to reduce energy consumption and greenhouse gas emissions in public and private multifamily and commercial buildings. In the Department of Permitting Services, I am recommending the creation of two positions to develop energy and green building codes and interface with the public about green building compliance and building electrification and energy efficiency, as well as funding in DEP for consulting support to recommend changes to the County's Zoning and Code to conform to the County's climate action goals. Finally, this budget provides funding for broadscale climate communication campaigns, agrivoltaic technical assistance for agricultural land, and an agriculture business development specialist to help with zero waste goals, farm composting, and farm to foodbank efforts.

A well-functioning multi-modal mass transit system is critical to achieve our County's CAP Goals. This budget restores Ride On service and Call-N-Ride to pre-pandemic levels. It also includes funds to maintain Bikeshare and transportation demand management and to initiate the TravelSmart Ambassador Program to educate audiences on transportation options for all types of trips. I am also recommending that we address the affordability of transit service in the County by reducing fares on all Ride On routes by one half, bringing the cost of most Ride On trips to $1.00. Following the suspension of fare collection during the COVID-19 pandemic, a fare equity study was conducted to identify fare policy options that would produce the greatest and most equitable benefit for County residents. It was found that a $1.00 fare would provide the best balance of benefits and costs, while being simple to communicate and implement, and flexible for future changes to the larger regional fare system. In addition, I am recommending $1 million to add capital and operating grant programs for Transportation Services Nonprofit Organizations and $550,000 for Transportation Accessibility initiatives.

This budget also furthers my goal to have a zero-emissions fleet. To that end, I am providing a $1.8 million increase in operating funds to replace fossil fueled vehicles with zero emission vehicles. This amount is in addition to funding provided in the capital budget for zero-emissions transit buses. My budget also includes enhanced funding for the installation and support for electric vehicle charging infrastructure. Finally, I am also providing funding to create a zero-emission transition plan for our non-transit fleet.

In my recommended budget for the Water Quality Protection Fund, I am recommending enhancements totaling $1.3 million. Among these enhancements are increased funding for the Rainscapes Program, stream restoration maintenance and inspections, a Senior Engineer position for the Office of Agriculture, and maintenance of Glenmont Forest Green Streets.

For Recycling and Resource Management, I am recommending over $400,000 to start a Save-as-you-Throw Pilot Program to encourage residents to recycle more and generate less waste. If this pilot program is a success, we will work to expand it elsewhere in the County in the future.

AFFORDABLE HOUSING

To achieve a more equitable and just society and to help all our residents thrive we must ensure access to safe and affordable housing. Coupled with FY22 supplementals, my FY23 budget provides the highest level of funding in County history by allocating nearly $140 million to expand the preservation and production of housing that is affordable to our most economically burdened residents. This is comprised of $57 million in the Montgomery Housing Initiative (MHI) operating budget, $42.7 million in funding for existing capital projects, and one-time funding of $40 million for a new Preservation of Naturally Occurring Affordable Housing (NOAH) Fund capital project.

With a $14.7 million supplemental pending before the County Council, the Affordable Housing Acquisition and Preservation CIP project includes $36.7 million which will be available for projects that need funding commitments in the near term. In addition to the annual $22 million in base funding for the project, my Recommended CIP amendments will add $25 million in Recordation Tax Premium (CIP) funding so that annual funding will increase to $32 million in FY24 and FY25 and $27 million in FY26 with total FY24 to FY28 funding of $135 million. In FY23, my Recommended CIP provided $6 million in FY23 funding for the Affordable Housing Opportunity Fund - bringing the total fund to $20 million.

I am particularly pleased to send you an FY22 capital budget supplemental to dedicate $40 million in one-time cash to the new Preservation of Naturally Occurring Affordable Housing (NOAH) Fund project to preserve those NOAH properties in areas at risk of rent escalation to higher market rents, including the Purple Line Corridor and other County transit corridors. For example, the Purple Line Corridor Coalition analysis identified 6,500 affordable housing units within one mile of a Purple Line station where rents are expected to increase due to transit proximity. The dedication of County resources into this NOAH fund will support a focused effort to preserve these at-risk properties and will provide much needed additional capital to preserve and create affordable housing units.

The cash contribution to the NOAH Fund will increase the County's capacity to assist affordable housing developers in acquisition and preservation of naturally occurring affordable housing as a complement to the County's existing funds for affordable housing without increasing debt - making it possible to support more housing projects in the future. The new Fund also increases the Department of Housing and Community Affairs' ability to quickly respond to requests from more housing providers.

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.

I am also allocating $2 million from existing resources to explore, subject to the County's collective bargaining laws, a pilot program for down payment assistance to full-time career employees of Montgomery County and Montgomery County Public Schools to help make first time homebuying more affordable in the County. My administration will be working with our labor partners on the details of this initiative.

ECONOMIC DEVELOPMENT, WORKFORCE TRAINING, AND MONTGOMERY COLLEGE

The pandemic has had an enormous impact on the businesses in our community. Over the past two years, millions of dollars in direct financial assistance have been provided to the County's business community. Moving forward, we must make certain that Montgomery County is the place in the region for businesses to grow and thrive.

The Montgomery County Economic Development Corporation serves as the County's lead economic development organization. My FY23 Recommended Budget includes $1.2 million to increase activities and outcomes of this organization as it helps businesses succeed in the County. This 24 percent increase makes certain that we can further market the County as the top location for specialized industries such as biohealth and hospitality, as well as recruit and retain new and growing businesses throughout the year. Furthermore, my budget provides funding to increase staffing capacity to support the development of the County Entrepreneurial Ecosystem in the County's Innovation and Acceleration Centers.

The hospitality and restaurant industries were hit especially hard by the pandemic and its lingering economic effects. My budget includes funding to support the operations of the Conference and Visitors Bureau at its pre-pandemic level, to compensate for the lagging hotel tax revenue. Moreover, my budget adds $500,000 to support destination management to encourage and attract visitors to the County. This new funding will be used for the Rural Montgomery and Agricultural Reserve Branding Initiative, the Social Economy Initiative Launch and Oversight, leisure travel marketing, and restaurant and retail sector marketing promotions.

In addition, my budget provides $877,000 to better address disparities in the black business community and to provide increased training and resources. This allocation will include a $750,000 grant to the Black Chamber of Commerce, and a $127,000 grant to the Black Business Council. Funding to the Black Chamber of Commerce will allow increased outreach and engagement between the County and our business community, allow the development of a Small Business Lending Program, and provide funding for technical assistance, training, capacity building, and resources to businesses throughout the County. The funding to the Black Business Council will allow for the growth of a database and information sharing initiative for the County's Minority, Female, and Disabled-owned Businesses Program.

Making sure that County residents have the skills needed to succeed in the 21st Century economy is crucial to our community's growth. I am recommending an additional $350,000 for WorkSource Montgomery to support refugee and immigrant adults to assist them with professional development, vocational training, support services, barrier remediation, and entrepreneurial and occupational skills. In addition, I am recommending $317,000 to fund a training component with the Department of Correction and Rehabilitation Job Center program to provide job skills to those exiting the correctional system. Finally, I am providing an additional $60,000 to add slots to the Summer RISE 2023 program that provides MCPS juniors and seniors an opportunity to participate in a career-based learning opportunity over the summer.

Montgomery College is one of the most important components of our County's economic development infrastructure. My budget fully funds the request of the Montgomery College Board of Trustees. As part of the College's budget, I am recommending $3.3 million in funding to establish the College's East County Education Center. For too long, residents in the eastern portion of the County had not had easy access to local higher education opportunities. By locating an education center in this region, we will help East County residents access these opportunities and have a better chance to succeed.

PUBLIC SAFETY

Like other jurisdictions nationwide, our police department is struggling to recruit and retain officers. Recruitment and retention of the best officers is critical for a safe and thriving community; one in which all community members feel truly protected. In addition to strengthening the competitiveness of police compensation in relation to neighboring jurisdictions, I am adding a police officer and a civilian administrative support position to the recruitment team to boost our recruitment efforts to attract top talent to the police force.

My administration takes seriously the community's call to reimagine public safety so that members of all communities feel safe and secure. Recent State and County legislation has done much to increase transparency and oversight of police activities.

This budget adds important resources to ensure our Police Department has the tools its needs to respond to this

legislation and to community requests for increased transparency. I am adding three civilian staff to support the collection and compilation of data for Public Information Act requests so that residents have timely access to information. To comply with recent County legislation, my recommended budget adds two sworn positions to support the random review of police footage and 300 body worn cameras to ensure that all uniform officers are provided with a body worn camera.

Too often, police encounters turn deadly when officers do not have adequate, non-lethal tools. This budget adds funds to support the purchase of pepper-ball guns which can be used to subdue a suspect without the use of deadly force.

In addition, my Recommended Budget adds funding to support the creation of the Police Accountability Board and the Administrative Charging Committee which will review police data, investigate officer disciplinary infractions, and provide administrative rulings on findings of police misconduct in accordance with recent State legislation.

It is critically important that we take care of those that take care of the community and ensuring that our first responders have access to adequate mental health resources is essential. To that end, this budget adds a therapist and administrative specialist to expand mental health services to fire and rescue personnel and adds a psychologist in the Office of Human Resources to provide biennial mental health assessments to sworn staff in the Police Department and the Sheriff's Office.

Montgomery County is a community of diversity, inclusion, and compassion - but we are not immune from hate and vitriol. In this budget I am providing $800,000 to provide nonprofit organizations at a high risk of experiencing hate crimes with additional resources to enhance the security of their facilities and the safety of our residents.

In the State's Attorney's Office, I am adding funds to support two Assistant State's Attorney positions for the Circuit Court Prosecution Unit and providing funds to replace a legacy case management system with a new cloud-based system to allow better data analysis and a faster transfer of information from the Courts.

For the Montgomery County Fire and Rescue Service, my Recommended Budget leverages new funding from the State's Emergency Services Transporter Supplemental Payment Program to enhance EMS services. To that end, I am increasing the capacity of the Mobile Integrated Health program by adding two paramedics to assist on home visits and better address the needs of frequent 911 callers. Furthermore, I am recommending that we add a paramedic chase car to improve advanced life support (ALS) service in Silver Spring. By separating the paramedic from the transport unit, this new advanced medical resource can be redeployed back into the community more quickly, improving ALS availability. This budget also adds night and weekend career staffing at Sandy Spring Fire Station 40 to bolster volunteer staffing and address failures to respond in that area.

To strengthen the infrastructure supporting EMS service, I am adding an Emergency Medical Service Duty Officer to enhance medical supervision in the field. This budget also adds a permanent EMS System Capacity Officer to coordinate patient transport to hospitals and balance emergency department loads. This enhancement is expected to assist in reducing hospital drop times and increase EMS transport availability. In addition, my budget adds an EMS Quality Management Battalion Chief to evaluate EMS system performance and assist in optimizing service deployment so that our resources are leveraged as effectively and efficiently as possible.

Finally, the budget includes funds to address long-standing structural budget deficiencies in fire and rescue fleet and facilities maintenance, wireless communications and medical supplies, and adds civilian positions to the EMS logistics and small tools functions to return uniform positions to the field.

In the Department of Correction and Rehabilitation, I am relaunching the Bakery Program to support workforce development and provide inmates with an opportunity to earn a food service certificate and gain practical food preparation skills. This recommended budget also adds correctional officers to provide enhanced contraband security screening and additional medical unit security.

In August of 2020, I created the Reimagining Public Safety Task Force consisting of community members and other

stakeholders who volunteered their time to develop comprehensive and forward-thinking recommendations to improve how public safety is experienced in our community. This budget implements an important recommendation of this group by eliminating the administrative fees charged to participants for the Intervention Program for Substance Abusers and the Alternative Community Service Program to reduce barriers to these and other court related diversion programs.

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 (ORESJ) was created to reduce and eliminate racial disparities and inequities in Montgomery County. These inequities were made all too clear during the pandemic with communities of color and low-income families disproportionately impacted. To change this, we must continue to build capacity within County government to implement policies and programs throughout County government that address these inequities head on. For the first time ever, the Director of the Office of Racial Equity and Social Justice was involved throughout this budget process. The County continues to refine its budget equity tool and other racial equity tools to support the implementation of a racial equity lens in resource decisions, and many of the decisions described in this memo will positively impact communities most burdened by structural inequities.

For FY23, I am recommending that ORESJ be provided with an additional program manager position and that we adjust the compensation of two existing program manager positions to better attract and retain qualified staff to carry out the Office's charge. I am also adding funds for consulting services to assist with community planning for a memorial to Black residents who were tortured and killed by lynching.

As we have seen all too clearly, the pandemic has laid bare the health disparities that existed in our society before its arrival. My FY23 budget includes significant funding increases for the African American Health Program ($2.9 million) Latino Health Initiative ($2.2 million), and Asian American Health Initiative ($1.2 million) in DHHS. These programs were essential to delivering life-saving resources, especially during the pandemic. It is important that we continue to make progress in addressing health disparities in the future.

LIBRARIES AND RECREATION

A robust library system is critical to a community's health. My FY23 Recommended Budget includes an additional $1.5 million in funding so that the Montgomery County Public Library system can fill additional librarian positions to support additional hours and improve customer service. The pandemic has created a sea change in the way residents access books from print to electronic materials. As a result of this transformation, I am recommending an additional $900,000 in funds for eBooks to reduce wait times for residents seeking information.

In addition to out of school time programming previously discussed, my FY23 Recommended Budget includes programmatic and administrative enhancements for the Department of Recreation. This budget includes $2.3 million to open the South County Regional Recreation and Aquatic Center. I am also recommending that we add funds to support Independence Day celebrations in Germantown and Wheaton. My FY23 budget includes $250,000 for programs, classes, and events to help older adults overcome the long-term impacts of COVID as well as a supervisor position to increase support for senior programs.

In addition, my budget includes funding to convert part-time recreation coordinator positions to full-time positions to support operations in Recreational facilities. I am also including funds to pilot four community liaison positions to enhance community outreach and collaboration between the department and underserved communities. As we add programs to departments, it is important that we also bolster departmental administrative staff to ensure that these programs are well staffed and that all funds are spent in the most effective way possible. I am recommending three new administrative staff for

recreation for contract management, human resources, and communication.

COMMUNITY PARTNERS

One of the County's major strengths is its collaborations with 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 persons with disabilities receive quality services. These partnerships help our neighbors who are most in need access the services they require to thrive in a cost-effective manner. I am recommending a six percent inflationary adjustment for nonprofit contracts across County government.

This budget also creates the Office of Grants Management and staffs it with three individuals - a Director and two program managers who will focus on grant seeking and grant distribution. This Office will help implement best practices in grants management throughout County government and will develop policies that implement my directive to make County grants truly grants instead of noncompetitive contracts. The Office staff will also work with departments to seek outside funding to support County programming.

This budget has moved 46 programs previously funded through Community Grants Non-Departmental Account into the base budgets of departments ($2.3 million). I also recommend including $8.2 for community grants in the Community Grants Non-Departmental Account budget. With the creation of the Office of Grants Management, I am recommending three buckets of funding be created in the Community Grants Non-Departmental Account budget - $750,000 for grants to provide nonprofit technical assistance and management support; $750,000 to provide grants for nonprofit partners who serve underserved communities children, youth, and families programs; and $500,000 for business district development grants. The Office of Grants Management will manage the application and award process for these grant programs in FY23, with the appropriate department managing the implementation of the grant agreements. This is an important step in reforming our grants process to be fairer and more equitable. Finally, while funded in the Capital Budget, I am recommending that an additional $3 million be provided for capital cost sharing community grants so that organizations in our community can continue to have the physical space to grow and provide services to residents.

EFFECTIVE AND SUSTAINABLE GOVERNMENT

My Recommended Budget includes enhancements that will instill further confidence into our electoral system, and provide enhancements for our Public Information Office, MC311, the Office of Human Resources, and the Department of General Services.

My FY23 Recommended Budget provides an additional $2.3 million for the Board of Elections. This funding will be used to increase the stipends available for election judges to encourage citizens to volunteer to provide this service, it also provides additional funding for ballot sorting and imaging equipment and improved technology staffing to support our electoral process. Finally, this budget includes funding to address the chronic underbudgeting for election charges from the State.

My budget also includes $2.5 million for the Public Elections Fund to fully fund the recommendation of the Committee to Recommend Funding for the Public Election Fund.

The COVID-19 pandemic drove home the fact that we need to be able to provide clear and timely information to our residents about County services and to respond to resident questions. I am recommending an additional six, three-year term positions for MC311, and I have directed the Public Information Office (PIO) to continue working with the Department of Technology and Enterprise Business Solutions (TEBS) to develop electronic tools that can quickly answer resident's questions to improve customer service and efficiency. In addition, I am providing for additional communications staff in PIO

to make sure that the public is aware of County services.

The County has not been immune from the impacts of what some economists are calling the Great Resignation and other issues of the post-pandemic labor market. I have directed the Office of Human Resources (OHR) to also examine and revise our outdated classification and compensation system. To ensure that County government remains robust and able to provide the vital services that our residents demand, I am recommending several enhancements to OHR. Specifically, my budget contains funds to replace the job applicant tracking system. In addition, I am providing funds for additional recruitment staff and staff for the classification and compensation team to expedite review of our outdated position classifications. With many of the County's management employees eligible for retirement in the coming years, I am providing additional funds and a trainer for the MCG Leads program to help bolster training efforts for tomorrow's County government leaders.

In FY23, I am proposing that we 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.

CREATING AND MAINTAINING A 21ST CENTURY CYBER INFRASTRUCTURE

Investing in cybersecurity to maintain a secure presence is key to protecting County operations. My recommended budget provides funding to significantly expand cybersecurity capabilities to combat today's and tomorrow's increased information security threats. Areas of expansion include improved information security risk management assessments and procedures, deployment of next-generation endpoint (e.g., desktops, servers, laptops, and mobile devices) advanced threat prevention and response, and simulated cyber-attacks to help protect County data and systems.

FiberNet, the County's communications network, is critical County infrastructure, enabling and supporting voice, video, and data connectivity to and from 620 sites including all schools, community college campuses, libraries, public safety locations, and sites for the Housing Opportunities Commission, Maryland-National Capital Park and Planning Commission, and WSSC Water. To that end, FiberNet provides connectivity services to Montgomery County Public Schools worth an estimated $6.5 million annually. The County has invested in a ten-fold increase in the FiberNet backbone capacity, along with increased reliability capabilities and connectivity to a world-class data center in Ashburn, Virginia, to enhance cost-effective access to cloud services, software-as-a-service, internet service providers, and cybersecurity and business continuity protections. Additional funding to support licensing and maintenance of FiberNet infrastructure and business continuity equipment that was funded in FY22 with ARPA funds is being added to the FiberNet base budget.

Cable Communications Fund revenue comes primarily from cable franchise agreement revenues. Declining cable subscriptions and changes in Federal law have resulted in declining revenue for the Cable Fund and declining future revenues. To address this and to simplify County budgeting, TEBS FiberNet operating expenditures funded by the Cable Fund have been moved and consolidated with other FiberNet operating expenditures in the TEBS Office of Broadband Programs and Infrastructure Modernization program (OBPIM) in the General Fund. ultraMontgomery Digital Equity expenditures funded by the General Fund within the TEBS OBPIM program have been moved and consolidated with other Digital Equity expenditures in the Cable Fund Digital Equity Program. In addition, $100,000 of Digital Equity funding provided in FY22 with ARPA grant funds is being added to the Cable Fund Digital Equity program base budget. These changes will enable the Cable Fund to ensure continued operation of FiberNet and further expand Digital Equity programs for underserved and low-income residents, while also maintaining a positive fund balance.

LEGISLATIVE BRANCH

My FY23 Recommended Budget fully funds the request of the County Council and the legislative branch departments. For FY23, the County Council requested funds to support the two new council member positions the voters approved in the 2020 general election, ten new staff positions for the new council members offices, and nine positions for the central staff. Furthermore, Council requested $615,000 to support communications outreach, including two new public information officer positions and two new information technology positions. My FY23 budget also fully funds the request of the Office of Inspector General to support additional staff in the audit division.

I am also recommending funding for the Legislative Branch, in addition to the Council's request. As the County Council conducts, deliberates, and votes on land-use hearings and zoning amendments, it is important that residents have direct input into these processes. For residents to have direct input, they need access to legal assistance and an advocate to understand the implications of complex land-use and zoning issues. The Office of People's Counsel was last funded in FY10. In my budget, I am recommending $225,000 in funding that will allow the Council to fund the Office of People's Counsel with two staff members and provide it with additional operating expenses to contract with outside assistance as necessary. It is time again for the residents of Montgomery County to have a seat at the table and direct input into the complex land-use and zoning actions of the Council.

OUTSIDE AGENCIES AND MUNICIPAL PARTNERS

I am recommending a budget increase for the Maryland-National Capital Park and Planning Commission of 6.5 percent for the Administration and Parks funds. Furthermore, the FY23 Recommended Budget for WSSC Water provides for a 6.5 percent rate increase, keeping in line with the County Council's approved spending affordability limit for that agency.

Over the past year, my Chief Administrative Officer has been negotiating with our municipal partners to revise the outdated methodology to reimburse our municipal partners for duplicative services. After months of negotiation, the County and municipalities agreed to a revised methodology. My budget increases the Payments to Municipalities Budget by $8.1 million (including the consolidation of the Takoma Park Police Payment into this budget), the amount required for FY23, to address this long-standing issue.

CONCLUSION

The past two years have been the most challenging years for County residents and businesses in generations. The next year presents us with a unique opportunity to build on what we have accomplished; invest in our residents, businesses, and community partners; invest in our schools; strengthen our community's social safety net; focus on our historical racial disparities; tackle climate change and its impacts; spur economic development; increase access to affordable housing; and invest in the County government's core functions and infrastructure. The budget I am sending to you does all of this. Working together, our County's recovery from the pandemic has no bounds.

I look forward to working with the Council as it considers my FY23 Recommended Budget, and the resources of the Executive Branch are at your disposal as you begin the next phase in the budget process.

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FY23 RECOMMENDED OPERATING BUDGET HIGHLIGHTS

Climate Change...

- The Department of Environmental Protection (DEP) is gaining a new position to begin implementing recommendations in the High Road Economic Inclusion Framework, an analysis being completed in 2022 that integrates climate, equity, and economic development in the County. This new position will also provide support to businesses that wish to explore the transition to employee ownership (e.g., worker cooperative).

- The Office of Agriculture is gaining an Agricultural Business Development Specialist who will assist with on-farming composting and urban agriculture initiatives; food security; agrivoltaic farming, and regenerative farming; racial equity and social justice initiatives; and farm alcohol production and agritourism.

- The Office of Emergency Management and Homeland Security is gaining a Climate Adaptation Program Manager to provide climate adaptation and preparedness education and outreach with vulnerable communities, address inequities in access to County resources, and work on resilience hubs.

- Fund a Senior Engineer position in the Office of Agriculture to act on Climate Action Plan and Water Quality Protection Plan initiatives. The position is funded through the Water Quality Protection Fund (WQPF).

- The Department of Environmental Protection is receiving resources for Agrivoltaic Technical Assistance through a partnership with the University of Maryland to assess the viability of growing table crops beneath ground-mounted solar arrays.

- The Department of Environmental Protection is receiving resources to support the development of a Community Justice Academy, with Community Ambassadors who will co-create integrated health, equity and quality-of-life solutions that center on the needs and desires of low-income and Black, Indigenous, and Other People of Color communities in the County.

- In anticipation of the passage of a Building Energy Performance Standards law, the

DEP is receiving operating funding to support the Building Energy Performance Standards (BEPS) program, and gaining four new BEPS positions: a multi-family/affordable housing manager; a technical compliance engineer; a stakeholder engagement and outreach manager; and an administrative support staff member.

- Leverage funding to conduct a public outreach campaign to help residents and businesses reduce their emissions and adapt to climate hazards.

- DEP is receiving resources to launch an Efficiency & Climate Resiliency Pilot Program for low-and-moderate housing to support energy efficiency and climate resiliency projects for low-and-moderate income Montgomery County residents.

- The Department of Environmental Protection (DEP) is gaining a Flood Program Manager, a Flood GIS Specialist, and a new Flood Control Study capital project is proposed by the County Executive. These new resources will support the development of a Flood Management Program for the County, including development of comprehensive strategies for planning for, responding to, and communicating about, flooding issues; and identification of areas at high risk of flooding due to the built environment.

- Advocate for alternatives to driving through initiation of the TravelSmart Ambassador Program. Through targeted outreach, the initiative focuses on education of underserved and vulnerable populations on transportation options for all types of trips, non-native English speakers, seniors, people with disabilities, residents new to the area, and suburban residents who are unaware of the myriad non-driving options. The goal is to double the use of transit and active transportation by 2035 while capitalizing on the substantial investment in existing, new, and future transportation options such as Ride On, bus rapid transit (BRT), the Purple Line, and robust pedestrian and bike infrastructure.

- The County Executive's Office is gaining a Climate Funding and Performance Specialist who will identify funding opportunities for climate initiatives, develop grant proposals, and track and report on the progress of climate initiatives.

- The Capital Bikeshare program is gaining additional resources for station maintenance. MCDOT's Transportation Demand Management program is gaining resources to support the NextGen Transportation Demand Management Program; the White Oak Transportation Management District; and countywide efforts. Funds will also be used to install micromobility corrals for e-scooters and bikes. MCDOT's Transit Division is gaining resources to expand its part-time operator complement by 20 positions. MCDOT's TravelSmart Ambassador Program is gaining a new outreach position to ensure that residents, businesses, employees, organizations, and visitors are aware of all transportation programs and services with special emphasis on equity to ensure that under-served and vulnerable populations are reached. MCDOT is gaining a new position to support new service expansions such as eXtra and Flex.

- MCDOT's Urban Forest program is being expanded to address the tree maintenance backlog and increase the number of street trees planted to improve the urban forest health. DEP is gaining a Natural Climate Solutions Program Manager to initiate and accelerate implementation of carbon sequestration and reforestation projects as identified in the County's Climate Action Plan. DEP is also receiving resources to purchase or develop a tool to help the County make land use decisions using overlay data such as flood zones, equity priority areas, tree canopy, and impervious surfaces to reveal and measure the broad environmental, health, economic, and equity-related co-benefits of natural climate solutions and help prioritize projects that maximize nature-based benefits.

- The Department of Permitting Services will gain two new positions: a Sustainability Program Manager and an Electrification Program Manager. The Sustainability Program Manager will work directly on the development of the energy and green building code amendments in alignment with the Climate Action Plan. The Electrification Program Manager will develop and implement code amendments for the electrification of both the commercial and residential building sectors, focusing on solar photovoltaic implementation/compliance, onsite energy storage compliance, and electric vehicle charging compliance. DEP is gaining resources to review the Climate Action Plan and Thrive 2050 and recommend changes to County zoning and code to conform with the County's goals.

- DEP is gaining a Residential Energy Program Manager to design and implement policies that improve energy efficiency in residential buildings. DEP is also receiving resources to launch a New Electrification Incentive Program to incent electrification in existing residential homes, multifamily, and commercial buildings.

- The Department of Environmental Protection is receiving resources to launch a Broadscale Climate + Alert Montgomery Communication Campaign, drawing on evidence-based research to determine target behaviors and identify target audiences.

Racial Equity & Social Justice...

- Allocate $3.3 million in funding to Montgomery College for an East County Education Center; this will significantly address the County's racial equity and social justice goals. The Center will increase higher education access to an underserved region.

- Allocate funding to address disparities in the black business community and to provided increased training and resources through grants to the Black Chamber of Commerce and to the Black Business Council.

- Increase mental health and social services at six existing High School Wellness

Centers. Expand mental health and social services at ten priority high schools without Wellness Centers. Expand community-based youth crisis stabilization services and youth Mental Health First Aid trainings.

- Provide increased direct support to youth most impacted by the COVID-19 pandemic via mental health, therapeutic recreation, Healing Informed Positive Youth Development, and Family Strengthening and Intervention services.

- Increase staffing to enhance communication and support the development of community engagement plans by the Office of Racial Equity and Social Justice to ensure members of the community who are traditionally underserved have access and opportunities to express their views in County decisions.

- Eliminate administrative fees charged to the Intervention Program for Substance Abusers and Alternative Community Service Program participants to reduce barriers to these and other court related programs, as recommended in the 2021 Reimagining Public Safety Task Force Report.

- Expand the culturally-based school and community services of the Bienvenidos (Newcomers) Initiative to address the unique mental health, legal, and social services needs of unaccompanied migrant children and asylum-seeking families arriving in Montgomery County from the southern U.S. border. Funds are allocated to support school and community-based services such as Wellness Center services, family reunification, Street Outreach Network supports, youth leadership development, legal screening and legal representation.

- Enhance the year-round shelter capacity for people experiencing homelessness and open a new emergency shelter for men. A new policy and funding more than doubles the year-round shelter capacity and improves access to primary medical care, behavioral health, and vocational services.

- Allocate funds for consulting services to assist with planning for the Montgomery County Lynching Memorial Project.

- Expand Spanish language communications outreach via Radio America, communicating directly with the County's Latino population.

- Add a Climate Funding and Performance Specialist position to seek out grant opportunities that can support the Climate Action Plan's racial equity and social justice actions such as the Community Justice Academy

- Recommend funding for a homeless diversion program and centralized shelter intake to proactively resolve housing crisis through conflict resolution. Include a 24 hour/seven days-a-week shelter hotline and case management staff to help household members avoid homelessness.

- Bolster Rapid Rehousing with an additional $2 million in funding and the Rental Assistance Program with an additional $3 million in funding. This allows the County to provide services to maintain housing stability after short-term subsidies end and to aid those in vulnerable housing and those exiting homelessness.

- Add a tuberculosis nurse to address health disparities and better serve the growing immigrant population in the County; thirty percent of tuberculosis cases Statewide are in Montgomery County.

- Continue the work of the eight Service Consolidation Hubs in partnership with multiple non-profit organizations, to provide food, diapers, and essentials as well as access to services to low-income and migrant families. Originally set up in response to the COVID-19 pandemic, work of the hubs will continue permanently, post-pandemic.

- Add Community Health Nurses and a School Health Staff Training Team to address increasing student health and wellness needs and to allow for more timely trainings and mentoring of new staff across School Health Services.

- Add funding for Medical Adult Day Care (MADC) and Developmental Disability (DD) providers to offset the costs of providing services that are not provided or allowed by Medicaid to the older adults and adults with disabilities in need of services. The increase in the annual supplement to providers of services to adults with developmental disabilities will continue to help the DD providers network in support of the County's long-standing commitment to residents with developmental disabilities.

Thriving Youth and Families...

- Commission the deployment of 40,000 free computers to low-income residents with Emergency Connectivity Fund Grant of $15.96 million in partnership with Montgomery County Public Libraries, expand additional digital equity programs to include assistance to low-income residents for home broadband subsidy programs, expand Senior Planet Montgomery to affordable housing developments and through licensing for working parents.

- Address the needs of working families on days when school is not in session by providing safe, affordable, enriching, and well-organized recreation activities in partnership with the Montgomery County Public Schools at 13 recreation centers ("A Kids Day Out").

- Launch new recreation and parks management software to provide reporting and statistical data and a more intuitive and interactive experience for customers.

- Expand no-cost or low-cost opportunities for youth to lifetime leisure sports, such as swimming lessons, and create opportunities to youth in underserved communities to try out new sports that may otherwise be unattainable such as lacrosse, volleyball, skateboarding, biking and kayaking in the PLAYMontgomery program with a focus on equity and access to youth sports.

- Establish an Office of Food System Resilience at the recommendation of the Food Security Taskforce to facilitate food system projects identified during the COVID-19 pandemic response. This will make the expansion of coordination efforts with non-profit partners and public-private partnerships for the improvement of food systems a permanent feature.

- Expand MoCoNet, the County's residential broadband network, at affordable housing developments. Develop constituent-facing technology resources, launch pilot programs to train technology ambassadors, and expand access to technology training for MoCoNet subscribers to improve consumer technology knowledge and confidence.

- Leverage County Cable Montgomery (CCM) resources to provide communication over preferred platforms in formats and languages to reach more residents through the Cable Television Communications Plan, especially in communities that are not currently engaged with the County.

- Promote downtown Bethesda as a destination for the arts, as designated by the State Arts and Entertainment District, by application of the Bethesda Urban District. Programmed events include the Local Writer Showcase, Bernard/Ebb Songwriting Awards, Bethesda Fine Arts Festival, and the Summer Concert Series.

- Pair free swim lessons, skateboarding, bike safety, and rock climbing instruction at the Long Branch, Plum Gar, White Oak, and Upper County Community Centers.

- Fund a program to introduce fire fighting and rescue as a career pathway to teenage girls. "Fire Fit - Fire Smart", a partnership of the Department of Recreation, Montgomery County Fire and Rescue, and the University of Maryland Nutrition Extension program, provides fitness and wellness activities, fire safety, and nutrition education.

- Leverage caption encoders with Artificial Intelligence (AI) technology to improve the quality of multilingual captioning for County Cable Montgomery live and video on-demand programming. The encoders provide multi-lingual captioning support. AI technology enables customized machine learning of County specific names, terms, and phrases to improve captioning accuracy.

- Increase career pathways participation in a three-year research project with the American Camp Association, for careers related to camping and recreation.

A Growing Economy...

- Install facility improvements in Bethesda parking facilities to include payment system upgrades, machine locations, and replacement of signs.

- Plan for permanent use of the Bethesda Streetery/Bethesda Urban Partnership, in collaboration with the Montgomery County Department of Transportation, the Department of Permitting Services, and the Maryland-National Capital Park and Planning Commission. The design proposes creating a "public activity corridor" with distinct areas for special use such as a children's play area, live music, dining, and special events which will improve the use of this public space and increase economic development.

- Add funding for the Business Advancement Team in support of the Montgomery Business Community to increase communication and support to businesses throughout the County looking for assistance and guidance in their efforts to start, sustain, and grow their businesses.

- Support collaborative efforts of the Silver Spring Urban District, Montgomery County Department of Transportation, and the State to minimize business and quality of life disruptions due to the Purple Line construction. Work closely to support business operations and to provide substantive information that guides pedestrian and vehicular safety efforts.

- Promote and pursue partnership opportunities with local businesses by the Silver Spring Urban District for the Silver Spring Summer Concerts, the Silver Spring Jazz Festival, Taste the World Fenton Village, and the Montgomery County Thanksgiving Day Parade. Pursue promotional events in collaboration with the

District of Columbia on the National Cherry Blossom Festival.

- Increase opportunities for community events and outdoor recreation with the opening of the Marian Fryar Performing Arts Plaza in downtown Wheaton. The Wheaton Urban District, in partnership with the Community Use of Public Facilities, foresee an increase in economic development as programming increases for the Performing Arts Plaza.

- Advance work on public-private partnerships and other projects to include childcare at the former Silver Spring Library, conversion of the former Recreation headquarters property to an affordable housing development through a public-private partnership, redevelopment of the former Public Safety Training Academy, identification of a site for the Wheaton Arts and Cultural Facility, evaluation of properties for future transitional housing development, and relocation of the Montgomery County Public School Shady Grove Bus Depot.

- Continue support for Worksource Montgomery programs to provide job coaching and placement services to County residents and expand career paths and opportunities for all citizens.

- Create jobs in small businesses through the Small Business Plus! Program, which began with $10 million from several local community banks in 2012, expanding to approximately $50 million as of December 31, 2020. The program has generated over $3.4 million in interest income and created an estimated 2,972 jobs.

- Resolve systematic issues that stymie business development by building stronger relationships with industry, State, and local entities through appointment of a Development Ombudsman in December 2021.

A Greener County...

- Support a sustained and resilient local food supply and provide more nutritious and culturally diverse produce to residents who experience hunger. Montgomery County's Farm to Food Bank program, a partnership between the Montgomery County Food Security Task Force, the Department of Health and Human Services, Manna Food Center, the Montgomery County Food Council, the Montgomery County Office of Agriculture, and the Greater Washington Community Foundation - has collectively invested and committed over $630,000 toward this effort. Since July 2020, over 112,235 pounds of fresh, locally produced food has been purchased or donated to over 30 food assistance providers, providing over 90,000 meals for the Montgomery County community.

- Create a position for a Climate Change Officer to lead the work to equitably meet

the County's greenhouse gas reduction goals and increase resilience in the face of climate hazards.

- Expand the zero-emission vehicle replacement program with new expenditures to support the planned replacement of the County's fleet vehicles with zero-emission alternatives where feasible, including the purchase of the County's first heavy-duty electric truck to be delivered summer 2022.

- Purchase a zero-emission vehicle in all cases where a suitable vehicle is available on the market for replacement of an end-of-life vehicle. The County is on target to achieve the fleet vehicle emissions targets specified in the Climate Action Plan.

- Increase staffing to address flooding Countywide, including a general flood program manager and a mapping specialist. Amend the Capital Improvements Program (CIP) to create a new Flood Control Study project to investigate sub-watershed-level flooding solutions.

- Implement a Save-as-You-Throw pilot program to gauge the feasibility of a program in Montgomery County. The goal is to increase the material sent for recycling rather than refuse disposal.

- Reconfigure refuse collection routes in service areas of new residential construction to re-balance work hours and work loads.

- Guide placement of new stormwater management facilities and structures using a social justice lens to ensure that water quality improvements are installed in an equitable manner.

- Expand the commercial food scraps recycling program and recruit additional large-scale commercial generators of food scraps. Additionally, expand the single-family residential food scraps collection pilot started in FY22 to include an additional 1,700 homes in FY23 added to the initial 1,700 homes already participating in the curbside pilot.

- Provide funding and positions to implement a Building Energy Performance Standards program to improve energy efficiency and reduce the greenhouse gas emissions (GGE) from buildings, one of the largest emitters of GGE in the County. This is a cutting edge initiative on which Montgomery County is leading the way.

- Enhance tree maintenance to address backlogs in removing diseased trees, tree planting, and stump grinding to improve Montgomery County's urban forest health. Remove 224 additional street trees and 505 additional stumps to create suitable sites to maximize canopy efforts and foster the planting of 617 additional trees.

- Expand on-farm composting opportunities by increasing the footprint for the composting area without a permit from the Maryland Department of the

Environment (MDE).

- Improve the processing efficiency at the composting facility by using software that maximizes compost process efficiency. A new Load Scan system increases the availability of Leafgro (compost sold by the County from yard trim collected from single-family homes throughout the County) by creating accurate load measurement for bulk shipments.

- Initiate a zero-emission bus fleet transition study to develop concrete strategies to transform the Ride On fleet and achieve the zero-emission fleet targets and greenhouse gas reduction goals outlined in the County's Climate Action Plan. The plan will also contain a program of requirements for a new zero-emission bus operations and maintenance facility.

- Increase compliance with regulations at the Transfer Station by careful inspection of trash loads to prohibit disposing of recyclable materials as trash. Contractors and County staff who oversee operations continue to increase safety and compliance at the facility, and to use due diligence while inspecting trash loads for recyclable materials.

- Initiate enhanced inspection and maintenance of stream restoration and best management practices required under the newly-issued MS-4 Permit.

- Increase energy efficiency and work toward the goals of the Climate Action Plan by development of a Combined Heat & Power plant with the Martin Luther King Jr. Swim Center renovation; completion of 20 LED lighting projects; expansion of public electric vehicle charging station installation to all County facilities; expansion of a Monitoring Based Pilot to reduce energy consumption by 3 million kWh annually; and, completion of the 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.

- Purchase solar-powered charging stations to support electric vehicles at County facilities.

- Increase Bikeshare maintenance to extend the life of stations by replacing obsolete ecoboards. Ecoboards serve as the operational intelligence of each bikeshare station.

- Deliver Leafgro to table food farmers in the Sugarloaf Citizens Association that are working with the County to improve soil health, in smaller 20-yard dump trucks. This requires amending the Association's agreement with the County.



Easier Commutes...

- Improve the affordability of transit service in the County by reducing fares on all Ride On routes by one half, bringing the cost of most Ride On trips to $1.00. Following the suspension of fare collection during the COVID-19 pandemic, a fare equity study showed that a $1.00 fare would provide the best balance of benefits and costs. This is simple to communicate and implement as well as flexible for future changes to the larger regional fare system.

- Provide performance information to Ride On ridership through an electronic dashboard on the Department of Transportation's web site that includes information on total ridership, weekday/Saturday/Sunday ridership, on-time performance, missed trip rate, and complaint rate.

- Restore Ride On service and Call-N-Ride to pre-pandemic levels.

- Enhance transit service delivery through a series of system-wide changes to be recommended in the Ride On Reimagined study. This study will address County priorities to improve racial equity, address climate change challenges, examine the entire existing and planned transit system, and use data analysis and community engagement to guide the future direction of Ride On. County residents, transit passengers, advocacy groups, community leaders, and other stakeholders will participate in the development of policy recommendations and implementation strategies.

- Increase the number of traffic signals evaluated per year in the Department of Transportation Traffic Signal Optimization program to reduce vehicle delays and traffic congestion caused by inadequate signal timing. This will allow the County to move away from a 12 to 14 year review cycle to a four-to-six-year review cycle, nearing the industry standard of three to five years.

- Support the County's goal of a zero-emission bus fleet through the development of a multi-year Request for Proposals (RFP) to purchase electric buses to be located at the Brookville Bus Depot in Silver Spring. Up to 70 electric buses at this location will be supported by a solar microgrid charging facility.

- Examine current Ride On bus operator training practices and procedures and compare to industry best practices, with the goal of improving bus operator training and safety both in the field and in the classroom, and to promote a transit safety culture for bus operators and passengers.

- Improve transportation services toward elimination of barriers to residents who are disabled, seniors, and individuals with limited incomes. Goals include the increase of subsidies for wheelchair accessible taxicabs, expansion of the Call-N-Ride program, grants to nonprofit transportation service partners, implementation of a Passenger Assistance Safety and Sensitivity training program for taxi drivers, and support of initiatives by other County government departments, including a new zero-emission bus for the Department of Recreation to provide direct transportation to and from

the County's senior centers.

- Advocate for alternatives to driving through initiation of the TravelSmart Ambassador Program. Through targeted outreach, the initiative focuses on education of underserved and vulnerable populations on transportation options for all types of trips, non-native English speakers, seniors, people with disabilities, residents new to the area, and suburban residents who are unaware of the myriad non-driving options. Implementation of this program is consistent with Climate Action Plan goals to double the use of transit and active transportation by 2035 while capitalizing on the substantial investment in existing, new, and future transportation options such as Ride On, bus rapid transit (BRT), the Purple Line, and robust pedestrian and bike infrastructure.

- Reduce greenhouse gas emissions from the transportation sector by promoting the use of public transit and other alternatives to driving alone. As outlined in the Climate Action Plan, the County will use Transportation Demand Management (TDM) programs to increase direct assistance to businesses and their employees, and to residents of multi-unit buildings. Other TDM expansions include installation of parking corrals for e-scooters and e-bikes, more adult cycling classes, and a web portal to facilitate developer compliance with NextGen TDM requirements.

An Affordable, Welcoming County for a Lifetime...

- Allocate $2 million from existing resources to explore, subject to the County's collective bargaining laws, a pilot program for down payment assistance to full-time career employees of Montgomery County and Montgomery County Public Schools to help make first time homebuying more affordable in the County.

- Increase funding for renovation of distressed housing, acquisition and preservation of affordable housing units, creation of housing for special needs residents, creation of mixed-income housing, and increase services to the "Building Neighborhoods to Call Home" and "Housing First" programs by the Department of Housing and Community Affairs. This is possible through nearly $100 million in investments in the Montgomery Housing Initiative Fund, the Affordable Housing Acquisition and Preservation project, and the Affordable Housing Opportunity Fund.

- Launch the Affordable Housing Opportunity Fund to provide capital for acquisition and preservation of at-risk affordable housing through public/private investment in development projects with affordable housing developers.

- Implement a web-based affordable housing search application "Rental Marketplace" and a portal for applicants for Moderately Priced Dwelling Units (MPDU) for access to information and services. On Rental Marketplace, rental properties can be

identified by rent levels. The MPDU Portal provides secure registration, document submission, training, and processing of applications.

- Dedicate one-time funding of $40 million for creation of the Preservation of Naturally Occurring Affordable Housing Fund, to support acquisition and preservation of at-risk currently naturally occurring affordable housing (NOAH), including units along the Purple Line and other County transit corridors.

- Add a permanent Legal Services Program Manager II position to coordinate Newcomers legal services and other legal services for immigrants. These services have been consolidated into the Community Engagement Cluster.

- Preserve and produce affordable housing by underwriting loans. One senior and four family projects have already been identified for potential funding in FY23 that will preserve or produce a total of 815 units, including 317 affordable units.

- Expand communication and outreach by the Translation Unit of the Office of Community Partnerships to include materials in the top six spoken languages in the County (Spanish, Chinese, Korean, French, Amharic, and Vietnamese).

- Provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and prevention of homelessness through continuing participation in Federal grants such as the HOME Investment Partnership Grant, Community Development Block Grant, and the Emergency Solutions Grant.

- Recommend funding for an Investigator III Position for the Landlord-Tenant Mediation Program to support increasing demand for tenant services and for two positions in the Common Ownership Community Program to enhance staffing capacity, restructure program operations, and provide more effective and efficient service delivery.

- Provide financial literacy seminars and rental assistance programs to housing residents in areas with high eviction rates, by the Department of Housing and Community Affairs in collaboration with Health and Human Services (HHS), and the Housing Opportunities Commission (HOC)

Safe Neighborhoods...

- Expand the Un-Manned Aircraft Systems program for the Office of Emergency Management and Homeland Security, through regular training and licensure of two additional pilots, for deployment for damage assessment events to support public safety agencies.

- Identify roadway improvements that can enhance pedestrian safety, operational safety, and safety in and around school buses that stop on roadways to board and debark students. Provide ten School Bus Citations and Infrastructure Analysis studies per year to reduce the number of traffic citations issued at Montgomery County Public Schools' bus stops, particularly where there is no physical separation of opposing traffic lanes, where more than 1,000 citations per year are issued.

- Provide $800,000 in security grants to non-profit organizations that have experienced or are at greater risk for experiencing hate crimes.

- Relaunch the Bakery Program in the Department of Correction and Rehabilitation to support workforce development and provide inmates with an opportunity to earn a food service certificate and gain practical food preparation skills.

- Add resources for crime deterrence and crime solving in the Silver Spring Central Business District with the development of a license plate reader and security camera deployment plan.

- Add two Assistant State's Attorney positions to support the Circuit Court Prosecution Unit.

- Add a police officer and a civilian administrative support position to the Montgomery County Police Department Recruitment Unit to improve recruitment efforts and to attract the best talent to Montgomery County's police force.

- Support Mobile Crisis and Outreach Teams (MCOTs) civilian response to behavioral health crisis events, by the Department of Health and Human Services, with approval for a Common Triage and Dispatch Protocol that specifies criteria by which the MCOTs respond without police presence. Add peer support specialists to the MCOTs, so instead of two clinicians responding, a peer support specialist is paired with a clinician; thereby, enhancing the number of clients that may be served.

- Fund the purchase of two electric perimeter security vehicles for the Department of Correction and Rehabilitation to replace gasoline-powered vehicles for which constant use at very low speeds is not optimal.

- Add an Emergency Medical Service Duty Officer position to enhance advanced life support field supervision; add a permanent Emergency Medical Service System Capacity Officer to the Montgomery County Fire and Rescue Service to coordinate patient transport to hospitals and balance emergency department loads. This enhancement is expected to assist in reducing hospital drop times and increase EMS transport availability.

- Establish a network of automated weather and environmental monitoring stations, by the Office of Emergency Management and Homeland Security in coordination with the Maryland Department of Emergency Management, to observe mesoscale

meteorological phenomena, such as dry lines, squall lines, and sea breezes.

- Increase the capacity of the Mobile Integrated Health program by adding two paramedics to support the existing social worker and registered nurse on home visits, complement the County's Mobile Crisis Team, and enhance other public health efforts, assist with emergency room diversion options, and better address the needs of frequent 911 callers.

- Launch the Police Accountability Board and the Administrative Charging Committee which reviews police data, investigates disciplinary infractions, and provides administrative rulings on findings of police misconduct.

- Add three civilian staff to the Montgomery County Police Department to collect and compile information as part of a public information query. This ensures the availability of resources for Police to respond to requests for public information through the Maryland Public Information Act.

- Add a psychologist in the Office of Human Resources to provide mental health assessments to sworn Montgomery County Police Department and Sheriff Office staff.

- Add two sworn staff to the Montgomery County Police Department for internal, random review of police video recordings for assessment of compliance with Police policies and procedures.

- Implement the requirements of Bill 18-21, Police - Internal Affairs - Procedures and Reporting Requirements, by funding 300 body-worn cameras to comply with the stipulation that each uniformed officer must be provided with a recording device.

- Purchase non-lethal pepper-ball guns, with funding for the Montgomery County Police Department, to be used to subdue a suspect without use of deadly force.

- Create a Community Crisis Intervention Team, by agreement between the Montgomery County Police Department, Rockville Police Department, and the Department of Health and Human Services, to respond to public safety situations involving individuals that are mentally ill, developmentally disabled, or experiencing trauma.

- Provide an additional therapist and administrative staff to expand mental health services and add contract resources for Fire and Rescue Occupational Medical Services to support Fire and Rescue Service personnel.

- Launched alternative care options for low acuity patients including safe treatment in place via telehealth consult and transport to an urgent care center in lieu of an emergency department. These alternatives provide improved care efficiency for the patient, decrease Fire and Rescue Service transport unit cycle times, making more

units available for emergencies, and reduce volume in local emergency departments.

- Improve effectiveness of Police response, in coordination with the Department of Health and Human Services, to individuals experiencing a mental health crisis by increasing the number of officers that receive crisis intervention training, at the initiation of the Community Resources Bureau.

- Establish an additional Adult Protective Services (APS) team, by the Department of Health and Human Services, to enhance the County's capacity to meet State mandated requirements for immediate investigation of reports of abuse, neglect, and exploitation of adults. Continued mandated reporting by fiduciary institutions, increased awareness of abuse in the community, and the growing number of older County residents has resulted in steady growth of allegations of financial exploitation which require investigation.

- Launch the Family Violence Prevention Campaign through the Family Justice Center in collaboration with partner agencies and stakeholders. Dangers of family violence have been magnified during the pandemic, due to its associated lockdowns and the transition to virtual public and work interactions. The campaign message "Do You Feel Unsafe at Home?" is available in English and Spanish on all printed material and in French, Mandarin, Amharic, Korean, Swahili, Igbo, Arabic, Tagalog, Russian, Urdu, Hindi, Vietnamese, Farsi and Portuguese through electronic messaging. This fiscal year the Domestic Violence Coordinating Council will distribute over 48,000 awareness cards throughout the County.

- Launch a Training Institute in the Family Justice Center for instruction on Domestic Violence Dynamics, Domestic Violence in the Workplace, How to Talk to Children About Dating Violence, and Bystander Intervention. The Training Institute will be available to the general public and to Montgomery County employees.

Effective, Sustainable Government...

- Provide a six percent inflationary adjustment to non-profit provider contracts across County government to enable the non-profit partners to continue to provide vital services to County residents in the midst of rising costs.

- Montgomery County received the following National Association of Counties (NACo) Achievement Awards in 2021:

  - ABS Retail COVID Emergency Preplanning
  - Appointment Scheduling for Montgomery County Recreation

- Bethesda Facility Improvements
- Books @ Food Sites: Keeping Students Reading during COVID-19
- Bridging the Rural-Urban Digital Divide
- Bringing Programs to Residents' Homes: Virtual Programming@ MCPL during COVID-19
- COVID Corps - Best in Category
- COVID-19 Enforcement/Education Safety Alliance Team (CEESAAT)
- COVID-19 Outdoor Dining
- Curbside Mystery Shopper
- Curbside Recycle Right Program
- DPO Violation E-Notification and Response System
- EMS Patient Surveys
- Engage@HOME - YouTube Channel
- ESD Public Maintenance Program
- Essential Service Plan - Pandemic 2020
- Holds to Go: Contactless Pickup Service During the Pandemic
- Improving Customer and Staff Experience through Technology Modernizations at the Montgomery County Transfer Station
- Maryland Spirits Month
- MC311 Telework Program
- MC-CERT Virtual Emergency Response Team Program
- Mental Health Resources for Public Safety Employees
- Montgomery County 311 Customer Service Improvements
- Montgomery County Family Violence Awareness Campaign
- Montgomery Energy Connection and Alcohol Beverage Services: Partnership on the LED & Libations Campaign
- MPDU Application Portal
- OHR COVID-19 Response Management System
- Pandemic Response Management
- Parking Program Adjustments due to Covid-19
- Property Tax Transfer and Recordation Aggregator
- Rec Room
- REC ZIPP
- Senior Meals
- Senior Planet Montgomery Home Edition - Best in Category
- Viral Leave-At-Home Program
- Virtual Seminars
- Watershed Restoration Suitability Model/Mapping Tool and Equity Assessment

Mapping Tool

- Wheaton Revitalization Project

- Provide funding to the Partnership Fund of the Office of Human Rights to provide partial compensation for property damage to victims of racial, ethnic, religion, sexual orientation and disability based hate/violence. The Partnership Fund's goals are to demonstrate community support for the victims and ease the financial consequences of such violence.

- Distributed over 800,000 COVID rapid test kits and over 1 million N95 masks to the public from 19 library branch locations, by the Department of Libraries in partnership with the Department of Health and Human Services, Office of Emergency Management and Homeland Security, Department of General Services, and the Office of the County Executive.

- Continue to enhance collaboration, by the Office of Intergovernmental Affairs, with the County Executive, County Council, County departments, independent agencies (Montgomery County Public Schools, Washington Suburban Sanitary Commission, Maryland-National Capital Park and Planning Commission, Montgomery College, Revenue Authority, and Housing Opportunities Commission), and the County's various Boards, Committees, and Commission to enhance: (1) the process for developing Federal and State priorities to maximize opportunities; and (2) Federal and State advocacy efforts regarding legal, legislative, fiscal and regulatory matters.

- Expand Minority, Female, and Disabled-Owned Business (MFD) certification to include acceptance of Veteran's Affair's (VA) Service Disabled Veteran-owned Businesses.

- Utilize an online application system for COVID-19 rent relief and virtual intake for housing stabilization services enabling clients to access services from their home. By allowing for centralized case assignments versus by office availability, the program has so far processed over 11,000 rent relief applications, resulting in the prevention of evictions for over 5,400 households along with $55 million in direct rent relief assistance.

- Provide funding for six new term MC311 positions to increase the productivity of Call Center operations.

- Created a useful Frequently-Asked-Questions (FAQ) section for public election fund-related queries by members of the public, media and candidates through the Office of Consumer Protection's Public Election Fund Liaison function.

- Continue the process of targeting underutilized County vehicles to eliminate from the fleet, producing savings via reduced replacement and maintenance costs to accelerate the County's transition to zero-emissions in compliance with the goals of

the Climate Action Plan.

- Provide support, by the Office of Emergency Management and Homeland Security, to the County's COVID-19 vaccination clinics through management of logistics such as signage, traffic control and shuttle transportation and coordinate with the Department of Health and Human Services to develop the County's Test to Stay protocols for non-public schools in line with Maryland Department of Health guidance.

- Implement customer service process, technology, and performance measurement improvement through the County Executive's initiation of a cross-departmental project to improve the customer experience and better serve County residents in the delivery of County services.

- Develop a mechanism to track savings and improvements identified through Office of Inspector General audits, investigations, and referrals, and a follow-up system for management to report on actual savings and improvements.

- Improve fleet maintenance facilities, by the Department of General Services, Division of Fleet Management Services, by replacement of old shop lifts with hybrid electric units that utilize regenerative battery power, development of a contactless parts delivery process to avoid the spread of COVID-19, and the installation of air/noise/light pollution sensors around the perimeter of the Brookville Maintenance Facility to monitor environmental impacts of bus and shop operations.

- Expand cybersecurity capabilities to combat increased threats to information security. Areas of expansion include improved information security risk management assessments and procedures, deployment of next-generation endpoint (e.g., desktops, servers, laptops, and mobile devices), advanced threat prevention/response, and simulated cyber-attacks to help protect County data and systems.

- Provide a central call center with internal end-to-end assistance by the Department of Health and Human Services to connect residents to frequently requested services and programs. The Call Center will be staffed by a team of highly trained, bilingual Customer Service Representatives, who possess knowledge of resources provided by community partners. An Internal Call Center will enable residents to access DHHS' services and resources in a fast and efficient manner.

- Open disaster programs for eligible residents, by the Office of Emergency Management and Homeland Security in coordination with the Maryland Department of Housing and Community Development, including the Maryland Business Recovery Loan Program, Maryland Disaster Housing Assistance Program, and Maryland Disaster Relief Housing Program.

- Implement outreach programs to educate County employees on how to help the

Office of the Inspector General fight fraud, waste and abuse, and improve the effectiveness and efficiency of the programs and operations of the County government and independent County agencies.

- Partner Innovation Team service designers worked with County departments to make online 311 information more clear, improve job ad language to reduce gender bias in hiring, map Board of Elections processes for transparency and streamlining, reduce administrative burdens in police recruitment, launch the public election fund, and engage residents in visioning for the future of libraries.

- Provide 20,000 laptop computers to County residents who lack access to an internet connected device, by the Department of Libraries, through an $8 million grant award by the American Rescue Plan Act (ARPA) Emergency Connectivity Funds, in partnership with Technology and Enterprise Business Solutions.

- Add a van to the Department of Libraries with a $100,000 grant award from the State of Maryland through the American Rescue Plan Act (ARPA) for delivery of library resources and services to under-served communities.

- Increase fair housing practices by housing providers, realtors, rental agents, and real estate professionals through sponsorship of a Fair Housing Summit with a focus on local, State, and Federal fair housing laws and the historic discriminatory practices by government policies and practices that influence discriminatory behavior today.

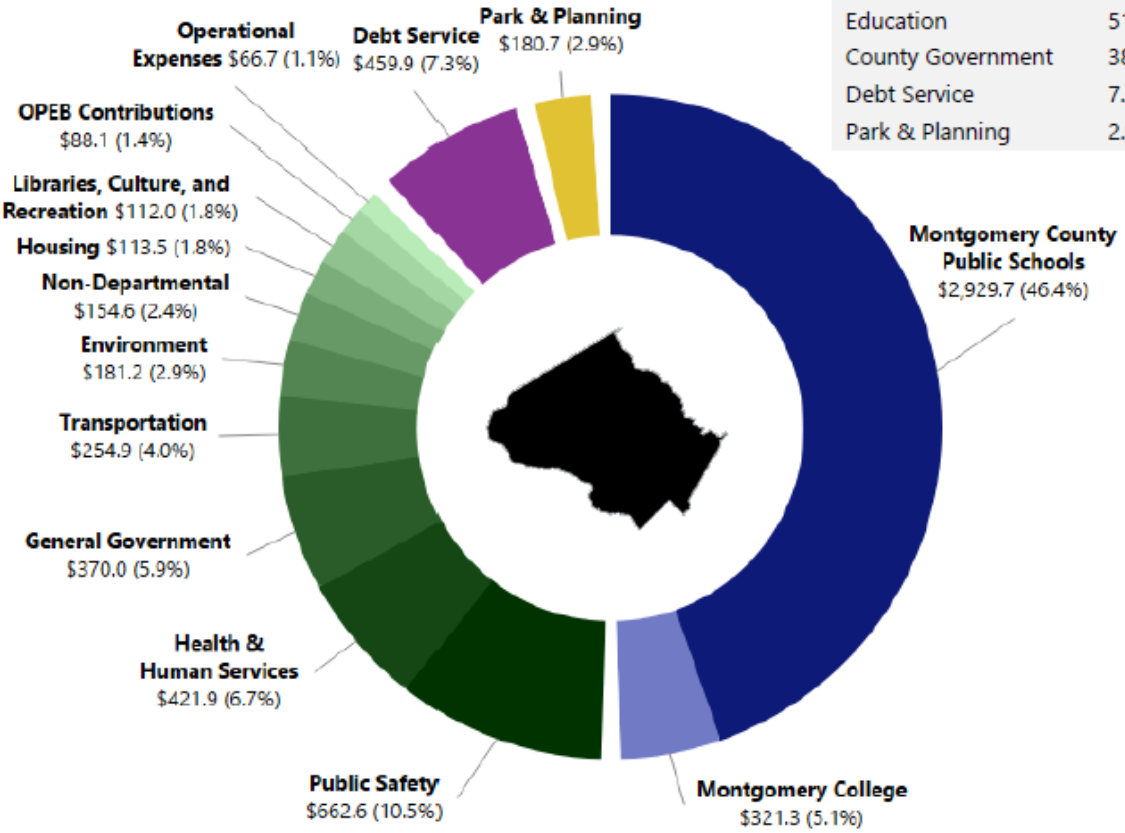
- Examine use of garage rooftops of the Department of Transportation Parking District Services' facilities for installation of solar photovoltaic energy systems for providing discounted electricity to lower and moderate income communities, as well as to County-owned facilities.

Funding the Budget...

- Recommend a total County budget from all sources for all County agencies of $6,316,820,779 which is $339.3 million or 5.7 percent more than the FY22 budget.
- Recommend tax-supported funding for the Montgomery County Government of $2,885,198,717 (including debt service and OPEB funding).
- Recommend tax-supported funding for the Montgomery County Government of $1,864,254,175 an increase of 7.9% percent (excluding debt service).
- Funding for Montgomery County Public Schools will increase $84.8 million or 4.8 percent. Within this total, the County contribution is $117.4 million over maintenance of effort.
- Funding for Montgomery College's FY23 Recommended Operating Budget totals $321.3 million, including $3.3 million for an East County Education Center.
- Recommend tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $10,213,287 or 6.8 percent from FY22 (including debt service and OPEB funding).
- Fund the WSSC Water's FY23 operating and capital budgets with a 6.5 percent water and sewer rate increase in accordance with the Spending Affordability Guidelines adopted by Council.
- 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 FY22, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

WHERE THE MONEY GOES

Expenditures by Function (millions)



Expenditure Categories	
Education	51.5%
County Government	38.4%
Debt Service	7.3%
Park & Planning	2.9%

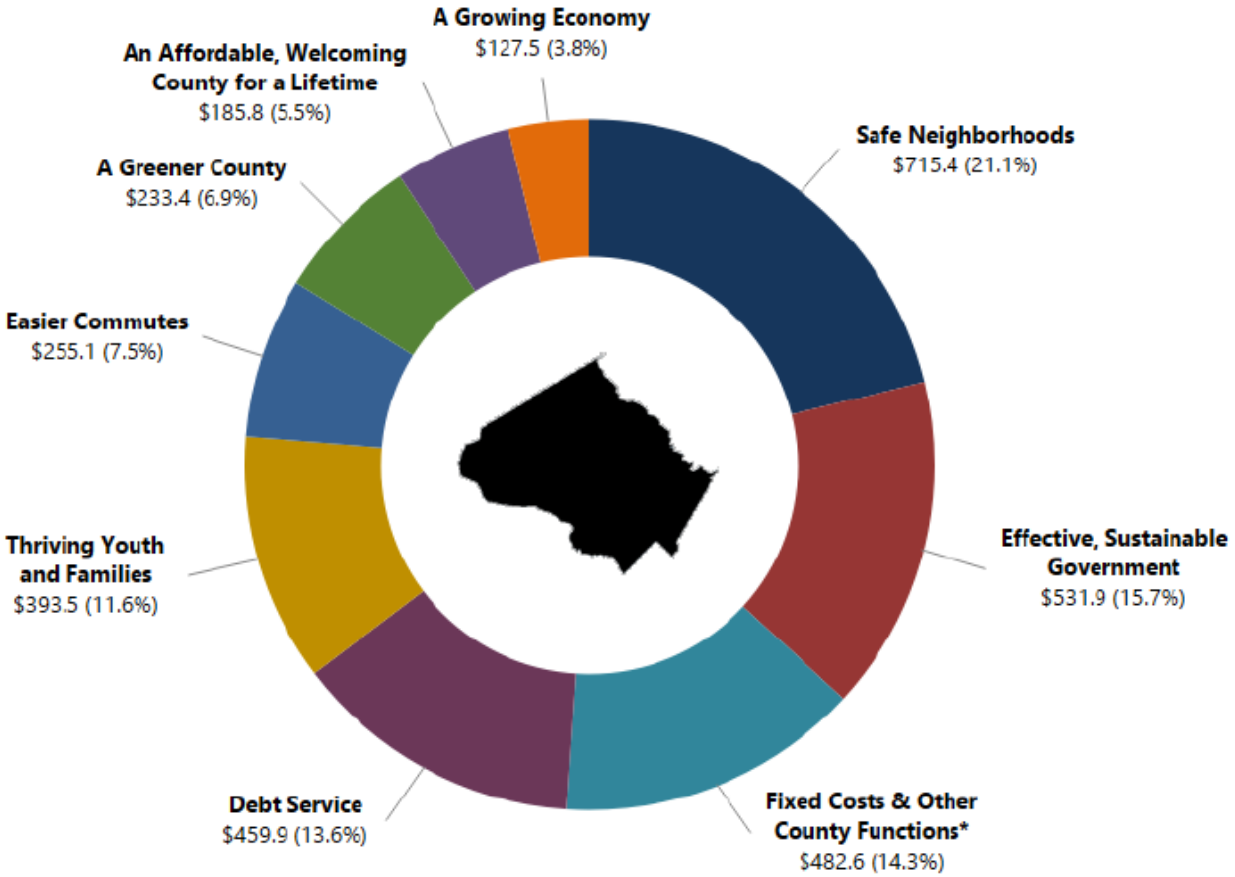
How a Dollar of Taxes is Spent



NOTE: Expenditures by Function chart includes funds from all sources; dollar bill chart includes only tax-supported funds.

WHERE THE MONEY GOES

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 **2021**
- **Current Year** - Fiscal Year **2022**
- **Next Year** - Fiscal Year **2023**

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.

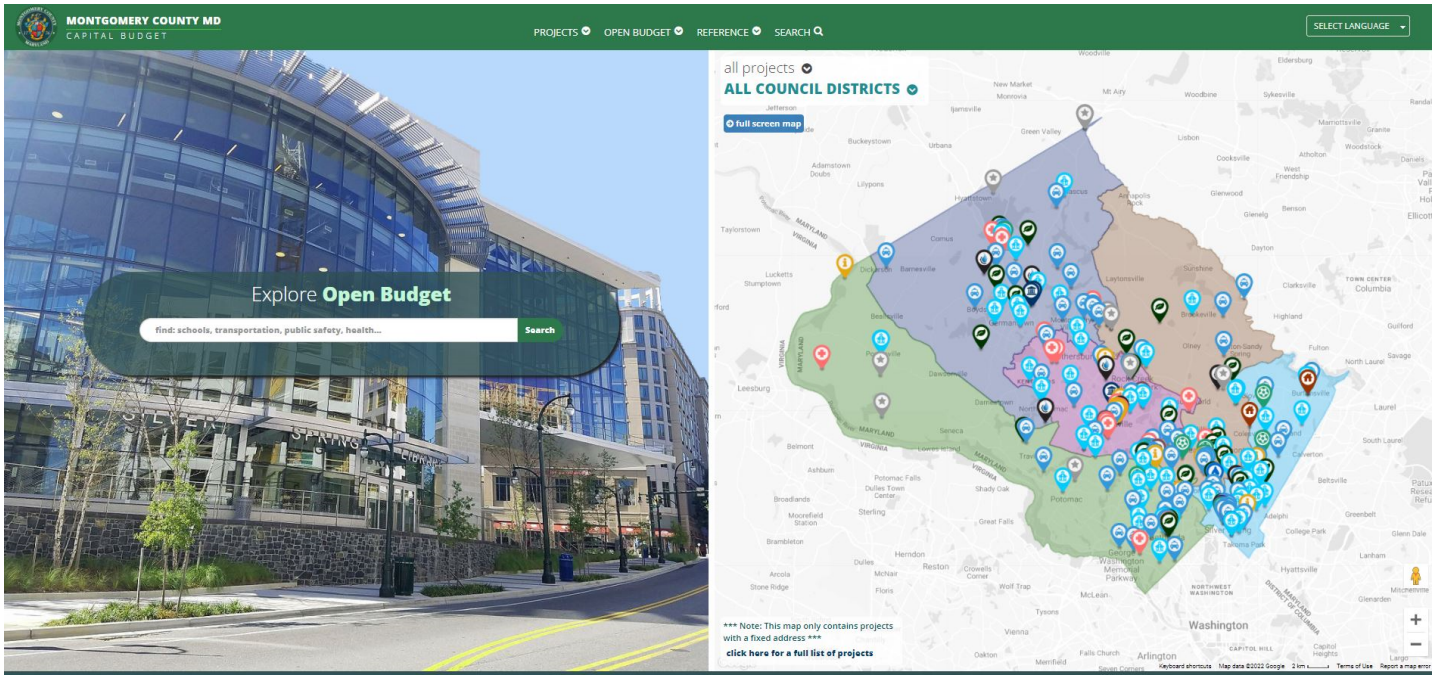
Capital Improvements Program (CIP)**

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 County 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; policy goals; 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.

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 FY22 figures and some of the FY23 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 budget (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.

Verb and Definition {Service Impact Changes}: A verb precedes each recommended crosswalk item. Through verb choice, service impacts are distinguished from other budget changes that are simply the result of cost increase or decreases (including other technical adjustments). The following verbs describe service impact changes:

- **Add** - New funding for services that presently do not exist
- **Enhance** - More funding for an existing service (delivery of more of the same 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)

Verb and Definition {No Service Impact Change}: A verb precedes each recommended crosswalk item. Through verb choice, service impacts are distinguished from other budget changes that are simply the result of cost increase or decreases (including other technical adjustments). The following verbs describe other service adjustment with no service impact change:

- **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; the transfer of service delivery and attendant costs to another program within the same department; or the 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 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, the governing board of each agency and the Executive must also specify how, if necessary, they would reduce the budget request to comply with the Council adopted budget allocation.

The Charter requires the Council to approve the Operating and Capital Budgets by June 1. An aggregate operating budget which exceeds the spending affordability guideline 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. Section 305 was amended in the November 2020 election to prohibit the County Council from adopting a tax rate on real property that exceeds the tax rate on real property approved for the previous year. This amendment replaces the previous property tax limit, which required an affirmative vote of all current Councilmembers to levy a tax on real property that would produce total revenue that exceeded the total revenue produced by the tax on real property in the preceding fiscal year plus any increase in the Consumer Price Index (CPI-U for the Washington Metropolitan Statistical Area). The previous property tax limit exempted real property tax revenue derived from (1) newly constructed property; (2) newly rezoned property; (3) certain property assessed differently under State law; (4) property that had undergone a change in use; and (5) property in a development tax district to provide funding for capital improvements.

Operating Budget Forums

The Executive sponsors budget 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, advocate for funds that impact their community, as well as learn about the County's operating budget and get answers to their questions. During the FY23 operating budget development season, the County Executive conducted an historic operating budget forum - the first forum to be conducted in Spanish, making these forums more accessible and interactive. It was a historic moment for residents in Montgomery County.

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 FY23 operating budget development season, the County continued investing in efforts to normalize, organize, and operationalize for racial equity and social justice. The Office of Racial Equity and Social Justice's Director participated in the budget review discussions to ensure that a racial equity lens was applied in the process and to support the attainment of the County's goals.

The Office of Racial Equity and Social Justice developed the Operating Budget Equity Tool (BET), training, and guidance manual based on engagement with peer jurisdictions and research about leading practices in the development of racial equity

tools. The tool was incorporated into The Office of Management and Budget's oversight of the budget process. The goal of the BET was to bring attention to racial inequities before budget decisions are made and allocate resources in ways that contribute to reducing and ultimately eliminating racial inequities in the County. Departments were asked to:

- Explain how the department's budget allocations (including requests, reallocations, and reductions) advances racial equity in the County, reduces, or eliminate disparities, and improves outcomes for communities of color and low-income communities.
    - Departments were encouraged to clearly state the commitment that the department is making to advance equity in the County, such as staff hours to training, building capacity to engage with marginalized communities, designating an equity lead, collecting, and disaggregating racial equity data, purchasing GIS software, and engaging directly with marginalized communities.
- Explain whether and how programs considered racial/ethnic disparities and/or disproportionalities in its outcomes (including quantitative data and qualitative data that was collected and analyzed)
- Describe what insights the data provided and how the program proposal (budget submission) seeks to address the identified inequities
- Identify community residents that will potentially benefit the most or potentially be burdened the most from the program proposal (budget submission)
- Describe the potential disproportionate effects on communities of color and low-income communities as a result of the program or the initiative and how those effects will be mitigated
- Explain how the program proposal builds capacity to engage with marginalized communities.

The Office of Racial Equity and Social Justice will continue its forward momentum in the following activities:

- conduct Racial Equity Impact Assessments of supplemental and special appropriation requests;
- 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
- build capacity across departments to disaggregate data by race and ethnicity; develop metrics to measure the success of County government programs, short-term and long-term goals.

See Chapter 40 for a discussion on the Office of Racial Equity and Social Justice. See Chapter 74 for a discussion of the County's initiatives related to racial equity and social justice.

See the "Amending the Approved Operating and Capital Budgets" section below regarding racial equity and supplemental/special appropriation requests to operating budgets, capital budgets, and the capital improvements program.

Background

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 the 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 the 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.

Climate Change

During the FY23 capital budget development season, climate change was part of the discussion at the budget meetings with the Office of Management and Budget (OMB), departments, and the County Executive as recommendations were developed and before decisions were made.

As part of the budget development season, the Office of Management and Budget., the County's Climate Change Officer, and the Department of Environmental Protection provided assistance to departments in identifying climate-related budget needs. Departments were also asked to include the following in their budget submission:

- indicate the projects' impact on greenhouse gas emissions;
- identify how the project will increase the use or generation of renewable energy;
- identify aspects of the project that will help the County withstand future impacts of climate change (e.g., high heat days, severe storms, flooding, and high winds);
- indicate if the project is pursuing or has earned a green building certification (e.g., International Green Construction Code (which includes a number of alternative compliance pathways, including LEED (Leadership, in Energy and Environmental Design); NDGS (National Green Building Standard); PHIUS+ (Passive House Institute US); BREEAM (Building Research Establishment Environmental Assessment Method); or Green Globes; and
- each department identify its Climate Change Ambassador who will 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.

Background

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 to 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(www.montgomerycountymd.gov/council). 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 reapprove the appropriation, as if it were an item in the annual budget.

Special appropriations 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 County Council 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.

In accordance with Bill 44-20, Racial Equity and Social Justice - Impact Statements - Advisory Committee Amendments, all supplemental/special appropriation requests include a Racial Equity Impact Assessment (REIA) by the Office of Racial Equity and Social Justice explaining how the appropriation advances racial equity and social justice.

Public Services Program (PSP)

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. Also, this approach 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.

As an integral part of this approach, policy goals help shape budget decisions:

- **Educational** Opportunities for all
- **Equity** and Advancing Social Justice
- **Economic** Development Across the County
- **Environmental** Sustainability to Fight Climate Change
- **Efficient** and Effective Public Services

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 Timeline

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

GOVERNMENT STRUCTURE

County Government Organization

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

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

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

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

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

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

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

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

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

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

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

GOVERNMENT ACCOUNTING METHODS AND FUNDS

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

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

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.

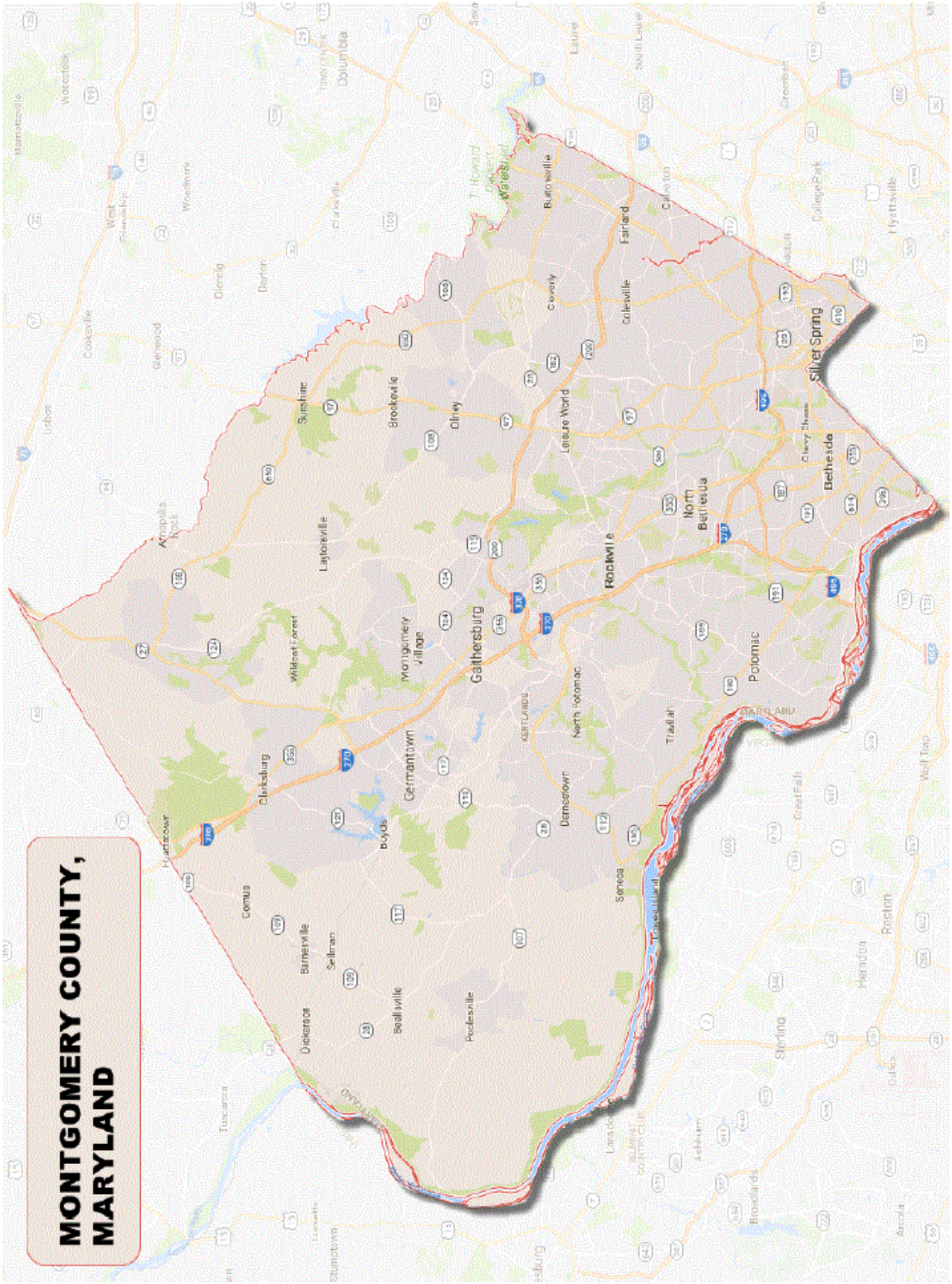
Restricted Donations Fund: accounts for donations and contributions received by the County that are restricted for use in specific County programs.

SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

	A CATEGORY	B FY22 CC Approved 5-27-21	C FY22 Estimate	D FY22 CC SAG 2-8-22	E FY23 CE Recommended 3-15-22	F FY23 % Chg App / Rec	G FY23 $ Chg App / Rec
1	Property Tax	1,884.7	1,900.0		1,951.4	3.5%	66.7
2	Income Tax	1,708.8	1,794.2		1,859.0	8.8%	150.2
3	Transfer/Recordation Tax	169.8	221.1		228.9	34.8%	59.1
4	Other Tax	244.4	259.5		266.6	9.1%	22.3
5	General State/Fed/Other Aid	1,017.7	1,001.6		1,042.4	2.4%	24.8
6	All Other Revenue	190.8	156.6		175.0	-8.3%	(15.8)
7	**Revenues**	**5,216.1**	**5,333.1**		**5,523.4**	**5.9%**	**307.2**
8	Net Transfers In (Out)	10.6	16.1		18.8	77.7%	8.2
9	Set Aside: Potential Supplementals	-	-		-	n/a	-
10	Set Aside: Other Claims	-	(0.4)		1.7	n/a	1.7
11	Beginning Reserve: Total	543.3	704.8		674.4	24.1%	131.1
11a	Revenue Stabilization Fund	403.8	444.6		513.5	27.2%	109.7
11b	Reserve: Undesignated	139.5	260.2		160.8	15.3%	21.4
12	**TOTAL RESOURCES**	**5,770.0**	**6,053.6**		**6,218.2**	**7.8%**	**448.2**
13	**APPROPRIATIONS**						
14	**Capital Budget:**						
15	CIP Current Revenue	(78.4)	(140.2)	(106.8)	(91.1)	16.2%	(12.7)
16	CIP PAYGO	(15.5)	(15.5)	(33.9)	(33.9)	118.7%	(18.4)
17	**Operating Budget:**						
18	MCPS	(2,551.6)	(2,514.5)	(2,558.4)	(2,739.7)	7.4%	(188.0)
19	College, Total	(265.5)	(245.6)		(274.8)	3.5%	(9.3)
20	Less College Tuition	68.0	57.6		56.1	-17.5%	(11.9)
21	College, Net	(197.4)	(188.0)	(193.6)	(218.6)	10.7%	(21.2)
22	County Government	(1,638.3)	(1,809.8)	(1,697.3)	(1,805.1)	10.2%	(166.9)
23	M-NCPPC	(141.1)	(141.1)	(146.2)	(149.4)	5.9%	(8.3)
24	Retiree Health Insurance Prefunding	(92.2)	(92.2)	(81.9)	(62.8)	-31.8%	29.3
24	Other: (Unallocated) / GAP	-	-		-	n/a	(0.0)
25	**Total Operating Budget:**	**(4,688.6)**	**(4,803.1)**		**(5,031.8)**	**7.3%**	**(343.2)**
26	**Debt Service:**						
27	All County Debt Service	(391.6)	(386.4)	(442.4)	(400.7)	2.3%	(9.0)
28	M-NCPPC Debt Service	(6.5)	(6.5)	-	(7.3)	13.4%	(0.9)
29	MCG Long Term Leases (b)	(29.3)	(27.7)	-	(34.5)	17.8%	(5.2)
30	**TOTAL APPROPRIATIONS**	**(5,209.9)**	**(5,379.2)**	**(5,260.5)**	**(5,599.3)**	**7.5%**	**(389.4)**
31	(incl. Capital, Operating & Debt Service)						
32	**Aggregate Operating Budget**	**(5,141.9)**	**(5,321.6)**	**(5,260.5)**	**(5,543.2)**	**7.8%**	**(401.3)**
33	(excludes College tuition)						
34	Revenue Stabilization Fund (new $s)	(27.5)	(68.9)		(3.0)	-89.2%	24.6
35	**Ending Reserve: Total**	**560.1**	**674.4**		**618.9**	**10.5%**	**58.8**
36a	Revenue Stabilization Fund	**431.3**	**513.5**		**516.5**	**19.8%**	**85.2**
36b	Ending Reserve: Designated	**-**	**-**		**-**	**n/a**	**-**
36c	Ending Reserve: Undesignated	**128.8**	**160.8**		**102.4**	**-20.5%**	**(26.4)**
37	**Maximum AOB without 6 votes**	**(5,122.1)**			**(5,355.8)**		
38	(Prior Year AOB + inflation as shown)	**0.72%**			**4.16%**		

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
Rockville
Gaithersburg
Germantown
Silver Spring
Bethesda
North Bethesda
Potomac
Clarksburg
Damascus
Olney
Brookeville
Sandy Spring
Ashton
Laytonsville
Wildcat Forest
Montgomery Village
Leisure World
Colesville
Fairland
Burtonsville
Cloverly
Sunshine
Comus
Barnesville
Sellman
Dickerson
Beallsville
Poolesville
Boyds
Seneca
Travilah
North Potomac
Glen Echo
Chevy Chase
College Park
Greenbelt
Laurel
Columbia
Woodstock
Marriottsville
Ellicott City
Clarksville
Woodbine
Glenwood
Damascus
Sykesville
Lisbon
West Friendship
Hyattsville
Takoma Park
Wheaton
Kensington
Aspen Hill
Olney
Rockville
Potomac
Great Falls
Reston
Herndon
Sterling
Dulles
Arcola
Broadlands
Ashburn
Lansdowne
Leesburg
Purcellville
Round Hill
Middleburg
Upperville
Paeonian Springs
Hillsboro
Waterford
Lovettsville
Hamilton
Purcellville
Bluemont
Aldie
Chantilly
Centreville
Manassas
Manassas Park
Gainesville
Haymarket
Nokesville
Bristow
Catharpin
Thoroughfare
Warrenton
Remington
Culpeper
Orange
Gordonsville
Louisa
Mineral
Fredericksburg
Spotsylvania
Stafford
Quantico
Dumfries
Woodbridge
Lorton
Fairfax
Vienna
Falls Church
Arlington
Alexandria
Annandale
Springfield
Burke
Centreville
Chantilly
Dulles
Sterling
Ashburn
Leesburg
Purcellville
Round Hill
Middleburg
Upperville
Paeonian Springs
Hillsboro
Waterford
Lovettsville
Hamilton
Bluemont
Aldie
Haymarket
Nokesville
Bristow
Catharpin
Thoroughfare
Warrenton
Remington
Culpeper
Orange
Gordonsville
Louisa
Mineral
Fredericksburg
Spotsylvania
Stafford
Quantico
Dumfries
Woodbridge
Lorton
Fairfax
Vienna
Falls Church
Arlington
Alexandria
Annandale
Springfield
Burke

MONTGOMERY COUNTY PUBLIC DOCUMENTS

ANNUAL BUDGETS AND GROWTH POLICY INFORMATION

DATE	ITEM	AVAILABILITY
January 15th (odd 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)
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)
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)
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)
August 1 (odd calendar years)	**PLANNING BOARD RECOMMENDED GROWTH POLICY - FINAL DRAFT**	Reference copies from M-NCPPC (301.495.4610)

ANNUAL FINANCIAL, ECONOMIC AND OTHER SOURCES OF INFORMATION

DATE	ITEM	AVAILABILITY
Late December	**COMPREHENSIVE ANNUAL FINANCIAL REPORT**	Reference copies at public libraries: Department of Finance (240.777.8822) 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 (240.777.8822) 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

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) (FULL) PROCESS TIMELINE

JUNE

Pre-Screening Process – Capital Budget Submissions (MCG Only)

SEPT

Capital Budget Submissions

OCT

CIP Spending Affordability Guidelines Adopted by County Council

NOV-DEC

Office of Management and Budget Review
County Executive Review

JAN 15

County Executive Transmits Recommended Capital Budget and Capital Improvements Program to County Council

JAN - FEB

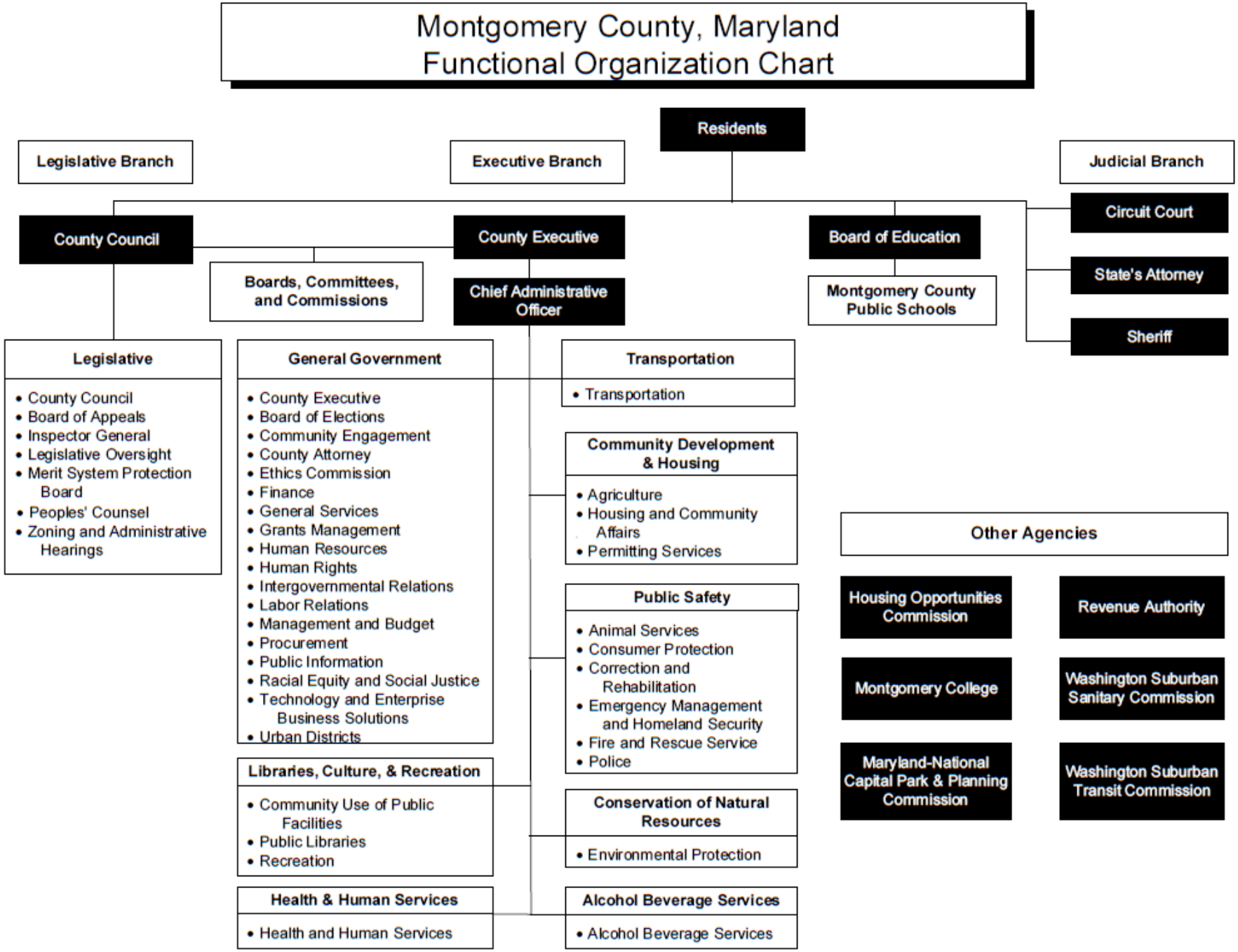
Council Review and Public Hearings

MAY

Council Final Action
Adopt Capital and Operating Budgets

JULY

Publish Approved Capital and Operating Budgets


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
• Peoples' Counsel
• Zoning and Administrative Hearings
General Government
• County Executive
• Board of Elections
• Community Engagement
• County Attorney
• Ethics Commission
• Finance
• General Services
• Grants Management
• Human Resources
• Human Rights
• Intergovernmental Relations
• Labor Relations
• Management and Budget
• Procurement
• Public Information
• Racial Equity and Social Justice
• Technology and Enterprise Business Solutions
• 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

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Fiscal Policy

INTRODUCTION

Definition and Purpose of Fiscal Policy

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

The budget process not only reflects those fiscal policies currently in force but is itself a major vehicle for determining and implementing such policies. The fiscal policy statements presented on the following pages are not static. They evolve as the economy and fiscal environment change and as the County'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 goal of a structurally balanced budget. Budgeted expenditures should not exceed projected recurring revenues plus recurring net transfers minus the mandatory contribution to the required 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, as defined in the Revenue Stabilization Fund law (Section 20-65, Montgomery County Code). The County had originally planned to achieve the 10 percent target by FY20, but the COVID pandemic negatively impacted reserves and the 10 percent target was not achieved until FY21.

On March 2, 2021, the County Council approved a revised Reserve and Select Fiscal Policies resolution (No. 19-753) to improve the County's long-term fiscal management. Regarding the use of budgeted reserves during economic recessions or national emergencies, the resolution states that the County Executive and County Council will collaboratively first identify targeted budget reductions that will minimize impact on the County's service delivery to reduce the need to use County Government Reserves. Following a decrease in County Government Reserves during an economic recession or national emergency, the County must replenish the Reserves to its policy goal within the following three fiscal years as outlined in the County's six-year fiscal plan. The County's replenishment plan should not defer all replenishment until the third year of the plan.

Use of One-Time Revenues

One-time revenues and revenues in excess of projections must be prioritized to meet the county's fiscal policy goals or budgeted as required by law. One-time revenues and revenues greater than projected that remain after any contribution required by law will be applied in the following order until the policy goal is met, or the resources are fully utilized: 1) Reserves to policy goal; 2) Retiree health benefits (OPEB) more than the annual actuarial pre-funding contribution and/or pension pre-funding more than the annual actuarial goal, if unfunded liabilities exist; and then 3) Other unfunded liabilities and/or other non-recurring expenditures and/or PAYGO for the CIP in excess of the County's targeted goal.

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. While a 10 percent PAYGO cash allocation is the intended policy goal, during times of extreme financial duress such as those experienced from COVID during FY21 and FY22, the PAYGO allocations have been temporarily reduced or suspended. Further information about the County's recent PAYGO budgets are included in the Short-term Fiscal and Service Policies section below.

COMPENSATION SUSTAINABILITY POLICY

As stipulated in Resolution 19-753, as a means to preserve long-term budget sustainability, 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. In submitting a recommended annual operating budget, the Executive should indicate how recommended compensation cost increases compare with projected rates of revenue growth. Should recommended compensation cost increases exceed the projected one-year or six-year rate of revenue growth, then the Executive should provide a written explanation of: 1) how operating budget resources are re-allocated to pay for total compensation costs; and b) how the recommended rate of compensation cost growth can be sustained over time.

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 WSSC Water (Washington Suburban Sanitary Commission) 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 Employee Health Benefits 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.
- For the Urban Districts, Economic Development Fund, and Revenue Stabilization Fund, which are included with the General Fund for financial reporting purposes, separate budgets are legally adopted.
    - Encumbrances outstanding are charged to budgetary appropriations and considered budgetary expenditures of the current period; any cancellations of such encumbrances in a subsequent year are classified with miscellaneous revenue for budgetary purposes;
    - Debt service payments, lease 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 the facilities and 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.

Like many jurisdictions around the country, Montgomery County spent most of FY21 and FY22 focusing on responding to the COVID19 pandemic. Initially, there was tremendous uncertainty about the pandemic's fiscal impacts to the County; and, therefore, non-COVID related costs were reduced so that resources could be redeployed to pandemic response activities. The County proactively supported activities such as:

- COVID testing, contact tracing, and vaccination efforts to improve health outcomes for residents;
- Business assistance to support companies and non-profit agencies negatively impacted by the pandemic;
- Food and rental assistance and income supports for families facing pandemic-related financial distress;
- Child care and other services for families struggling to educate and provide care for their children during the pandemic; and
- Targeted programs and outreach for traditionally underserved residents and/or communities experiencing greater rates of health and income disparities due to the pandemic.

In order to mount the County's pandemic response, it was necessary to fund unplanned and expensive costs for health programs, personal protective equipment, differential hazard pay for employees, facility improvements, cleaning and maintenance, and grants to struggling organizations and families. The County undertook the following activities to mitigate negative pandemic-related financial impacts:

- Aggressively pursued all eligible Federal Emergency Management Administration reimbursement;
- Developed plans to fully allocate all eligible pandemic-related Federal aid;
- Implemented two lines of credit worth $250 million to ensure easy availability of cash, if needed;
- Redeployed underutilized staff to pandemic-related work;
- Undertook multiple savings plans, delayed hiring and procurements for non-COVID related functions, and limited non-pandemic related budget increases; and
- Suspended (FY21) and reduced by half (FY22) PAYGO cash contributions to the capital budget.

COVID-related fiscal uncertainties led the County Council to approve a resolution clarifying expected procedures for managing reserves in the case of an economic recession or national emergency. Under the new policy, the Council 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 that 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 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. When the recommended compensation costs are in excess of the projected one-year or six-year rate of revenue growth, the County Executive should explain how they will be affordable in the future.

As a result of the County's actions in FY21 and FY22 as well as the overall economic support from Federal and State pandemic relief for individuals and businesses, the County's finances for FY23 are very solid. Based on revenue estimates developed early in the COVID pandemic, the County estimated that it would not achieve its 10 percent reserves target until FY24 -four years later than the original target date. However, based on improved revenues and the County's cost savings measures, the 10 percent reserves target was met by FY21. Midyear estimates of FY22 tax revenues are very positive, and, and it seems likely that the County will exceed the 10 percent reserves target in FY22.

Revenue estimates for FY22 and FY23 continue to outperform prior budget figures. As a result, the County has shifted its focus from COVID response to COVID recovery. Similarly, due to the County's high vaccination rate, residents have fared better medically than residents in other parts of the State or the country which has allowed the County to loosen COVID-related restrictions on businesses and other organizations allowing them to return to more normal operations.

While resources continue to be devoted to providing necessary health surveillance, health care, and treatment programs, the County's revenue growth will support increased investments in education, affordable housing, social safety net programs, economic development, and environmental priorities as well.

Regarding OPEB expenses, the County has determined that the Actuarially Determined Contribution (ADC) amount, as well as the overall level of assets in the OPEB Trust, requires a shift from the current policy of building the Trust to a policy that

begins to utilize the assets for their intended purpose while maintaining enough assets to support continued, consistent utilization. In FY23, the actuarial analysis assumed a utilization of Trust assets due to the funded status of the plan. As a result, in FY23 the County will utilize $20 million in OPEB Trust assets to pay for retiree health care expenses while finalizing a long-term OPEB funding and utilization policy that ensures the fund's sustainability.

The County Executive directed the Office of Management and Budget (OMB) to create opportunities for dialogue with all County employees to gather ideas that could improve customer service, improve County operations, shape the development of the operating budget, and possibly be implemented into the budget. OMB partnered with the Civic Design Team to solicit ideas for new funding initiatives, opportunities to reallocate funds, cost savings measures, how to get better value for County residents and process improvement opportunities. A total of 125 ideas were submitted by 74 employees. Ideas were reviewed, sorted, categorized and ranked, and all Montgomery County government employees were presented with the opportunity to vote on the employee suggestions. Ideation Workshops were held to obtain clarification on some ideas and to fully vet the suggestions. The most promising suggestions were considered as part of the budget development process.

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. Departments were asked to consider how their programs considered racial/ethnic disparities and/or disproportionalities in their outcomes; how programs sought to address identified inequities; potential programmatic disproportionate effects on communities of color and low-income communities and how those effects could be mitigated; and how programs could build capacity to engage with marginalized communities. A chapter on Racial Equity later in this publication provides more details on the process and outcomes of this effort.

The Office of Management and Budget also incorporated climate change considerations into the budgeting process, systems, meetings and decision-making process. For example, departments were asked if their programs reduce greenhouse gas emissions, increase the resiliency of County infrastructure to withstand future impacts of climate change, sequester carbon, or provide other environmental benefits related to climate change. A chapter on Climate Change later in this publication provides more details on the process and outcomes of this effort.

To develop the Recommended FY23-28 Capital Improvements Program (CIP), the County prioritized increased investments in schools, affordable housing, early care centers for young children, facilities to address barriers to residents' well-being, and maintenance of core infrastructure. Priority was given to projects that advanced racial equity, social justice, and efforts to counter climate change and its impacts.

Regarding County debt limits, the County continues to reduce the amount of annual General Obligation debt issued to limit the impact to the operating budget. The County is aggressively pursuing State and Federal funding to support school construction, economic development-oriented transportation projects, and public health and corrections facilities as a strategy to provide needed infrastructure without an undue tax burden. Increases in non-County funding sources as well as estimated FY23 to FY28 increases in recordation taxes and impact taxes have helped the County mitigate the impact of construction cost increases and increase funding for PAYGO above the 10 percent policy level. As a result, very few previously approved projects needed to be deferred for fiscal reasons.

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 FY23 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 Debt usually takes the form of bond issues, and pledges general tax revenue for repayment. Paying principal and interest on General Obligation Debt is the first claim on County revenues. By virtue of prudent financial management and the long-term strength of the local economy, Montgomery County has maintained the highest quality rating of its General Obligation Bonds, AAA. This top rating by Wall Street rating agencies assures Montgomery County of a ready market for its bonds and the lowest available interest rates on that debt.

Debt Capacity

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 or funding agreement with the conduit issuer and the County

lease or funding agreement payments pay 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 may have to pay taxes on the interest. 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 ten 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.

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 after funding pension and OPEB contributions above the annual actuarial goal (if unfunded liabilities exist), use one-time revenues for the funding of PAYGO above the County's 10% goal 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. During FY21 and FY22, COVID-related budget pressures resulted, respectively, in suspended and reduced PAYGO funding. In the FY23 - FY28 CIP, additional PAYGO has been recommended to help compensate for the FY21 and FY22 reductions.

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 continued existing rates but modified 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 required 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 eliminated residential development moratoria and designated 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 Growth and Infrastructure Policy also required 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 was 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 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. The County will also actively seek funding from other governmental sources to further mutual policy goals.

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. In FY15, full pre-funding was reached, and the County applied a policy of contributing the full ADC in each budget. The actuarial valuation for FY23 assumed a utilization of Trust assets due to the funded status of the plan with an ADC lower than the projected pay-as-you-go costs. Beginning in FY23, the County is shifting the policy from one intended to build the Trust to one that utilizes and maintains the Trust.

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 November 2020 amendment to the County Charter (Section 305), prohibits the County Council from adopting a tax rate on real property that exceeds the tax rate on real property approved for the previous year, unless all current Councilmembers vote affirmatively for the increase.

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 although some of the existing special districts do not currently impose a tax. 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. Existing policy has been that 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. The County is currently reviewing its OPEB policies to determine what level of unfunded liabilities are reasonable given a structured approach that balances the needs of current and future taxpayers to cover health costs for retirees.

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.

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 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

	FY22 Approved Ending Fund Balance	FY23 Recommended Ending Fund	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	95,338,182	66,845,790	-28,492,392	-29.9%
Bethesda Urban District	144,372	426,884	282,512	195.7%
Silver Spring Urban District	23,705	101,922	78,217	330.0%
Wheaton Urban District	144,374	76,583	-67,791	-47.0%
Mass Transit	135,048	169,773	34,725	25.7%
Fire	260,576	223,951	-36,625	-14.1%
Recreation	144,378	332,271	187,893	130.1%
Revenue Stabilization Fund	431,312,013	516,496,428	85,184,415	19.8%
Montgomery College				
Emergency Repair Fund	551,494	444,599	-106,895	-19.4%
Current Fund MC	27,152,053	28,513,112	1,361,059	5.0%
Maryland-National Capital Park and Planning Commission				
Administration Fund	1,060,652	1,156,497	95,845	9.0%
Park Fund	3,822,484	4,103,770	281,286	7.4%
NON-TAX SUPPORTED				
Montgomery County Government				
Water Quality Protection Fund	4,981,883	6,804,684	1,822,801	36.6%
Cable Television	140,351	163,965	23,614	16.8%
Community Use of Public Facilities	-1,232,607	1,690,748	2,923,355	N/A
Bethesda Parking District	5,350,146	8,829,858	3,479,712	65.0%
Silver Spring Parking District	178,670	1,348,724	1,170,054	654.9%
Wheaton Parking District	0	395,639	395,639	N/A
Permitting Services	8,354,571	29,017,814	20,663,243	247.3%
Solid Waste Collection	-3,700,698	-2,774,683	926,015	N/A
Vacuum Leaf Collection	745,510	784,735	39,225	5.3%
Liquor Control	9,684,529	15,528,774	5,844,245	60.3%

Explanation of Changes in Fund Balance Greater Than 10%:

▪ County General Fund	The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent this reserve policy. In FY23, significant legally mandated contributions to the Revenue Stabilization Fund were made, allowing for reduced fund balances in the County General Fund.
▪ Bethesda Urban District	The FY23 recommended fund balance increased due to a large transfer from the Parking Lot Districts.
▪ Silver Spring Urban District	The FY22 approved fund balance was below the policy level of 2.5% of resources. In FY23, General Fund transfers have been increased to achieve the policy target.
▪ Wheaton Urban District	The FY22 approved fund balance was above the 2.5% of resources policy level. The FY23 fund balance is set at the policy level.
▪ Mass Transit	The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of the prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent with this reserve policy.
▪ Recreation	The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent this reserve policy.
▪ Bethesda Parking District	The Recommended FY23 ending fund balance is higher due to improved revenue projections which also incorporate FY22 approved rate increases.
▪ Liquor Control	The increase in fund balance is due to FY21 closing better than estimated and FY23 revenue projections that are expected to increase due to the anticipated lifting of COVID-19 restrictions.
▪ Revenue Stabilization Fund	The increase in fund balance is due to legally required contributions of 0.5 percent of Adjusted Governmental Revenues.
▪ Fire	The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent this reserve policy.
▪ Emergency Repair Fund MC	The ending fund balance decreased since the College used more resources to upgrade campus facilities to safely hold in-person classes during the pandemic.
▪ Water Quality Protection Fund	The fund balance will increase since bond covenants require adequate budget-year revenues irrespective of total fund balance amount.
▪ Cable Television	The FY23 fund balance increased due to reduced cable revenues offset by a Maryland Municipal League Funding Exchange offset. In addition, some costs were shifted to the General Fund.
▪ Community Use of Public Facilities	The change in fund balance is related to an accounting adjustment that includes previously undistributed revenue.
▪ Silver Spring Parking District	The Recommended FY23 ending fund balance is higher due to improved revenue projections which also incorporate FY22 approved rate increases and extended hours.
▪ Wheaton Parking District	The Recommended FY23 ending fund balance is higher due to improved revenue projections which also incorporate FY22 approved rate increases and extended hours.
▪ Permitting Services	The FY22 Permitting Services budget anticipated COVID-19 related revenue reductions which never materialized. As a result, the FY23 fund balance will increase significantly.
▪ Solid Waste Collection	The overall fund balance figure is negative while the Collection Fund repays a loan from the Disposal Fund. The fund balance deficit declines 25% as revenues exceed expenses and the loan is repaid.

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Revenues

INTRODUCTION

This chapter provides demographic and economic assumptions, including detailed discussions of the national, State, and local economies. Revenue sources, both tax supported and non-tax supported, used to fund the County Executive's Recommended FY23 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 1,062,061in 2020 (Census) to 1,155,154 by 2032. This reflects an average annual growth rate of 0.70 percent.
- Current projections estimate the number of households to increase from 390,241 (Census) in 2020 to 427,566 by 2032. Household growth over that period is projected to grow at an average annual rate of 0.76 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 11,460 in 2021 to 12,920 by 2028.
- The County expects Montgomery County Public School student enrollment to increase by 7,928 between FY22 and FY28.
- Montgomery College full-time equivalent student enrollments are projected to decrease from 15,230 in FY22 to 13,762 in FY26.

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 government expenses;
- Devolution of Federal responsibilities to state and local governments;
- Changes in financial markets;
- Major demographic changes;
- Military conflicts and acts of terrorism; and domestic or global health incidences;

- Major international economic and political changes;

Note that the effect of the COVID-19 virus on the County's revenues (and expenditures) has had an impact. This ongoing public health event is being monitored and updates on the impact of COVID-19 on revenues and expenditures will be provided to the Executive and the County Council as soon they become available.

Policy Assumptions

Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY23 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.

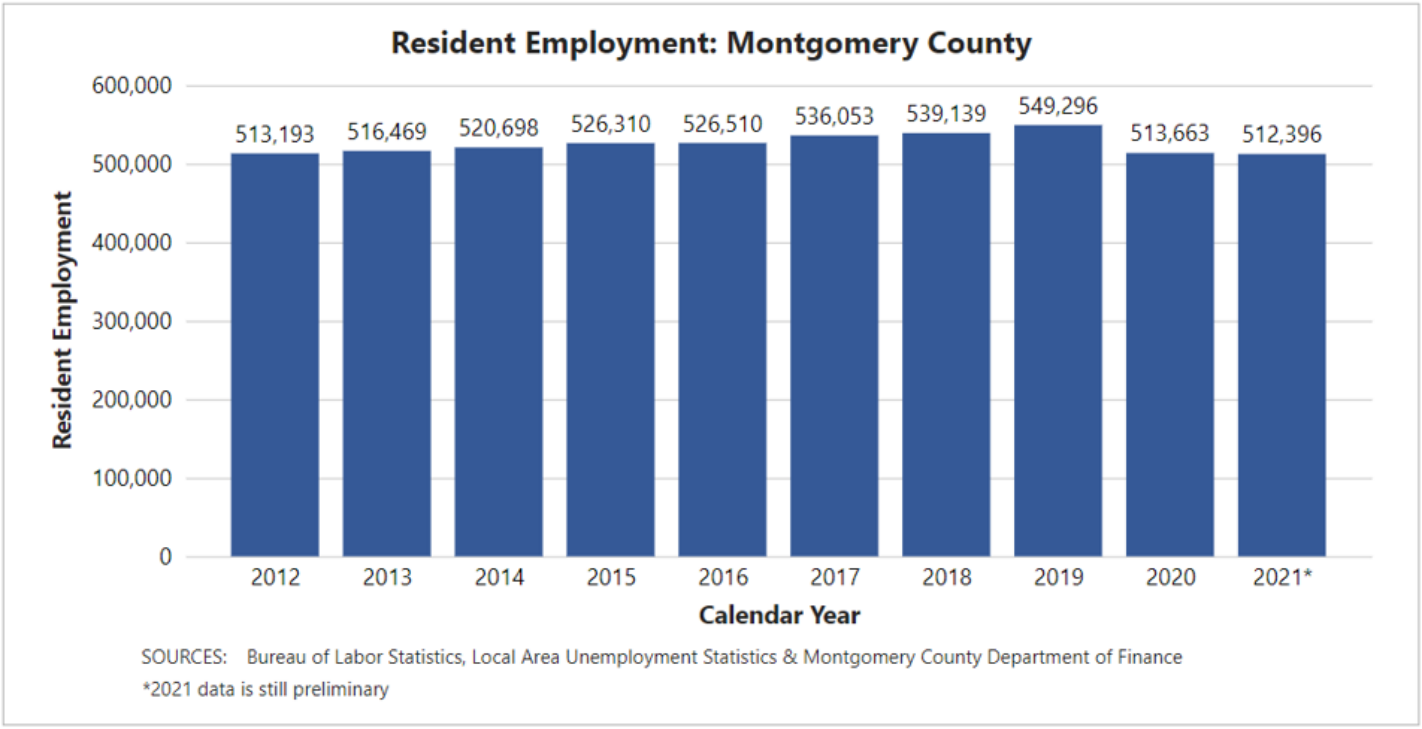
Economic Assumptions

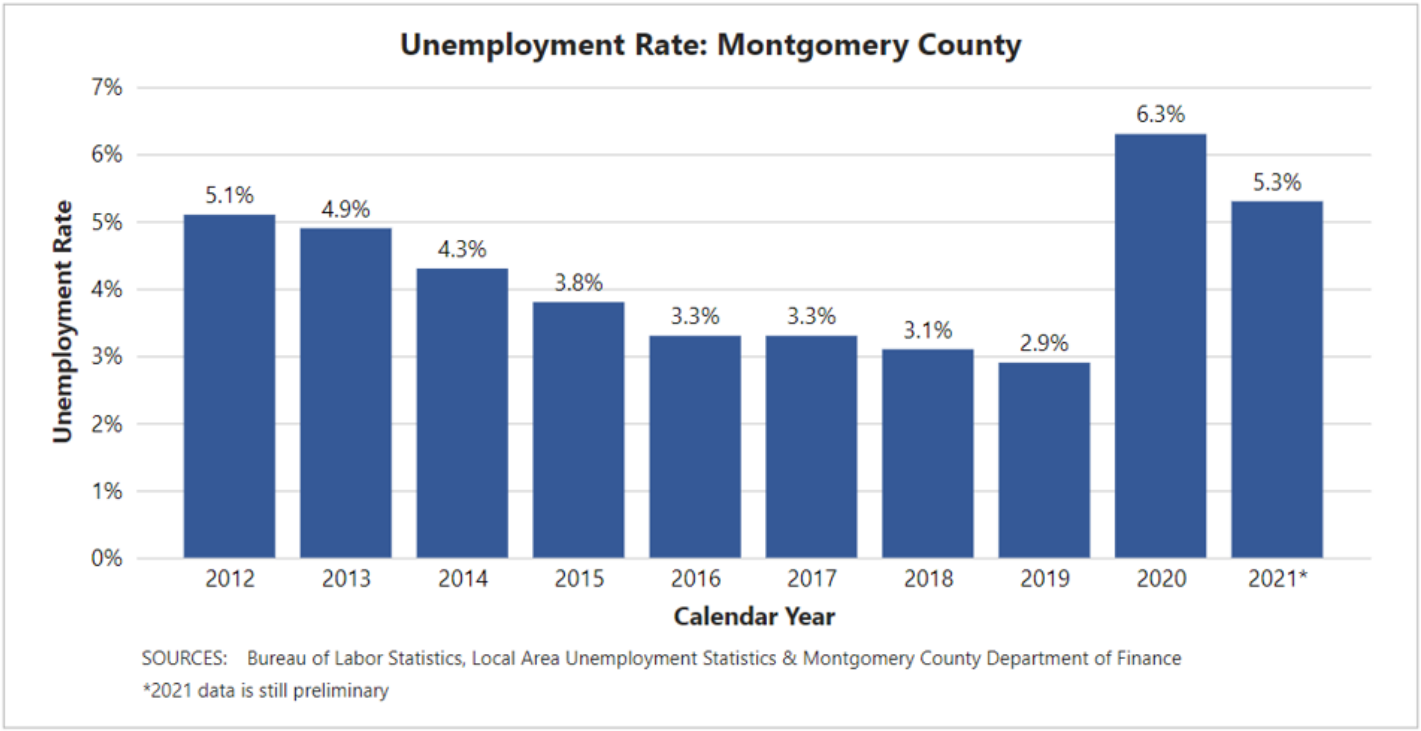
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment 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 continued to experience mixed economic performance during calendar (CY) 2021, again attributed to COVID-19. The areas of weakness included another, albeit small, decrease in resident employment along with a decline in the resident labor force, high unemployment, and reduced construction of residential housing and non-residential projects. However, demand to live in Montgomery County continued to increase with higher sales of existing homes and another sharp increase in the median sales price for existing homes.

Resident Employment

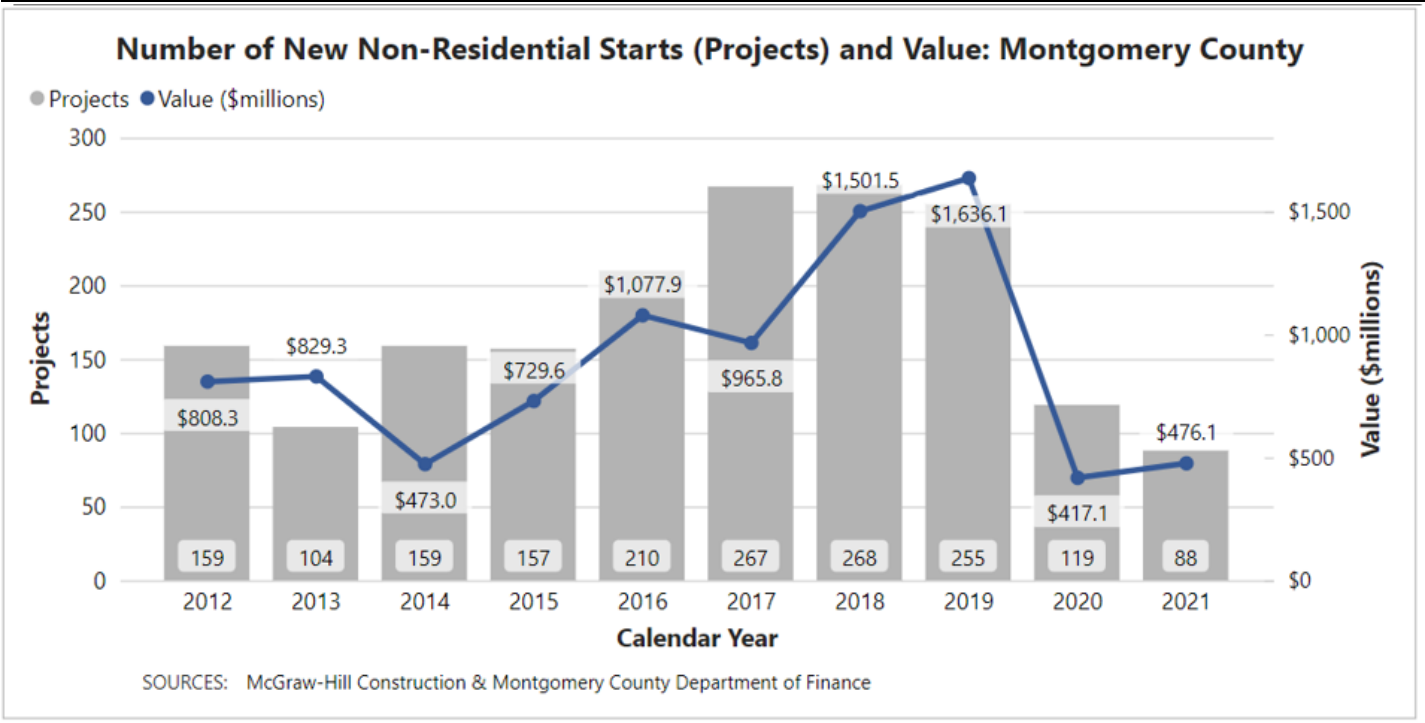
Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S. Department of Labor, resident employment (labor force series and not seasonally adjusted) in CY2021 decreased by another 1,270 from CY2020 (0.25%) after a decline of 35,600 between 2019 and 2020 (6.8%). The County's unemployment rate came down from 6.3 percent to 5.3 percent, but this was due to the labor force dropping by 17,000 people. Unemployment in CY2020 remained twice the pre-pandemic rate in CY2019.

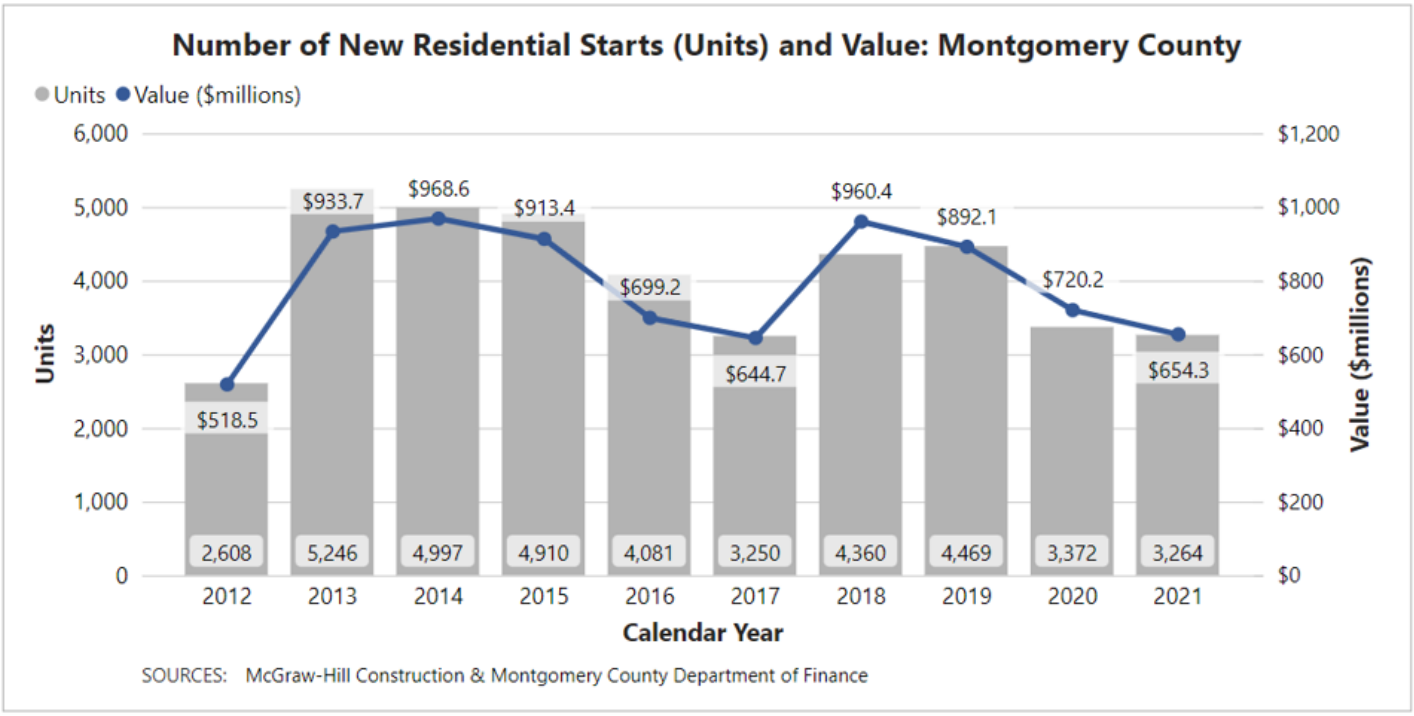




Construction Activity

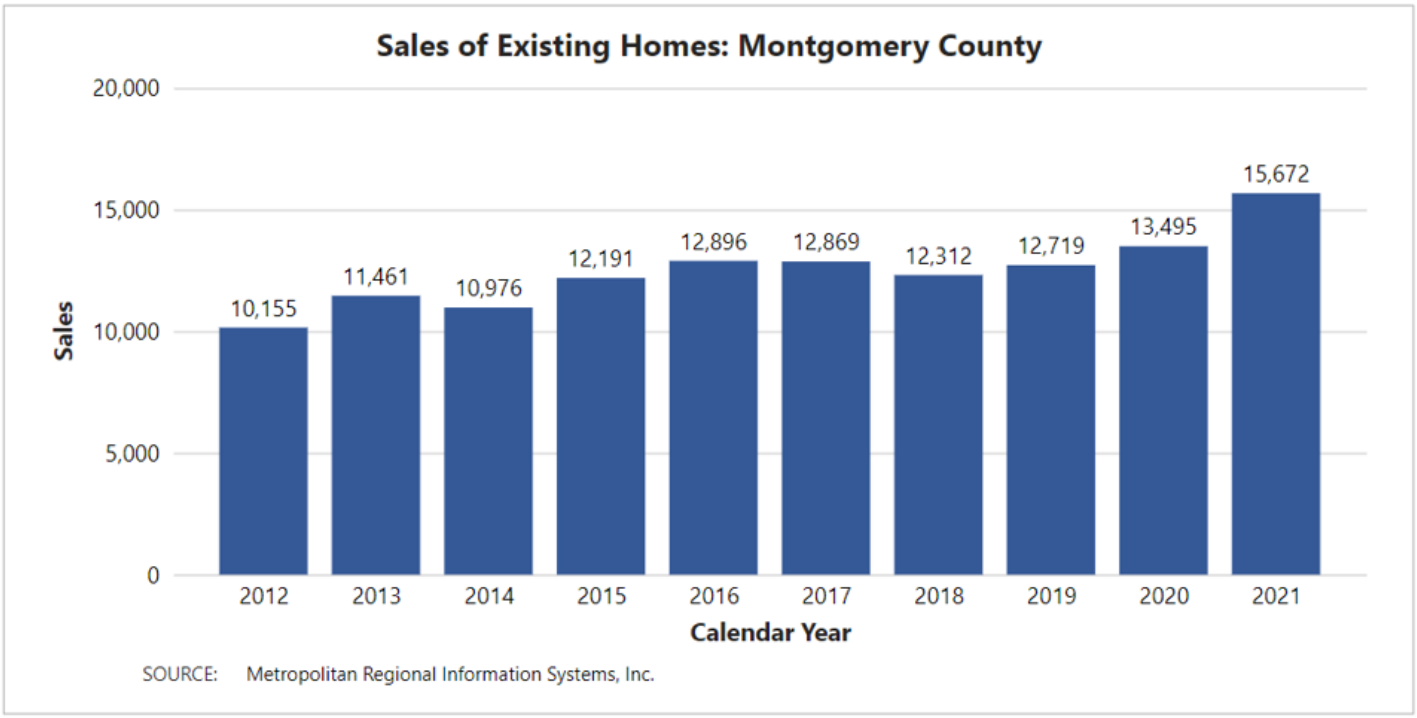
The construction of new residential units decreased another 3.2 percent in CY2021, following a 24.5 percent decrease from CY2019 to CY2020. Total value added from new residential units decreased from $720.1 million in CY2020 to $654.3 million in CY2020 (9.1%). The total value added from non-residential projects increased but remained below recent highs attained between 2017 and 2019. Non-residential project value went from $417.0 million in CY2020 to $476.0 million (14.2%) in CY2021.

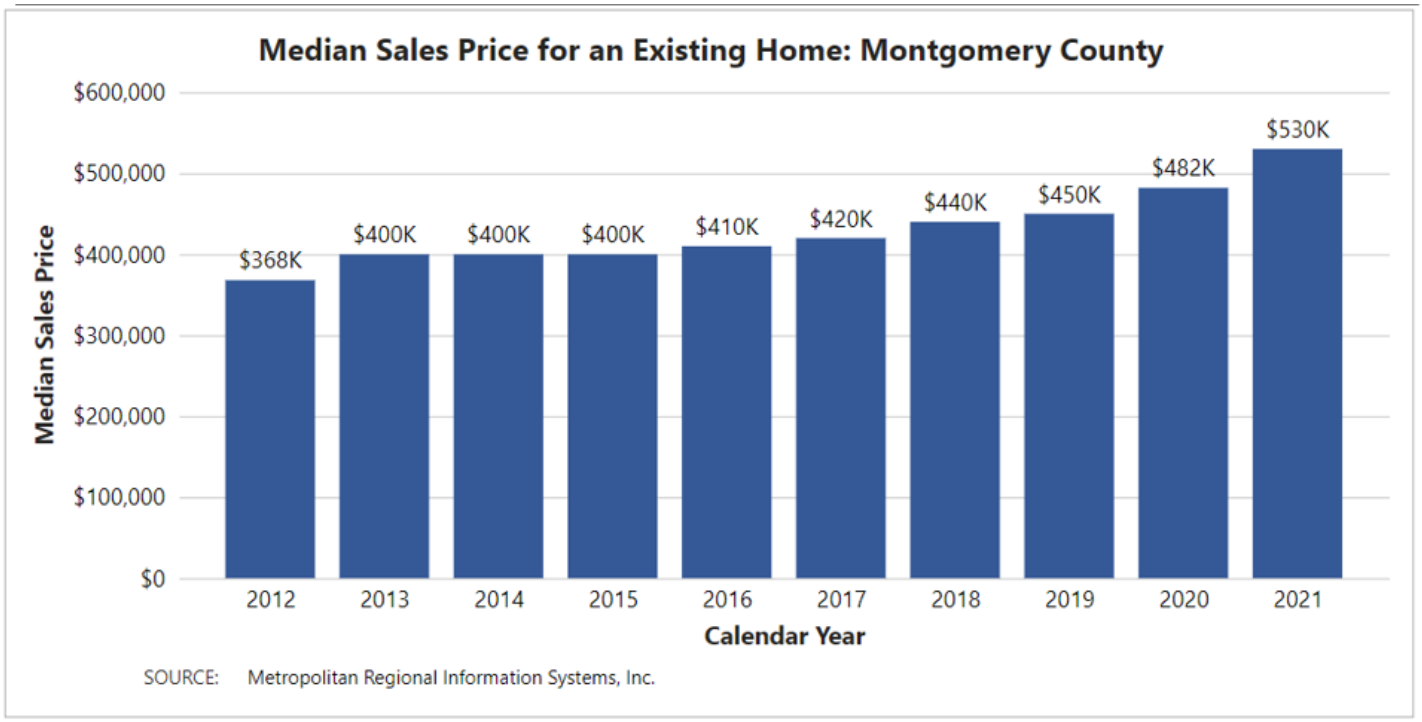




Residential Real Estate

Demand for existing homes remains strong, with total sales increasing by 16.1 percent in CY2021, following a 6.1 percent increase in 2020. The median sales price for existing homes increased another 9.9 percent in CY2021 after increasing by 7.1 percent in CY2020.





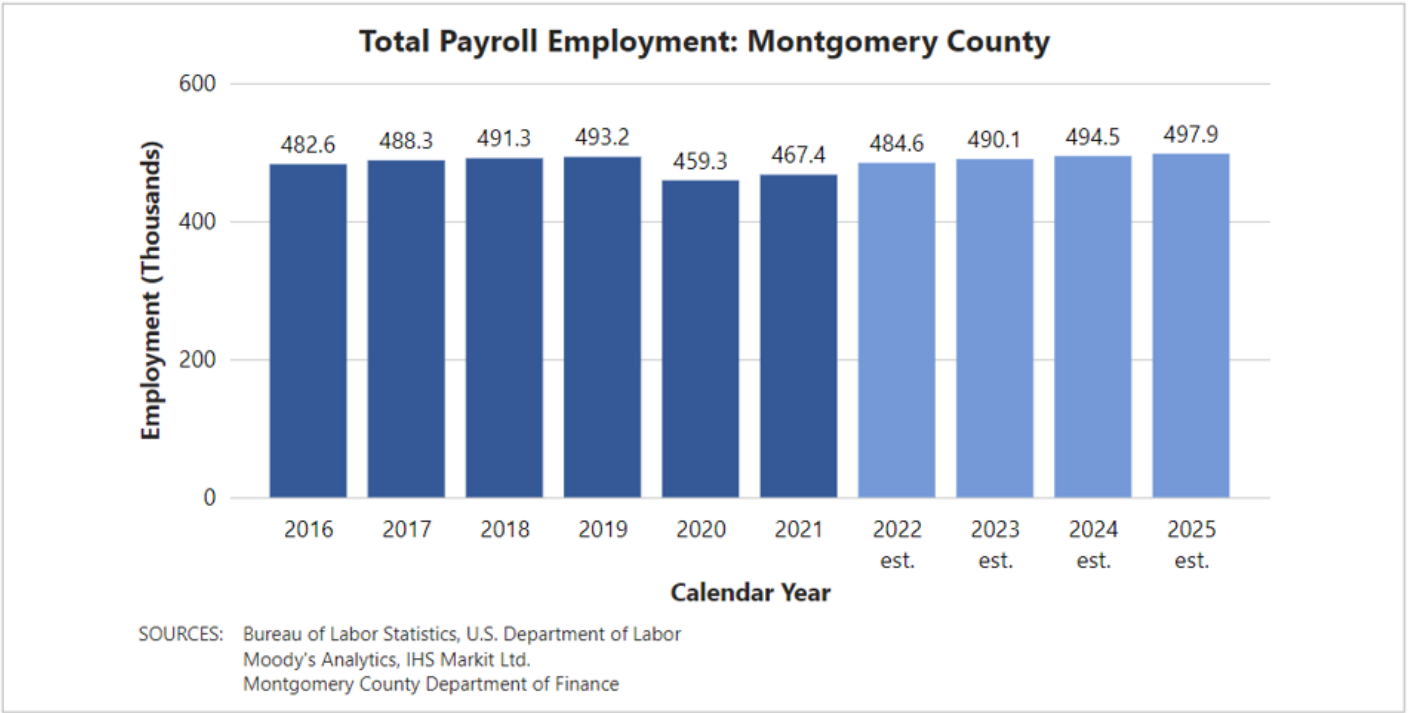
CONCLUSION

The two economic indicators, employment and construction, confirm that the County's economy remains weakened due to COVID-19 during CY2021. 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.

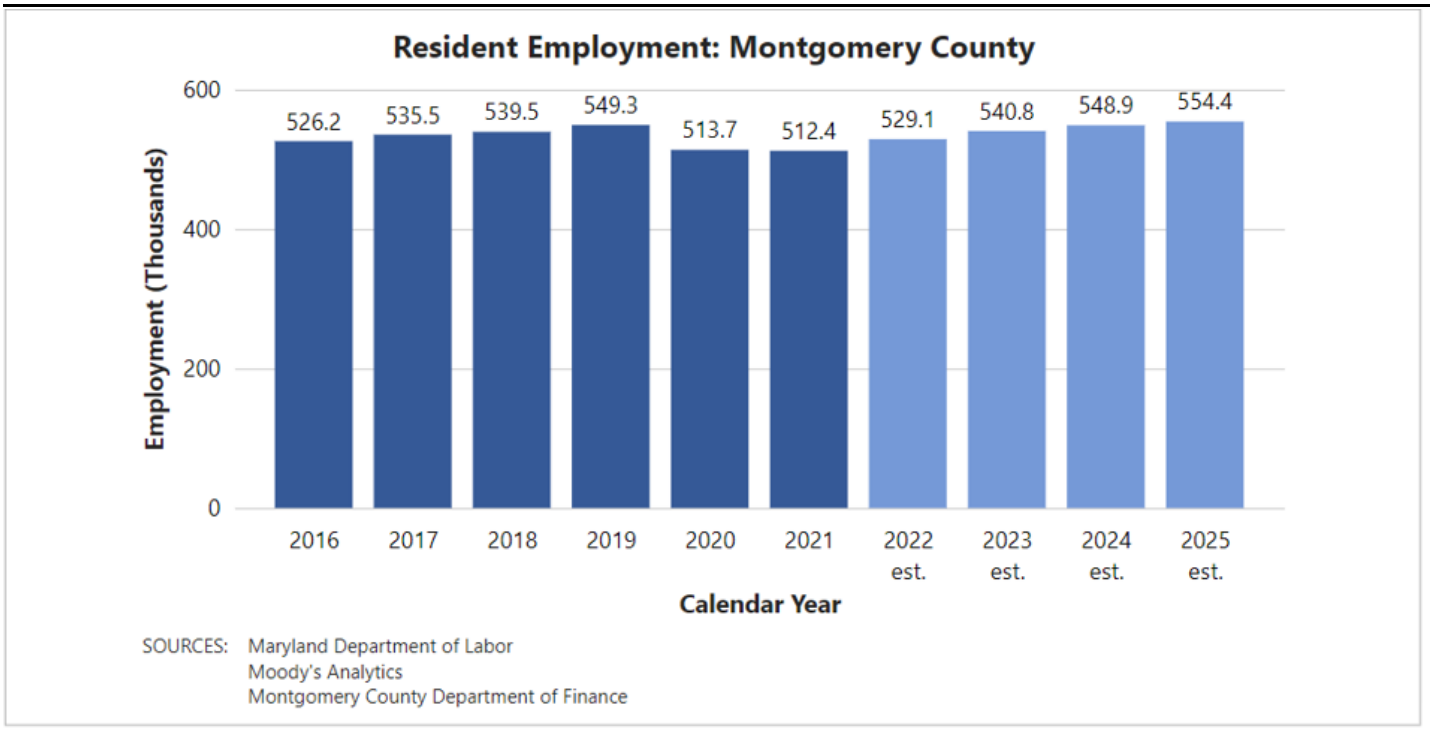
ECONOMIC OUTLOOK

The Department of Finance (Finance) forecasts that despite notable declines in the size of the labor force and the number of employed residents between CY2019 and CY2020, the County will have strong income growth through CY2021 and CY2022.

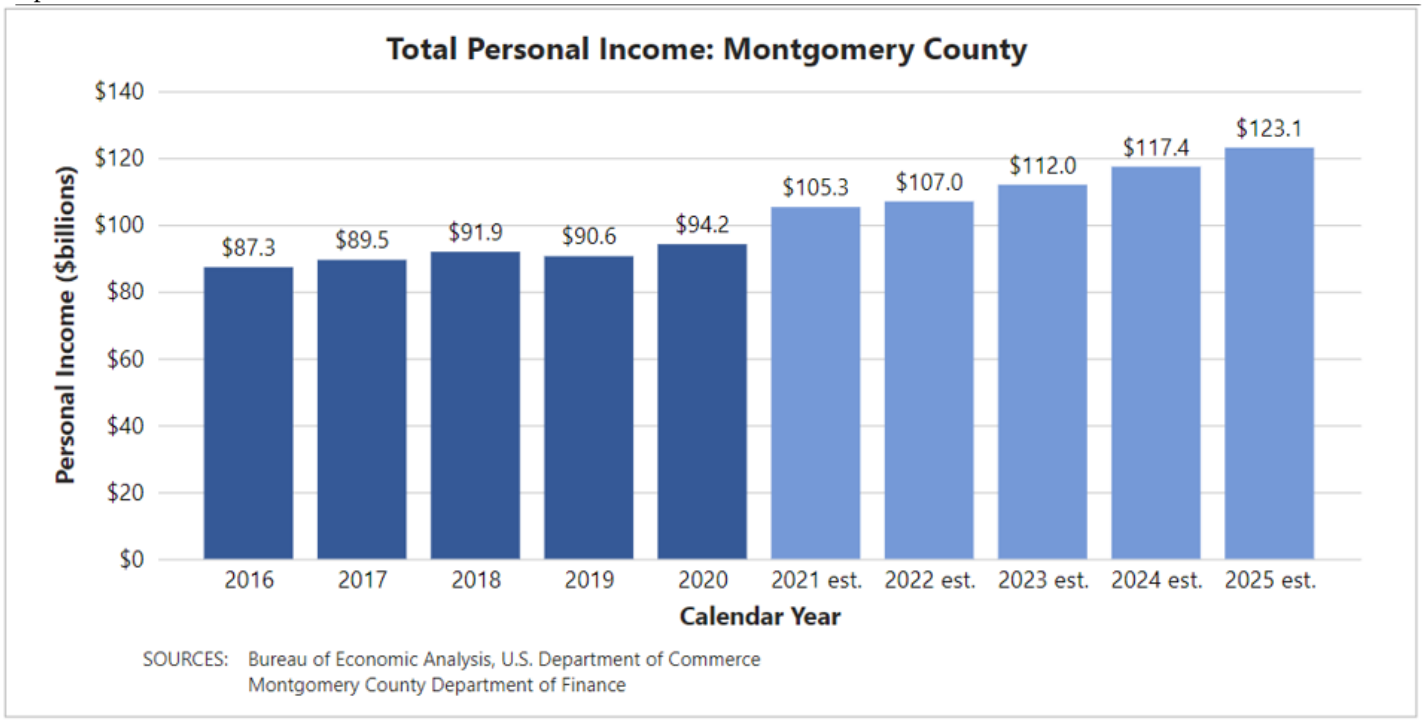
Employment. Finance assumes that payroll employment will increase from CY2020 to CY2024 at an average annual rate of 1.9 percent. This is above the average annual growth rate of 0.7 percent experienced between CY2015 and CY2019 before the COVID induced drop in employment. Finance assumes payroll employment will exceed pre-pandemic level by CY2024.



Finance assumes that resident employment will increase at an average annual rate of 1.1 percent from CY2020 to CY2024. That rate is similar to the average annual growth rate of 1.0 percent between CY2015 and CY2019 before the COVID induced drop in employment. Finance estimates the resident employment will not reach its pre-pandemic level in CY2019 until CY2024.

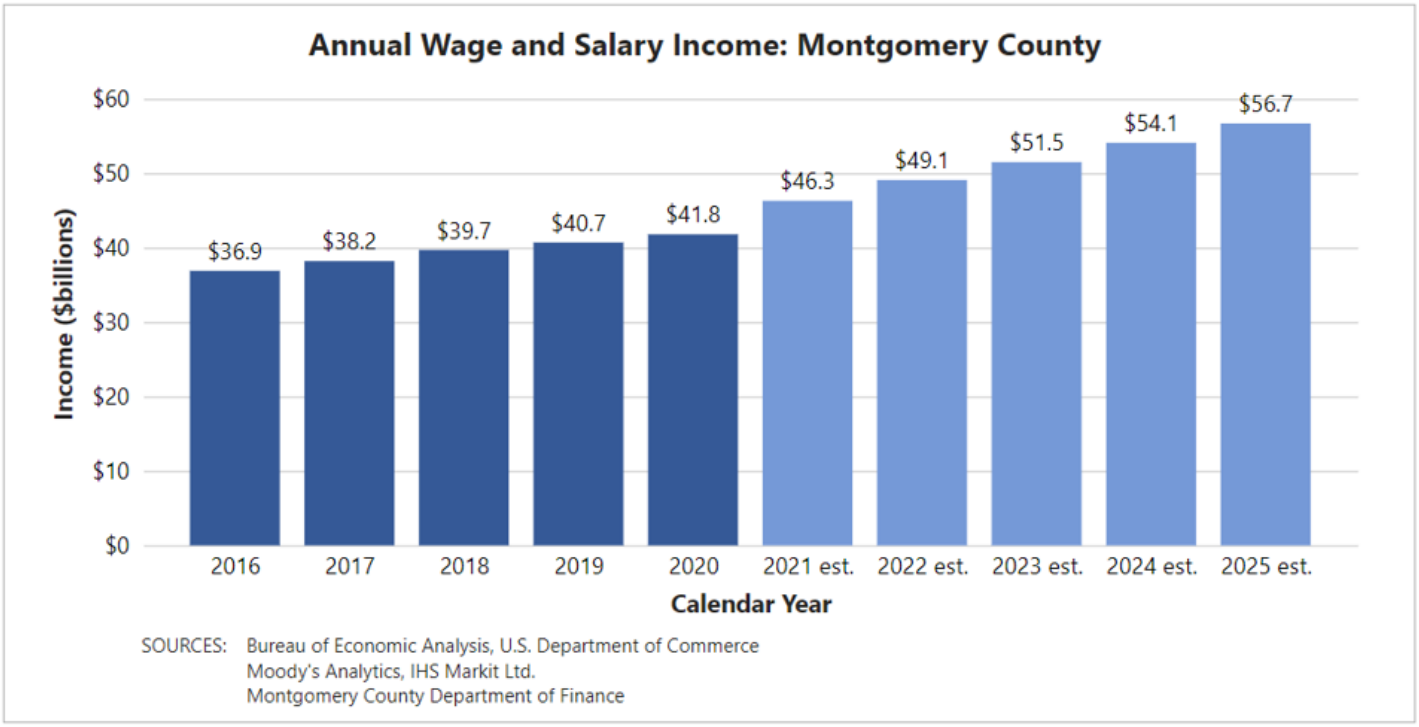


Personal Income. Finance assumes that total personal income in Montgomery County will increase at an average annual rate of 5.7 percent from CY2021 to CY2024 compared to an average annual growth rate of 1.9 percent from CY2016 to CY2020. Despite declines in employment, total personal income was not significantly affected by the COVID pandemic due to the limited employment loss among office workers, and due to Federal and State fiscal stimulus payments to individuals and corporations.

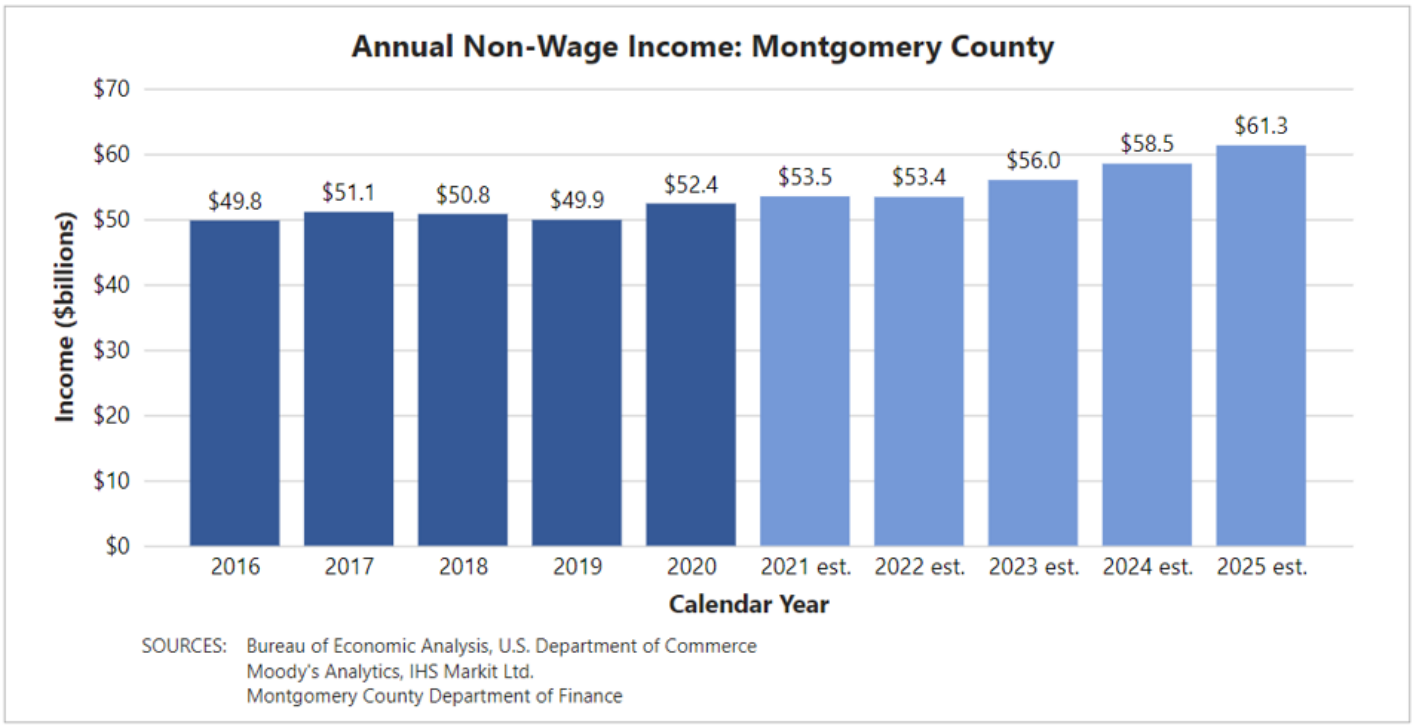


Wage and Salary Income. Finance assumes wage and salary income will increase at an average annual rate of 6.7 percent from CY2021 to CY2024 compared to the average annual growth rate of 3.2 percent from CY2016 to CY2020. Total wage

and salary income was not substantially affected by the COVID pandemic despite increased unemployment.

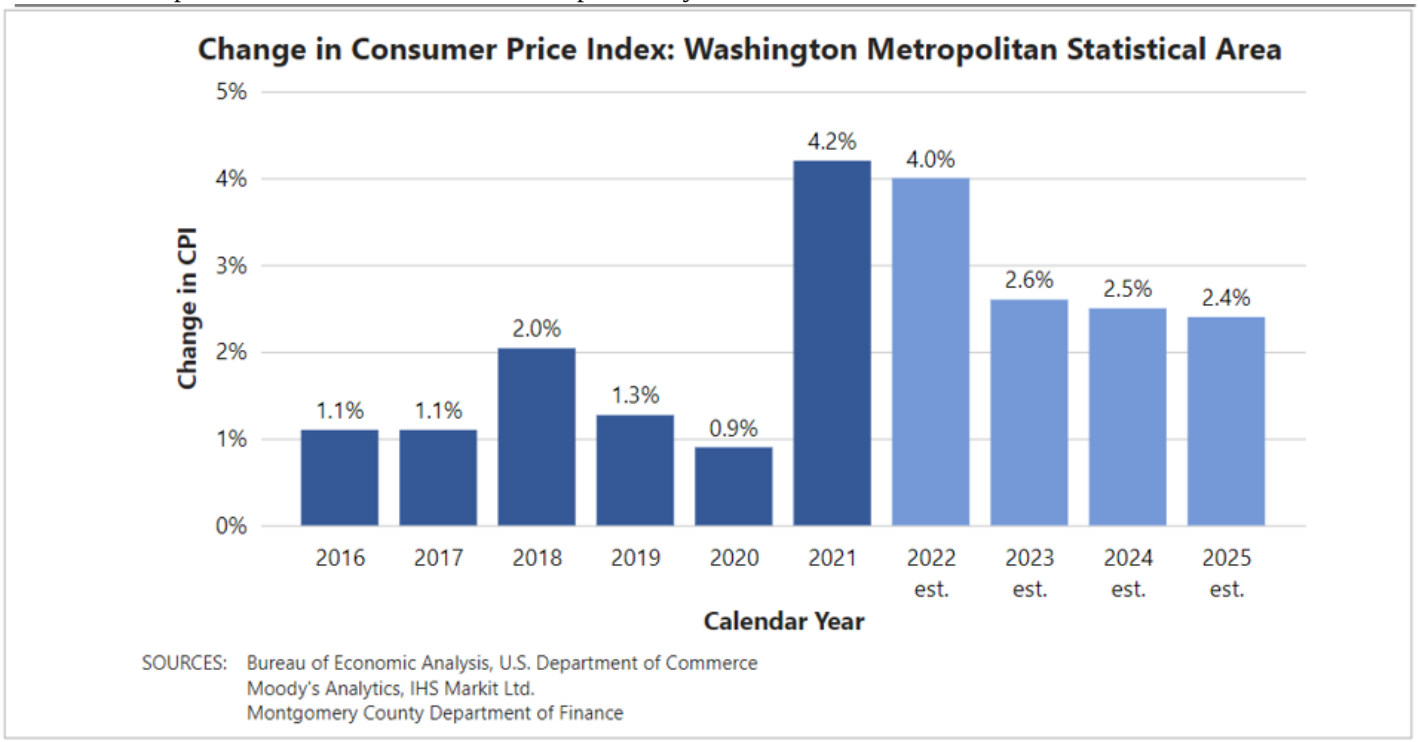


Non-Wage Income[1] Finance assumes that non-wage income in Montgomery County will increase at an average annual rate of 2.8 percent from CY2020 to CY2024 compared to the average annual growth rate of 1.3 percent from CY2016 to CY2020. Non-wage income appears to have experienced little impact from the COVID pandemic.

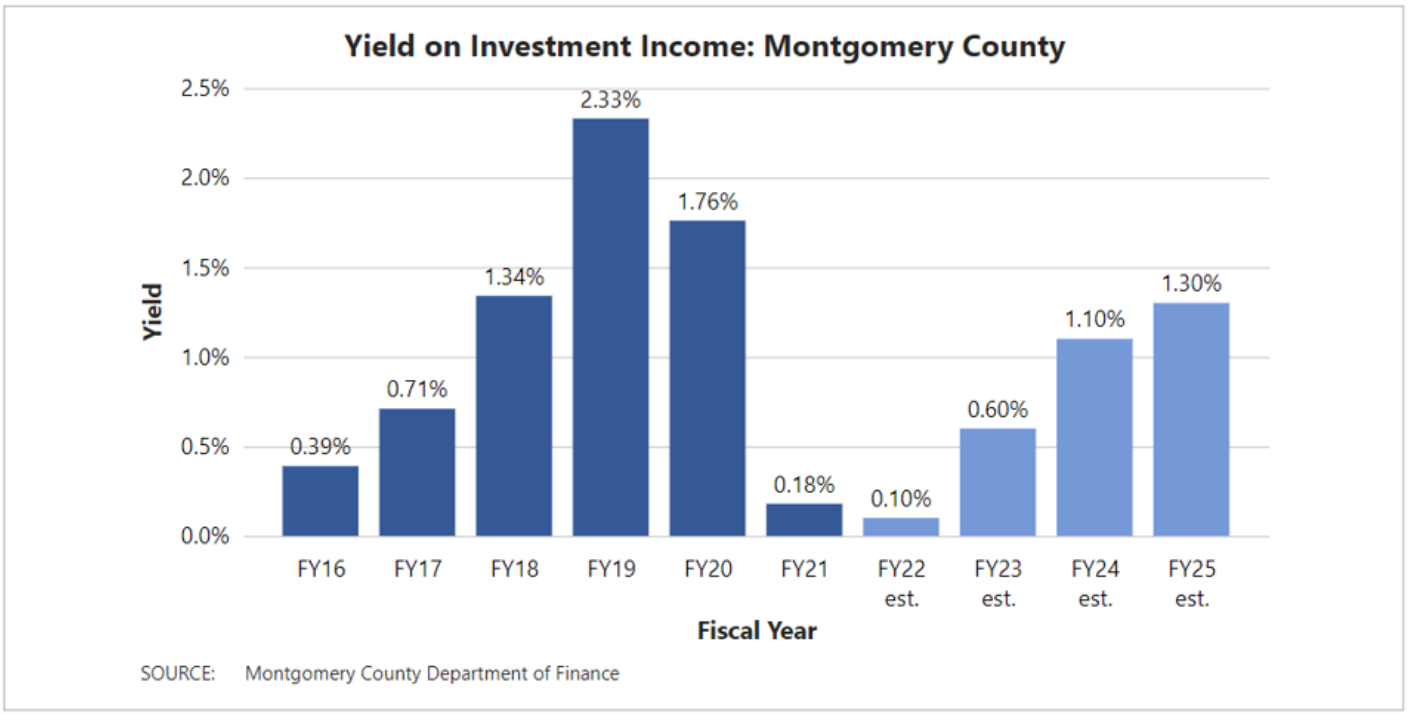


[1] Non-wage income is the sum of proprietor's income, supplements to wages and salaries, transfer receipts, dividends/interest/rents, adjustment for residence, less contributions for government social insurance.

Inflation (annual average). Finance assumes that the overall regional inflation index will moderate from 4.2 percent in CY2021 to 4.0 percent in CY2022 and then to 2.4 percent by CY2025.



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 0.18 percent in investment income on its short-term portfolio for fiscal year (FY) 2021 and is estimated to earn an average of 0.10 percent in FY2022. Anticipated rate increased to the targeted federal funds rate by the Federal Open Market Committee of the Board of Governors of the Federal Reserve System in response to inflation pressures would result in yields rising to 0.60 percent in FY2023 and then to 1.30 percent by FY2025.



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 FY23-28 Capital Improvements Program (CIP) (as of January 18, 2022).Anticipated current revenue adjustments to the January 18, 2022 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 FY21 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 FY23-28 Capital Improvements Program (as of January 18, 2022). 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 35.9 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, 2021, is 1.72 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. For FY22 and FY23, funds received by the County to broadly respond to the COVID-19 pandemic under H.R. 748, the Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act, and H.R. 1319 the American Rescue Plan Act (ARPA) are excluded from the calculation of Adjusted Government Revenues for the purposes of calculating the mandatory contribution to the Fund. The FY23 Recommended Budget estimates that the Revenue Stabilization fund balance will be $513.5 million in FY22 and the balance is estimated to increase to $516.5 million in FY23.

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"). This budget satisfies the County's policy to increase and maintain the budgeted total reserve of the unrestricted General Fund and Revenue Stabilization Fund at 10 percent of Adjusted Governmental Revenues.

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 45.3 percent and 43.2 percent, respectively, of the estimated total tax revenues in FY23. The third category is the energy tax estimated for the General Fund with 4.3 percent share. In fact, these three revenue sources represent 92.8 percent of total tax revenues. Of the total tax-supported revenues, property tax and income tax are also the most important with 35.3 percent and33.7 percent, respectively. The third category is intergovernmental revenues with a 18.9 percent share of the estimated total tax supported revenues in FY23. 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 2022) and a recommended $692 credit, total estimated FY23 tax supported property tax revenues of $1,951.4 million are 2.7 percent above the revised FY22 estimate. The general countywide rate for FY23 (Levy Year 2022) is $0.6900 per $100 of assessed real property, while a rate of $1.7250 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 FY23 (Levy Year 2022) is $0.9785 per $100 of assessed real property which is the same weighted rate for FY22 (Levy Year 2021). 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 countywide total property taxable assessment is estimated to increase approximately 2.4 percent from a revised $208.5 billion in FY22 to $213.5 billion in FY23. The base is comprised of real property and personal property. For FY23, the Department of Finance estimates a real property taxable assessment of approximately $208.5 billion, an increase of 2.4 percent from FY22, with the remaining $5.0 billion in personal property. This is the tenth 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 2 increased 4.8 percent and commercial property increased 16.5 percent in FY21 (LY20) and the triennial residential property reassessment for Group 3 increased 6.6 percent and commercial property increased 14.4 percent in FY22 (LY21). Based on data from SDAT the triennial reassessment for real property is estimated to increase 11.3 percent for residential properties in Group 1 and is estimated to increase 10.3 percent for commercial property in FY23 (LY22).

Income Tax

The base for Montgomery County's income tax is Maryland net taxable income (NTI). NTI is federal adjusted gross income, as determined by the Internal Revenue Code, with Maryland-specific adjustments, both positive and negative, and the subtraction of Maryland standard or itemized deductions and personal exemptions, all as determined by Maryland law. The Maryland Comptroller's Office administers the local income tax as part of the state income tax. Local income tax revenues are collected along with state income tax revenues, through employer withholding on a periodic basis, estimated payments and final payments and refunds. The County receives its income tax revenues largely through quarterly distributions from the State of withholding and estimated payments (roughly 80 percent to 85 percent of annual receipts) with additional distributions to reconcile the quarterly distributions for a tax year as tax returns are processed and for delinquent payments, interest and penalties and other unallocated collections.

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 data and forecasts provided by Moody's Analytics and IHS Markit, County resident employment decreased at an average annual rate of 3.4 percent from CY2019 to CY2021. Finance estimates that resident employment will reach its pre-pandemic level by CY2024. However, Finance assumes wage and salary income will increase at an average annual rate of 7.1 percent from CY2019 to CY2021 and 3.2 percent from CY2021 to CY2024. The growth in wage and salary income is driven by the tight labor market and the need for employers to increase wages to attract employees. Wage and salary income remained strong during the COVID-19 pandemic despite the decline in employment from CY2019 to CY2021. Finally, Finance assumes nonwage income in Montgomery County will increase at an average annual rate of 4.1 percent from CY2019 to CY2021 and increase at a slightly slower average annual rate of 3.0 percent from CY2021 to CY2024 reflecting lower transfer payments following the end of most COVID-19 federal and state fiscal stimulus programs and lower but still growing capital gains. Finance estimates that COVID-19 had and is expected to have no material impact on nonwage income.

Estimated FY23 income tax revenues of 1,859.1 million are 3.6 percent above the revised FY22 estimate. The FY22 estimate has been revised from $1,703.3 million in the December Fiscal Plan to $1,794.2 million due to strength in the February quarterly income tax distribution and expected additional income tax due to the Comptrollers review of tax records for taxpayers who had filed for extensions for TY2020, as described below. Recent tax years have had substantial variation in the level of income tax reconciling distributions due to amendments to state and federal tax law influencing the timing and amount of tax payments. Reconciling distributions increased dramatically in November and January FY2019 by 75.0 percent pertaining to TY2018. This increase was due to the elections of November 2016 raising expectations that tax relief for individuals, especially those with high incomes, would occur in TY2018. As such, those individuals would delay recognizing capital gains until a later tax year, resulting in the large gain described. The Maryland Comptroller cautioned against assuming a similarly strong reconciling distribution in TY2019 (FY20) and TY2020 (FY21). In fact, in alignment with this caution the reconciling distributions declined 15.6 percent for TY2019 (FY20) and 60.2 percent for TY2020 (FY21). Since the initial report of the reconciling distribution for TY2020 experienced a decline of 60.2 percent, the Maryland Comptroller staff reviewed the tax records for those taxpayers who filed for an extension pertaining to TY2020. Based on that review, Maryland Comptroller staff notified the County that it will receive a $58 million distribution in FY22. Because of that distribution, the estimate for FY22 is 5.3 percent above the December Fiscal Plan estimate. The impact of this distribution

for FY22 will carry forward to future years, increasing expected income tax revenues.

Transfer and Recordation Taxes

Estimated FY23 revenues for the General Fund of $229.0 million, which exclude the School Capital Improvement Program (CIP) portion, condominium conversions, and the tax premium, are 3.5 percent above the revised FY22 estimate. This reflects a FY23 estimate of $154.8 million in the transfer tax and $74.2 million in the recordation tax. Effective September 1, 2016, the recordation tax for the General Fund decreased from 0.440 percent to 0.416 percent and the exemption was increased from $50,000 to $100,000 of the consideration payable on the conveyance of any owner-occupied residential property.

Residential transfer tax revenues follow the trends in real estate sales for existing and new homes. Real estate sales, in turn, are highly correlated with specific economic indicators such as growth in employment and wage and salary income, formation of households, mortgage lending conditions, and mortgage interest rates. The same holds true for the commercial sector, which is equally affected by business activity and investment, office vacancy rates, property values, and financing costs. Based on the activity in the real estate markets described in the economic assumptions section above and the forecast from Moody's Analytics, Finance estimates the sales of existing homes in the County will decrease 4.8 percent in CY22 but increase 1.5 percent in CY23. Over the same two years, median sales prices will increase 6.1 percent in CY22 and 3.1 percent in CY23.

Energy Tax

Estimated FY23 revenues of $186.5 million are 0.6 percent above the revised FY22 estimate. 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 22.8 percent in FY21 from FY20 while residential tax collections increased 28.5 percent in FY21 from FY20. However, through the first seven-months for FY22, non-residential tax collections have increased 62.3 percent while residential tax collections have decreased 41.3 percent. As the share of total tax collections through the first-seven months through January, the residential share has declined from 58.6 percent in FY21 to 33.9 percent in FY22.

Telephone Tax

Estimated FY23 revenues of $54.6 million are 1.3 percent above the revised FY22 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 phones and by voice-over internet protocol. Over the past decade, approximately 80 percent of the gross telephone tax is attributed to the cellular wireless component.

Hotel/Motel Tax

Estimated FY23 revenues of $21.8 million are 31.2 percent above the revised FY22 estimate attributed to a significant increase in the occupancy rate and increases in room rates. 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 is 7.0 percent. 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 Cherry Blossom Festival and school trips, while organizations often schedule conferences and events during such periods. During peak periods, many visitors to Washington, D.C. use hotels in the

County, especially those in the lower county. Business and conference travel has lagged the rebound in tourist travel following the COVID pandemic lows, which leaves the County's hotel industry and tax revenues at a level below the FY19 peak. Because of the recovery from the worst impacts of COVID-19, tax collections from the hotel/motel tax are estimated to increase 157.8 percent in FY22 and continue to rebound from its pandemic low in FY21.

Admissions/Amusement Tax

Estimated FY23 revenues of $2.7 million are 3.0 percent above the revised FY22 estimate. Estimated revenues for FY22 are expected to increase 55.7 percent similar to the increase 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 FY23 revenues is attributed to a rebound in the growth in attendance.

E-Cigarettes Tax

Estimated FY23 revenues from the E-Cigarettes tax of $1.1 million are 3.5 percent above the revised FY22 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, FY22 revenues are estimated to decline 4.8 percent from FY21 following a decline of 13.4 percent in FY21.

NON-TAX SUPPORTED 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 $1.218 billion in FY23. This is a $59.7 million increase, or 5.1 percent, from the revised FY22 estimate. Non-tax revenues include intergovernmental revenues, investment income, licenses and permits, charges for services, 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 FY23. 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 FY23 assumes a $40.7 million, or 18.9 percent, increase in intergovernmental revenues from the revised FY22 estimate, of which 82.0 percent of the increase would be allocated to the Montgomery County Public Schools, 5.6 percent to other intergovernmental, 5.3 percent to Montgomery Community College, and 3.3 percent to Mass Transit. Total intergovernmental revenue represents an estimated 86.4 percent of non-tax supported revenues.

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 FY23 assumes a 3.6 percent increase over the revised estimates for FY22, resulting in $13.8 million in available resources in FY23.

Charges for Services

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 FY23 assumes an increase of 32.8 percent over the revised estimates for FY22, resulting in $54.6 million in available resources in FY23.

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 FY23 assumes that fines and forfeitures will increase 7.1 percent from the revised estimates for FY22, resulting in $29.9 million in available resources in FY23.

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 and the tuition rate. The Recommended Budget for FY23 assumes a 7.1 percent decrease in tuition from $60.0 million in FY22 to $58.4 million in FY23.

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 FY22 tax-supported investment income estimate of $857,439 assumes a yield of 0.20 percent and an average daily portfolio balance of $705.6 million. The FY23 projected estimate of tax-supported investment income of $3.7 million assumes a yield of 1.15 percent and an average daily portfolio balance of $733 million. The Federal Open Market Committee (FOMC) is expected to begin increasing the targeted federal funds rate starting in March 2022 in response to the rapid growth in the rate of inflation and may continue to increase the fed funds rate during FY22 and FY23. The estimated investment income for FY22 and FY23 will reflect the actions by the FOMC and the County's average daily portfolio balance.

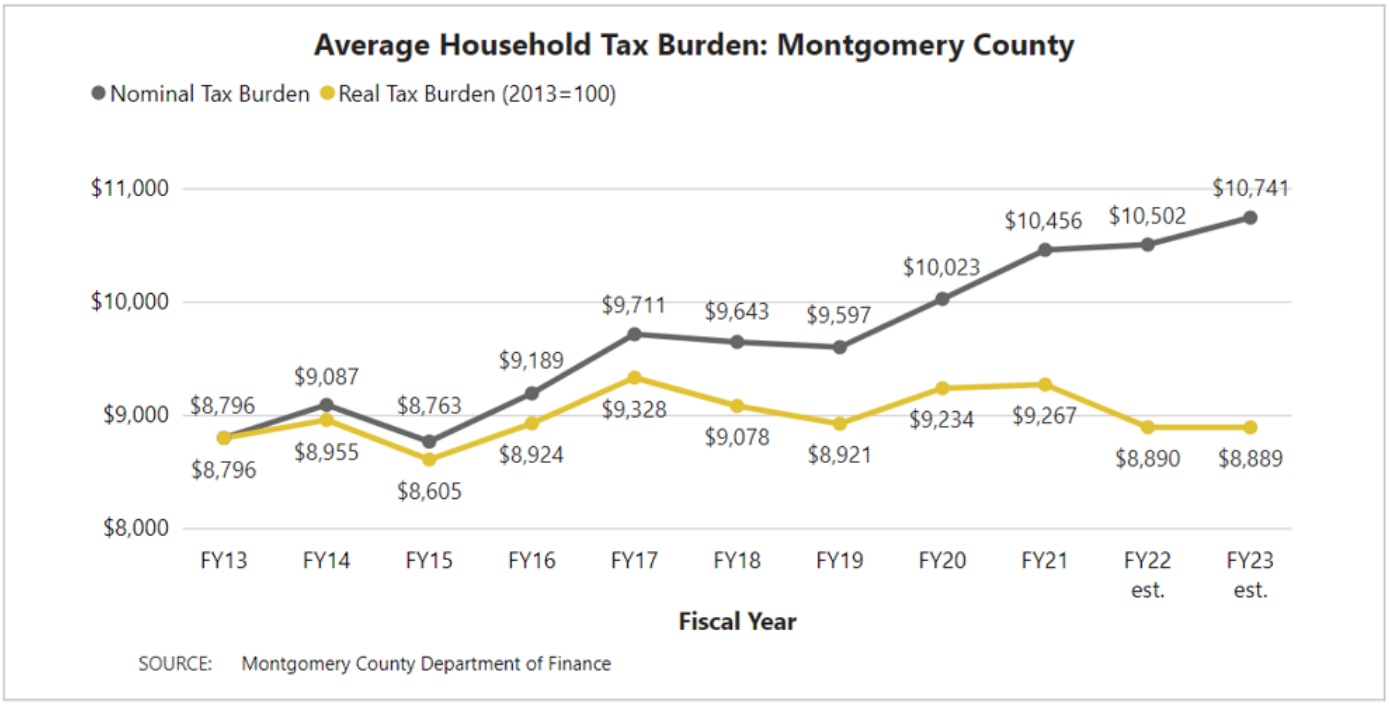
Other Miscellaneous

The County receives miscellaneous revenues from a variety of sources. For the Recommended Budget for FY22, miscellaneous revenues will increase 9.2 percent from the revised estimates for FY21, resulting in $14.6 million in available resources in FY23.

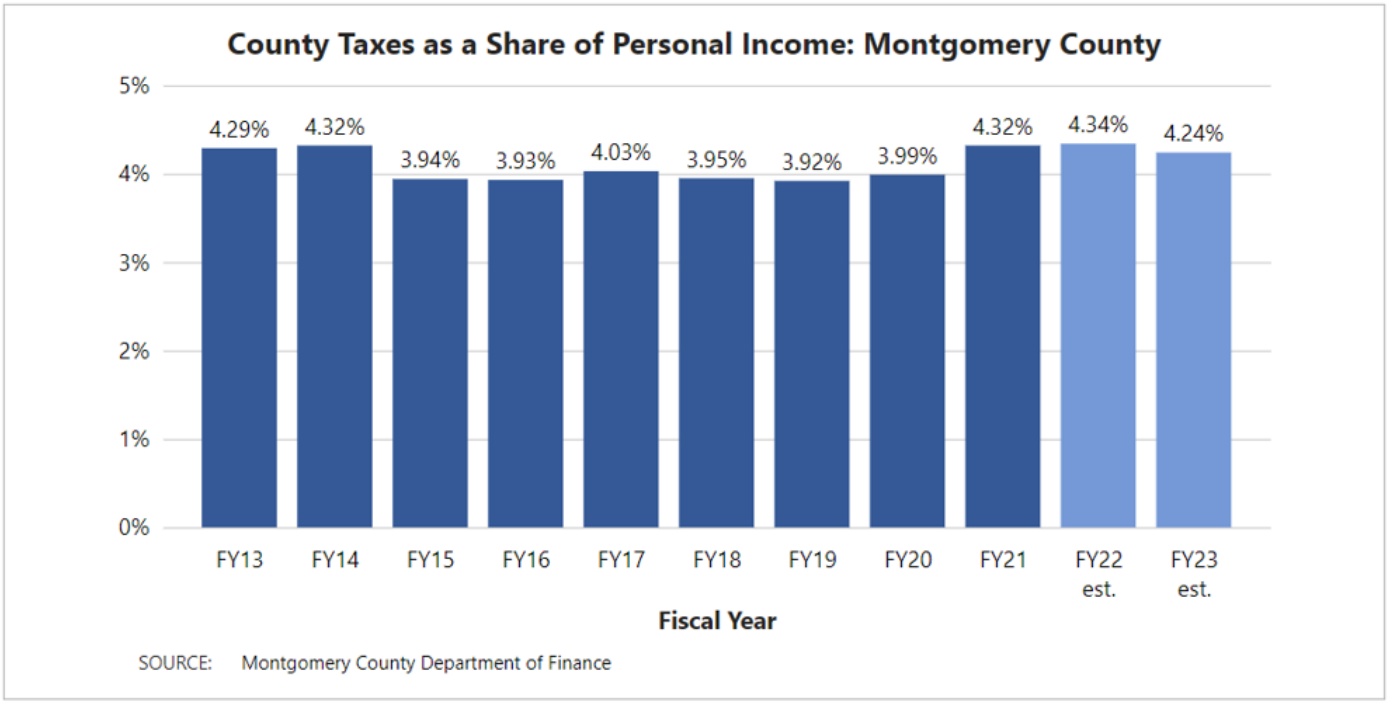
TRENDS AND PROJECTIONS

DEMOGRAPHIC AND PLANNING INDICATORS	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
POPULATION	**1,069,095**	**1,076,176**	**1,083,304**	**1,090,480**	**1,097,702**	**1,105,957**	**1,114,273**	**1,122,652**
Annual Increase	1,471	7,081	7,128	7,176	7,222	8,255	8,316	8,379
Population Growth Since 2013	5.9%	6.6%	7.3%	8.0%	8.7%	9.5%	10.3%	11.2%
County Resident Births (Prior Calendar Year) (a)	**11,460**	**11,700**	**12,000**	**12,200**	**12,400**	**12,620**	**12,820**	**12,920**
HOUSEHOLDS	**393,091**	**395,962**	**398,854**	**401,767**	**404,702**	**407,974**	**411,272**	**414,597**
Household Annual Growth (%)	1.8%	0.7%	0.7%	0.7%	0.7%	0.8%	0.8%	0.8%
Household Growth Since 2013	7.3%	8.0%	8.8%	9.6%	10.4%	11.3%	12.2%	13.1%
Household Growth Since 1992	35.0%	36.0%	37.0%	38.0%	39.0%	40.1%	41.2%	42.4%
Household Size	2.72	2.72	2.72	2.71	2.71	2.71	2.71	2.71
RESIDENT EMPLOYMENT (Jan = Calendar Year)	**512,396**	**529,137**	**540,819**	**548,909**	**554,382**	**558,879**	**563,058**	**566,752**
Resident Employment Annual Growth (%)	-2.1%	3.3%	2.2%	1.5%	1.0%	0.8%	0.7%	0.7%
Resident Employment Growth Since 2013	0.4%	3.7%	6.0%	7.5%	8.6%	9.5%	10.3%	11.0%
Resident Employment Per Household	1.30	1.34	1.36	1.37	1.37	1.37	1.37	1.37
Jobs in County (a)	**549,300**	**555,100**	**560,900**	**566,700**	**572,500**	**578,900**	**585,300**	**591,700**
PERSONAL INCOME ($ Millions)	**$99,800**	**$102,500**	**$107,500**	**$112,600**	**$118,000**	**$123,500**	**$129,000**	**$134,800**
Per Capita Personal Income	**$93,350**	**$95,240**	**$99,230**	**$103,260**	**$107,500**	**$111,670**	**$115,770**	**$120,070**
Annual Growth (%)	1.7%	2.0%	4.2%	4.1%	4.1%	3.9%	3.7%	3.7%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	**2.02%**	**5.37%**	**3.04%**	**2.26%**	**2.37%**	**2.37%**	**2.28%**	**2.16%**
Inflation Growth (Fiscal Year) Since 2013	17.4%	212.2%	76.7%	31.4%	37.8%	37.8%	32.6%	25.6%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	**3.96%**	**4.68%**	**2.29%**	**2.34%**	**2.37%**	**2.35%**	**2.20%**	**2.16%**
ASSESSABLE TAX BASE ($ Millions)	**$203,030**	**$208,453**	**$213,496**	**$218,768**	**$225,334**	**$231,465**	**$237,407**	**$243,585**
Annual Growth (%)	2.8%	2.7%	2.4%	2.5%	3.0%	2.7%	2.6%	2.6%
Growth of Base Since 1992 (%)	239.4%	248.5%	256.9%	265.7%	276.7%	286.9%	296.9%	307.2%
Growth of Base Since 2013 (%)	25.4%	28.8%	31.9%	35.1%	39.2%	43.0%	46.7%	50.5%
INVESTMENT INCOME YIELD (%)	0.18%	0.20%	1.15%	1.45%	1.45%	1.45%	1.45%	1.45%
MCPS ENROLLMENT (Sept = Calendar Year)	**161,583**	**158,232**	**161,211**	**163,529**	**164,779**	**165,358**	**166,002**	**166,160**
Annual Growth (%)	-2.2%	-2.1%	1.9%	1.4%	0.8%	0.4%	0.4%	0.1%
Annual Increase (Decrease)	-3,684	-3,351	2,979	2,318	1,250	579	644	158
MONTGOMERY COLLEGE ENROLLMENTS (b)	**17,773**	**16,478**	**15,581**	**15,174**	**15,379**	**15,544**	**15,609**	**15,609**
Annual Growth (%)	-11.3%	-7.3%	-5.4%	-2.6%	1.4%	1.1%	0.4%	0.0%
Full Time Equivalents (Sept = Calendar Year) (c)	**16,453**	**15,230**	**14,184**	**13,711**	**13,543**	**13,762**	**13,762**	**13,762**
Annual Growth in FTE's (%)	-6.5%	-7.4%	-6.9%	-3.3%	-1.2%	1.6%	0.0%	0.0%

(a) Projections related to County Resident Births and Jobs in the County are provided by M-NCPPC and are as of March 2022.
(b) Projections related to Montgomery College Enrollments are provided by Montgomery College and include projections through FY27. Since no projections are provided for FY28, the projections for FY27 were used.
(c) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and include projections through FY26. Since no projections are provided for FY27 or FY28, the projections for FY26 were used.



SOURCE: Montgomery County Department of Finance



SOURCE: Montgomery County Department of Finance

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY22	Est. FY22	% Chg. FY22-23	Rec. FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28
	TAXES	5-27-21	3-15-22	App/Rec	3-15-22										
1	Property Tax	1,884.7	1,900.0	3.5%	1,951.4	2.8%	2,005.3	3.3%	2,072.0	3.0%	2,134.4	2.9%	2,195.6	2.9%	2,258.6
2	Income Tax	1,708.8	1,794.2	8.8%	1,859.0	5.1%	1,954.7	5.1%	2,054.8	4.1%	2,138.9	4.6%	2,236.2	4.9%	2,344.9
3	Transfer Tax	117.2	149.5	32.1%	154.7	7.8%	166.9	5.6%	176.1	-1.8%	173.0	-3.0%	167.8	0.1%	168.0
4	Recordation Tax	52.7	71.6	40.8%	74.2	7.8%	80.0	5.6%	84.4	-1.8%	82.9	-3.0%	80.4	0.1%	80.5
5	Energy Tax	175.7	185.3	6.2%	186.5	0.1%	186.7	0.1%	186.9	0.1%	187.1	0.1%	187.3	0.1%	187.4
6	Telephone Tax	55.1	53.9	-0.9%	54.6	-0.3%	54.4	-0.3%	54.3	-0.3%	54.1	-0.3%	53.9	-0.3%	53.7
7	Hotel/Motel Tax	11.8	16.6	83.5%	21.7	1.8%	22.1	9.0%	24.1	3.1%	24.9	0.5%	25.0	0.5%	25.1
8	Admissions Tax	0.8	2.6	221.9%	2.7	3.4%	2.8	3.4%	2.9	3.5%	3.0	3.5%	3.1	3.5%	3.2
9	E-Cigarette Tax	1.0	1.1	17.5%	1.1	3.4%	1.2	3.2%	1.2	3.1%	1.3	3.0%	1.3	3.0%	1.3
10	**Total Local Taxes**	**4,007.7**	**4,174.8**	**7.4%**	**4,305.9**	**3.9%**	**4,474.1**	**4.1%**	**4,656.8**	**3.1%**	**4,799.5**	**3.1%**	**4,950.5**	**3.5%**	**5,122.8**
	INTERGOVERNMENTAL AID														
11	Highway User	7.9	8.5	10.7%	8.8	0.0%	8.8	0.0%	8.8	0.0%	8.8	0.0%	8.8	0.0%	8.8
12	Police Protection	14.3	14.3	43.0%	20.5	0.0%	20.5	0.0%	20.5	0.0%	20.5	0.0%	20.5	0.0%	20.5
13	Libraries	5.6	5.6	2.2%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8	0.0%	5.8
14	Health Services Case Formula	4.8	4.8	0.7%	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	97.9	97.3	-65.2%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0	0.0%	34.0
16	Public Schools	771.6	771.6	10.7%	854.2	0.0%	854.2	0.0%	854.2	0.0%	854.2	0.0%	854.2	0.0%	854.2
17	Community College	42.7	42.7	30.2%	55.6	0.0%	55.6	0.0%	55.6	0.0%	55.6	0.0%	55.6	0.0%	55.6
18	Other	72.8	56.7	-19.4%	58.6	-3.0%	56.9	-3.0%	55.2	0.0%	55.2	0.0%	55.2	0.0%	55.2
19	**Total Intergovernmental Aid**	**1,017.7**	**1,001.6**	**2.4%**	**1,042.4**	**-0.2%**	**1,040.7**	**-0.2%**	**1,038.9**	**0.0%**	**1,038.9**	**0.0%**	**1,038.9**	**0.0%**	**1,038.9**
	FEES AND FINES														
20	Licenses & Permits	13.5	13.3	2.6%	13.8	1.5%	14.0	1.5%	14.2	1.5%	14.5	1.5%	14.7	1.5%	14.9
21	Charges for Services	53.1	41.1	2.8%	54.6	1.8%	55.6	1.9%	56.6	1.9%	57.7	1.8%	58.8	1.7%	59.8
22	Fines & Forfeitures	38.3	28.0	-21.8%	29.9	1.6%	30.4	1.6%	30.9	1.6%	31.4	1.6%	31.9	1.6%	32.4
23	Montgomery College Tuition	69.8	60.0	-16.3%	58.4	1.8%	59.5	1.9%	60.6	1.9%	61.7	1.8%	62.9	1.7%	64.0
24	**Total Fees and Fines**	**174.6**	**142.4**	**-10.2%**	**156.8**	**1.7%**	**159.5**	**1.8%**	**162.4**	**1.8%**	**165.3**	**1.8%**	**168.2**	**1.7%**	**171.0**
	MISCELLANEOUS														
25	Investment Income	0.5	0.9	602.5%	3.7	27.8%	4.7	3.6%	4.9	3.6%	5.0	3.6%	5.2	3.6%	5.4
26	Other Miscellaneous	15.6	13.4	-6.5%	14.6	2.3%	14.9	2.4%	15.3	2.4%	15.6	2.3%	16.0	2.2%	16.3
27	**Total Miscellaneous**	**16.1**	**14.2**	**13.2%**	**18.3**	**7.4%**	**19.6**	**2.7%**	**20.1**	**2.7%**	**20.7**	**2.6%**	**21.2**	**2.5%**	**21.7**
28	**TOTAL REVENUES**	**5,216.1**	**5,333.1**	**5.9%**	**5,523.4**	**3.1%**	**5,693.8**	**3.2%**	**5,878.2**	**2.5%**	**6,024.5**	**2.6%**	**6,178.9**	**2.8%**	**6,354.5**
	Calculation for Adjusted Governmental Revenues*														
29	**Total Tax Supported Revenues**	**5,214.7**	**5,333.1**	**5.9%**	**5,523.4**	**3.1%**	**5,693.8**	**3.2%**	**5,878.2**	**2.5%**	**6,024.5**	**2.6%**	**6,178.9**	**2.8%**	**6,354.5**
30	**Capital Projects Fund**	**131.7**	**131.7**	**17.1%**	**154.3**	**0.4%**	**154.9**	**31.0%**	**202.9**	**29.3%**	**262.4**	**-5.9%**	**246.8**	**-27.5%**	**179.0**
31	**Grants**	**129.2**	**129.2**	**5.5%**	**136.3**	**2.3%**	**139.4**	**2.4%**	**142.7**	**2.4%**	**146.1**	**2.3%**	**149.4**	**2.2%**	**152.7**
32	**MCG Adjusted Revenues**	**5,475.6**	**5,594.0**	**6.2%**	**5,814.0**	**3.0%**	**5,988.1**	**3.9%**	**6,223.9**	**3.4%**	**6,432.9**	**2.2%**	**6,575.1**	**1.7%**	**6,686.2**

*The calculation for AGR in FY22 and FY23 excludes the County's allocation of Federal Emergency Grants received through the Coronavirus Relief Fund and the American Rescue Plan Act.

County Executive's Recommended FY23-28 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY22	Est. FY22	% Chg. FY22-23	Rec. FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28
		5-27-21	3-15-22	App/Rec	3-15-22										
	Total Revenues														
1	Property Tax	1,884.7	1,900.0	3.5%	1,951.4	2.8%	2,005.3	3.3%	2,072.0	3.0%	2,134.4	2.9%	2,195.6	2.9%	2,258.6
2	Income Tax	1,708.8	1,794.2	8.8%	1,859.0	5.1%	1,954.7	5.1%	2,054.8	4.1%	2,138.9	4.6%	2,236.2	4.9%	2,344.9
3	Transfer/Recordation Tax	169.8	221.1	34.8%	228.9	7.8%	246.9	5.6%	260.6	-1.8%	256.0	-3.0%	248.2	0.1%	248.5
4	Other Taxes	244.4	259.5	9.1%	266.6	0.2%	267.2	0.8%	269.4	0.3%	270.3	0.1%	270.5	0.1%	270.7
5	Other Revenues	1,208.4	1,158.3	0.7%	1,217.4	0.2%	1,219.8	0.1%	1,221.5	0.3%	1,224.9	0.3%	1,228.4	0.3%	1,231.7
6	**Total Revenues**	**5,216.1**	**5,333.1**	**5.9%**	**5,523.4**	**3.1%**	**5,693.8**	**3.2%**	**5,878.2**	**2.5%**	**6,024.5**	**2.6%**	**6,178.9**	**2.8%**	**6,354.5**
7															
8	**Net Transfers In (Out)**	**10.6**	**16.1**	**77.7%**	**18.8**	**2.3%**	**19.3**	**2.4%**	**19.7**	**2.4%**	**20.2**	**2.3%**	**20.7**	**2.2%**	**21.1**
9	**Total Revenues and Transfers Available**	**5,226.7**	**5,349.2**	**6.0%**	**5,542.2**	**3.1%**	**5,713.1**	**3.2%**	**5,898.0**	**2.5%**	**6,044.7**	**2.6%**	**6,199.5**	**2.8%**	**6,375.6**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	427.4	420.5	3.5%	442.5	1.0%	446.8	3.6%	462.8	1.8%	471.1	1.7%	479.0	0.6%	481.8
13	PAYGO	15.5	15.5	118.7%	33.9	-9.1%	30.8	-5.2%	29.2	0.0%	29.2	0.0%	29.2	0.0%	29.2
14	CIP Current Revenue	78.4	140.2	16.2%	91.1	24.4%	113.3	-19.9%	90.7	-4.7%	86.4	12.3%	97.1	-4.1%	93.1
15	Change in Other Reserves	-24.0	1.8	-137.8%	-57.0	100.3%	0.2	35.9%	0.2	-1.9%	0.2	-8.8%	0.2	5.1%	0.2
16	Contribution to General Fund Undesignated Reserves	13.3	-101.1	-110.8%	-1.4	944.0%	12.1	60.7%	19.5	-11.7%	17.2	-41.4%	10.1	-44.3%	5.6
17	Contribution to Revenue Stabilization Reserves	27.5	68.9	-89.2%	3.0	30.9%	3.9	3.8%	4.0	3.8%	4.2	3.8%	4.3	3.8%	4.5
18	Set Aside for other uses (supplemental appropriations)	0.0	0.4	n/a	-1.7	1307.2%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	**Total Other Uses of Resources**	**538.2**	**546.1**	**-5.2%**	**510.4**	**22.9%**	**627.1**	**-0.1%**	**626.4**	**0.3%**	**628.4**	**1.8%**	**639.9**	**-0.9%**	**634.4**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**4,688.6**	**4,803.1**	**7.3%**	**5,031.8**	**1.1%**	**5,086.0**	**3.6%**	**5,271.5**	**2.7%**	**5,416.3**	**2.6%**	**5,559.6**	**3.3%**	**5,741.2**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	2,551.6	2,514.5	7.4%	2,739.7										
25	Montgomery College (MC)	265.5	245.6	3.5%	274.8										
26	MNCPPC (w/o Debt Service)	143.8	143.8	6.5%	153.1										
27	MCG	1,727.8	1,899.2	7.9%	1,864.3										
28	**Agency Uses**	**4,688.6**	**4,803.1**	**7.3%**	**5,031.8**	**1.1%**	**5,086.0**	**3.6%**	**5,271.5**	**2.7%**	**5,416.3**	**2.6%**	**5,559.6**	**3.3%**	**5,741.2**
29	**Total Uses**	**5,226.7**	**5,349.2**	**6.0%**	**5,542.2**	**3.1%**	**5,713.1**	**3.2%**	**5,898.0**	**2.5%**	**6,044.7**	**2.6%**	**6,199.5**	**2.8%**	**6,375.6**
30	**(Gap)/Available**	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**		**0.0**

Assumptions:

1. Property taxes are at the Charter Limit with a $692 credit. Other taxes are at current rates.
2. Reserve contributions are consistent with legal requirements and the minimum policy target. The calculation for Adjusted Governmental Revenues in FY22 and FY23 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 Recommended FY23-28 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY23-28.

County Executive's Recommended FY23-28 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY22	Est. FY22	% Chg. FY22-23	Rec. FY23	% Chg. FY23-24	Projected FY24	% Chg. FY24-25	Projected FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28
31	Beginning Reserves														
32	Unrestricted General Fund	82.1	169.4	-16.8%	68.3	-2.1%	66.8	18.1%	79.0	24.7%	98.5	17.5%	115.7	8.7%	125.8
33	Revenue Stabilization Fund	403.8	444.6	27.2%	513.5	0.6%	516.5	0.8%	520.4	0.8%	524.4	0.8%	528.6	0.8%	532.9
34	Total Reserves	485.9	614.0	19.7%	581.8	0.3%	583.3	2.7%	599.3	3.9%	622.9	3.4%	644.3	2.2%	658.7
35															
36	Additions to Reserves														
37	Unrestricted General Fund	13.3	-101.1	-110.8%	-1.4	944.0%	12.1	60.7%	19.5	-11.7%	17.2	-41.4%	10.1	-44.3%	5.6
38	Revenue Stabilization Fund	27.5	68.9	-89.2%	3.0	30.9%	3.9	3.8%	4.0	3.8%	4.2	3.8%	4.3	3.8%	4.5
39	Total Change in Reserves	40.8	-32.2	-96.3%	1.5	950.0%	16.0	46.9%	23.5	-9.0%	21.4	-32.6%	14.4	-29.8%	10.1
40															
41	Ending Reserves														
42	Unrestricted General Fund	95.3	68.3	-29.9%	66.8	18.1%	79.0	24.7%	98.5	17.5%	115.7	8.7%	125.8	4.5%	131.4
43	Revenue Stabilization Fund	431.3	513.5	19.8%	516.5	0.8%	520.4	0.8%	524.4	0.8%	528.6	0.8%	532.9	0.8%	537.4
44	Total Reserves	526.7	581.8	10.8%	583.3	2.7%	599.3	3.9%	622.9	3.4%	644.3	2.2%	658.7	1.5%	668.8
45	Reserves as a % of Adjusted Governmental Revenues	9.6%	10.4%		10.0%		10.0%		10.0%		10.0%		10.0%		10.0%
46	Other Reserves														
47	Montgomery College	27.7	34.6	4.5%	29.0	0.0%	29.0	0.0%	29.0	0.0%	29.0	0.0%	29.0	0.0%	29.0
48	M-NCPPC	4.9	7.3	8.2%	5.3	2.8%	5.4	3.2%	5.6	3.0%	5.8	2.8%	5.9	2.9%	6.1
49	MCPS	0.0	45.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
50	MCG Special Funds	0.9	5.6	56.2%	1.3	1.7%	1.4	4.0%	1.4	4.1%	1.5	3.0%	1.5	3.1%	1.6
51	MCG + Agency Reserves as a % of Adjusted Govt Revenues	10.2%	12.1%		10.6%		10.6%		10.6%		10.6%		10.6%		10.6%
52	Retiree Health Insurance Pre-Funding														
53	Montgomery County Public Schools (MCPS)	73.0	73.0		57.4		57.4		57.4		57.4		57.4		57.4
54	Montgomery College (MC)	5.6	5.6		1.7		1.7		1.7		1.7		1.7		1.7
55	MNCPPC	2.7	2.7		3.7		3.5		3.4		3.2		3.2		3.2
56	MCG	10.8	10.8		0.0		0.0		0.0		0.0		0.0		0.0
57	Subtotal Retiree Health Insurance Pre-Funding	92.2	92.2		62.8		62.6		62.5		62.3		62.3		62.3
58	Adjusted Governmental Revenues														
59	Total Tax Supported Revenues	5,214.7	5,333.1	5.9%	5,523.4	3.1%	5,693.8	3.2%	5,878.2	2.5%	6,024.5	2.6%	6,178.9	2.8%	6,354.5
60	Capital Projects Fund	131.7	131.7	17.1%	154.3	0.4%	154.9	31.0%	202.9	29.3%	262.4	-5.9%	246.8	-27.5%	179.0
61	Grants	129.2	129.2	5.5%	136.3	2.3%	139.4	2.4%	142.7	2.4%	146.1	2.3%	149.4	2.2%	152.7
62	Total Adjusted Governmental Revenues	5,475.6	5,594.0	6.2%	5,814.0	3.0%	5,988.1	3.9%	6,223.9	3.4%	6,432.9	2.2%	6,575.1	1.7%	6,686.2

FY23 FEE AND FINE CHANGES*			
DEPARTMENT/FEE AND FINE	**FY23 REVENUE CHANGE**	**METHOD OF CHANGE**	**NOTE**
DEPARTMENT OF ENVIRONMENTAL PROTECTION			
Solid Waste Disposal Charge	$11,768,676	Council Resolution	Increase the single family per household from $244.78 to $288.20, multi-family per household from $17.29 to $17.83, and nonresidential properties from $644.61 to $664.71.
Water Quality Protection Charge	$2,277,320	Council Resolution	Increase the rate per Equivalent Residential Unit (ERU) from 113.50 to $119.50 per ERU.
Refuse Collection Charge	$1,124,912	Council Resolution	Increase charges from $117.00 to $127.00 per household.
HOUSE AND COMMUNITY AFFAIRS			
Common Ownership Communities (COC) Registration Fee	$70,000	City of Gaithersburg Ordinance	City of Gaithersburg legislation stipulates that Common Ownership Communities (COC) can register in the Montgomery County COC program as regulated by County Code.
COC Registration Fee	$2,000	Council Resolution	Increase the Registration Fee for any new COC Associations from $5.00 to $6.50 beginning January 2023. The new rate will apply to all COCs in FY24 and beyond.
TRANSPORTATION			
Ride On Fare	($9,825,034)	Council Resolution	Reduce all Ride On fares by one-half, resulting in a fare of $1.00 for most routes. The revenue change is based on projected fare revenue that would have been collected under full fares. Fares were not collected in fiscal years 2021-22 due to the COVID-19 pandemic.
DEPARTMENT OF CORRECTION AND REHABILITATION			
Intervention Program for Substance Abusers Fee	($29,130)	Executive Regulation	Eliminate the administrative fee charged to participants.
Alternative Community Service Fee	($123,900)	Executive Regulation	Eliminate the administrative fee charged to participants.
GRAND TOTAL	**5,264,844**		

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

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 or the next business day if January 15th falls on a weekend or a holiday. 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 (M-NCPPC), Washington Suburban Sanitary Commission (WSSC Water), 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, number 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 that 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, adopted master plans, and sector plans may be obtained directly from the M-NCPPC. The County's current General Plan is in the process of being updated with completion anticipated by this fall.

Growth and Infrastructure Policy

Overall planning policies involve an interdependence between the CIP as a budgeting document that 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 service 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 work sessions 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 CIP, 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 FY23 tax-supported debt service, as displayed later in the Debt Service section, is approximately $400.7 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 FY23 tax-supported Current Revenue and PAYGO are approximately $125.0 million and are displayed in the 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 Recommended FY23-28 CIP, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended FY23-28 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND ($000s)						
Fund/Department	**FY23**	**FY24**	**FY25**	**FY26**	**FY27**	**FY28**
County General Fund						
Corrections and Rehabilitation	-125	-153	-153	-153	-153	-153
General Service	-76	-76	464	464	464	464
Health and Human Services	5,343	5,977	6,533	6,578	7,630	7,630
Police	0	0	260	528	528	528
Public Libraries	0	0	477	327	2,999	2,099
Transportaion	339	421	653	832	1,007	1,087
Mass Transit						
Transit Services	0	6	12	12	12	22
Fire						
Fire and Rescue Service	125	287	287	385	545	545
Recreation						
Recreation	2,197	2,950	2,950	2,903	2,901	2,900
Water Quality Protection Fund						
Environmental Protection	90	90	90	90	90	90
Recycling and Resource Management						
Recycling and Resource Management	0	0	0	0	711	720
Total	**7,893**	**9,502**	**11,573**	**11,966**	**16,734**	**15,932**

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), WSSC Water, 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:

CLIMATE CHANGE/A GREENER COUNTY

- Transit planning and implementation activities to transition Ride On to a zero-emission fleet.
- Bus rapid transit service improvements on the MD355 and Veirs Mill corridors.
- Pedestrian and bicycle transportation facilities to encourage active modes of transportation and reduce short-distance car trips.
- Net-zero energy projects such as the Holiday Park Senior Center, the White Flint Fire Station, and the 6th District Police Station, and the Kennedy Shriver Aquatic Center.
- Stormwater management projects to maintain and improve the County's resilience to extreme weather.

- Feasibility studies for rooftop solar energy collection on parking facilities to promote climate action initiatives.
- Storm drain projects to improve resiliency, address flooding and erosion issues, and contribute to the reduction of greenhouse emissions.

Recycling and Resource Management

- Upgrades to the County's Recycling Center, which will ultimately allow the County to process 100 percent of the recyclable material generated by County residents and businesses, instead of sending up to 45 percent of it out of the State for processing.
- Gude Landfill project to improve the capture of methane and prevent groundwater contamination.

THRIVING YOUTH AND FAMILIES

Montgomery County Public Schools (MCPS)

- Construction projects at 15 elementary schools, five middle schools, and eight high schools.
- A permanent Early Childhood Center at the Watkins Mill High School site to provide children living in poverty additional time to acquire skills for later school and life success.
- MCPS Sustainability Initiatives to reduce greenhouse gas emissions, improve resiliency, and building energy and utility efficiency.
- MCPS systemic projects such as Heating, Ventilation and Air Conditioning (HVAC), Roof Replacement, School Security, and Planned Lifecycle Asset Replacement (PLAR).
- Other CIP projects which benefit MCPS' programs include: Pedestrian Safety Program, Transportation Improvements for Schools, Fibernet, Ballfields Initiatives, Kennedy Shriver Aquatic Center Building Envelope Improvement, Child Care Renovations, High School Wellness Centers, School Based Health & Linkages to Learning Centers, and the MCPS Bus Depot and Maintenance Relocation.

Montgomery College (MC)

- Provide $347.1 million for Montgomery College capital and information technology projects - a $63.0 million, or 22.2 percent increase in six-year funding.
- Construction of the Germantown Student Services Center.
- Improvements for the Rockville and Takoma Park/Silver Spring campus libraries.
- Construction of the Takoma Park/Silver Spring Math & Science Center.
- Collegewide Physical Education Renovations.

Department of Public Libraries

- A new library in Clarksburg.
- Six library refresh projects (Potomac, Damascus, Silver Spring, Rockville, Chevy Chase, Olney).
- Continued implementation of the 21st Century Library Enhancements project to allow Public Libraries to respond to customer demands and to enable participation in library trends that require changes in the equipment and related furnishings of library buildings.

Health and Human Services

- A Restoration Center to provide Behavioral Health Services to those who are experiencing mental health and/or substance abuse disorders or who are in mental health crisis.

- Renovation and construction of childcare centers and playgrounds that meet Americans with Disabilities Act (ADA) requirements.
- A new Linkages to Learning site and a new School Based Health Center at JoAnn Leleck Elementary School.

Department of Recreation

- The South County Regional Recreation and Aquatic Center.
- Recreation Facilities Refurbishments.
- Swimming Pools Slide Replacement.
- Reconstruction of the Martin Luther King, Jr. Indoor Swim Center pool deck to ensure compliance with ADA requirements.
- Updates to the Glenmont Outdoor Pool to allow for extended season use of the outdoor pool to minimize the impact of the Kennedy Shriver Aquatic Center closure during construction.

Maryland-National Capital Parks and Planning Commission

- Bethesda Park acquisitions and improvements.
- The Black Hill Regional Park SEED to help children learn how the building functions and better understand the flows of energy and water.
- The South Germantown Cricket Field.
- Renovate two fields at Blair High School for both school and community use for multiple sports.
- Enhancements for the Ovid Hazen Wells Recreational Park.
- Improvements at Brookside Gardens.
- The North Branch Hiker-Biker Trail.

A GROWING ECONOMY

White Flint and White Oak Redevelopment

- The White Flint Western Workaround road project to improve the walkability of this mixed-use urban center.
- A public-private partnerships to redevelop sites around the White Flint/North Bethesda metro station site and the Viva White Oak life science, mixed use development.

Montgomery County Revenue Authority

- The Crossvines demonstration vineyard, custom winery, and education/events center in Poolesville.

Alcohol Beverage Services

- Update 26 retail store locations.

Department of Housing and Community Affairs (DHCA) Community Development

- The Burtonsville Community Identification Sign project and commercial revitalization in the Colesville/New Hampshire Avenue corridor.
- Facade Easement program.

EASIER COMMUTES

Montgomery County Department of Transportation

- Continue design, land acquisition, and construction of:
  - MD 355 Bus Rapid Transit (BRT) Central phase
  - Veirs Mill Road Bus Rapid Transit (BRT)
- Design MD 355 Bus Rapid Transit (BRT) South/North phase.
- Bus Priority Project to enhance countywide bus system performance.
- Planning for the New Hampshire Avenue Bus Rapid Transit (BRT) corridor and the North Bethesda Transitway.
- The Great Seneca Science Corridor Transit Improvements.
- Replacement of twenty-nine (29) diesel-powered Ride On buses with zero emission electric buses in fiscal years 2023-24 to achieve full capacity of 70 electric buses at the Silver Spring bus depot solar microgrid.
- Construction of a mezzanine for the south entrance of the Bethesda Metrorail Station in coordination with the Purple Line project.
- A new bus loop and parking lot at the Boyds MARC Station.
- Access improvements to the White Flint Metro Station.
- Observation Drive Extended, a north-south road extension of existing Observation Drive, connecting north Germantown to Clarksburg.
- A new roadway between Spencerville Road (MD 198) and the School Access Road in Burtonsville.
- Bridge Design Program, Bridge Preservation Program, Brighton Dam Road Bridge, Brink Road Bridge, Dennis Avenue Bridge, Dorsey Mill Road Bridge, Garrett Park Road Bridge, and Mouth of Monocacy Road Bridge.

AN AFFORDABLE AND WELCOMING COUNTY FOR A LIFETIME

Department of Housing and Community Affairs (DHCA) Affordable Housing

- Affordable Housing Opportunity Fund.
- Affordable Housing Acquisition and Preservation Program.

Health and Human Services

- A new project to plan and locate a permanent, affordable living quarters facility for very low-income households.

Housing Opportunities Commission (HOC)

- Improvements in deeply subsidized HOC-owned units.

SAFE NEIGHBORHOODS AND VISION ZERO

Montgomery County Department of Transportation

- The Sandy Spring Bikeway, a ten-foot-wide shared use path on the north side of MD-108 from Dr. Bird Road to Norwood Road.
- Tuckerman Lane sidewalks by FY28 to improve safe access to schools.
- The US-29 Pedestrian and Bicycle Improvements project for the design and construction of pedestrian and bicycle safe access improvements near FLASH transit stations.
- Protected bicycle lanes in Downtown Bethesda to be known as the "Bethesda Circle":
  - A new shared use path along Good Hope Road including a pedestrian bridge at the intersection of Hopefield

Road, and

- a new sidewalk along Oak Drive from the southern intersection with MD-27 to John T. Baker Middle School.

- Pedestrian Priority Area Improvements and Bicycle-Pedestrian Priority Area Improvements - Veirs Mill/Randolph.
- Bicycle-Pedestrian Priority Area Improvements (BiPPA) - Wheaton Central Business District (CBD) to construct additional sub projects.
- Bicycle-Pedestrian Area Improvements - Purple Line for the design and construction of improvements in areas adjacent to future Purple Line Stations.
- The Metropolitan Branch Trail, including a grade-separated bridge over Georgia Avenue for two Purple Line-related projects, Capital Crescent Trail and the Silver Spring Green Trail.
- The MD 355-Clarksburg Shared Use Path.
- Franklin Avenue Sidewalk and MacArthur Blvd Bikeway Improvements.
- Traffic Improvements including intersection improvements, Advanced Transportation Management System (ATMS) technologies, and efficient traffic signal operation.
- The Pedestrian Safety Program.

Department of Police

- The Public Safety Communications Center, Phase II, Electrical Distribution and HVAC Upgrade project.
- Renovation and expansion of the Outdoor Firearms Training Center.
- Construction of a new 6th District Police Station (Gaithersburg).

Montgomery County Fire and Rescue Services

- A new five-bay fire station in White Flint to accommodate rapid growth of high-density residential, commercial, and retail and high service call volumes.
- Glen Echo Fire Station 11 renovations.
- A new Fire and Rescue Station in the Clarksburg area with costs for the Historic Clarksburg Sewer project.
- Replace heavy fire trucks, apparatus, equipment, and Emergency Medical Services trucks.
- Heart monitor/defibrillators replacement.

EFFECTIVE, SUSTAINABLE GOVERNMENT

Washington Suburban Sanitary Commission (WSSC Water)

- Replacement of 37 miles of bare cast iron, pre-1965 water main lines to mitigate increasingly frequent incidents of breaks and to enable supply of water in sufficient quantity, quality, and pressure.
- Three new Montgomery County Sewer projects to upgrade wastewater pump stations and force mains that are reaching the end of their functional life expectancy.
- Replacement and rehabilitation of 26 miles of mainline and lateral sewer lines of less than 15 inches in diameter in residential areas to replace infrastructure that has exceeded its useful life.
- A reconfigured Anacostia Depot where a CSX train track traverses the property.
- The Piscataway Water Resource Recovery Facility Bioenergy project.
- Richard G. Hocevar (RGH) Building power improvements,
- Upgrades to the Potomac Water Filtration Plant.

- Wastewater treatment projects at DC Water's facility in Blue Plains.
- The Trunk Sewer Reconstruction Program.

Department of Correction and Rehabilitation

- A new Criminal Justice Complex (CJC).
- Montgomery County Detention Center (MCDC) improvements.
- Wireless internet installation throughout the Montgomery County Correctional Facility (MCCF), the Pre-release Center (PRC), and upgrade the wireless system at the Montgomery County Detention Center.
- A Montgomery County Correctional Facility refresh project.

Department of Technology and Enterprise Business Solutions

- An advanced radio infrastructure to ensure that all geographic areas of Montgomery County can be served by Fire and Rescue Services and public safety agencies.
- Computer Aided Dispatch (CAD), the Law Enforcement Records Management System (RMS), and voice radio systems upgrades.
- A communications tower in Dickerson, Maryland to serve the UpCounty area which has a growing need for reliable public safety communications service.

Department of Transportation

- Improvements in Bethesda, Silver Spring, and Wheaton parking lots and garages.
- Installation of charging stations at Wheaton, Silver Spring, and Bethesda parking facilities for fueling of electric vehicles.
- Glen Road Bridge replacement.
- Deck replacement of Mouth of Monocacy Road Bridge over CSX tracks.
- Permanent patching or rehabilitation of residential/rural roads in older residential communities.
- Resurfacing primary/arterial road infrastructure.
- Resurfacing and permanently patching residential/rural roads.
- Sidewalks, curb, and gutter repairs in business districts and residential communities.
- A Street Tree Preservation Project to maintain the street tree canopy through proactive tree maintenance.

General Government

- Council Office Building and Grey Courthouse project renovations.
- Energy conservation projects using utility incentives from the Pepco/Exelon merger.
- Replacement of aging County building roofs , parking lots, HVAC, electrical systems, and elevators.
- Lincoln High School roof and building envelope repairs.

EXPLANATION OF THE CHARTS WHICH FOLLOW

Expenditure Summary by Category and Sub-Category

The program expenditure summary report for the County Executive's Recommended FY23-28 CIP, as recommended in January, is included after the chapter narrative. The County Executive's Recommended FY23-28 CIP contains project

description forms for each capital project which include a description, programmed expenditures, and funding sources.

All Agency Funding Summary

The summary report listing recommended funding support from all sources for the County Executive's Recommended FY23-28 CIP, as recommended in January, is included after the Expenditure Summary by Category and Subcategory report. The County Executive's Recommended FY23-28 CIP 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 FY21	Est FY22	6 Yr Total	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Beyond 6 Yrs	FY 23 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	752,350	345,784	143,292	180,274	40,866	36,105	29,528	31,502	24,103	18,170	83,000	38,301
Economic Development	255,928	202,327	14,001	39,600	700	3,700	2,000	12,700	10,500	10,000	-	-
Other General Government	42,051	3,138	26,822	11,420	1,000	3,080	1,783	1,213	2,144	2,200	671	1,000
Technology Services	181,805	75,501	14,505	88,055	19,033	19,796	21,318	11,699	11,301	4,908	3,744	19,033
GENERAL GOVERNMENT TOTAL	**1,232,134**	**626,750**	**198,620**	**319,349**	**61,599**	**62,681**	**54,629**	**57,114**	**48,048**	**35,278**	**87,415**	**58,334**
PUBLIC SAFETY												
Correction and Rehabilitation	95,393	8,265	3,987	78,842	1,829	2,638	2,366	12,817	33,505	25,687	4,299	815
Fire/Rescue Service	277,623	108,165	43,416	126,042	25,155	22,379	25,856	24,099	14,337	14,216	-	10,671
Other Public Safety	140,628	140,421	207	-	-	-	-	-	-	-	-	-
Police	83,603	31,222	3,095	49,286	12,070	25,688	6,173	1,917	3,008	430	-	39,211
PUBLIC SAFETY TOTAL	**597,247**	**288,073**	**50,705**	**254,170**	**39,054**	**50,705**	**34,395**	**38,833**	**50,850**	**40,333**	**4,299**	**50,697**
TRANSPORTATION												
Bridges	195,746	69,829	18,359	74,163	16,002	13,462	14,738	13,681	8,905	7,375	33,395	18,626
Highway Maintenance	693,692	411,487	40,347	241,858	38,400	39,400	39,900	41,400	40,900	41,858	-	38,400
Mass Transit (MCG)	1,472,591	670,066	147,417	654,978	83,070	73,677	98,023	176,209	149,368	74,631	130	64,138
Parking	91,776	38,922	6,974	45,880	8,722	9,016	7,841	7,900	6,137	6,264	-	2,781
Pedestrian Facilities/Bikeways	652,793	224,917	48,708	268,289	47,473	40,097	31,447	40,403	57,327	51,542	110,879	36,497
Roads	753,787	286,429	59,159	107,106	18,289	7,825	6,478	7,645	31,499	35,370	301,093	6,005
Traffic Improvements	428,711	203,950	19,059	105,702	16,651	17,117	17,401	20,311	17,111	17,111	100,000	16,651
TRANSPORTATION TOTAL	**4,289,096**	**1,905,600**	**340,023**	**1,497,976**	**228,607**	**200,594**	**215,828**	**307,549**	**311,247**	**234,151**	**545,497**	**183,098**
RECYCLING AND RESOURCE MANAGEMENT												
Recycling and Resource Management	88,096	2,947	35,631	49,518	20,120	12,105	10,687	5,858	748	-	-	32,048
RECYCLING AND RESOURCE MANAGEMENT TOTAL	**88,096**	**2,947**	**35,631**	**49,518**	**20,120**	**12,105**	**10,687**	**5,858**	**748**	**-**	**-**	**32,048**
HEALTH AND HUMAN SERVICES												
Health and Human Services	122,994	34,524	19,106	62,519	7,881	9,684	18,101	11,524	6,911	8,418	6,845	3,632
HEALTH AND HUMAN SERVICES TOTAL	**122,994**	**34,524**	**19,106**	**62,519**	**7,881**	**9,684**	**18,101**	**11,524**	**6,911**	**8,418**	**6,845**	**3,632**
CULTURE AND RECREATION												
Libraries	139,570	82,727	7,726	49,117	4,601	9,285	7,317	17,110	7,144	3,660	-	1,442
Recreation	232,879	82,475	48,019	97,418	14,745	26,925	24,218	12,446	9,523	9,561	4,967	7,503
CULTURE AND RECREATION TOTAL	**372,449**	**165,202**	**55,745**	**146,535**	**19,346**	**36,210**	**31,535**	**29,556**	**16,667**	**13,221**	**4,967**	**8,945**

Expenditure Summary by Category and Subcategory ($000s)

	Total	Thru FY21	Est FY22	6 Yr Total	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Beyond 6 Yrs	FY 23 Approp.
CONSERVATION OF NATURAL RESOURCES												
Ag Land Preservation	20,022	10,563	6,258	3,201	526	529	532	535	538	541	-	526
Storm Drains	79,706	42,282	3,500	33,924	8,404	5,104	5,104	5,104	5,104	5,104	-	11,328
Stormwater Management	251,264	117,131	15,942	118,191	22,433	17,752	28,027	18,454	16,101	15,424	-	3,342
CONSERVATION OF NATURAL RESOURCES TOTAL	**350,992**	**169,976**	**25,700**	**155,316**	**31,363**	**23,385**	**33,663**	**24,093**	**21,743**	**21,069**	**-**	**15,196**
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	11,657	6,275	1,126	4,256	541	844	797	688	693	693	-	541
Housing (MCG)	436,986	237,109	61,877	138,000	28,000	22,000	22,000	22,000	22,000	22,000	-	28,000
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	**448,643**	**243,384**	**63,003**	**142,256**	**28,541**	**22,844**	**22,797**	**22,688**	**22,693**	**22,693**	**-**	**28,541**
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	86,987	21,724	57,058	8,205	1,955	1,250	1,250	1,250	1,250	1,250	-	1,955
HOUSING OPPORTUNITIES COMMISSION TOTAL	**86,987**	**21,724**	**57,058**	**8,205**	**1,955**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**-**	**1,955**
REVENUE AUTHORITY												
Miscellaneous Projects (Revenue Authority)	37,299	-	14,465	17,334	8,017	4,017	2,200	2,100	1,000	-	5,500	2,575
REVENUE AUTHORITY TOTAL	**37,299**	**-**	**14,465**	**17,334**	**8,017**	**4,017**	**2,200**	**2,100**	**1,000**	**-**	**5,500**	**2,575**
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	2,912,749	1,502,073	268,507	1,142,169	227,751	262,823	216,889	170,044	164,242	100,420	-	181,722
Individual Schools	1,100,518	268,764	184,832	646,922	160,019	183,841	162,696	105,366	35,000	-	-	367,917
Miscellaneous Projects	61,813	-	-	33,413	(70,039)	(97,738)	(40,421)	38,140	82,946	120,525	28,400	(36,507)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	**4,075,080**	**1,770,837**	**453,339**	**1,822,504**	**317,731**	**348,926**	**339,164**	**313,550**	**282,188**	**220,945**	**28,400**	**513,132**
MONTGOMERY COLLEGE												
Higher Education	932,827	493,007	92,692	327,088	51,767	49,894	48,155	37,591	61,579	78,102	20,040	35,785
MONTGOMERY COLLEGE TOTAL	**932,827**	**493,007**	**92,692**	**327,088**	**51,767**	**49,894**	**48,155**	**37,591**	**61,579**	**78,102**	**20,040**	**35,785**
M-NCPPC												
Acquisition	335,172	118,034	38,591	52,778	11,420	8,450	7,874	8,541	8,352	8,141	125,769	10,420
Development	498,992	165,180	87,855	201,696	36,475	36,285	35,567	35,513	28,965	28,891	44,261	32,509
M-NCPPC TOTAL	**834,164**	**283,214**	**126,446**	**254,474**	**47,895**	**44,735**	**43,441**	**44,054**	**37,317**	**37,032**	**170,030**	**42,929**

Expenditure Summary by Category and Subcategory ($000s)

			Total	Thru FY21	Est FY22	6 Yr Total	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Beyond 6 Yrs	FY 23 Approp.
														Approp.
13,468,008	6,005,238	1,532,533	5,057,244	863,876	867,030	855,845	895,760	862,241	712,492		872,993	976,867		

All Agency Funding Summary

All Agency Funding Summary ($000s)

	Total	Thru FY21	Est FY22	6 Yr Total	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Beyond 6 Yrs
Aging Schools Program	4,769	4,710	59	-	-	-	-	-	-	-	-
Agricultural Transfer Tax	3,821	1,244	1,377	1,200	200	200	200	200	200	200	-
Community Development Block Grant	5,840	5,840	-	-	-	-	-	-	-	-	-
Contributions	87,922	47,699	14,840	25,383	2,731	4,585	3,124	5,342	8,101	1,500	-
Contributions: Bethesda Park Impact Payments	18,000	7,050	7,950	3,000	3,000	-	-	-	-	-	-
Current Revenue: Cable TV	96,076	63,468	7,080	25,528	4,568	4,176	4,196	4,196	4,196	4,196	-
Current Revenue: CUPF	3,471	1,177	494	1,800	300	300	300	300	300	300	-
Current Revenue: Economic Development Fund	11,000	5,500	5,500	-	-	-	-	-	-	-	-
Current Revenue: Enterprise (M-NCPPC)	18,477	8,665	6,597	3,215	-	-	750	2,465	-	-	-
Current Revenue: Fire	59,181	11,669	10,328	37,184	4,809	6,880	5,996	5,593	6,927	6,979	-
Current Revenue: General	956,133	489,096	111,441	353,996	60,157	64,350	62,596	56,031	55,871	54,991	1,600
Current Revenue: Liquor	14,462	92	3,117	10,582	522	2,720	1,783	1,213	2,144	2,200	671
Current Revenue: M-NCPPC	6,035	1,965	1,370	2,700	450	450	450	450	450	450	-
Current Revenue: Mass Transit	246,815	61,866	41,099	143,720	28,715	24,915	18,565	18,885	27,345	25,295	130
Current Revenue: Montgomery Housing Initiative	4,775	2,500	2,275	-	-	-	-	-	-	-	-
Current Revenue: Motor Pool	550	550	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Bethesda	47,602	18,750	4,673	24,179	6,145	5,364	3,195	3,165	3,155	3,155	-
Current Revenue: Parking - Montgomery Hill	100	100	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Silver Spring	41,994	19,562	2,138	20,294	2,310	3,505	4,514	4,565	2,700	2,700	-
Current Revenue: Parking - Wheaton	2,180	610	163	1,407	267	147	132	170	282	409	-
Current Revenue: Permitting Services	20,991	20,991	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Collection	421	421	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Disposal	39,124	12,561	24,541	2,022	2,022	-	-	-	-	-	-
Current Revenue: Urban District Bethesda	435	278	157	-	-	-	-	-	-	-	-
Current Revenue: Water Quality Protection	75,906	48,217	6,764	20,925	3,394	3,447	3,327	3,524	3,525	3,708	-
Developer Payments	6,931	4,982	1,107	842	-	-	-	163	338	341	-
EDAET	504	504	-	-	-	-	-	-	-	-	-
Fed Stimulus (State Allocation)	6,550	6,550	-	-	-	-	-	-	-	-	-
Federal Aid	528,118	250,406	13,711	259,051	9,175	11,876	53,287	97,287	68,060	19,366	4,950

All Agency Funding Summary ($000s)

	Total	Thru FY21	Est FY22	6 Yr Total	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Beyond 6 Yrs
G.O. Bond Premium	33,992	26,846	7,146	-	-	-	-	-	-	-	-
G.O. Bonds	5,585,389	2,641,498	656,865	1,815,675	354,383	393,555	285,590	274,274	260,695	247,178	471,351
HIF Revolving Program	295,331	165,931	17,603	111,797	14,896	19,414	19,372	19,367	19,367	19,381	-
HOC Bonds	50,000	4,115	45,885	-	-	-	-	-	-	-	-
Impact Tax	174,567	103,225	15,902	55,440	9,240	9,240	9,240	9,240	9,240	9,240	-
Intergovernmental	21,431	10,562	1,563	1,706	1,592	74	40	-	-	-	7,600
Interim Finance	2,232	2,232	-	-	-	-	-	-	-	-	-
Investment Income	1,275	392	395	488	201	287	-	-	-	-	-
Land Sale	28,689	28,689	-	-	-	-	-	-	-	-	-
Land Sale (M-NCPPC Only)	513	513	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	112,340	64,138	27,999	20,203	7,104	2,586	2,628	2,633	2,633	2,619	-
Local Area Transportation Impr Program (LATIP)	101,200	2	98	1,100	-	500	600	-	-	-	100,000
Long-Term Financing	342,690	130,452	95,715	116,523	24,081	19,284	34,494	23,464	7,600	7,600	-
Long-Term Financing - White Flint	-	-	-	-	-	-	-	-	-	-	-
M-NCPPC Bonds	117,584	49,344	21,197	45,871	7,500	8,000	8,310	7,630	7,358	7,073	1,172
Major Facilities Capital Projects Fund (College)	22,000	10,274	2,726	9,000	1,500	1,500	1,500	1,500	1,500	1,500	-
Op Lanes Maryland Transit Funding	169,679	-	-	169,679	10,550	13,362	31,699	65,512	40,312	8,244	-
PAYGO	194,091	194,091	-	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	240,561	39,027	24,386	52,500	9,500	9,000	9,000	9,000	8,000	8,000	124,648
Qualified Zone Academy Funds	4,142	3,939	203	-	-	-	-	-	-	-	-
Recordation Tax	1,072,858	453,602	107,576	511,680	77,659	80,596	83,634	86,697	89,916	93,178	-
Recordation Tax Premium (MCG)	265,908	112,420	24,940	128,548	19,510	20,248	21,011	21,780	22,590	23,409	-
Revenue Authority	22,354	-	11,465	10,614	8,017	557	115	1,875	50	-	275
Revenue Bonds	78,586	-	11,090	47,496	18,098	12,105	10,687	5,858	748	-	20,000
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	1,987	2,620	-	-	-	-	-	-	-	-
Revolving Fund: G.O. Bonds	25,580	8,638	16,942	-	-	-	-	-	-	-	-
School Facilities Payment	3,872	2,865	1,007	-	-	-	-	-	-	-	-
Schools Impact Tax	259,044	150,929	(27,665)	135,780	22,630	22,630	22,630	22,630	22,630	22,630	-
Short-Term Financing	312,942	171,535	24,173	113,490	13,637	18,758	18,460	9,804	25,919	26,912	3,744
Short-Term Lease Financing	5,054	3,637	1,417	-	-	-	-	-	-	-	-
State Aid	1,213,547	333,500	144,070	693,223	109,165	89,744	124,960	120,527	149,159	99,668	42,754

All Agency Funding Summary ($000s)

	Total	Thru FY21	Est FY22	6 Yr Total	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	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	5,973	2,188	1,425	2,360	380	380	400	400	400	400	-
TEA-21	2,368	2,368	-	-	-	-	-	-	-	-	-
Transportation Enhancement Program	737	737	-	-	-	-	-	-	-	-	-
Transportation Facilities Capital Projects Fund (College)	1,000	999	1	-	-	-	-	-	-	-	-
Transportation Improvement Credit	500	500	-	-	-	-	-	-	-	-	-
Utility Incentives	5,296	5,173	123	-	-	-	-	-	-	-	-
Utility Merger Funds	13,200	1,254	8,365	3,581	3,581	-	-	-	-	-	-
Water Quality Protection Bonds	111,028	48,359	2,592	60,077	13,502	11,295	8,060	9,020	9,530	8,670	-
White Flint Special Tax District	161,208	43,298	16,427	7,385	7,385	-	-	-	-	-	94,098

Total	Thru FY21	Est FY22	6 Yr Total	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	Beyond 6 Yrs
13,468,008	**6,005,238**	**1,532,533**	**5,057,244**	**863,876**	**867,030**	**855,845**	**895,760**	**862,241**	**712,492**	**872,993**

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Debt Service

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$459,907,765	0.00

MISSION STATEMENT

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

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for Debt Service is $459,907,765 an increase of $11,220,275 or 2.5 percent from the FY22 approved budget of $448,687,490. This amount excludes $47,230 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 35.9 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended FY23-28 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 and State tax laws, interest rates are lower than for non-government issues.

"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 safety of repayment for 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 5, 2021, the County Council approved SAG limits at $300.0 million for FY23, $290.0 million for FY24 and $1,680.0 million for the FY23-28 period. On February 1, 2022, the County Council confirmed the guidelines set on October 5, 2021. The County Executive recommends the same level of debt issuance as SAG for FY23 and FY24 with adjustments in the out years resulting in $1,750.0 million for FY23-28.

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 (including costs of issuance) constitute the total Debt Service budget for FY23. 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's 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.

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 and included in the debt service budget, usually at lower rates than with 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.

FY22 Estimated Debt Service

The FY22 estimated general obligation debt service, lease, and other long-term debt expenditure requirements for tax-supported funds total $414.0 million which is lower than the budget of $420.9 million primarily due to deferrals in some lease financings and a delayed long-term debt issuance (MHI- Property Acquisition Fund).

During FY22, the County closed one of its revolving lines of credit in the amount of $150 million. The County had not drawn any advances against the line of credit. These lines of credit have not been utilized but are available to ensure that the County has sufficient liquidity to meet its obligations

FY23 Recommended Debt Service Budget

The FY23 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues plus the following:

An FY23 issue of $300 million at an interest cost of 5.0 percent for 20 years with even principal payments and annual debt issuance to continue through FY28.

Interest expense based on an anticipated average BANs commercial paper balance of $350 million during FY23.

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

The Debt Service assumptions discussed above result in a total FY23 Debt Service requirement for tax supported funds of $435.2 million, which is a 3.4 percent increase from the FY22 budget of $420.9 million. The General Fund appropriation requirement is $374.4 million, or 3.7 percent more than the budgeted FY22 amount of $361.1 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 2022 (FY23) issue. Projected interest rates for bond issues for FY23 through FY28 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 $435.2 million in FY23 to $474.5 million by FY28 with the General Fund revenue requirement growing from $374.4 million in FY23 to $407.1 million by FY28.

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 charge against the Operating Budget each year for 20 years or the actual maturity of the bonds issued. Debt requirements for past and future bond issues are calculated each fiscal year, and provision for the payment of debt service is included as an Operating Budget requirement. Debt service expenditures take up fiscal capacity that could be utilized to fund current or 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 which is displayed at the end of this section is based on the County Executive's recommendations for the six-year bond levels, and not the approved Spending Affordability Guidelines as is stated earlier in the section. The chart displays the anticipated debt issues for the six years which are the basis of the G.O. bond-funded portion of the Recommended FY23-28 CIP. Annual bond-funding requirements (on which future debt issue projections are based) are based on assumptions of projected bond-funded expenditures identified by project, amount, and year. The total programmed bond-funded expenditures for each year and for the CIP period are then adjusted to assist in estimating annual bond issue requirements. Adjustment factors include inflation, commitment of County current revenues (PAYGO) as an offset against bond requirements, and a set-aside for future unprogrammed projects. The resulting bond requirements are then compared to planned bond issue levels over the six-year period. It is most critical that debt funding of the CIP be within projected bond

issue requirements for the first and second years and for the six years, and the County Executive's Recommended FY23-28 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's January 18, 2022 proposals for the Recommended FY23-28 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals $3,189,410,000 as of June 30, 2021. 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, Local Government Article, Section 10-203, 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, 2021, is $12,603,201,000 based upon the assessed valuation $198,347,861,932 for all real property and $4,682,192,977 for personal property. The County's outstanding general obligation debt of $3,189,410,000 plus outstanding short-term commercial paper of $470,000,000 is 1.72 percent of assessed value, 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 - for Fiscal Year 2021. 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 Program 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 was 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 FY23 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 FY23, debt service estimates for additional Water Quality Protection Bonds and MWQFA loans have been included. These financings are required to meet ongoing MS-4 permit requirements. To pay for the debt service, a transfer of funds from the Water Quality Protection Fund to the Debt Service Fund is required.

The County has entered into lease-purchase agreements to finance energy systems modernization at various County buildings for which the debt service is covered by energy savings. Three of the leases qualified for Qualified Energy 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. Contributions to the Wheaton Redevelopment tax- supported debt service appropriation are assumed from Permitting Services, CUPF, and Water Quality Protection funds.

The budget includes debt service for a $50 million, Limited Obligation Bond financing issued by the Housing Opportunities Commission in FY22 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. These bonds matured in FY22 and there are currently no bonds outstanding for the District.

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. No debt has been issued at this time.

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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
DEBT SERVICE					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
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	379,799,401	391,628,230	386,371,571	400,658,260	2.3 %
Debt Service Other	23,862,280	29,309,510	27,669,860	34,536,905	17.8 %
Debt Service Expenditures	**403,661,681**	**420,937,740**	**414,041,431**	**435,195,165**	**3.4 %**
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	2,184,730	1,652,930	732,660	243,350	-85.3 %
Miscellaneous Revenues	540,638	0	0	0	—
Premium on General Obligation Bonds	1,832,030	3,523,676	3,523,676	3,462,510	-1.7 %
Debt Service Revenues	**4,557,398**	**5,176,606**	**4,256,336**	**3,705,860**	**-28.4 %**

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	18,267,897	27,749,750	20,060,100	24,712,600	-10.9 %
Debt Service - Non-Tax Supported Expenditures	**18,267,897**	**27,749,750**	**20,060,100**	**24,712,600**	**-10.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Debt Service - Non-Tax Supported Revenues	**0**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**421,929,578**	**448,687,490**	**434,101,531**	**459,907,765**	**2.5 %**
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**	**—**
Total Revenues	**4,557,398**	**5,176,606**	**4,256,336**	**3,705,860**	**-28.4 %**

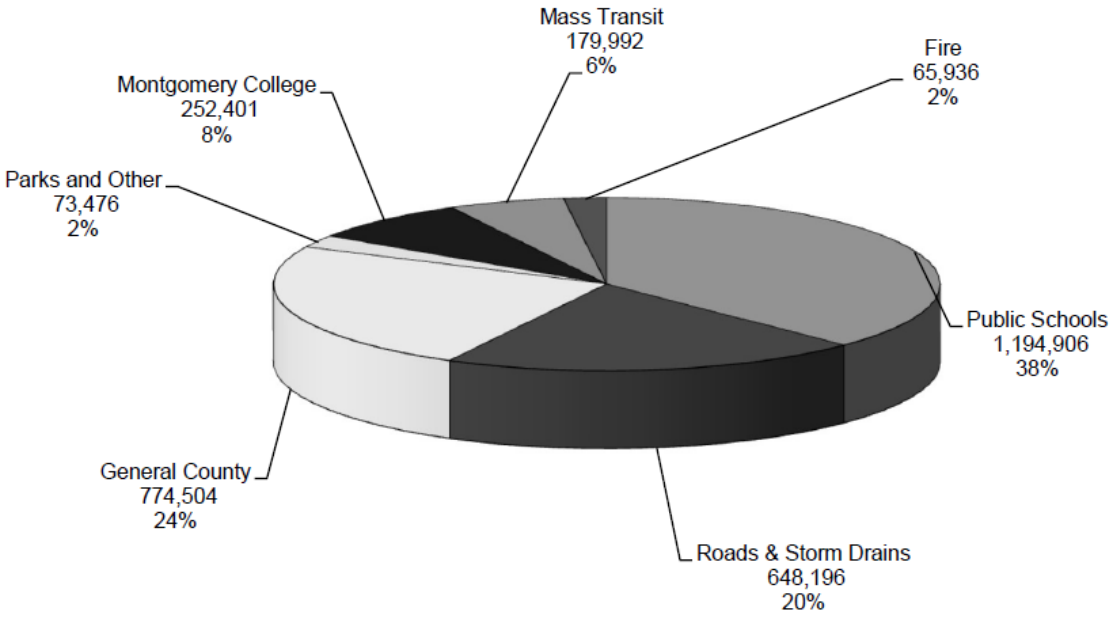
DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT							
	Actual	Actual	Budget	Estimated	Recommended	% Chg	App %
GO BOND DEBT SERVICE EXPENDITURES	FY20	FY21	FY22	FY22	FY23	App/App	GO Bonds
General County	71,597,357	72,406,533	72,736,570	73,207,078	73,669,270		18.8%
Roads & Storm Drains	78,635,686	77,448,929	81,511,740	80,307,371	81,692,170		20.8%
Public Housing	60,110	49,823	52,060	52,050	50,060		0.0%
Parks	9,634,126	9,304,075	9,611,110	9,432,154	9,610,150		2.5%
Public Schools	153,776,579	150,934,211	153,878,840	152,882,317	157,349,560		40.1%
Montgomery College	27,880,119	27,610,768	27,721,800	27,623,562	28,754,980		7.3%
Bond Anticipation Notes/Commercial Paper	4,593,302	551,912	1,300,000	1,010,000	4,725,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,427,921	3,245,430	3,400,000	2,700,000	2,720,000		
Cost of Issuance	768,559	417,748	1,030,000	1,000,000	1,033,000		
Line(s) of Credit		992,500	1,400,000	483,260	-		
Total General Fund	349,373,759	342,961,929	352,642,120	348,697,792	359,604,190	2.0%	89.5%
Fire Tax District Fund	7,866,588	7,732,894	7,513,040	7,466,327	8,253,840		2.1%
Mass Transit Fund	21,710,478	19,187,126	20,997,580	20,193,362	22,146,340		5.6%
Recreation Fund	10,759,993	9,917,452	10,475,490	10,014,090	10,653,890		2.7%
Total Tax Supported Other Funds	40,337,058	36,837,472	38,986,110	37,673,779	41,054,070	5.3%	10.5%
TOTAL TAX SUPPORTED	389,710,817	379,799,401	391,628,230	386,371,571	400,658,260	2.3%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	389,710,817	379,799,401	391,628,230	386,371,571	400,658,260	2.3%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	991,834	987,709	991,000	991,000	991,600		
Revenue Authority - Crossvines Project	-	-	250,000	140,000	860,200		
Fire and Rescue Equipment	2,090,843	-	1,500,000	36,000	725,000		
TOTAL LONG-TERM LEASE EXPENDITURES	3,082,677	987,709	2,741,000	1,167,000	2,576,800	-6.0%	
SHORT-TERM LEASE EXPENDITURES / FINANCING							
Technology Modernization Project	3,646,948	3,646,948	3,647,100	3,647,100	3,647,100		
Libraries System Modernization	96,955	96,955	48,500	48,500	-		
Corrections Security System	161,802	-	-	-	-		
Digital Evidence Data Storage		153,888	264,000	247,800	247,800		
Ride On Buses	6,885,469	5,244,330	1,738,200	1,738,200	712,400		
Public Safety System Modernization	3,564,498	1,322,586	387,200	17,200	320,200		
Fire Breathing Apparatus	-	1,045,422	-	-	-		
Fuel Management System	829,410	414,706	-	-	-		
Transit System Radios	-	-	365,000	-	375,000		
Police Body Armor	-	-	110,000	-	225,300		
Intelligent Transit System	-	-	980,000	-	960,000		
Fire Defibrillators	-	-	150,000	-	151,300		
Radio Lifecycle Replacement	-	-	-	-	1,047,500		
TOTAL SHORT-TERM LEASE EXPENDITURES	15,185,082	11,924,835	7,690,000	5,698,800	7,686,600	0.0%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue	290,643	294,055	292,000	74,000	215,700		
Incubators	926,325	931,759	936,720	936,720	4,244,500		
Site II Acquisition	1,238,855	1,238,855	-	-	-		
Rockville Core	-	-	1,508,500	1,508,500	1,506,850		
Energy Performance Leases QECBs	1,075,762	646,218	660,540	647,690	660,820		
Energy Performance Leases Other	1,352,884	1,622,101	1,674,150	1,687,000	1,716,210		
Wheaton Redevelopment	-	-	2,355,550	2,355,550	2,358,300		
MHI-HUD Loan - **Non-Tax supported**	54,396	52,034	49,650	49,650	47,230		
Water Quality Protection Charge Bonds - **Non-Tax supported**	6,149,188	8,119,113	8,887,800	8,493,500	9,450,600		
MHI - Property Acquisition Fund - **Non-Tax supported**	9,623,486	9,621,452	13,318,400	8,495,500	12,188,800		
MHI - Property Acquisition Fund - HOC - **Non-Tax supported**	-	-	3,400,000	3,071,100	3,073,200		
COPs - Rockville Core		374,117	-	-	-		
COPs - Wheaton Redevelopment		584,882	-	-	-		
COPs - Fire SCBA and Apparatus	-	1,393,352	4,386,575	4,386,575	4,383,850		
COPs - Fleet Equipment	-	57,178	329,250	329,250	329,100		
COPs - Buses	-	2,904,832	6,033,825	6,033,825	6,022,925		
COPs - Fuel Management	-	94,756	188,800	188,800	187,400		
COPs - PSSM	-	1,237,780	2,504,800	2,504,800	2,496,500		
COPs - Corrections	-	154,733	151,350	151,350	151,350		
TOTAL OTHER LONG-TERM DEBT	20,711,539	29,327,217	46,677,910	40,913,810	49,033,335	5.0%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**412,863,045**	**403,661,681**	**420,725,740**	**414,041,431**	**435,195,165**	**3.4%**	
Non-Tax Supported - Other Long-term Debt	**15,827,070**	**18,377,481**	**28,011,400**	**20,109,750**	**24,759,830**		
TOTAL DEBT SERVICE EXPENDITURES	**428,690,115**	**422,039,162**	**448,737,140**	**434,151,181**	**459,954,995**	**2.5%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	327,754,879	339,132,535	347,718,444	344,690,857	356,141,680		
BABs Crossover Funds with Escrow Agent	2,589,550	-	-	-	-		
Other Interest: Installment Notes, Interest & Penalties	1,465,500	-	-	-	-		
Federal Subsidy on General Obligation Bonds	3,684,798	1,141,184	-	-	-		
Federal Grants	-	992,500	1,400,000	483,260	-		
Premium on General Obligation Bonds	14,745,679	1,832,030	3,523,676	3,523,676	3,462,510		
Total General Fund Sources	350,240,406	343,098,249	352,642,120	348,697,793	359,604,190		
Fire Tax District Funds	7,689,547	7,648,423	7,513,040	7,466,327	8,253,840		
Mass Transit Fund	21,231,181	19,198,766	20,997,580	20,193,362	22,146,340		
Recreation Fund	10,425,227	9,853,966	10,475,490	10,014,090	10,653,890		
Total Other Funding Sources	39,345,955	36,701,155	38,986,110	37,673,779	41,054,070		
TOTAL GO BOND FUNDING SOURCES	389,586,361	379,799,404	391,628,230	386,371,572	400,658,260		
NON GO BOND FUNDING SOURCES							
General Funds	12,060,682	12,173,568	13,384,930	12,564,259	18,300,527		
MHI Fund - HUD Loan	54,396	52,034	49,650	49,650	47,230		
Water Quality Protection Fund	6,273,645	8,350,885	8,887,800	8,493,500	9,450,600		
MHI - Property Acquisition Fund	9,623,486	9,621,452	16,718,400	11,566,600	15,262,000		
Wheaton Redevelopment contributions	-	295,560	2,143,550	2,143,550	2,146,053		
Motor Pool Fund	-	57,178	518,050	518,050	516,500		
Mass Transit Fund	6,885,469	8,149,162	9,117,025	7,772,025	8,070,325		
Fire Tax District Fund	2,890,283	2,948,235	6,036,575	4,422,575	5,260,150		
Federal Subsidy - QECBs	209,993	51,046	252,930	249,400	243,350		
Capitalized Interest - Energy Performance Leases	45,405	-	-	-	-		
ESCO Pepco and Utility Rebates	610,395	90,638	-	-	-		
Developer Payments - Site II	450,000	450,000	-	-	-		
TOTAL NON GO BOND FUNDING SOURCES	39,103,754	42,239,758	57,108,910	47,779,609	59,296,735		
TOTAL FUNDING SOURCES	**428,690,115**	**422,039,162**	**448,737,140**	**434,151,181**	**459,954,995**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	320,000,000	320,000,000	310,000,000	310,000,000	300,000,000		
Council SAG Approved Bond Funded Expenditures	320,000,000	320,000,000	310,000,000	310,000,000	300,000,000		

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

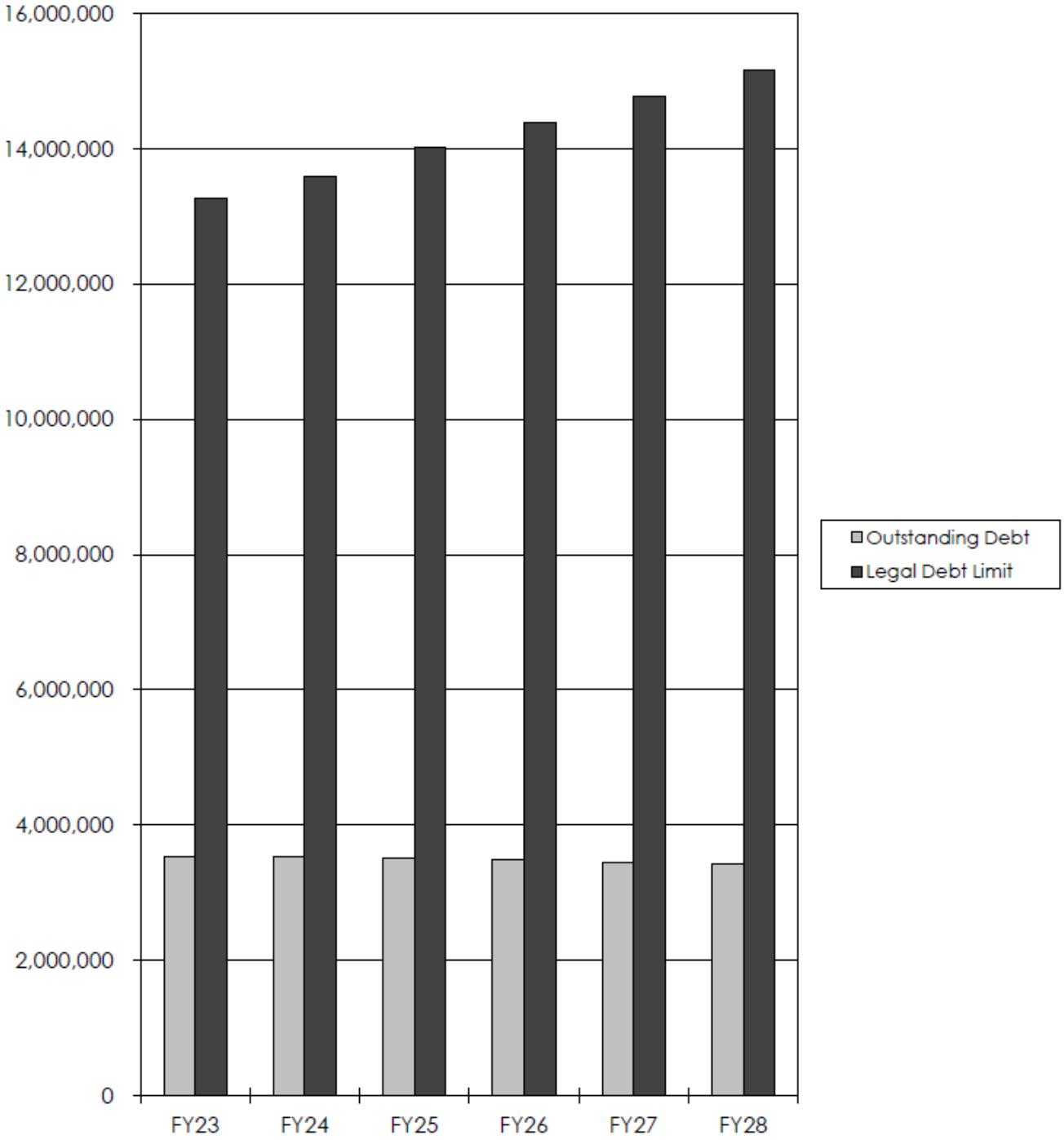
	Recommended FY23	Projected FY24	Projected FY25	Projected FY26	Projected FY27	Projected FY28
GO BOND DEBT SERVICE EXPENDITURES						
General County	73,669,270	77,615,240	79,246,360	79,804,650	82,804,290	89,649,780
Roads & Storm Drains	81,692,170	83,673,900	85,381,650	88,705,630	92,411,210	96,302,460
Public Housing	50,060	46,650	18,080	33,540	22,890	51,980
Parks	9,610,150	10,444,560	10,626,920	11,131,460	12,177,700	12,546,210
Public Schools	157,349,560	154,390,490	161,415,230	163,346,660	160,703,060	149,722,730
Montgomery College	28,754,980	29,800,220	30,825,400	30,890,290	31,281,270	34,145,130
Bond Anticipation Notes/Commercial Paper	4,725,000	5,565,000	6,370,000	6,825,000	7,175,000	7,315,000
Bond Anticipation Notes/Liquidity & Remarketing	2,720,000	2,720,000	2,720,000	2,720,000	2,720,000	2,720,000
Cost of Issuance	1,033,000	1,059,000	1,085,000	1,111,000	1,136,000	1,162,000
Total General Fund	359,604,190	365,315,060	377,688,640	384,568,230	390,431,420	393,615,290
Fire Tax District Fund	8,253,840	9,531,360	9,874,110	11,288,310	11,947,060	11,741,750
Mass Transit Fund	22,146,340	23,122,390	24,152,170	23,891,050	23,320,090	23,788,040
Recreation Fund	10,653,890	11,546,130	12,748,660	14,350,130	15,091,360	14,997,550
Total Tax Supported Other Funds	41,054,070	44,199,880	46,774,940	49,529,490	50,358,510	50,527,340
TOTAL TAX SUPPORTED	400,658,260	409,514,940	424,463,580	434,097,720	440,789,930	444,142,630
TOTAL GO BOND DEBT SERVICE EXPENDITURES	400,658,260	409,514,940	424,463,580	434,097,720	440,789,930	444,142,630
LONG-TERM LEASE EXPENDITURES						
Revenue Authority - Conference Center	991,600	-	-	-	-	-
Fire and Rescue Equipment	725,000	1,654,000	2,235,000	2,723,000	3,186,000	3,637,000
Revenue Authority - Crossvines Project	860,200	860,200	859,200	862,000	858,800	859,400
TOTAL LONG-TERM LEASE EXPENDITURES	2,576,800	2,514,200	3,094,200	3,585,000	4,044,800	4,496,400
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Technology Modernization Project	3,647,100	1,823,500	-	-	-	-
Digital Evidence Data Storage	247,800	247,800	247,800	93,800	-	-
Ride On Buses	712,400	712,400	898,400	1,207,400	1,517,400	1,934,000
Intelligent Transit System	960,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000
Public Safety System Modernization	320,200	1,364,400	1,364,400	1,364,400	1,364,400	1,364,400
Transit System Radios	375,000	750,000	750,000	750,000	750,000	375,000
Fire Defibrillators	151,300	269,300	373,200	373,200	373,200	221,900
Police Body Armor	225,300	225,300	225,300	225,300	225,300	-
Radio Lifecycle Replacement	1,047,500	3,258,000	5,745,600	7,362,600	8,173,200	7,720,300
TOTAL SHORT-TERM LEASE EXPENDITURES	7,686,600	10,570,700	11,524,700	13,296,700	14,323,500	13,535,600
OTHER LONG-TERM DEBT						
Silver Spring Music Venue	215,700	214,900	293,200	293,210	292,700	293,300
Incubators	4,244,500	-	-	-	-	-
Rockville Core	1,506,850	1,508,400	1,507,900	1,505,400	1,505,750	1,508,750
Energy Performance Leases QECBs	660,820	823,700	823,700	823,700	823,700	823,700
Energy Performance Leases Other	1,716,210	1,624,910	1,654,140	1,689,430	1,703,470	1,749,600
Wheaton Redevelopment	2,358,300	2,358,100	2,354,800	2,358,300	2,358,300	2,356,300
MHI-HUD Loan - **Non-Tax supported**	47,230	54,510	-	-	-	-
Water Quality Protection Charge Bonds - **Non-Tax supported**	9,450,600	10,296,150	12,305,150	15,665,850	17,469,100	17,617,175
MHI - Property Acquisition Fund - **Non-Tax supported**	12,188,800	14,835,600	14,728,520	19,051,790	19,052,299	22,352,600
MHI - Property Acquisition Fund - HOC - **Non-Tax supported**	3,073,200	3,071,000	3,069,500	3,072,100	3,070,300	3,068,800
COPs - Fire SCBA and Apparatus	4,383,850	4,389,750	4,388,650	2,401,500	2,399,600	2,398,050
COPs - Fleet Equipment	329,100	328,450	327,300	325,650	328,375	325,475
COPs - Buses	6,022,925	5,317,500	4,640,300	3,343,825	3,092,000	2,859,750
COPs - Fuel Management	187,400	185,800	189,000	-	-	-
COPs - PSSM	2,496,500	-	-	-	-	-
COPs - Corrections	151,350	151,150	155,750	73,500	-	-
TOTAL OTHER LONG-TERM DEBT	49,033,335	45,159,920	46,437,910	50,604,255	52,095,594	55,353,500
DEBT SERVICE EXPENDITURES						
Tax Supported	**435,195,165**	**439,502,500**	**455,417,220**	**463,793,935**	**471,662,125**	**474,489,555**
Non-Tax Supported - Other Long-term Debt	**24,759,830**	**28,257,260**	**30,103,170**	**37,789,740**	**39,591,699**	**43,038,575**
TOTAL DEBT SERVICE EXPENDITURES	**459,954,995**	**467,759,760**	**485,520,390**	**501,583,676**	**511,253,824**	**517,528,130**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	356,141,680	363,602,875	377,688,640	384,568,230	390,431,420	393,615,290
Federal Grants	-	-	-	-	-	-
Premium on General Obligation Bonds	3,462,510	1,712,185	-	-	-	-
Total General Fund Sources	359,604,190	365,315,060	377,688,640	384,568,230	390,431,420	393,615,290
Fire Tax District Fund	8,253,840	9,531,360	9,874,110	11,288,310	11,947,060	11,741,750
Mass Transit Fund	22,146,340	23,122,390	24,152,170	23,891,050	23,320,090	23,788,040
Recreation Fund	10,653,890	11,546,130	12,748,660	14,350,130	15,091,360	14,997,550
Total Other Funding Sources	41,054,070	44,199,880	46,774,940	49,529,490	50,358,510	50,527,340
TOTAL GO BOND FUNDING SOURCES	400,658,260	409,514,940	424,463,580	434,097,720	440,789,930	444,142,630
NON GO BOND FUNDING SOURCES						
General Funds	18,300,527	12,081,230	12,578,602	13,747,458	14,251,547	13,528,297
MHI Fund - HUD Loan	47,230	54,510	0	-	-	-
Water Quality Protection Fund	9,450,600	10,296,150	12,305,150	15,665,850	17,469,100	17,617,175
MHI - Property Acquisition Fund	15,262,000	17,906,600	17,798,020	22,123,890	22,122,599	25,421,400
Wheaton Redevelopment Contributions	2,146,053	2,145,871	2,142,868	2,146,053	2,146,053	2,144,233
Motor Pool Fund	516,500	514,250	516,300	325,650	328,375	325,475
Mass Transit Fund	8,070,325	8,699,900	8,208,700	7,221,225	7,279,400	7,088,750
Fire Tax District Fund	5,260,150	6,313,050	6,996,850	5,497,700	5,958,800	6,256,950
Federal Subsidy - QECBs	243,350	233,260	222,320	210,030	203,220	203,220
Revenue Authority - Crossvines Project	-	-	288,000	548,100	704,800	800,000
TOTAL NON GO BOND FUNDING SOURCES	59,296,735	58,244,820	61,056,810	67,485,956	70,463,894	73,385,500
TOTAL FUNDING SOURCES	**459,954,995**	**467,759,760**	**485,520,390**	**501,583,676**	**511,253,824**	**517,528,130**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	300,000,000	290,000,000	290,000,000	290,000,000	290,000,000	290,000,000
Council SAG Approved Bond Funded Expenditures	300,000,000	290,000,000	280,000,000	270,000,000	270,000,000	270,000,000
ESTIMATED INTEREST RATE	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

Schedule of Principal & Interest FY23 Recommended Budget			
FUND	**Principal**	**Interest**	**Total**
Debt Service Fund	314,977,857	144,929,908	459,907,765
Liquor Control (Section 65)	6,525,423	2,335,488	8,860,911
Montgomery Housing Initiative	43,000	4,230	47,230
Bethesda Parking Lot District (Section 46)	1,945,000	355,683	2,300,683
Total	**323,491,280**	**147,625,309**	**471,116,589**

General Obligation Bonds Outstanding by Bond Category
($000s)
Total $3,189,410 as of June 30, 2021



Outstanding Debt and Legal Debt Limit
($000s)



DEBT CAPACITY ANALYSIS

FY23-28 CAPITAL IMPROVEMENTS PROGRAM

March 15, 2022

COUNTY EXECUTIVE RECOMMENDED

GO BOND 6 YR TOTAL = 1,750.0 MILLION

GO BOND FY23 TOTAL = 300.0.0 MILLION

GO BOND FY24 TOTAL = 290.0 MILLION

	FY22	FY23	FY24	FY25	FY26	FY27	FY28
1 GO Bond Guidelines ($000)	310,000	300,000	290,000	290,000	290,000	290,000	290,000
2 GO Debt/Assessed Value	1.70%	1.65%	1.61%	1.56%	1.51%	1.45%	1.40%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	**11.70%**	**11.14%**	**11.02%**	**11.10%**	**11.11%**	**11.00%**	**10.84%**
4 $ Debt/Capita	3,255	3,262	3,237	3,200	3,152	3,099	3,044
5 $ Real Debt/Capita (FY22=100%)	3,255	3,165	3,072	2,967	2,855	2,744	2,638
6 Capita Debt/Capita Income	3.67%	3.29%	3.13%	2.98%	2.82%	2.68%	2.54%
7 Payout Ratio	71.81%	72.67%	73.51%	74.22%	74.54%	74.81%	74.99%
8 Total Debt Outstanding ($000s)	3,520,835	3,533,330	3,529,750	3,512,410	3,486,060	3,453,165	3,417,300
9 Real Debt Outstanding (FY22=100%)	3,520,835	3,428,971	3,349,942	3,256,443	3,157,122	3,057,514	2,961,761
10 Note: OP/PSP Growth Assumption (2)		5.9%	3.0%	3.2%	2.5%	2.6%	2.8%

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 FY22 approved budget to FY23 budget for FY23 and budget to budget for FY24-28.

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY23-28 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 18, 2022

($ millions)	6 YEARS	FY23	FY24	FY25	FY26	FY27	FY28
BONDS PLANNED FOR ISSUE Does not assume Council SAG in FY09 and FY10*	1,750.000	300.000	290.000	290.000	290.000	290.000	290.000
Plus PAYGO Funded	181.100	33.900	30.800	29.200	29.200	29.000	29.000
Adjust for Future Inflation **	(72.285)	-	-	(7.573)	(14.847)	(21.705)	(28.161)
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	1,858.815	333.900	320.800	311.627	304.353	297.295	290.839
Less Set Aside: Future Projects	**170.722**	**14.779**	**19.565**	**26.037**	**30.079**	**36.600**	**43.661**
	9.18%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,688.093	319.121	301.235	285.590	274.274	260.695	247.178
MCPS	(499.443)	(110.904)	(146.951)	(100.734)	(84.231)	(40.623)	(16.000)
MONTGOMERY COLLEGE	(144.128)	(20.807)	(23.015)	(21.253)	(15.504)	(27.463)	(36.086)
M-NCPPC PARKS	(76.450)	(13.997)	(12.637)	(10.933)	(12.961)	(12.961)	(12.961)
TRANSPORTATION	(595.979)	(129.525)	(104.930)	(67.016)	(75.031)	(108.013)	(111.464)
MCG - OTHER	(499.675)	(79.150)	(106.022)	(85.654)	(86.547)	(71.635)	(70.667)
Programming Adjustment - Unspent Prior Years*	127.582	35.262	92.320				-
SUBTOTAL PROGRAMMED EXPENDITURES	(1,688.093)	(319.121)	(301.235)	(285.590)	(274.274)	(260.695)	(247.178)
AVAILABLE OR (GAP) TO BE SOLVED	-	-	-	-	-	-	-
NOTES: * See additional information on the GO Bond Programming Inflation =		3.26%	2.51%	2.43%	2.39%	2.31%	2.22%

Workforce/Compensation

SUMMARY OF FY23 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY23, as recommended by the Board of Education (BOE), is 23,976.4935 FTEs, or 130.7375 FTEs greater than the Board of Education adopted FY22 workforce of 23,845.7560 FTEs. MCPS is in negotiations with the public schools' bargaining units, the Service Employees International Union (SEIU), the Montgomery County Education Association (MCEA), the Montgomery County Association of Administrators and Personnel (MCAAP), and the Montgomery County Business and Operations Administrators (MCBOA). The potential impact on the FY23 budget is unknown. For more information on compensation and workforce changes, please see the Board of Education's FY23 requested budget document.

Montgomery College (MC): The College and its Board of Trustees have proposed a maintenance of effort budget that continues its current core staff complement at the FY22 level with the exception of adding 10.5 FTE to support a new East County Education Center. The FY23 Current Fund increase in personnel costs of roughly $4.0 million will support these new positions while providing other College employees with a modest compensation increase. College faculty and staff did not receive compensation increases in FY22 due to budget austerity. Negotiations with the bargaining units are ongoing, however, 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 FY23 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 FY23, as recommended by the Planning Board, is an increase of 11.13 FTEs. The Commission's requested budget includes an increase in personnel costs of $5.4 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 FY23 requested budget document.

Montgomery County Government (MCG): The net impact on the County government workforce for FY23, as recommended by the Executive, is an increase of 240 positions.

The recommended budget contains an increase in total personnel costs of $78.5 million, or 6.5 percent. The increase in FY23 related only to FY23 compensation and benefits adjustments totaled $31.5 million, or 2.6 percent. The primary factors in these changes are:

Factor	Millions
General Wage Adjustment	**$11.4**
Decrease in required retirement contribution	**-$20.0**
Increase in group insurance	**$12.6**
Service increments and longevity	**$8.0**
Annualization of FY22 Compensation Adjustments	**$20.7**

Other FY23 Compensation Adjustments	**$19.6**
New positions in FY23	**$20.0**
Position eliminations in FY23	**-$0.7**
Other changes in personnel costs, including turnover savings and annualization of positions	**$7.0**

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 FY23: 3.5 percent effective the first full pay period after July 3, 2022 and 3.0 percent effective the first full pay period after January 1, 2023 for all employees in the Police bargaining unit; 4.0 percent effective the first full pay period after October 9, 2022 and 1.0 percent effective the first full pay period after January 1, 2023 for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; $4,333 effective the last pay period after June 2023 for all employees in the Office, Professional, and Technical (OPT), and Service, Labor, and Trades (SLT) units, as well as 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.

FY23 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 full service increment in FY23.

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

Longevity Increments: The Executive recommends longevity increments in FY23 for all eligible employees; adjustments to longevity steps to be awarded after 15, 17, and 20 years of service for all employees in the Police bargaining unit; adjustments to longevity steps to be awarded after 17, 20, and 24 years of service for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management.

Performance-Based Pay: The Executive recommends $2,000,000 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 2022 and projected changes for 2023. 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 $13,893 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 FY23 and FY28. 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, is a prudent and responsible approach that 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 $2.3 billion - approximately 33.6 percent of the total FY23 budget for all agencies.

Proposed FY23 Consolidated Retiree Health Benefits Trust Contributions

Montgomery County Government (MCG)	**FY23**
General Fund:	
Retiree Health Benefits Trust NDA	$0
Proprietary Funds:	
Bethesda Parking District	$0
Wheaton Parking District	0
Silver Spring Parking District	0
Solid Waste Collection	0
Solid Waste Disposal	0
Alcohol Beverage Services	0
Permitting Services	0
Community Use of Public Facilities	0

The County's approach to address retiree health benefits funding has been 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 $65.9 million. This amount normally consists of two pieces - the annual amount the County would usually pay out for health benefits for current retirees

Motor Pool	0
Risk Management	0
Central Duplicating	0
Participating Agency Contributions	$0
Total MCG Trust Contributions	**$0**
Consolidated Trust: Montgomery County Public Schools	**$57,424,677**
Consolidated Trust: Montgomery College	**$1,704,000**
Park and Planning Commission Trust Fund*	**$3,861,796**
Total Contributions/Assets Held in Trust	**$62,990,473**

* MNCPPC's contribution from tax supported funds is $3,684,208.

(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 has been to pay the full amount of ADC each year. In FY11, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The Bill amended existing law and provided a funding mechanism to pay for other post employment benefits (OPEB) for employees of MCPS and MC. In FY15, the County and all other agencies implemented the Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015. This has reduced retiree drug insurance costs and the County's OPEB liability. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY22, these contributions were budgeted at $10.8 million (County General Fund), $73.0 million (MCPS Consolidated Trust), and $5.6 million (MC Consolidated Trust).

In planning for FY23, actuarial analysis assumed a utilization of Trust assets due to the funded status of plan, and the pay-as-you-go amount was determined to be higher than the ADC. The County Executive has determined that the magnitude of the assets in the OPEB Trust requires a shift from the policy of paying the full amount of the ADC each year, to a policy that utilizes the Trust to pay a portion of the retiree health benefits while maintaining the assets necessary to support consistent and continued utilization through sustained investment growth and contributions as required.

A detailed breakdown of FY23 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 $20.0 million to the County's Employee Group Health Insurance fund and $27.2 million to MCPS for the payment of retiree health insurance claims in FY23.

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 6,843 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, 2021, there were 6,843 retirees and survivors and 6,214 active members, including 2,710 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 United Food and Commercial Workers Local 1994 MCGEO. Eligibility to participate has been passed through to non-represented employees and participants of participating agencies. All full-time 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 69 and the number of public safety employees decreased by 110, for a combined total active enrollment of 3,504 in FY22. GRIP membership increased by 189 employees to 2,710 in FY22. The RSP had the same number of active employees enrolled in FY22 as in FY21, for a total FY22 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 expires on June 30, 2022. The negotiated agreement becomes effective July 1, 2022, and expires on June 30, 2024. The agreement's salient economic terms include:

- General Wage Adjustment. A 4.0 percent and a 1.0 percent GWA will be paid in October 2022 and January 2023, respectively.
- Service Increments. A service increment of 3.5 percent will be paid in FY23 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; effective July 2023, a third longevity step will be added, and longevity steps will be adjusted to be awarded after completion of 17, 20, and 24 years of service.
- Military Service Credit. A military service credit will be paid to eligible Group G members.

MCGEO Bargaining Unit: The current agreement became effective July 1, 2020, and expires on June 30, 2023. A limited scope reopener agreement became effective July 1, 2021 and will expire on June 30, 2023. The limited scope reopener agreement's salient economic terms for FY23 include:

- General Wage Adjustment. A $4,333 GWA will be paid the last pay period of June 2023.
- Service Increments. A service increment of 3.5 percent will be paid in FY23 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 third phase of 1.25 percent will be paid in FY23 to eligible unit members the first full pay period following July 1, 2022.
- 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 FY23 will be paid the first full pay period following July 1, 2022.
- Seasonal Wage Adjustment. A $0.50 an hour adjustment will be provided effective the first full pay period after July 1, 2022, and a $0.50 an hour adjustment effective the last pay period in June 2023 for seasonal employees not affected by the County minimum wage increase.

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, 2022 and expire on June 30, 2023. The agreement's salient economic terms include:

- General Wage Adjustment. A 3.5 percent and a 3.0 percent GWA will be paid in July 2022 and January 2023, respectively.
- Service Increments. A service increment of 3.5 percent will be paid in FY23 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; effective July 2023, a third longevity step will be added, and longevity steps will be adjusted to be awarded after completion of 15, 17, and 20 years of service.
- Field Training Officer Pay Differential. An increase to the Field Training Officer (FTO) pay from $3.50 per hour to $6.00 per hour for eligible unit members.

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 FY23. The nominal fee for eligible volunteers increases in July 2022 to $550 and to $1,000, depending on level of service.
- Association funding. Funding for the Association will increase to $14,059 on July 1, 2022.
- 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, 2022.

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 FY23 Operating Budget for the County government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY22, which began on July 1, 2021. Changes shown reflect 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 FY23 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, 2022, and technical changes.

Summary: The recommended budget includes funding for 10,081 full-time positions, a net increase of 244 from the approved FY22 Personnel Complement of 9,837 full-time positions. Funding for 982 part-time positions is also included, a net decrease of 4 positions from the approved FY22 Personnel Complement of 986 positions. FTEs increased by 287.0 to 10,901.4.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY23

	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY22 APPROVED COMPLEMENT	9,837	986	8,708.9	1,905.5	10,614.3
FY23 RECOMMENDED COMPLEMENT	10,081	982	9,005.8	1,895.6	10,901.4
CHANGE IN WORKFORCE (GROSS)	244	(4)	296.9	(9.9)	287.0
Percentage Change	2.5%	(0.4%)	3.4%	(0.5%)	2.7%

Detailed below are the significant net changes in the number of positions in the FY23 Recommended Budget.

Workforce Changes	Position Change
Health and Human Services - Change is related to staff added to support Mental Health Services at Montgomery County Public Schools; staff to support a new Wellness Center; additions for existing and new programs in Children, Youth and Families; support for programs in Services to End and Prevent Homelessness; additional Public Health staff to support Montgomery County Public Schools; and staff to support increased work demand in Aging and Disability Services.	**62**
County Council - Change is due to the addition of two new Councilmembers that was approved by the voters in the 2020 election, their staff, and the impact this voter-approved change will have on Council operations.	**26**
Environmental Protection - Change is due to adding positions to create a Building Energy Performance Standards program, address flooding and stormwater management activities, and to implement other climate efforts.	**24**

Police - Change is due to the consolidation of Fire Dispatch at the 911 Call Center, additional staffing to support the review and dissemination of Public Information, and to support police recruitment.	**24**
Recreation - Change is due to staffing associated with the opening of the South County Regional Recreation and Aquatic Center, support of the Newcomers Enhancements and Assistants programs, expansion of Out-of-School-Time programs, and new positions to support the mission of the department and to improve service delivery and operational efficiency.	**23**
Fire and Rescue Service - Change is due to the addition of positions to support emergency medical service enhancements and infrastructure improvements supported by new Emergency Service Transporter Supplemental Payment Program revenues, which are offset in part by the elimination of 14 long-term vacant lapsed positions.	**19**
Human Resources - Change is due to adding positions to address gaps in service delivery, enhance the customer experience, address critical areas of improvement, and strengthen partnerships within the Human Resources community.	**11**

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES

	2021					2022					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	1,296	1,011	1,847	4,154	46.2%	1,335	1,035	1,776	4,146	46.3%	39	24	(71)	(8)	0.1%
Carefirst POS Std	450	206	398	1,054	11.7%	506	219	432	1,157	12.9%	56	13	34	103	1.2%
Kaiser	841	410	605	1,856	20.6%	792	390	593	1,775	19.8%	(49)	(20)	(12)	(81)	-0.8%
United Healthcare	681	425	829	1,935	21.5%	663	428	790	1,881	21.0%	(18)	3	(39)	(54)	-0.5%
Grand Total				8,999					8,959					(40)	

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Fiscal 2022 Number Employees (7/1/20)	Fiscal 2022 Contribution Rate %	Fiscal 2023 Number Employees (7/1/21)	Fiscal 2023 Contribution Rate %	Number Employees (7/20 v. 7/21)	Contribution Rate (7/20 v. 7/21)
Public Safety	**2,869**	**18.34%**	**2,759**	**18.34%**	**(110)**	**0.00%**
Non-Public Safety	**814**	**14.41%**	**745**	**14.41%**	**(69)**	**0.00%**
Guaranteed Retirement Income Plan	**2,521**	**6.29%**	**2,710**	**6.29%**	**189**	**0.00%**
Total ERS System Plans	**6,204**		**6,214**		**10**	
Retirement Savings Plan	**3,328**	**8.00%**	**3,328**	**8.00%**	**-**	**0.00%**

Source: Montgomery County Employees' Retirement System, 2020 and 2021 Actuarial Valuation Reports for Plan Years Beginning July 1, 2020, and July 1, 2021, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY21 APPR	FY21 ACT	FY22 APPR	FY22 EST	FY23 REC	$ Change	%Change
EXPENSES							
Salaries and Benefits	191,000	143,787	187,000	172,000	196,500	9,500	5.1%
Professional Services	63,700	49,001	52,300	51,000	53,000	700	1.3%
Due Diligence/Education	3,600	42	2,800	1,500	2,800	0	0.0%
Office Management	9,600	4,089	8,000	7,100	8,000	0	0.0%
Investment Management fees	5,800	5,870	6,000	8,500	9,800	3,800	63.3%
TOTAL EXPENSES	$273,700	$202,789	$256,100	$240,100	$270,100	$14,000	5.5%

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	FY21 APPR	FY21 ACT	FY22 APPR	FY22 EST	FY23 REC	$ Change	%Change
EXPENSES							
Salaries and Benefits	539,000	452,656	526,000	490,000	565,000	39,000	7.4%
Professional Services	209,200	200,014	174,042	173,100	176,500	2,458	1.4%
Due Diligence/Education	40,000	2,769	27,000	14,000	26,000	(1,000)	(3.7%)
Office Management	17,000	16,083	14,300	11,700	14,000	(300)	(2.1%)
Investment Management fees	5,627,000	7,067,375	7,088,250	6,324,000	8,451,000	1,362,750	19.2%
TOTAL EXPENSES	$6,432,200	$7,738,897	$7,829,592	$7,012,800	$9,232,500	$1,402,908	17.9%

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
ITEM	FY21 APPR	FY21 ACT	FY22 APPR	FY22 EST	FY23 REC	$ Change	%Change
REVENUE							
Contributions	91,900,000	101,588,846	91,500,000	91,500,000	75,175,000	(16,325,000)	(17.8%)
Investment Income	337,600,000	1,166,428,940	322,000,000	381,000,000	395,000,000	73,000,000	22.7%
Miscellaneous Income	1,058,000	829,084	1,050,000	815,000	876,000	(174,000)	(16.6%)
TOTAL REVENUE	$430,558,000	$1,268,846,870	$414,550,000	$473,315,000	$471,051,000	$56,501,000	13.6%
EXPENSES							
OPERATING EXPENSES							
Retirement Benefits	280,170,000	277,169,709	285,420,000	298,503,000	312,458,000	27,038,000	9.5%
Investment Management fees	22,200,000	26,117,250	24,582,000	20,684,000	28,174,000	3,592,000	14.6%
SUBTOTAL	302,370,000	303,286,959	310,002,000	319,187,000	340,632,000	30,630,000	9.9%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	2,584,000	1,947,231	2,550,000	2,384,000	2,823,000	273,000	10.7%
Professional Services	1,173,000	925,708	1,013,900	990,000	1,024,200	10,300	1.0%
Benefit Processing	128,000	124,549	129,800	125,000	132,300	2,500	1.9%
Due Diligence/Education	55,500	3,141	33,700	18,000	33,700	0	0.0%
Office Management	105,500	88,281	88,300	76,400	88,300	0	0.0%
SUBTOTAL	4,046,000	3,088,910	3,815,700	3,593,400	4,101,500	285,800	7.5%
TOTAL EXPENSES	$306,416,000	$306,375,869	$313,817,700	$322,780,400	$344,733,500	$30,915,800	9.9%
NET REVENUE	$124,142,000	$962,471,001	$100,732,300	$150,534,600	$126,317,500	$25,585,200	25.4%

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
ITEM	FY21 APPR	FY21 ACT	FY22 APPR	FY22 EST	FY23 REC	$ Change	%Change
REVENUE							
Investment Income	3,100	262	5,000	1,200	1,600	(3,400)	(68.0%)
Miscellaneous Income	132,000	358,770	150,000	357,000	312,000	162,000	108.0%
TOTAL REVENUE	$135,100	$359,032	$155,000	$358,200	$313,600	$158,600	102.3%
EXPENSES							
OPERATING EXPENSES							
Investment Management fees	5,800	5,870	6,000	8,500	9,800	3,800	63.3%
SUBTOTAL	5,800	5,870	6,000	8,500	9,800	3,800	63.3%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	217,000	176,911	213,000	199,000	224,500	11,500	5.4%
Professional Services	85,700	71,661	66,700	66,000	75,000	8,300	12.4%
Due Diligence/Education	3,600	42	2,800	1,500	2,800	0	0.0%
Office Management	9,600	4,239	7,300	5,300	7,300	0	0.0%
SUBTOTAL	315,900	252,853	289,800	271,800	309,600	19,800	6.8%
TOTAL EXPENSES	$321,700	$258,723	$295,800	$280,300	$319,400	$23,600	8.0%

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

Article	Item	Description	FY23	Annual Cost Beyond FY23	Estimated # affected***
5	Tech Pay	Increase Field Training Differential from $3.50 per hour to $6.00 per hour for Eligible Employees	$59,092	$64,324	--
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,000,025	$1,482,665	561
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	$285,565	$487,125	117
28	Longevity	Adjustment of Longevity Steps to after 15, 17, and 20 Years of Service	$2,591,421	$2,841,990	623
36	Wages	Salary Schedule Adjustment of 3.5 Percent for Eligible Employees	$1,493,033	$1,595,900	531
36	Wages	3.5 and 3.0 Percent General Wage Adjustment in July 2022 and January 2023, respectively	$5,834,029	$7,687,515	1,193
		Total	**$11,204,075**	**$14,095,194**	**1,193**

Police Uniformed Management Pass-Through Estimates**

Item	Description	FY23	Annual Cost Beyond FY23	Estimated # affected***
Wages	$4,333 General Wage Adjustment in the Last Pay Period of June 2023	$9,784	$254,266	52
	Total	**$9,784**	**$254,266**	

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

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

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

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

Article	Item	Description	FY23	Annual Cost Beyond FY23	Estimated # affected**
19.1	Wages	4.0 and 1.0 Percent General Wage Adjustment in October 2022 and January 2023, respectively.	$3,815,894	$5,886,151	1,211
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	$164,311	$318,731	58
19	Longevity	Adjustment of Longevity Steps to after 17, 20, and 24 Years of Service	$1,689,691	$2,079,292	1,098
51	Pensions	Military Service Credit for Eligible Group G Members	$337,073	$337,073	--
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$900,712	$1,665,475	688
		Total	**$6,907,680**	**$10,286,722**	**1,211**

Fire and Rescue Uniformed Management Pass-Through Estimates

Item	Description	FY23	Annual Cost Beyond FY23	Estimated # affected**
Wages	4.0 and 1.0 Percent General Wage Adjustment in October 2022 and January 2023, respectively.	$211,791	$334,228	43
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$24,562	$25,487	3
	Total	**$236,353**	**$359,715**	**43**

* 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	FY23	Annual Cost Beyond FY23	Estimated # affected**
5	Wages	$4,333 General Wage Adjustment in the Last Pay Period of June 2023	$1,038,608	$27,003,808	5,004
5	Wages	$600 Lump Sum to Eligible Employees not Eligible to Receive a Full Service Increment in FY23	$1,055,791	$0	1,700
5.1	Longevity	Longevity Step Increase of 2.5, 3, or 3.5 Percent for Eligible Employees	$336,996	$721,154	174
6	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$3,899,678	$7,580,121	3,554
6	Deferred Increment	Deferred Service Increment from FY11 for Eligible Employees, Third Phase of 1.25% Effective July 2022	$593,688	$593,688	-
53	Seasonal Employees	Additional $0.50 Adjustments Effective the First Full Pay Period in July 2022 and the Last Pay Period in June 2023	$92,723	$178,576	-
		Total	**$7,017,483**	**$36,077,347**	

Non-Represented Pass-Through Estimates*

Item	Description	FY23	Annual Cost Beyond FY23	Estimated # affected**
Wages	$4,333 General Wage Adjustment in the Last Pay Period of June 2023	$425,957	$11,069,072	2,153
Longevity	Longevity Step Increase of 2 Percent for Eligible Employees	$32,008	$70,036	2
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,380,749	$2,594,696	665
	Total	**$1,838,714**	**$13,733,805**	

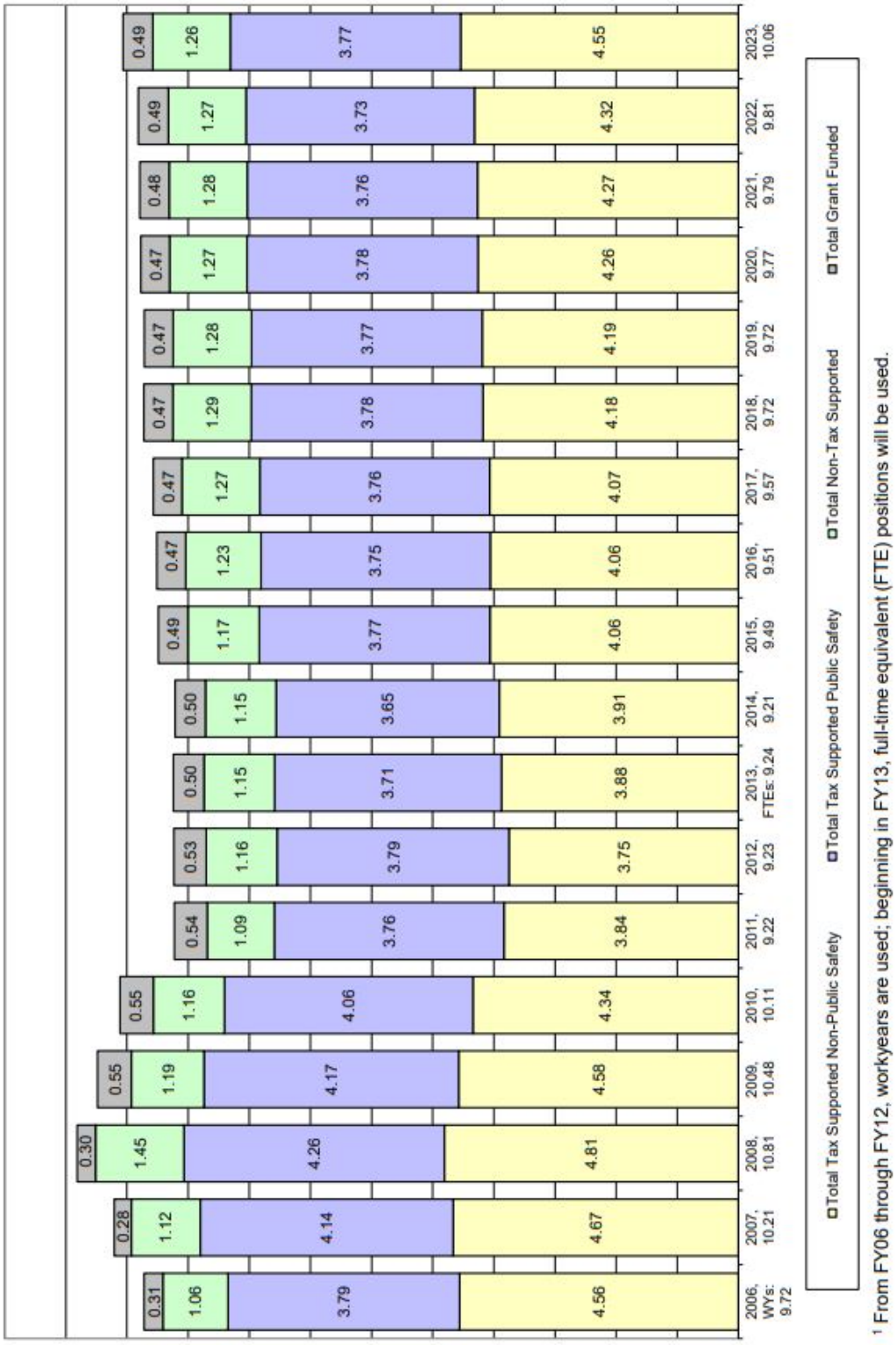
* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.

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

Montgomery County Volunteer Fire and Rescue Association
Fiscal Impact Summary*

Article	Item	Description	FY23	Annual Cost Beyond FY23
12	Nominal Fee	Nominal fee of $550/1000 in FY23**	$74,250	$74,250
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, 2022	$1,612	$1,612
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	$14,059	$14,059
		Total	**$125,921**	**$125,921**

* Estimates reflect the impact to all funds.
** Nominal fee paid to eligible volunteers on July 1 of the fiscal year.



[1] From FY06 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.

MONTGOMERY COUNTY PRODUCTION REPORT

FY23 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
County General Fund				
General Government				
Board of Appeals	34,608	48,626	26,035	109,269
Board of Elections	282,665	458,529	194,867	936,061
Circuit Court	626,945	1,396,061	564,150	2,587,156
Community Engagement Cluster	339,035	780,367	237,969	1,357,371
County Attorney	345,993	525,511	272,131	1,143,635
County Council	835,697	1,462,239	653,501	2,951,437
County Executive	308,308	530,764	262,591	1,101,663
Ethics Commission	19,491	27,786	15,726	63,003
Finance	804,656	1,396,636	597,537	2,798,829
General Services	871,617	1,837,879	633,391	3,342,887
Grants Management	19,023	34,733	9,947	63,703
Human Resources	403,887	682,612	278,409	1,364,908
Human Rights	85,384	152,824	67,195	305,403
Inspector General	140,051	222,149	124,177	486,377
Intergovernmental Relations	52,692	83,358	39,346	175,396
Labor Relations	71,198	106,413	62,735	240,346
Legislative Oversight	124,668	192,418	91,154	408,240
Management and Budget	382,564	567,716	286,365	1,236,645
Merit System Protection Board	15,631	27,786	10,302	53,719
Peoples' Counsel	11,875	20,840	6,209	38,924
Procurement	271,479	518,983	199,424	989,886
Public Information	376,022	851,512	325,153	1,552,687
Racial Equity and Social Justice	54,905	104,198	44,480	203,583
State's Attorney	1,115,613	2,095,394	1,012,230	4,223,237
Technology and Enterprise Business Solutions	1,431,064	2,061,839	962,765	4,455,668
Zoning and Administrative Hearings	35,848	55,572	35,624	127,044
Total General Government	**9,060,919**	**16,242,745**	**7,013,413**	**32,317,077**
Public Safety				
Animal Services	408,181	994,306	306,450	1,708,937
Consumer Protection	140,409	243,535	92,265	476,209

MONTGOMERY COUNTY PRODUCTION REPORT

FY23 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Correction and Rehabilitation	3,839,421	7,369,526	3,151,455	14,360,402
Emergency Management and Homeland Security	95,883	163,516	76,819	336,218
Police	14,578,380	27,565,949	11,875,536	54,019,865
Sheriff	1,291,851	2,600,919	946,780	4,839,550
Total Public Safety	**20,354,125**	**38,937,751**	**16,449,305**	**75,741,181**
Transportation				
Transportation	1,396,453	3,049,543	874,518	5,320,514
Health and Human Services				
Health and Human Services	8,694,064	19,072,125	6,413,565	34,179,754
Culture and Recreation				
Public Libraries	2,059,804	5,810,054	1,173,618	9,043,476
Housing and Community Development				
Agriculture	44,788	71,549	24,808	141,145
Housing and Community Affairs	457,607	889,253	334,028	1,680,888
Total Housing and Community Developme	**502,395**	**960,802**	**358,836**	**1,822,033**
Environment				
Environmental Protection	179,153	316,877	134,276	630,306
Other County Functions				
NDA - Climate Change Planning	17,592	35,428	9,380	62,400
NDA - Compensation and Employee Benefit Adjustments	11,286	16,394	9,355	37,035
NDA - Conference Center	6,595	13,893	3,449	23,937
NDA - Early Care and Education	61,530	107,556	59,083	228,169
NDA - Guaranteed Income	6,269	13,893	9,916	30,078
NDA - Incubator Programs - Economic Development Partnership	32,712	59,045	23,428	115,185
NDA - Independent Audit	1,699	2,084	1,313	5,096
NDA - Legislative Branch Communications Outreach	85,515	170,189	64,724	320,428
NDA - State Positions Supplement	4,318	0	0	4,318
NDA - Vision Zero	8,343	13,893	8,725	30,961
Total Other County Functions	**235,859**	**432,375**	**189,373**	**857,607**
Total County General Fund	**42,482,772**	**84,822,272**	**32,606,904**	**159,911,948**
Special Funds - Tax Supported				
Bethesda Urban District	6,461	13,893	6,756	27,110
Economic Development Fund	10,167	13,893	10,632	34,692

MONTGOMERY COUNTY PRODUCTION REPORT

FY23 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Fire	11,537,347	18,276,759	23,548,195	53,362,301
Mass Transit	5,102,669	12,400,265	3,713,158	21,216,092
Recreation	2,065,040	2,419,501	756,620	5,241,161
Silver Spring Urban District	156,613	488,049	105,890	750,552
Wheaton Urban District	106,806	312,124	84,889	503,819
Total Special Funds - Tax Supported	**18,985,103**	**33,924,484**	**28,226,140**	**81,135,727**
Total Tax Supported Funds	**61,467,875**	**118,746,756**	**60,833,044**	**241,047,675**
Special Funds - NonTax Supported				
Cable TV	257,789	410,539	187,046	855,374
Grant Fund	3,522,876	8,151,547	2,978,983	14,653,406
Montgomery Housing Initiative	140,005	251,323	115,741	507,069
Water Quality Protection	598,597	1,296,374	609,844	2,504,815
Total Special Funds - NonTax Supported	**4,519,267**	**10,109,783**	**3,891,614**	**18,520,664**
Enterprise Funds				
Bethesda Parking	140,505	283,237	99,631	523,373
Community Use of Public Facilities	215,746	433,925	177,467	827,138
Leaf Vacuuming	200,922	399,722	125,488	726,132
Liquor	2,208,703	6,284,006	1,531,283	10,023,992
Permitting Services	1,850,486	3,288,403	1,315,853	6,454,742
Silver Spring Parking	153,655	340,202	119,487	613,344
Solid Waste Collection	100,613	167,445	90,110	358,168
Solid Waste Disposal	691,205	1,361,949	548,121	2,601,275
Wheaton Parking	23,338	47,182	17,788	88,308
Total Enterprise Funds	**5,585,173**	**12,606,071**	**4,025,228**	**22,216,472**
Total Non Tax Supported Funds	**10,104,440**	**22,715,854**	**7,916,842**	**40,737,136**
Internal Service Funds				
Central Duplicating (Printing & Mail)	184,007	475,412	131,320	790,739
Employee Health Self Insurance	197,511	345,189	180,474	723,174
Motor Pool	1,525,755	2,877,154	1,229,585	5,632,494
Risk Management (Self Insurance - ISF)	285,911	449,495	229,691	965,097
Total Internal Service Funds	**2,193,184**	**4,147,250**	**1,771,070**	**8,111,504**
Total Benefits	**73,765,499**	**145,609,860**	**70,520,956**	**289,896,315**

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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 FY23 Operating Budget for the County Government is $2,425,290,952, an increase of $159,572,753 or 7.0 percent from the FY22 approved budget of $2,265,718,199 (excludes debt service). The total recommended FY23 tax supported operating budget for the County Government is $1,864,254,175, an increase of $136,503,482 or 7.9 percent from the FY22 approved tax supported budget of $1,727,750,693.

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 FY23 Spending Affordability Guidelines (SAG) of $1,776.5 million for Montgomery County Government tax supported funds. For FY23, the Executive recommends $1,864.3 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

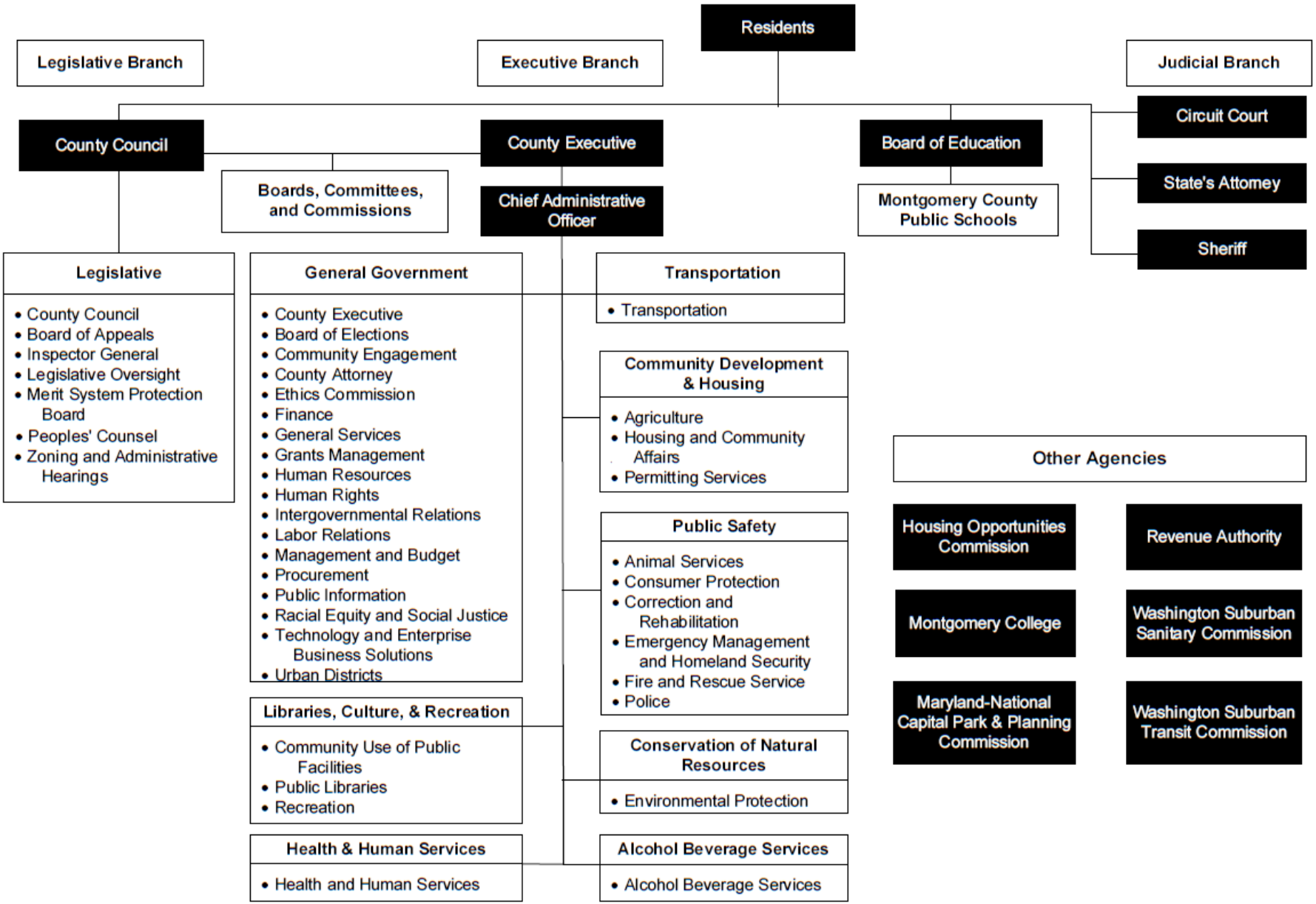
Government Funds

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, Maryland
Functional Organization Chart



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Montgomery County Public Schools

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$2,929,710,667	23,976.50

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 2021-2022 school year (FY22), 158,009 students in prekindergarten classes through Grade 12 attend 209 separate public educational facilities. For the 2022-23 school year (FY23), enrollment is estimated to be 160,627 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 FY23 budget is $2,929.7 million, an increase of $147.6 million, or 5.3 percent over the adjusted FY22 Approved budget of $2,782.1 million. Due to declining enrollment in FY23 from the continuing effects of the COVID-19 pandemic, and an increased County contribution to MCPS, this recommended budget exceeds the amount required by the State's Maintenance of Effort (MOE) law by $117.4 million.

In response to the Board of Education's largest ever requested budget, the County Executive's recommended budget funds 98.9% of the Board's request. The County contribution is $48.4 million less than the Board of Education's (BOE) requested County contribution. However, the resources are provided to fund 100% of student education and needs. The County Executive recommends appropriating an additional $20.0 million from MCPS' growing fund balance, and recognizes that $30.0 million of the BOE's request is not for students, but for a deposit into the MCPS health insurance fund to increase its fund balance. The County's MCPS fund balance policy is for the schools' accounts to have minimal balances and rely on the County for emergency needs. By reducing the deposit in the health insurance fund, MCPS can fund up to 100% of student needs. Alternately, the BOE could also use unspent Federal Covid relief funds for its needs.

Separately, 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 FY23.

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;
- high speed internet service provided by the the County's FiberNet program;
- 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 classroom and school sports field rentals by residents or organizations are provided by the Community Use of Public Facilities; and
- the Maryland-National Capital Park and Planning Commission provides maintenance of MCPS' ballfields.

In addition to the total recommended in the operating budget for public schools, MCPS' Capital Improvements Program (CIP) requires County funding. Approximately $23.3 million in FY23 Current Revenue: General and $84.6 million in Recordation Tax are recommended in the FY23-28 CIP. The Debt Service requirement for the MCPS capital program is estimated at $157.3 million in FY23.

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

Additional County Support for MCPS in FY23	
MCPS Budget (in millions)	**$2,929.7**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$157.3
• Pre-funding retiree health benefits	$57.4
• Support services	$114.6
• Technology modernization	$18.2
Total additional County funding	**$347.6**
Total expenditures for MCPS	**$3,277.3**
Sources: County Executive Recommended FY23 Operating and Capital Budgets	
Numbers may not sum due to rounding.	

The recommended budget includes the County's contribution of $1,839.1 million plus $45.0 million in carryover funds (64.3 percent of all recommended funding); State Aid and grants of $863.7 million (29.5 percent); Federal grants and aid of $88.4 million (3.0 percent); and tuition, fees, and private grants of $11.3 million (0.4 percent). The recommended appropriation for the fee-supported Enterprise Fund is $80.5 million (2.7 percent) and for the Special Revenue Fund is $1.8 million (0.1 percent).

The County Executive recommends a technical adjustment to the Enterprise Fund, reducing the amount of funds appropriated as a pass-through to the County's school bus camera program vendor to align with the County's revenue estimate for that program. This results in a $3.6 million reduction to the Enterprise Fund, though it does not affect student services or teacher salaries, only the amount appropriated for the vendor payments.

Tax Supported Funding for the Public Schools

For FY23, the total tax-supported portion of the County Executive's recommended budget (excluding grants, enterprise funds, fund balance, and special revenue funds) is $2.694.7 million, an increase of $166.4 million, or 6.6 percent from the FY22 adjusted tax-supported spending, driven by increases in the County contribution and State funding. The tax-supported portion of the recommendation includes a FY23 local contribution of $1,839.1 million, plus carryover of $45.0 million from prior-year appropriations, for a total local contribution of $1,884.1 million. The local contribution represents a $84.8 million increase from the prior-year appropriation. However, MCPS may choose to use unspent Federal Covid relief funds in place of a portion of the carryover funds, reducing the total local contribution by the amount of Federal funds it chooses to use.

MOE is a State requirement that each jurisdiction spend at last as much per-student on its local school district as it did in the prior year in order to receive additional State Aid. This requirement increases when enrollment grows and decreases when enrollment declines. For FY23, MOE allows for a decrease of $32.6 million. With a recommended County contribution increase of $84.8 million over FY22, the County Executive's budget exceeds the MOE-required level by $117.4 million.

Fiscal Summary

The County Executive's total recommended budget, from all funding sources, is $2,929.7 million, and funds 98.9 percent 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 2022, the Montgomery County Council approved FY23 Spending Affordability Guidelines (SAG) of $2,558.4 million for the tax-supported funds of MCPS. The BOE requested $2,743.1 million in tax-supported funds, exceeding the SAG guideline by $184.7 million. The County Executive's recommendation is $136.3 million above the SAG guideline.

Additional Budget Details

The County Executive affirms the authority of the BOE to establish educational policy and determine the allocation of appropriated funds in support of the mission of the public school system. Complete information regarding the MCPS' budget request is available in the FY23 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 Ivon Alfonso-Windsor of the Montgomery County Public Schools at 240-740-3037 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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%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	2,544,246,120	2,551,624,734	2,514,491,654	2,739,660,177	7.4 %
Current Fund MCPS Expenditures	**2,544,246,120**	**2,551,624,734**	**2,514,491,654**	**2,739,660,177**	**7.4 %**
PERSONNEL					
Full-Time	0	0	0	0	----
Part-Time	0	0	0	0	----
FTEs	22,257.28	22,399.34	22,399.34	22,585.90	0.8 %
REVENUES					
Basic State Aid	388,035,631	384,201,699	384,201,699	424,688,660	10.5 %
Compensatory Education	0	0	0	133,783,552	----
Federal Revenues	120,000	100,000	100,000	100,000	----
Foster Care/Miscellaneous	180,000	180,000	180,000	180,000	----
GCEI - Geographic Cost of Education Index	39,976,914	39,382,053	39,382,053	42,290,391	7.4 %
Kirwan Commission	11,472,106	31,311,408	31,301,475	30,186,595	-3.6 %
Students With Disabilities	66,828,474	63,420,239	63,420,239	77,447,408	22.1 %
Thornton Legislation	230,529,919	210,952,720	210,952,720	94,674,168	-55.1 %
Transportation	47,626,347	42,164,380	42,164,380	50,978,010	20.9 %
Tuition-Other Sources	3,850,000	2,250,000	2,259,933	1,259,933	-44.0 %
Current Fund MCPS Revenues	**788,619,391**	**773,962,499**	**773,962,499**	**855,588,717**	**10.5 %**
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	110,451,136	144,539,465	144,539,465	107,791,380	-25.4 %
Grant Fund MCPS Expenditures	**110,451,136**	**144,539,465**	**144,539,465**	**107,791,380**	**-25.4 %**
PERSONNEL					
Full-Time	0	0	0	0	----
Part-Time	0	0	0	0	----
FTEs	570.94	588.70	588.70	746.15	26.8 %
REVENUES					
Federal Grants	83,686,189	83,878,035	83,878,035	88,251,003	5.2 %
Private Grants	10,031,204	10,031,204	10,031,204	10,031,204	----
State Grants	16,733,743	50,630,226	50,630,226	9,509,173	-81.2 %
Grant Fund MCPS Revenues	**110,451,136**	**144,539,465**	**144,539,465**	**107,791,380**	**-25.4 %**
FOOD SERVICE FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Salaries and Wages	0	0	0	0	----
Employee Benefits	0	0	0	0	----
Food Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	50,354,105	61,899,980	61,899,980	63,411,099	2.4 %
Food Service Fund Expenditures	**50,354,105**	**61,899,980**	**61,899,980**	**63,411,099**	**2.4 %**
PERSONNEL					
Full-Time	0	0	0	0	----
Part-Time	0	0	0	0	----
FTEs	607.57	607.57	607.57	604.45	-0.5 %
REVENUES					
Federal Food	33,499,711	41,982,540	41,982,540	41,982,540	----
Miscellaneous: Investment Income	16,996	0	0	0	----
Sale of Meals	998,957	17,956,048	17,956,048	19,467,167	8.4 %
State Food	2,142,048	1,961,392	1,961,392	1,961,392	----
Food Service Fund Revenues	**36,657,712**	**61,899,980**	**61,899,980**	**63,411,099**	**2.4 %**
REAL ESTATE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	----
Employee Benefits	0	0	0	0	----
Real Estate Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	4,925,966	4,957,216	4,957,216	4,957,216	----
Real Estate Fund Expenditures	**4,925,966**	**4,957,216**	**4,957,216**	**4,957,216**	**—**
PERSONNEL					
Full-Time	0	0	0	0	----
Part-Time	0	0	0	0	----
FTEs	11.00	11.00	11.00	10.00	-9.1 %
REVENUES					
Real Estate Fund	4,566,198	4,957,216	4,957,216	4,957,216	----
Real Estate Fund Revenues	**4,566,198**	**4,957,216**	**4,957,216**	**4,957,216**	**—**
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	409,543	3,074,182	3,074,182	3,074,182	----
Field Trip Fund Expenditures	**409,543**	**3,074,182**	**3,074,182**	**3,074,182**	**—**
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	423	3,074,182	3,074,182	3,074,182	----
Field Trip Fund Revenues	**423**	**3,074,182**	**3,074,182**	**3,074,182**	**—**
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	2,716,804	12,646,838	9,046,838	9,046,838	-28.5 %
Entrepreneurial Activities Fund Expenditures	**2,716,804**	**12,646,838**	**9,046,838**	**9,046,838**	**-28.5 %**
PERSONNEL					
Full-Time	0	0	0	0	----

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Part-Time	0	0	0	0	----
FTEs	12.00	12.00	12.00	12.00	----
REVENUES					
Entrepreneurial Activities Fee	698,764	2,446,838	2,446,838	2,446,838	----
Entrepreneurial Activities Fund Revenues	**698,764**	**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	1,758,650	1,769,775	1,769,775	1,769,775	----
Instructional Television Fund Expenditures	**1,758,650**	**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	**2,714,862,324**	**2,780,512,190**	**2,739,779,110**	**2,929,710,667**	**5.4 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**23,476.79**	**23,636.61**	**23,636.61**	**23,976.50**	**1.4 %**
Total Revenues	**940,993,624**	**990,880,180**	**990,880,180**	**1,037,269,432**	**4.7 %**

MCPS BUDGETS FY85-FY23				
County Fiscal Year	Total Budget	Budgeted Enrollment	County Funding	As Percent of Total
85	$399,916,181	91,704	$330,035,065	82.5%
86	$436,875,791	92,871	$361,788,973	82.8%
87	$475,866,930	94,460	$398,053,264	83.6%
88	$519,622,140	96,271	$434,582,576	83.6%
89	$577,957,669	98,519	$488,062,505	84.4%
90	$642,553,932	100,259	$545,768,528	84.9%
91	$702,260,084	103,732	$601,407,797	85.6%
92	$712,896,646	107,140	$603,939,300	84.7%
93	$738,767,864	110,037	$622,732,456	84.3%
94*	$793,907,907	113,429	$666,557,884	84.0%
95	$830,010,147	117,082	$695,512,609	83.8%
96	$878,160,420	120,291	$718,938,647	81.9%
97	$915,141,097	122,505	$740,984,871	81.0%
98	$958,416,196	125,035	$765,835,476	79.9%
99	$1,034,768,530	127,852	$820,833,423	79.3%
00	$1,105,644,145	130,689	$870,940,869	78.8%
01	$1,216,096,599	134,180	$959,754,838	78.9%
02	$1,323,625,477	136,832	$1,029,703,651	77.8%
03	$1,412,161,822	138,891	$1,079,188,698	76.4%
04	$1,501,381,116	139,203	$1,136,392,169	75.7%
05	$1,609,382,533	139,337	$1,217,214,553	75.6%
06	$1,713,736,154	139,387	$1,296,325,112	75.6%
07	$1,851,496,287	137,798	$1,384,725,787	74.8%
08	$1,985,017,619	137,745	$1,456,912,582	73.4%
09	$2,066,683,294	137,763	$1,531,482,602	74.1%
10	$2,200,577,000	140,500	$1,573,754,447	71.5%
11	$2,104,188,040	143,309	$1,425,385,344	67.7%
12	$2,086,786,613	146,497	$1,387,101,480	66.5%
13	$2,160,029,595	149,018	$1,436,513,701	66.5%
14	$2,225,421,052	151,289	$1,475,223,045	66.3%
15	$2,276,763,984	153,852	$1,515,027,760	66.5%
16	$2,318,388,936	156,447	$1,540,794,230	66.5%
17	$2,457,473,761	159,016	$1,650,794,230	67.2%
18	$2,528,825,122	161,470	$1,683,943,316	66.6%
19	$2,612,644,776	163,294	$1,712,627,645	65.6%
20	$2,680,574,773	164,477	$1,726,807,241	64.4%
21	$2,756,257,059	160,294	$1,752,612,120	63.6%
22	$2,782,097,823	158,009	$1,754,247,868	63.1%
23	$2,929,710,667	160,627	$1,839,071,460	62.8%

Sources: Approved Operating Budgets and CE Recommended Budget

* State legislative action shifted responsibility for teacher Social Security payments to local jurisdictions in FY94.

FY 2023 MCPS STRATEGIC ORGANIZATIONAL & LEADERSHIP STRUCTURE

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Montgomery College

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$321,250,749	1,921.35

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 FY23 operating budget for Montgomery College is $321.3 million, an increase of $8.7 million, or 2.8 percent, from the FY22 Approved budget of $312.6 million. The budget recommends a $274.0 million Current Fund for FY23, a $9.3 million or 3.5 percent increase from FY22, for both revenue and expenditures. The County Executive recommendation provides the full College request for a County contribution of $152.7 million to the Current Fund, an increase of $7.1 million or 4.8 percent, over FY22. These additional funds will support an East County Education Center, as well as salary and benefit increases for Montgomery College faculty, staff, and administration.

Montgomery College's requested budget seeks additional support from the taxpayers specifically for programs that enhance racial equity, innovation, and economic growth in the County. The County Executive is proud to support the College's request for an East County Education Center in FY23 that will significantly address the County's racial equity and social justice goals. The Center will be an interim measure that will increase higher education access to an underserved region while the College pursues a full fourth campus centered in East County.

In light of the continuing economic impacts of the COVID-19 pandemic on the most vulnerable in the County, the requested budget again freezes tuition and fees at FY20 levels to ensure affordability and accessibility for the College's students. Other Current Fund revenues total $121.3 million, an increase of $2.2 million from FY22, or 1.9 percent. This revenue increase is largely driven by additional State Aid, Other Student Fees, and Revenue Transfers. These revenue increases have been partially offset by the College's decline in Tuition and Related Charges revenue that has dropped by $11.9 million, or 17.5%, from the FY22 Approved level to a total of $56.1 million.

In addition to the total recommended operating budget for the College, the agency's Capital Improvement Program (CIP) requires

Current Revenue funding. Approximately $16.4 million in FY23 Current Revenue is assumed in the County Executive's FY23-28 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 FY23 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

On February 8 2022, the County Council approved FY23 spending affordability guidelines (SAG) of $193.6 million for the tax-supported funds of Montgomery College. The Board of Trustees requested $210.3 million of tax-supported funds exceeding their SAG level by $16.7 million.

Enrollment

Current Fund enrollment is projected by the College to decrease 1,815 Full Time Equivalent Students (FTES) in FY23 from the FY22 Approved enrollment projection. The College estimates an FY22 enrollment of 11,733 FTES, a decline of 13.7 percent compared to the FY21 Actual 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 FY23, the County's Current Fund contribution to the College represents a $2,668, or 22.8 percent, increase per FTE due to the projected enrollment decline.

Tuition and Fees

For FY23, 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 2022.

Tuition & Related Charges and Other Student Fees represent approximately 21.3 percent of the revenue proposed by the County Executive to fund the FY23 Current Fund budget, compared to the 26.4 percent of revenues assumed in the FY22 Approved budget.

State Funding

The $66.0 million of State funding assumed in the County Executive's Recommended FY23 budget is the amount provided in governor's FY23 Proposed budget. It is comprised of $56.6 million in the Current Fund and $10.4 million in the Workforce Development and Continuing Education (WDCE) enterprise fund. 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 Budget Reconciliation and Financing Act 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 $276.6 million in the four tax-supported funds (Current, Emergency Plant Maintenance and Repair, Cable Television, and Grants). The amount is a $9.4 million increase from the FY22 Approved level of $267.3 million, or 3.5 percent. The County's contribution to these funds has increased from the FY22 Approved level by $7.1 million, or 4.8 percent.

Current Fund

For the Current Fund, the County Executive is recommending an appropriation of $274.0 million, an increase of $9.3 million, or 3.5 percent, from the $264.7 million approved in FY22. The recommendation assumes tuition and fee revenues under the proposed rates frozen to FY20 levels and enrollment projections discussed above.

Emergency Plant Maintenance and Repair Fund

The Emergency Plant Maintenance and Repair Fund supports unanticipated expenditures to make emergency repairs not funded elsewhere in the budget. The County Executive recommends the Board's request of $350,000 in FY23, which is equal to the FY22 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 FY23, equal to the FY22 level, to support the College's adult literacy programs.

Cable Television

The County Executive recommends an appropriation of $1.9 million for 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 $60,000, or 3.3 percent, above the $1.8 million approved for FY22 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.

Other 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 FY23, the State's funding formula uses FY21 actuals. The County Executive recognizes the importance of higher education to the economic development of Montgomery County and recommends the Board's request of $20.3 million for this fund, which is a $291,241, or 1.5 percent increase compared to FY22 Approved.

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 FY23, the College requests and the County Executive recommends an appropriation of $1.8 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 $16.7 million.

The Major Facilities Reserve Fund supports the operation and maintenance of the College's plant and draws revenue from user fees, other revenue, and interest. The County Executive supports the College's FY23 request of $2.0 million appropriation for this fund, which is equal to the FY22 Approved 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**

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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%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	255,071,198	264,704,984	244,957,497	274,009,984	3.5 %
Current Fund MC Expenditures	**255,071,198**	**264,704,984**	**244,957,497**	**274,009,984**	**3.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,803.35	1,803.35	1,803.35	1,813.85	0.6 %
REVENUES					
Current Fund: Interest	14,550	250,000	19,819	250,000	—
Current Fund: Other Revenue	1,873,140	1,236,949	728,114	1,256,949	1.6 %
Current Fund: Performing Arts Center	0	115,000	0	115,000	—
Fed. State & Priv. Gifts & Grants	365,785	300,000	390,943	300,000	—
Other Student Fees: Current Fund	2,702,512	1,790,467	2,429,297	2,280,208	27.4 %
State Aid	36,758,702	42,720,779	42,720,779	55,636,320	30.2 %
Tuition and Fees: Current Fund	68,900,092	68,016,270	57,576,849	56,126,488	-17.5 %
Current Fund MC Revenues	**110,614,781**	**114,429,465**	**103,865,801**	**115,964,965**	**1.3 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
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	337,174	350,000	220,000	350,000	—
Emergency Repair Fund Expenditures	**337,174**	**350,000**	**220,000**	**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	279	10,000	0	10,000	—
Emergency Repair Fund Revenues	**279**	**10,000**	**0**	**10,000**	**—**
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	18,855,081	17,355,000	23,164,000	16,324,000	-5.9 %
Grant Fund MC Expenditures	**18,855,081**	**17,355,000**	**23,164,000**	**16,324,000**	**-5.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal/State/Private Grants	18,855,081	17,355,000	23,164,000	16,324,000	-5.9 %
Grant Fund MC Revenues	**18,855,081**	**17,355,000**	**23,164,000**	**16,324,000**	**-5.9 %**
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	404,604	1,880,000	730,705	1,823,008	-3.0 %
Auxiliary Fund Expenditures	**404,604**	**1,880,000**	**730,705**	**1,823,008**	**-3.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	2.00	2.00	2.00	2.00	—
REVENUES					
Auxiliary Fund: Interest Income	573	21,000	150	10,500	-50.0 %
Other Revenues: Miscellaneous	15,499	631,550	508,073	431,550	-31.7 %
Sales	221,610	916,220	321,575	914,220	-0.2 %
Auxiliary Fund Revenues	**237,682**	**1,568,770**	**829,798**	**1,356,270**	**-13.5 %**

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	15,517,207	19,995,716	16,166,000	20,286,957	1.5 %
Workforce Development & Continuing Ed Expenditures	**15,517,207**	**19,995,716**	**16,166,000**	**20,286,957**	**1.5 %**
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	1,655	50,000	10,000	0	-100.0 %
Other Revenues; Miscellaneous	27,520	0	0	50,000	—
State Aid	8,495,417	9,785,670	9,785,670	10,422,839	6.5 %
Tuition and Fees: Continuing Education	6,322,905	8,874,000	6,182,418	8,851,352	-0.3 %
Workforce Development & Continuing Ed Revenues	**14,847,497**	**18,709,670**	**15,978,088**	**19,324,191**	**3.3 %**

CABLE TELEVISION FUND

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	1,717,079	1,796,800	1,746,800	1,856,800	3.3 %
Cable Television Fund Expenditures	**1,717,079**	**1,796,800**	**1,746,800**	**1,856,800**	**3.3 %**
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	109	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Cable Television Fund Revenues	**109**	**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	257	11,500	300	1,000	-91.3 %
Endowment Fund Revenues	**257**	**11,500**	**300**	**1,000**	**-91.3 %**
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	1,711,806	2,000,000	1,705,606	2,000,000	—
Major Facilities Reserve Fund Expenditures	**1,711,806**	**2,000,000**	**1,705,606**	**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	—
REVENUES					
Interest Income	5,124	25,000	2,000	5,000	-80.0 %
Student Fees	3,206,241	3,025,890	2,675,838	2,553,789	-15.6 %
Major Facilities Reserve Fund Revenues	**3,211,365**	**3,050,890**	**2,677,838**	**2,558,789**	**-16.1 %**
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**	**—**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
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	2,000,044	4,100,000	2,293,650	4,200,000	2.4 %
Transportation Fund Expenditures	**2,000,044**	**4,100,000**	**2,293,650**	**4,200,000**	**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	0	75,000	0	0	-100.0 %
Miscellaneous Other	4,093	100,000	290,225	165,000	65.0 %
Student Fees	3,417,869	3,350,380	2,675,569	2,853,789	-14.8 %
Transportation Fund Revenues	**3,421,962**	**3,525,380**	**2,965,794**	**3,018,789**	**-14.4 %**

DEPARTMENT TOTALS

Total Expenditures	**296,014,193**	**312,582,500**	**291,384,258**	**321,250,749**	**2.8 %**
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**	**1,921.35**	**0.5 %**
Total Revenues	**151,189,013**	**158,660,675**	**149,481,619**	**158,558,004**	**-0.1 %**

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

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	FY17	FY18	FY19	FY20	FY21	YR 5 VS YR 1	YR 5 VS YR 4
Fiscal Year Unduplicated Credit Students	32,752	31,342	29,961	28,945	27,840	-15.0%	-3.8%
Fiscal Year Unduplicated Students in WD&CE	24,064	24,609	24,890	21,598	15,944	-33.7%	-26.2%
FY Unduplicated Credit + WD&CE Students at MC	55,243	54,335	52,732	49,168	42,915	-22.3%	-12.7%
Fiscal Year FTEs for Credit Students	15,515	14,686	14,040	13,495	13,021	-16.1%	-3.5%
Fiscal Year FTEs for WD&CE Students	4,228	4,365	4,307	4,093	3,432	-18.8%	-16.1%
FALL SEMESTER CREDIT STUDENTS	FALL 20167	FALL 2018	FALL 2019	FALL 2020	FALL 2021	YR 5 VS YR 1	YR 5 VS YR 4
Total fall semester enrollment	22,875	21,720	21,260	20,037	17,284	-24.4%	-13.7%
New to College	4,228	4,034	3,931	3,588	2,958	-30.0%	-17.6%
Recent MCPS Graduates	2,507	2,446	2,484	2,490	2,047	-18.3%	-17.8%
REASON FOR ATTENDING	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	YR 5 VS YR 1	YR 5 VS YR 4
Degree Seeking	1,710	1,724	1,813	1,726	1,450	-15.2%	-16.0%
Transfer	271	239	199	134	96	-64.6%	-28.4%
Early Placement	329	296	279	417	347	5.5%	-16.8%
Certificate Seeking	92	64	40	27	0	-100.0%	-100.0%
Continuing Education	4	21	62	113	103	2475.0%	-8.8%
Personal Interest	5	1	2	2	2	-60.0%	0.0%
MD Dream Act	92	96	87	63	30	-67.4%	-52.4%
Other	4	5	2	8	15	275.0%	87.5%
Continuing/Returning	16,790	15,798	15,187	14,009	12,158	-27.6%	-13.2%
Transfer-In or "Visiting"	1,214	1,178	1,171	908	696	-42.7%	-23.3%
Dual Enrollment - MC and High School	643	710	971	1,532	1,472	128.9%	-3.9%
Attending Full-Time	8,060	7,571	7,305	6,902	5,801	-28.0%	-16.0%
Average Hours Enrolled	9.00	9.06	9.01	8.94	8.85	-1.7%	-1.0%
Receiving Pell Grants	7,248	6,595	6,101	5,016	3934*	-45.7%	-21.6%
Receiving any Financial Aid	10,971	10,265	9,994	8,754	7549*	-31.2%	-13.8%
New-Needing "Preparatory" Coursework	2,680	1,897	2,023	1,231	1,000	-62.7%	-18.8%
"Foreign" by NCES definitions	2,269	2,121	2,190	1,800	1,668	-26.5%	-7.3%
Asian	3,344	3,105	3,086	3,020	2,694	-19.4%	-10.8%
Black	7,084	6,693	6,405	6,033	5,238	-26.1%	-13.2%
Hispanic	6,552	6,389	6,350	5,971	5,245	-19.9%	-12.2%
White	5,429	5,077	4,863	4,540	3,725	-31.4%	-18.0%
Multi-Race, Other, Unknown	466	456	556	473	382	-18.0%	-19.2%

** Figures are Preliminary*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

CREDIT COURSES AND ENROLLMENTS	YR 1 FALL 2017	YR 2 FALL 2018	YR 3 FALL 2019	YR 4 FALL 2020	YR 5 FALL 2021	CHANGE YR 5 VS YR 1	CHANGE YR 5 VS YR 4
Fall Semester Course Enrollments	62,817	60,249	58,228	56,044	48,187	-23.3%	-14.0%
Fall - Number of Separate Courses	672	671	656	682	663	-1.3%	-2.8%
Fall - Number of Course Sections	3,232	3,173	3,164	3,011	2,850	-11.8%	-5.3%
EMPLOYEES	**FALL 2017**	**FALL 2018**	**FALL 2019**	**FALL 2020**	**FALL 2021**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
Administrators	86	83	89	80	83	-3.5%	3.8%
Instructional Faculty	1,331	1,324	1,321	1,375	1,211	-9.0%	-11.9%
Non-Instructional Faculty	90	84	86	82	78	-13.3%	-4.9%
Professional, Technical, and Support Staff	1,309	1,339	1,303	1,240	1,139	-13.0%	-8.1%
TOTAL	**2,816**	**2,830**	**2,799**	**2,777**	**2,511**	**-10.8%**	**-9.6%**

WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	YR1 FY17	YR 2 FY18	YR 3 FY19	YR 4 FY20	YR 5 FY21	CHANGE YR 5 VS YR 1	CHANGE YR 5 VS YR 4
FY Unduplicated Students							
Workforce Development courses	10,206	10,943	11,455	9,822	5,712	-44.0%	-41.8%
Contract Training courses	3,902	5,045	5,099	4,398	3,075	-21.2%	-30.1%
Industry-Based Certification courses	5,517	5,270	5,531	4,566	3,115	-43.5%	-31.8%
Adult Basic Educ., ESOL, Literacy courses	7,009	5,942	5,798	5,027	4,673	-33.3%	-7.0%
All Specifically Grant-Funded programs/courses	na	6467	NA	5,867	5,046	NA	NA
Apprenticeship Programs	908	991	1027	1,087	737	-18.8%	-32.2%
Allied Health/Health Careers courses	1770	1,099	1,072	868	683	-61.4%	-21.3%

OUTPUT INDICATORS (CREDIT PROGRAMS)	YR1	YR 2	YR 3	YR 4	YR 5	CHANGE	CHANGE
FALL-TO-FALL NEW STUDENT RETENTION RATES	**FALL 2016**	**FALL 2017**	**FALL 2018**	**FALL 2019**	**FALL 2020**	**YR 5 VS YR 1**	**YR 5 VS YR 4**
All New Students	65.4%	64.7%	65.6%	64.3%	61.5%	-6.0%	-4.4%
Developmental Students	64.6%	63.7%	62.2%	58.4%	55.6%	-13.9%	-4.8%
College-Ready Students	67.1%	66.4%	70.4%	70.5%	63.2%	-5.8%	-10.4%
Pell Grant Recipients	68.6%	66.7%	67.7%	68.7%	69.6%	1.5%	1.3%
Began as Full-Time	74.7%	74.8%	74.2%	74.2%	71.6%	-4.1%	-3.5%
Began as Part-Time	54.1%	51.4%	54.8%	50.5%	45.8%	-15.3%	-9.3%
Asian	76.4%	74.9%	78.1%	74.4%	72.2%	-5.5%	-3.0%
Black	62.5%	62.8%	62.7%	63.6%	59.2%	-5.3%	-6.9%
Hispanic	67.1%	63.8%	65.4%	63.6%	61.3%	-8.7%	-3.7%
White	60.3%	62.1%	62.1%	57.1%	57.3%	-5.0%	0.4%
Multi-Race, Other, Unknown	64.2%	53.6%	60.0%	65.6%	56.8%	-11.6%	-13.5%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

FOUR-YEAR GRADUATION-TRANSFER RATES	YR1 ENTER FALL 2012	YR 2 ENTER FALL 2013	YR 3 ENTER FALL 2014	YR 4 ENTER FALL 2015	YR 5 ENTER FALL 2016	CHANGE YR 5 VS YR 1	CHANGE YR 5 VS YR 4
All New Students	45.6%	48.2%	50.2%	50.7%	49.5%	8.6%	-2.4%
College-Ready	68.5%	67.7%	69.8%	70.3%	70.0%	2.2%	-0.4%
Developmental Completers	44.0%	54.6%	51.8%	52.7%	49.1%	11.6%	-6.8%
Developmental Non-Completers	18.5%	23.3%	21.4%	21.6%	17.4%	-5.9%	-19.4%
Pell Grant Recipients	42.9%	42.1%	44.7%	48.2%	44.7%	4.2%	-7.3%
Asian	55.7%	59.9%	63.3%	60.4%	62.9%	12.9%	4.1%
Black	39.7%	45.3%	46.2%	48.5%	45.3%	14.1%	-6.6%
Hispanic	34.2%	38.0%	41.7%	43.7%	41.7%	21.9%	-4.6%
White	56.9%	58.4%	59.3%	59.0%	60.9%	7.0%	3.2%

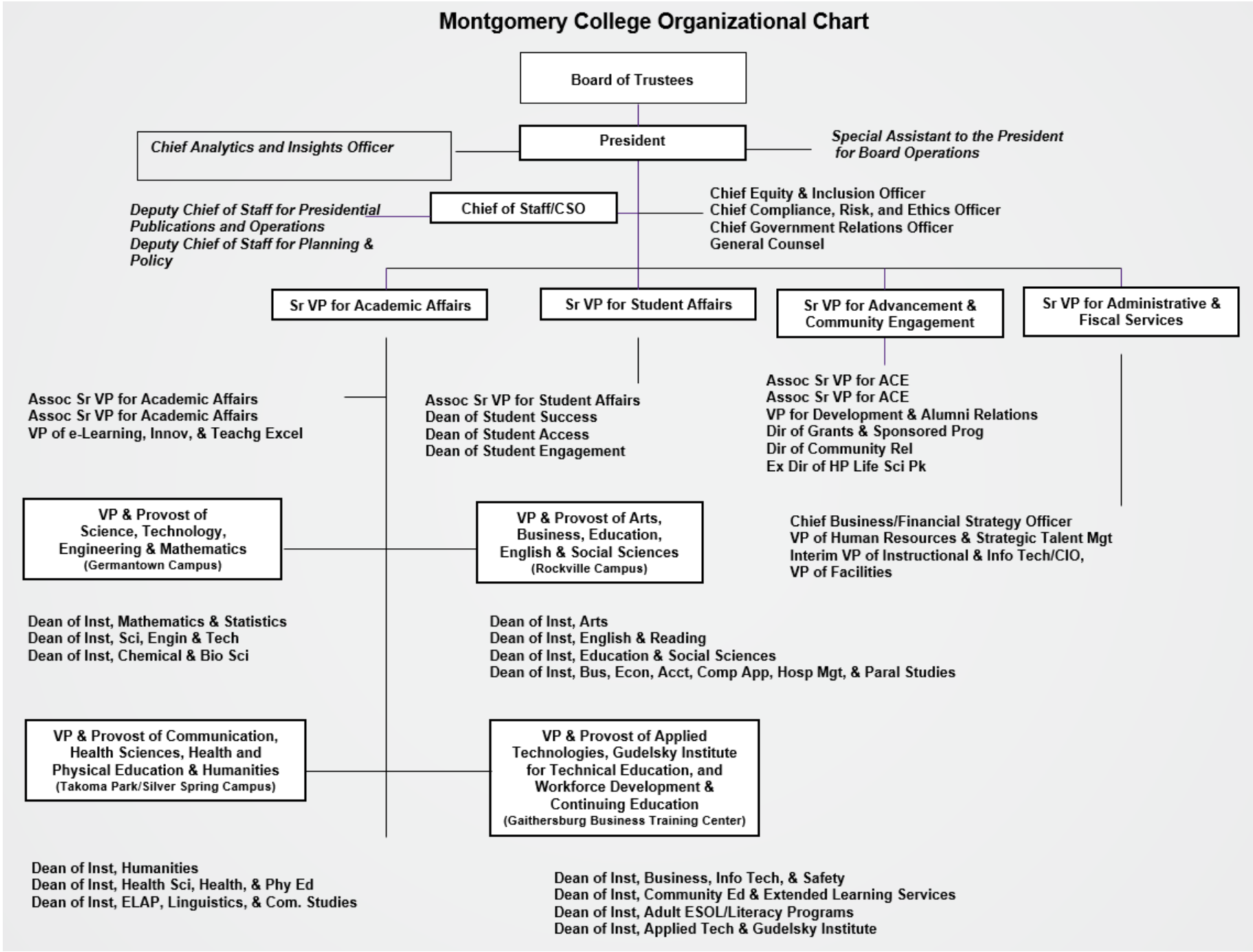
GRADUATION / AWARDS / TRANSFERS	YR 1 FY17	YR 2 FY18	YR 3 FY19	YR 4 FY20	YR 5 FY21	CHANGE YR 5 VS YR 1	CHANGE YR 5 VS YR 4
Fiscal Year Graduates	2,733	2,723	2,922	2,900	3,018	10.4%	4.1%
Fiscal Year Awards	2,833	2,885	3,082	3,033	3,136	10.7%	3.4%
Associate Degrees	2,612	2,576	2,763	2,804	2,937	12.4%	4.7%
Certificates	213	303	312	224	198	-7.0%	-11.6%
TRANSFER TO FOUR-YEAR INSTITUTIONS							
MC Graduate	2,072	2,015	2,086	2,290	2,222	*7.2%*	*-3.0%*
12+ Credits, but not Graduate	2,517	2,299	2,112	1,967	2,013	*-20.0%*	*2.3%*

DEVELOPMENTAL METRICS	YR 1 FALL 2012	YR 2 FALL 2013	YR 3 FALL 2014	YR 4 FALL 2015	YR 5 FALL 2016	CHANGE YR 5 VS YR 1	CHANGE YR 5 VS YR 4
New Students Needing Developmental	2,922	2,922	2,746	2,823	2,477	*-15.2%*	*-12.3%*
Asian	235	235	233	276	198	*-15.7%*	*-28.3%*
Black	1,007	1,007	842	872	811	*-19.5%*	*-7.0%*
Hispanic	896	896	996	1,068	1,005	*12.2%*	*-5.9%*
White	728	728	602	526	407	*-44.1%*	*-22.6%*
Completed Developmental in Four Years	1,867	1,867	1,677	1,694	1,525	*-18.32%*	*-10.0%*
New Students Needing Developmental Math	These data were not generated and will take additional time to obtain	2964***	2,665	2,760	2,422	NA	-12.2%
New Students Completing Developmental Math in Year 1		1064***	1,179	1,150	1,043	NA	-9.3%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

OUTPUT INDICATORS - WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE	
COURSE / STUDENT SUCCESS RATES	FY17	FY18	FY19	FY20	FY21	YR 5 VS YR 3	YR 5 VS YR 4
Workforce Development Certificate Completers Students	4,045	3,378	2,623	2,515	2,041	*-49.54%*	*-18.8%*
Course enrollments	6,019	4,908	3,924	5,185	3,095	*-48.58%*	*-40.3%*
Selected Health Career Program Students Obtaining Certification-Percent Successful	85.7%	92.0%	93.5%	96.8%	97.8%	*14.12%*	*1.0%*
Percent Selected [Other Programs] Students Obtaining Certification	Data not available						
Number of WD&CE Students Subsequently Enrolled in Credit Courses	3,919	3,210	3,159	2,928	2,482	-36.7%	-15.2%
Percent Grant-funded Programs/Courses Students that Complete	Data not available						
Percent Apprenticeship Program Completers within 4 Years							
Number of Apprenticeship Program Graduates	136	159	163	173	160	*17.65%*	*-7.5%*

Montgomery College Organizational Chart



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Maryland-National Capital Park and Planning Commission

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$180,660,646	1,134.38

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 (CAS)

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 are 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 Commission's 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 in 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.

FY23 Budget Information

Spending Affordability Guidelines

In January 2022, the Council approved the FY23 Spending Affordability Guidelines (SAG) of $146,200,000 for the tax-supported Administration and Park Funds of M-NCPPC, which represents a $5,116,476, a 3.6 percent decrease from the FY22 Approved budget of $141,083,524, excluding debt service and retiree health insurance prefunding (which are excluded from the SAG calculation). The Commission proposed a FY23 tax-supported budget of $151,644,352, excluding debt service and retiree health insurance prefunding, $5,444,352 above the FY23 SAG.

County Executive Recommendations

The County Executive recommends a FY23 tax-supported appropriation, excluding debt service, of $153,095,170 for M-NCPPC. This represents an increase of $9,343,837, or 6.5 percent, over the FY22 Approved.

Park Fund

The County Executive recommends funding of $116,829,432, excluding debt service. This represents an increase of $7,130,435, or 6.5 percent, over FY22. The Executive concurs with M-NCPPC's request for $7,202,008 in the Park Fund Debt Service Budget, an increase of $871,950, or 13.8 percent, from the FY22 Approved budget. Additionally, the Executive concurs with the M-NCPPC requested transfer of $100,000 from the Cable Fund to support the Department of Parks Connected Parks initiative.

Administration Fund

The County Executive recommends funding of $36,265,738. This represents an increase of $2,213,402, or 6.5 percent, over FY22 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 $132,550. This represents a decrease of $2,500, or 1.9 percent.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of $10,613,078. This represents a $47,140, or 0.4 percent, increase from the FY22 Approved budget.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of $1,737,800. This represents a $80,200, or 4.8 percent, increase from the FY22 Approved budget.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of $7,330,040. This represents a $277,921, or 3.9 percent, increase from the FY22 Approved budget.

The County Executive concurs with the M-NCPPC request to transfer $1,803,300 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $66,777, or 3.8 percent, from the FY22 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.

Grant Fund

The County Executive concurs with the M-NCPPC request for funding of $550,000. This maintains the level of support in the FY22 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:

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

PROGRAM CONTACTS

Contact John Kroll of the Maryland-National Capital Park and Planning Commission at 301.454.1731 or Shantee Jackson of the Office of Management and Budget at 240.777.2751 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%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	30,611,157	34,052,336	34,052,336	36,265,738	6.5 %
Administration Fund Expenditures	**30,611,157**	**34,052,336**	**34,052,336**	**36,265,738**	**6.5 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	187.39	191.10	191.10	190.48	-0.3 %
REVENUES					
Intergovernmental	506,481	415,600	415,600	428,100	3.0 %
Investment Income	8,285	100,000	100,000	10,000	-90.0 %
Miscellaneous	(2,639)	0	0	0	—
Property Tax	31,696,373	31,996,604	32,289,038	35,746,227	11.7 %
User Fees	250,274	204,700	204,700	204,700	—
Administration Fund Revenues	**32,458,774**	**32,716,904**	**33,009,338**	**36,389,027**	**11.2 %**
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	99,844,387	109,698,997	109,698,997	116,829,432	6.5 %
Debt Service Other	5,935,523	6,330,058	6,330,058	7,202,008	13.8 %
Park Fund Expenditures	**105,779,910**	**116,029,055**	**116,029,055**	**124,031,440**	**6.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	758.70	766.80	766.80	779.20	1.6 %
REVENUES					
Facility User Fees	2,105,612	3,240,547	3,240,547	3,163,663	-2.4 %
Intergovernmental	4,155,244	3,665,414	3,665,414	3,897,355	6.3 %
Investment Income	(67,202)	25,000	100,000	5,000	-80.0 %
Investment Income: CIP	7,816	40,000	25,000	10,000	-75.0 %
Miscellaneous	43,548	75,000	75,000	55,500	-26.0 %
Property Tax	108,032,360	102,242,019	103,176,465	115,604,819	13.1 %
Park Fund Revenues	**114,277,378**	**109,287,980**	**110,282,426**	**122,736,337**	**12.3 %**

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	141,100	135,050	135,050	132,550	-1.9 %
ALA Debt Service Fund Expenditures	**141,100**	**135,050**	**135,050**	**132,550**	**-1.9 %**
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	2,085,302	2,125,166	2,144,894	2,197,763	3.4 %
ALA Debt Service Fund Revenues	**2,085,302**	**2,125,166**	**2,144,894**	**2,197,763**	**3.4 %**

GRANT FUND MNCPPC

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MNCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	140,809	550,000	550,000	550,000	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Grant Fund MNCPPC Expenditures	**140,809**	**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	2,715	150,000	150,000	150,000	—
Park Fund Grants	138,094	400,000	400,000	400,000	—
Grant Fund MNCPPC Revenues	**140,809**	**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	7,424,359	10,565,938	9,476,560	10,613,078	0.5 %
Enterprise Fund Expenditures	**7,424,359**	**10,565,938**	**9,476,560**	**10,613,078**	**0.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	121.80	121.30	121.30	121.10	-0.2 %
REVENUES					
Fees and Charges	4,672,559	7,016,889	6,451,931	7,165,394	2.1 %
Intergovernmental	175,470	0	0	0	—
Merchandise Sales	334,316	885,700	672,400	870,750	-1.7 %
Miscellaneous	25,203	773,461	800,566	800,496	3.5 %
Non-Operating Revenues/Interest	13,303	300,000	14,000	15,000	-95.0 %
Rentals	1,671,549	3,612,014	3,403,065	3,692,046	2.2 %
Enterprise Fund Revenues	**6,892,400**	**12,588,064**	**11,341,962**	**12,543,686**	**-0.4 %**
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	1,439,815	1,657,600	1,657,600	1,737,800	4.8 %
Prop Mgmt MNCPPC Expenditures	**1,439,815**	**1,657,600**	**1,657,600**	**1,737,800**	**4.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	5.80	5.80	5.80	5.80	—
REVENUES					
Investment Income	743	8,000	10,000	1,000	-87.5 %
Other Intergovernmental	125	0	0	0	—
Rental Income	1,502,908	1,647,600	1,647,600	1,736,800	5.4 %
Prop Mgmt MNCPPC Revenues	**1,503,776**	**1,655,600**	**1,657,600**	**1,737,800**	**5.0 %**

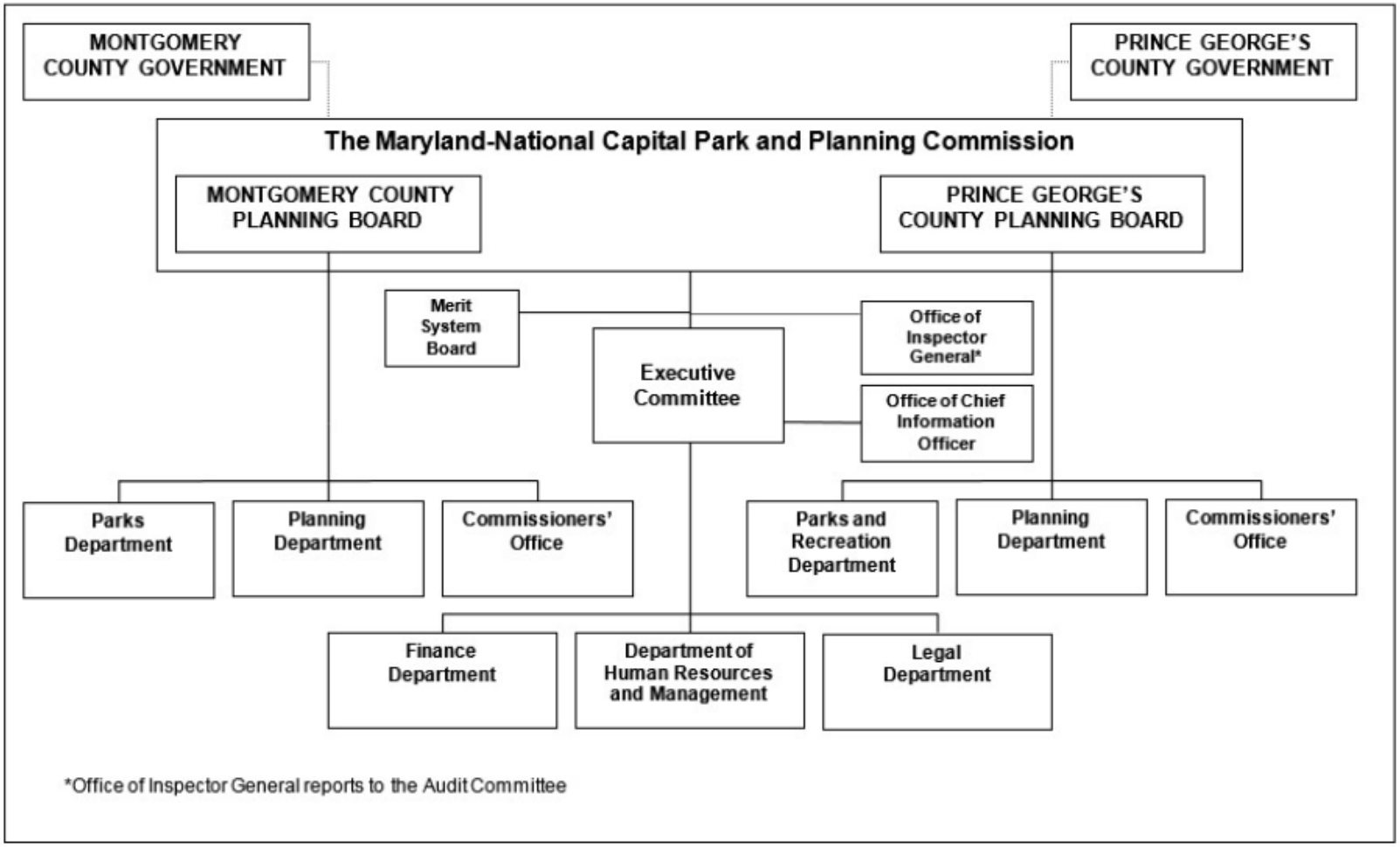
SPECIAL REVENUE FUNDS

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	5,933,657	7,052,119	6,805,394	7,330,040	3.9 %
Special Revenue Funds Expenditures	**5,933,657**	**7,052,119**	**6,805,394**	**7,330,040**	**3.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	38.25	38.25	38.25	37.80	-1.2 %
REVENUES					
Intergovernmental	127,596	205,850	304,000	229,960	11.7 %
Investment Income	4,497	28,000	3,707	3,400	-87.9 %
Miscellaneous	205,253	268,500	265,678	325,407	21.2 %
Service Charges	2,904,040	3,160,920	2,905,339	3,244,989	2.7 %
Special Revenue Funds Revenues	**3,241,386**	**3,663,270**	**3,478,724**	**3,803,756**	**3.8 %**

DEPARTMENT TOTALS

Total Expenditures	**151,470,807**	**170,042,098**	**168,705,995**	**180,660,646**	**6.2 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,111.94**	**1,123.25**	**1,123.25**	**1,134.38**	**1.0 %**
Total Revenues	**160,599,825**	**162,586,984**	**162,464,944**	**179,958,369**	**10.7 %**

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 FY23 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $7,633,168. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $737,475 from the FY22 approved budget of $6,895,693.

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 Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information regarding this agency's operating budget.

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Revenue Authority

MISSION STATEMENT

The purpose of the Montgomery County Revenue Authority is to own and operate self-sustaining projects to support the County's education, economic development, human services, recreation, and transportation needs through enterprises conducted within its authority as a public corporation. To accomplish its goals, the Revenue Authority engages in activities to:

- construct, improve, equip, furnish, and maintain projects devoted wholly or partially for the public good, use, or general welfare;
- initiate public projects designed to stimulate employment or economic growth;
- develop and operate recreational facilities in the County; and
- assist in financing County government projects through the issuance of Revenue Authority bonds or other debt.

Agency Description

The Revenue Authority is an instrumentality of Montgomery County and a public corporation created in accordance with State law in 1957 to construct and operate a variety of self-supporting projects. In 1992, State legislation authorized Montgomery County to establish the Revenue Authority in local law. In December 1992, the County Council enacted legislation that recreated the Revenue Authority in local law (Montgomery County Code, Chapter 42), and the operations of the existing Authority were assumed. The Revenue Authority Board of Directors consists of six members, five of whom serve five-year staggered terms, and are appointed by the County Executive, subject to confirmation by the County Council. In 1998, the County Council amended County Code, Chapter 42 to add the Chief Administrative Officer (CAO) to the Board as a non-voting member. The Revenue Authority is authorized to issue its own revenue bonds which are repaid solely from funds of, and revenues received by, the Authority. General tax receipts are not used for either the retirement of debt for projects developed and operated by the Authority or for the Authority's operating costs. Authority projects and debt are tax-exempt under State law unless declared taxable by the Authority. The Revenue Authority publishes an annual report, and is required to publish its annual budget by May 1st of each year.

Budgetary Requirements

The six-year Capital Improvements Program (CIP) of the Revenue Authority is subject to Executive review and Council approval, with further Executive approval required prior to the start of any specific project. Operating costs of maintaining, preparing, and operating Revenue Authority projects, including payment of principal and interest on bonds issued, are funded from rates, tolls, rents, and charges to users of its projects, such as golf course fees. The Revenue Authority Board of Directors reviews Operating Budget recommendations of its staff during April, publishes its budget by May 1st, and adopts an Operating Budget for the forthcoming fiscal year by July 1st.

PROGRAM CONTACTS

Contact Keith Miller, Chief Executive Officer of the Revenue Authority at 301.762.9080 or Jane Mukira of the Office of Management and Budget at 240.777.2754 for more information regarding this agency's operating budget.

WSSC Water

MISSION STATEMENT

The Washington Suburban Sanitary Commission (WSSC Water) is a bi-county governmental agency established in 1918 by an Act of the Maryland General Assembly. It is charged with the responsibility of providing water and sanitary sewer service within the Washington Suburban Sanitary District, which includes most of Montgomery and Prince George's Counties. In Montgomery County, only the Town of Poolesville and portions of the City of Rockville are outside of the District.

WSSC WATER'S PROPOSED BUDGET

WSSC Water's proposed budget is not detailed in this document. The Commission's full budget can be obtained from WSSC Water's Budget Group at the WSSC Water Headquarters Building, 14501 Sweitzer Lane, Laurel, Maryland 20707 (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.
- Restoring normal service within 24 hours from when the agency is notified of an emergency, and to limit time a customer is without water service to less than 6 hours.
- Increasing the Customer Assistance Program (CAP) to $2.2 million in FY23 from $2.1 million in FY22 to help those that continue to be economically impacted by the COVID pandemic. To date, CAP has assisted more than 15,500 customers.

Spending Control Limits

The spending control limits process requires that the two counties set annual ceilings on WSSC Water's water and sewer rate increases 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 FY23 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 FY23 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.

FY23 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	6.5%	6.5%	7.0%	6.5%
New Debt ($millions)	$430.1	$430.1	$358.8	$430.1
Water and Sewer Debt Service ($millions)	$328.4	$328.4	$324.1	$328.4
Total Water and Sewer Operating Expenses ($millions)*	$859.4	$859.4	$864.8	$860.9

* Amount reflects updated revenue projections in WSSC Water's FY23 Proposed Budget from their FY23 SAG submission.

Source: WSSC Water FY23 Proposed Budget

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC Water's proposed FY23 budget be approved with a water and sewer rate increase of 6.5 percent in FY23 consistent with the County Council's FY23 Spending Affordability Guidelines.

Capital Budget

The County Executive recommended the WSSC Water FY23-28 Capital Improvements Program (CIP) budget be approved as submitted by the Commission.

Expenditures by Category - FY23 WSSC Water Proposed and Executive Recommended

($000s)

Expenditure Categories	WSSC Water Total Approved FY22	WSSC Water Total Proposed FY23	CE Capital Recommended FY23	CE Operating Recommended FY23	CE Total Recommended FY23	% Change (CE Rec. vs. WSSC Water Proposed)
Salaries and Wages	160,488	164,582	28,172	136,410	164,582	0.0%
Heat, Light, & Power	18,715	19,047	230	18,817	19,047	0.0%
Regional Sewage Disposal	59,160	60,343	--	60,343	60,343	0.0%
Contract Work	444,405	351,478	351,478	--	351,478	0.0%
Consulting Engineers	79,614	72,122	72,122	--	72,122	0.0%
All Other	447,032	448,340	154,241	290,199	444,440	-0.9%
PAYGO	27,585	31,016	--	31,016	31,016	0.0%
Reserve Contribution	--	18,317	--	18,317	18,317	--
Debt Service	309,045	324,144	--	324,144	324,144	0.0%
Total Budget	1,546,044	1,489,389	606,243	879,246	1,485,489	-0.3%

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

Source: WSSC Water FY23 Proposed Operating Budget

FY23 fiscal projections for all funds and budgets are shown below.

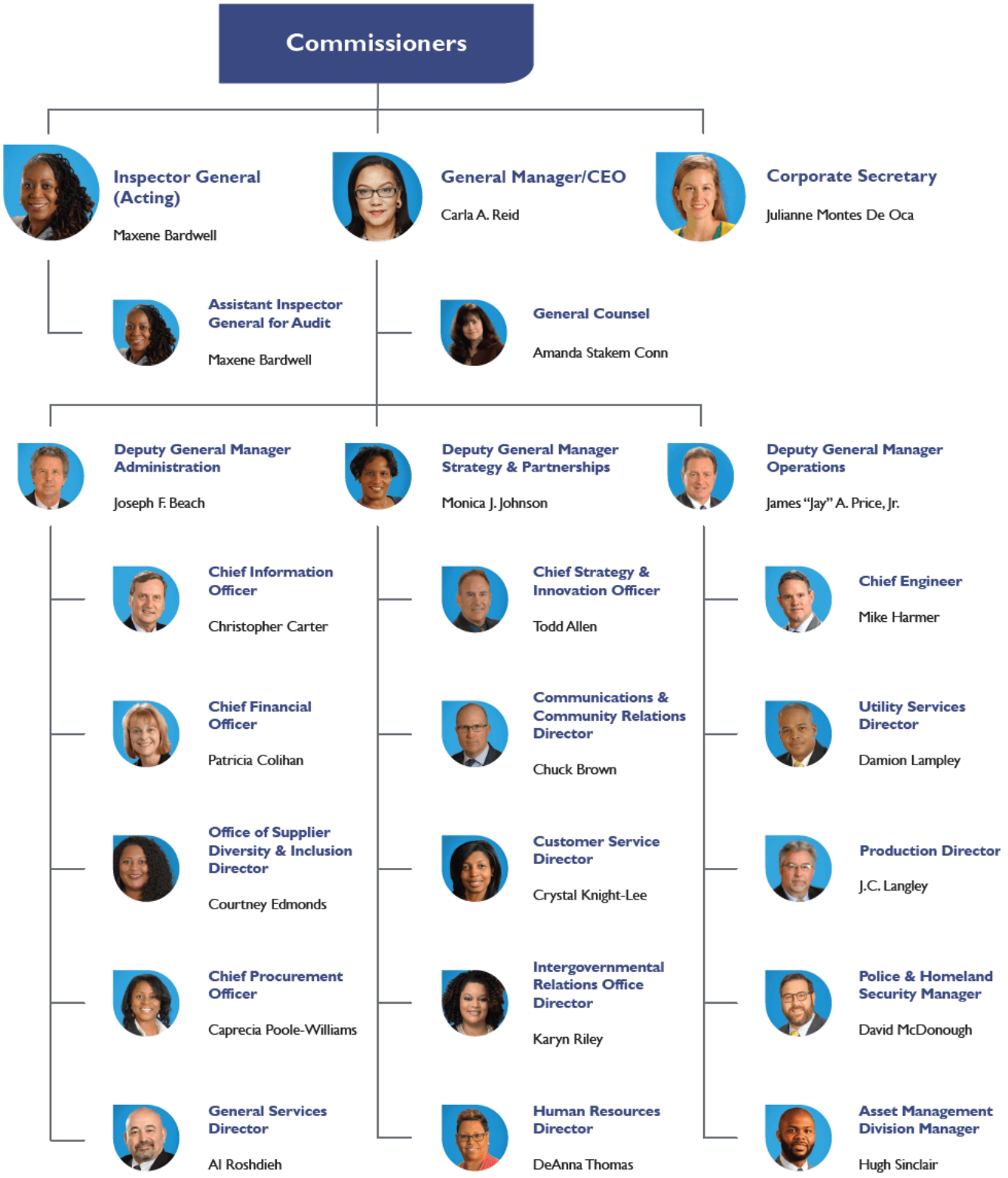
PROGRAM CONTACTS

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	FY22 APPROVED	FY23 CE REC	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
SPENDING AFFORDABILITY RESULTS							
New Water and Sewer Debt ($millions)	**$409.7**	$358.8	$380.9	$382.9	$390.7	$362.7	$307.8
Total Water and Sewer Operating Expenses ($millions)	**$842.3**	$860.9	$912.7	$976.1	$1,033.1	$1,066.9	$1,111.6
Debt Service ($millions)	**$309.0**	$324.1	$345.4	.375.7	$398.5	$419.4	$439.2
Average Water and Sewer Rate Increase	**5.9%**	6.5%	8.5%	6.0%	4.0%	4.0%	4.0%
BEGINNING FUND BALANCE ($000)	**168,897**	**169,317**	**187,634**	**224,882**	**252,384**	**268,597**	**292,893**
REVENUES ($000)							
Water and Sewer Rate Revenue	**717,803**	753,445	821,335	871,712	907,776	945,358	984,497
Interest Income	**1,000**	2,800	2,800	2,800	2,800	2,800	2,800
Account Maintenance Fee	**31,866**	33,903	36,958	39,176	40,743	42,373	44,068
Infrastructure Investment Fee	**38,808**	41,311	45,033	47,735	49,644	51,630	53,695
Miscellaneous	**39,050**	33,515	34,058	34,359	40,537	41,282	36,667
Total Revenues	**828,527**	**864,974**	**940,184**	**995,782**	**1,041,500**	**1,083,443**	**1,121,727**
SDC Debt Service Offset	**5,772**	5,772	5,772	5,772	5,772	5,748	5,748
Reconstruction Debt Service Offset (REDO)	**6,000**	4,000	2,000				
Use of Fund Balance							
Premium Transfer		2,500					
Underwriters Discount Transfer	**2,000**	2,000	2,000	2,000	2,000	2,000	2,000
Miscellaneous Offset							
TOTAL FUNDS AVAILABLE	**842,299**	**879,246**	**949,956**	**1,003,554**	**1,049,272**	**1,091,191**	**1,129,475**
EXPENDITURES ($000)							
Salaries and Wages	133,039	136,410	142,548	148,963	155,666	162,671	169,991
Heat, Light, and Power	18,493	18,817	19,569	18,776	18,014	18,861	19,521
Regional Sewage Disposal	59,160	60,343	61,550	62,781	64,037	65,317	66,624
Debt Service	309,045	324,144	345,360	375,671	398,462	419,424	439,234
PAYGO	27,585	31,016	44,000	65,000	80,000	80,000	100,000
All Other	294,977	294,099	299,681	304,861	316,880	320,622	316,229
Unspecified Expenditure Reductions		(3,900)					
TOTAL USE OF RESOURCES	**842,299**	**860,929**	**912,708**	**976,051**	**1,033,059**	**1,066,895**	**1,111,599**
REVENUE/EXPENDITURE SURPLUS/(GAP)	**0**	**18,317**	**37,248**	**27,503**	**16,213**	**24,296**	**17,876**
YEAR END FUND BALANCE w/o additional reserve contribution	**168,897**	**169,317**	**187,634**	**224,882**	**252,384**	**268,597**	**292,893**
Adjustments	420						
Additional Reserve Contribution		18,317	37,248	27,502	16,213	24,296	17,876
TOTAL YEAR END FUND BALANCE	**169,317**	**187,634**	**224,882**	**252,384**	**268,597**	**292,893**	**310,769**
Debt Service as a Percentage of Water and Sewer Operating Budget	36.7%	37.7%	37.8%	38.5%	38.6%	39.3%	39.5%
Total End of Fiscal Year Operating Reserve	169,317	187,634	224,882	252,384	268,597	292,893	310,769
Total Operating Reserve as a Percentage of Water and Sewer Rate Revenue	20.4%	21.7%	23.9%	25.3%	25.8%	27.0%	27.7%
Total Workyears (all funds)	1,786	1,796	1,796	1,799	1,799	1,799	1,799

Assumptions:

1. The County Executive's operating budget recommendation is for FY23 only and incorporates the Executive's revenue and expenditure assumptions for that budget.
2. The FY24-28 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 FY23 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY22 budget jointly approved by Montgomery and Prince George's counties. The FY23 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC Water's proposed FY22 budget. The FY23 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC Water budget for FY23. The FY24-28 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 FY22 estimated workyears shown correspond to the actual workyears as of December, 2021.
5. Estimates of revenue in FY24-28 assume the rate increases projected by WSSC Water in the Average Water and Sewer Rate Increase line.
6. In the projection for FY24-28 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 FY23 Proposed Long-Range Fiscal Plan for Water and Sewer Operating Funds may not match due to rounding.


Commissioners
Inspector General (Acting)
Maxene Bardwell
General Manager/CEO
Carla A. Reid
Corporate Secretary
Julianne Montes De Oca
Assistant Inspector General for Audit
Maxene Bardwell
General Counsel
Amanda Stakem Conn
Deputy General Manager Administration
Joseph F. Beach
Deputy General Manager Strategy & Partnerships
Monica J. Johnson
Deputy General Manager Operations
James "Jay" A. Price, Jr.
Chief Information Officer
Christopher Carter
Chief Financial Officer
Patricia Colihan
Office of Supplier Diversity & Inclusion Director
Courtney Edmonds
Chief Procurement Officer
Caprecia Poole-Williams
General Services Director
Al Roshdieh
Chief Strategy & Innovation Officer
Todd Allen
Communications & Community Relations Director
Chuck Brown
Customer Service Director
Crystal Knight-Lee
Intergovernmental Relations Office Director
Karyn Riley
Human Resources Director
DeAnna Thomas
Chief Engineer
Mike Harmer
Utility Services Director
Damion Lampley
Production Director
J.C. Langley
Police & Homeland Security Manager
David McDonough
Asset Management Division Manager
Hugh Sinclair

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County Council

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$15,672,251	110.05

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 FY23 Operating Budget for the County Council is $15,672,251, an increase of $2,425,725 or 18.31 percent from the FY22 Approved Budget of $13,246,526. Personnel Costs comprise 90.30 percent of the budget for 127 full-time position(s) and two part-time position(s), and a total of 110.05 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 9.70 percent of the FY23 budget.

PROGRAM CONTACTS

Contact Sandra Marin of the County Council at 240.777.7923 or Julie Knight of the Office of Management and Budget at 240.777.2760 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,230,543**	**37.23**
Enhance: FY22 Mid Year Position Changes	760,078	9.00
Increase Cost: Additional Expenditures for Council Staff	49,082	0.00
Increase Cost: Operating Expenses	14,600	0.00
Technical Adj: Position Change from Part-time to Full-time	0	0.22
Technical Adj: FY22 Approved position	0	1.00
Decrease Cost: Lapse Manager II Position	(197,203)	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.	(267,117)	(2.90)
FY23 Recommended	**6,589,983**	**44.55**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,015,983**	**50.60**

FY23 Recommended Changes	Expenditures	FTEs
Enhance: New Council Member Offices	965,268	12.00
Increase Cost: One-time Expenditures Necessary for Quadrennial Turnover	400,000	0.00
Increase Cost: Additional Expenditures for New Council Member offices	198,764	0.00
Increase Cost: Operating Expenses	35,646	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.	466,607	2.90
FY23 Recommended	**9,082,268**	**65.50**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,441,806	9,208,102	9,277,612	11,200,486	21.6 %
Employee Benefits	2,397,491	2,568,710	2,568,710	2,951,437	14.9 %
County General Fund Personnel Costs	**10,839,297**	**11,776,812**	**11,846,322**	**14,151,923**	**20.2 %**
Operating Expenses	599,717	1,469,714	1,466,201	1,520,328	3.4 %
County General Fund Expenditures	**11,439,014**	**13,246,526**	**13,312,523**	**15,672,251**	**18.3 %**
PERSONNEL					
Full-Time	96	94	94	127	35.1 %
Part-Time	7	9	9	2	-77.8 %
FTEs	87.43	87.83	87.83	110.05	25.3 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	5,364	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**5,364**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**5,364**	**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	5,364	0	0	0	—
Grant Fund - MCG Revenues	**5,364**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**11,444,378**	**13,246,526**	**13,312,523**	**15,672,251**	**18.3 %**
Total Full-Time Positions	**96**	**94**	**94**	**127**	**35.1 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total Part-Time Positions	**7**	**9**	**9**	**2**	**-77.8 %**
Total FTEs	**87.43**	**87.83**	**87.83**	**110.05**	**25.3 %**
Total Revenues	**5,364**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**13,246,526**	**87.83**
Changes (with service impacts)		
Enhance: New Council Member Offices [Councilmember Offices]	965,268	12.00
Enhance: FY22 Mid Year Position Changes [Council Staff Operations]	760,078	9.00
Other Adjustments (with no service impacts)		
Increase Cost: One-time Expenditures Necessary for Quadrennial Turnover [Councilmember Offices]	400,000	0.00
Increase Cost: Additional Expenditures for New Council Member offices [Councilmember Offices]	198,764	0.00
Increase Cost: Annualization of FY22 Compensation Increases	156,052	0.00
Increase Cost: FY23 Compensation Adjustment	144,011	0.00
Increase Cost: Additional Expenditures for Council Staff [Council Staff Operations]	49,082	0.00
Increase Cost: Operating Expenses [Councilmember Offices]	35,646	0.00
Increase Cost: Operating Expenses [Council Staff Operations]	14,600	0.00
Increase Cost: Printing and Mail Adjustment	368	0.00
Technical Adj: Position Change from Part-time to Full-time [Council Staff Operations]	0	0.22
Technical Adj: FY22 Approved position [Council Staff Operations]	0	1.00
Decrease Cost: Retirement Adjustment	(100,941)	0.00
Decrease Cost: Lapse Manager II Position [Council Staff Operations]	(197,203)	0.00
FY23 RECOMMENDED	**15,672,251**	**110.05**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Council Staff Operations	6,230,543	37.23	6,589,983	44.55
Councilmember Offices	7,015,983	50.60	9,082,268	65.50
Total	**13,246,526**	**87.83**	**15,672,251**	**110.05**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	775,130	7.00	1,438,270	13.00
Cable Television Communications Plan	Cable TV	668,542	5.00	655,672	5.00
	Total	**1,443,672**	**12.00**	**2,093,942**	**18.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**15,672**	**15,672**	**15,672**	**15,672**	**15,672**	**15,672**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**860**	**860**	**860**	**860**	**860**
New positions in the FY23 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 FY23	**0**	**(400)**	**(400)**	**(400)**	**(400)**	**(400)**
Items recommended for one-time funding in FY23, including payouts for Council member and staff turnover, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**531**	**531**	**531**	**531**	**531**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,672**	**16,663**	**16,663**	**16,663**	**16,663**	**16,663**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Council Member Offices	965,268	12.00	1,654,745	12.00
FY22 Mid Year Position Changes	760,078	9.00	930,103	9.00
Total	**1,725,346**	**21.00**	**2,584,848**	**21.00**

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Board of Appeals

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$599,809	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 FY23 Operating Budget for the Board of Appeals is $599,809, an increase of $17,289 or 2.97 percent from the FY22 Approved Budget of $582,520. Personnel Costs comprise 93.95 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 6.05 percent of the FY23 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 Julie Knight of the Office of Management and Budget at 240.777.2760 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Number of Administrative Appeals decided	7	6	6	6	6

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Average days to issue written Administrative Appeals decisions (within 45 days of close of record unless extended) [1]	12	20	20	20	20
Number of Variances decided [2]	31	43	43	43	43
Average days to issue Variance decision (within 30 days of close of record unless extended) [3]	13	10	10	10	10
Number of Conditional Use cases decided [4]	2	0	1	1	1
Average days to issue Conditional Use decision (must issue within 30 days of voting on the matter unless extended) [5]	16	n/a	16	16	16
Number of Circuit Court appeals processed	1	2	2	2	2
Number of Administrative Actions taken [6]	101	91	91	91	91

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

[2] *The Board saw a significant increase in the number of variances filed in FY21 over FY20, which in turn resulted in an increase in the number of variances heard and decided.*

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

[4] *Outyear projections are based on YTD FY22 filings.*

[5] *Since the Board did not decide any Conditional Use cases in FY21, there is nothing to report here.*

[6] *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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	428,060	441,385	450,046	454,250	2.9 %
Employee Benefits	100,160	104,898	104,336	109,269	4.2 %
County General Fund Personnel Costs	**528,220**	**546,283**	**554,382**	**563,519**	**3.2 %**
Operating Expenses	22,325	36,237	23,617	36,290	0.2 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
County General Fund Expenditures	**550,545**	**582,520**	**577,999**	**599,809**	**3.0 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.50	—
REVENUES					
Board of Appeals Fees	179,251	158,064	158,064	158,064	—
Other Charges/Fees	6,490	0	0	0	—
County General Fund Revenues	**185,741**	**158,064**	**158,064**	**158,064**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,893	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**1,893**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**1,893**	**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					
Federal Grants	1,893	0	0	0	—
Grant Fund - MCG Revenues	**1,893**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**552,438**	**582,520**	**577,999**	**599,809**	**3.0 %**
Total Full-Time Positions	**3**	**3**	**3**	**3**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**3.50**	**3.50**	**3.50**	**3.50**	**—**
Total Revenues	**187,634**	**158,064**	**158,064**	**158,064**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**582,520**	**3.50**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	8,786	0.00
Increase Cost: FY23 Compensation Adjustment	7,346	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Retirement Adjustment	1,104	0.00
Increase Cost: Printing and Mail Adjustment	53	0.00
FY23 RECOMMENDED	**599,809**	**3.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**600**	**600**	**600**	**600**	**600**	**600**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**15**	**15**	**15**	**15**	**15**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**600**	**615**	**615**	**615**	**615**	**615**

Inspector General

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$2,512,400	17.00

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 FY23 Operating Budget for the Office of Inspector General is $2,512,400, an increase of $359,583 or 16.70 percent from the FY22 Approved Budget of $2,152,817. Personnel Costs comprise 95.07 percent of the budget for 17 full-time position(s) and no part-time position(s), and a total of 17.00 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 4.93 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Continue expansion to implement Bill 11-19 by adding Auditor positions which will allow the OIG to conduct a systematic risk-based rotating group by group review of the internal accounting and contracting processes and controls used by each department and principal office in the Executive Branch, as well as audit high-risk County contracts and agreements. Auditing the County's accounting and contracting processes on a recurring basis ensures that accounting/contracting programs are running effectively and efficiently.
- Advance Diversity Equity and Inclusion (DEI) through every facet of work. In FY21, OIG began applying a DEI lens to the planning phase of every announced engagement to identify areas of impact and ensure inclusion of diverse perspectives. OIG employed visual and verbal resources in our interviews, adopted an inclusive language guide and increased our language capacity to better engage with and serve residents.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Identify, acquire, and implement case management systems, automated complaints processing, audit program management, and investigatory engagements.
- Develop a mechanism to track savings and improvements identified through OIG audits, investigations, and referrals, and a follow-up system for management to report on actual savings and improvements.
- Implement outreach programs to help educate County employees on how they can help the 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.

PROGRAM CONTACTS

Contact Becky Bolat of the Office of Inspector General at 240-777-8243 or Julie Knight of the Office of Management and Budget at 240-777-2760 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Percent of initial inquiries (with no reports or memo) completed within 20 business days [1]	93%	100%	80%	80%	80%
Percent of audit/inspection/investigation reports completed within 8 months	100%	71%	60%	60%	60%
Percent of complaints reviewed and action initiated within 5 business days	96%	97%	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	0	3	5	5
Number of evaluations, inspections, or reviews of County programs and operations completed annually (the goal is two per year)	N/A	6	3	3	3

[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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,218,784	1,651,899	1,476,913	1,902,262	15.2 %
Employee Benefits	282,232	391,181	366,115	486,377	24.3 %
County General Fund Personnel Costs	**1,501,016**	**2,043,080**	**1,843,028**	**2,388,639**	**16.9 %**
Operating Expenses	58,195	109,737	106,892	123,761	12.8 %
County General Fund Expenditures	**1,559,211**	**2,152,817**	**1,949,920**	**2,512,400**	**16.7 %**
PERSONNEL					
Full-Time	11	13	13	17	30.8 %
Part-Time	0	0	0	0	—
FTEs	12.00	14.00	14.00	17.00	21.4 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	584	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**584**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**584**	**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	584	0	0	0	%
Grant Fund - MCG Revenues	**584**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**1,559,795**	**2,152,817**	**1,949,920**	**2,512,400**	**16.7 %**
Total Full-Time Positions	**11**	**13**	**13**	**17**	**30.8 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**12.00**	**14.00**	**14.00**	**17.00**	**21.4 %**
Total Revenues	**584**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

		Expenditures	FTEs
COUNTY GENERAL FUND			
	FY22 ORIGINAL APPROPRIATION	**2,152,817**	**14.00**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Enhance: Implementation of Bill 11-19- Staff for OIG Audit Division [Inspector General]	294,099	3.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	41,703	0.00
Increase Cost: FY23 Compensation Adjustment	28,571	0.00
Increase Cost: Retirement Adjustment	3,113	0.00
Increase Cost: Printing and Mail Adjustment	1,522	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(4,493)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(4,932)	0.00
FY23 RECOMMENDED	**2,512,400**	**17.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**2,512**	**2,512**	**2,512**	**2,512**	**2,512**	**2,512**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**95**	**95**	**95**	**95**	**95**
New positions in the FY23 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 FY23	**0**	**(6)**	**(6)**	**(6)**	**(6)**	**(6)**
Items recommended for one-time funding in FY23, including computers for new employees, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**76**	**76**	**76**	**76**	**76**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,512**	**2,677**	**2,677**	**2,677**	**2,677**	**2,677**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Implementation of Bill 11-19- Staff for OIG Audit Division	277,104	3.00	371,964	3.00
Total	**277,104**	**3.00**	**371,964**	**3.00**

Legislative Oversight

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$2,215,034	13.85

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 FY23 Operating Budget for the Office of Legislative Oversight is $2,215,034, an increase of $16,382 or 0.75 percent from the FY22 Approved Budget of $2,198,652. Personnel Costs comprise 95.87 percent of the budget for 14 full-time position(s) and no part-time position(s), and a total of 13.85 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 4.13 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

PROGRAM CONTACTS

Contact Blaise DeFazio of the Office of Legislative Oversight at 240.777.7983 or Julie Knight of the Office of Management and Budget at 240.777.2760 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 impact and racial equity/social justice impact statements for all proposed County legislation and zoning text amendments.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,483,683	1,716,050	1,583,330	1,715,354	—
Employee Benefits	380,383	436,576	407,593	408,240	-6.5 %
County General Fund Personnel Costs	**1,864,066**	**2,152,626**	**1,990,923**	**2,123,594**	**-1.3 %**
Operating Expenses	27,502	46,026	46,026	91,440	98.7 %
County General Fund Expenditures	**1,891,568**	**2,198,652**	**2,036,949**	**2,215,034**	**0.7 %**
PERSONNEL					
Full-Time	13	14	14	14	—
Part-Time	0	0	0	0	—
FTEs	12.67	13.67	13.67	13.85	1.3 %

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**2,198,652**	**13.67**
Other Adjustments (with no service impacts)		
Increase Cost: Consulting Services [Legislative Oversight]	40,000	0.00
Shift: Audit Contract Manager Position from the Independent Audit NDA [Legislative Oversight]	33,120	0.18
Increase Cost: Annualization of FY22 Compensation Increases	29,845	0.00
Increase Cost: FY23 Compensation Adjustment	21,916	0.00
Increase Cost: Personnel Costs Adjustment for Vacant Legislative Analyst Position [Legislative Oversight]	13,475	0.00
Increase Cost: Annualization of FY22 Operating Expenses	4,521	0.00
Increase Cost: Printing and Mail Adjustment	893	0.00
Decrease Cost: Retirement Adjustment	(36,272)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(91,116)	0.00
FY23 RECOMMENDED	**2,215,034**	**13.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	59,504	0.33	28,012	0.15

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**2,215**	**2,215**	**2,215**	**2,215**	**2,215**	**2,215**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**70**	**70**	**70**	**70**	**70**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,215**	**2,285**	**2,285**	**2,285**	**2,285**	**2,285**

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Merit System Protection Board

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$672,552	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 FY23 Operating Budget for the Merit System Protection Board is $672,552, an increase of $404,631 or 151.03 percent from the FY22 Approved Budget of $267,921. Personnel Costs comprise 38.37 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 61.63 percent of the FY23 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 Julie Knight of the Office of Management and Budget at 240.777.2760 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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	193,243	201,451	206,511	204,329	1.4 %
Employee Benefits	49,647	51,966	52,350	53,719	3.4 %
County General Fund Personnel Costs	**242,890**	**253,417**	**258,861**	**258,048**	**1.8 %**
Operating Expenses	12,109	14,504	11,759	414,504	2757.9 %
County General Fund Expenditures	**254,999**	**267,921**	**270,620**	**672,552**	**151.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	352	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**352**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**352**	**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	352	0	0	0	%
Grant Fund - MCG Revenues	**352**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**255,351**	**267,921**	**270,620**	**672,552**	**151.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**1.50**	**1.50**	**1.50**	**1.50**	**—**
Total Revenues	**352**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**267,921**	**1.50**
Other Adjustments (with no service impacts)		
Increase Cost: Increase Operating Expenses - Classification and Compensation Study [Merit System Oversight]	400,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	4,282	0.00
Increase Cost: FY23 Compensation Adjustment	3,209	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(2,860)	0.00
FY23 RECOMMENDED	**672,552**	**1.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**673**	**673**	**673**	**673**	**673**	**673**
No inflation or compensation change is included in outyear projections.						
Classification and Compensation Study	**0**	**0**	**(400)**	**(400)**	**(400)**	**(400)**
At least once every five years, the Merit System Protection Board must have an independent consultant conduct an objective audit of the County's entire classification and compensation plan and procedures.						
Labor Contracts	**0**	**7**	**7**	**7**	**7**	**7**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**673**	**680**	**280**	**280**	**280**	**280**

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Peoples' Counsel

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$224,598	2.00

TBD, DIRECTOR

MISSION STATEMENT

The mission of the Office of the People's Counsel is twofold. First, the Office serves to protect the public interest in land use hearings by promoting a full and fair presentation of relevant issues to achieve balanced administrative records. Second, the Office provides technical assistance to residents and citizen associations so they can effectively participate in the County's land use control processes.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of the Peoples' Counsel is $224,598, an increase of $224,598 or 0.00 percent from the FY22 Approved Budget of $0. Personnel Costs comprise 85.31 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 14.69 percent of the FY23 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 TBD of the Office of the Peoples' Counsel at 240-777-xxxx or Julie Knight of the Office of Management and Budget at 240-777-2760 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Director's Office

The Office of the People's Counsel is authorized by County Code Chapter 1A, Section 1A-204 and Chapter 2, Section 2-150 to represent the public interest in the County's land use regulatory process. The Office assists residents and citizens' associations in presenting their issues in land use hearings conducted by the Office of Zoning and Administrative Hearings, the Board of Appeals, and the Planning Board.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	152,674	—
Employee Benefits	0	0	0	38,924	—
County General Fund Personnel Costs	**0**	**0**	**0**	**191,598**	**—**
Operating Expenses	0	0	0	33,000	—
County General Fund Expenditures	**0**	**0**	**0**	**224,598**	**—**
PERSONNEL					
Full-Time	0	0	0	2	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	2.00	—

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
Changes (with service impacts)		
Add: New Position: People's Counsel [Director's Office]	120,632	1.00
Add: New Position: Administrative Specialist III [Director's Office]	78,966	1.00
Add: Operating Expenses [Director's Office]	25,000	0.00
FY23 RECOMMENDED	**224,598**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**225**	**225**	**225**	**225**	**225**	**225**
Annualization of Positions Recommended in FY23	**0**	**64**	**64**	**64**	**64**	**64**
New positions in the FY23 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 FY23	**0**	**(8)**	**(8)**	**(8)**	**(8)**	**(8)**
Items recommended for one-time funding in FY23, including furniture, computers, and office equipment, will be eliminated from the base in the outyears.						
Subtotal Expenditures	**225**	**281**	**281**	**281**	**281**	**281**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Position: People's Counsel	116,632	1.00	155,509	1.00
New Position: Administrative Specialist III	74,966	1.00	99,955	1.00
Total	**191,598**	**2.00**	**255,464**	**2.00**

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Zoning and Administrative Hearings

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$705,001	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 FY23 Operating Budget for the Office of Zoning and Administrative Hearings is $705,001, an increase of $23,619 or 3.47 percent from the FY22 Approved Budget of $681,382. Personnel Costs comprise 88.54 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 11.46 percent of the FY23 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 Julie Knight of the Office of Management and Budget at 240.777.2760 for more information regarding this department's operating budget.

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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	466,651	497,036	491,503	497,132	—
Employee Benefits	109,506	123,592	117,831	127,044	2.8 %
County General Fund Personnel Costs	**576,157**	**620,628**	**609,334**	**624,176**	**0.6 %**
Operating Expenses	60,748	60,754	17,701	80,825	33.0 %
County General Fund Expenditures	**636,905**	**681,382**	**627,035**	**705,001**	**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	1,700	0	0	0	—
Zoning Fees	79,079	65,000	65,000	65,000	—
County General Fund Revenues	**80,779**	**65,000**	**65,000**	**65,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	995	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**995**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**995**	**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	995	0	0	0	%
Grant Fund - MCG Revenues	**995**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**637,900**	**681,382**	**627,035**	**705,001**	**3.5 %**
Total Full-Time Positions	**4**	**4**	**4**	**4**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total FTEs	**4.00**	**4.00**	**4.00**	**4.00**	**—**
Total Revenues	**81,774**	**65,000**	**65,000**	**65,000**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**681,382**	**4.00**
Other Adjustments (with no service impacts)		
Increase Cost: Increase Operating Expenses - Transcription Services [Zoning and Administrative Hearings]	10,000	0.00
Increase Cost: Increase Operating Expenses - Purchase Software [Zoning and Administrative Hearings]	10,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	9,706	0.00
Increase Cost: FY23 Compensation Adjustment	6,727	0.00
Increase Cost: Retirement Adjustment	1,328	0.00
Increase Cost: Printing and Mail Adjustment	71	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(14,213)	0.00
FY23 RECOMMENDED	**705,001**	**4.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**705**	**705**	**705**	**705**	**705**	**705**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(10)**	**(10)**	**(10)**	**(10)**	**(10)**
Items recommended for one-time funding in FY23, including software purchases, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**15**	**15**	**15**	**15**	**15**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**705**	**710**	**710**	**710**	**710**	**710**

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Circuit Court

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$16,525,872	125.50

JAMES A. BONIFANT, 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 FY23 Operating Budget for the Circuit Court is $16,525,872, an increase of $669,953 or 4.23 percent from the FY22 Approved Budget of $15,855,919. Personnel Costs comprise 82.46 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 17.54 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Thriving Youth and Families**
- **Safe Neighborhoods**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Transitioned to the Maryland Electronic Courts (MDEC) system, creating a single Judiciary-wide integrated case management system that is used by all courts within the State Court system.

PROGRAM CONTACTS

Contact Kara Hawkins of the Circuit Court at 240.777.9103 or Derrick Harrigan of the Office of Management and Budget at 240.777.2759 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

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,670,386**	**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.	286,789	0.00
FY23 Recommended	**3,957,175**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Case Clearance Rate (includes re-opened cases) - Civil	96.46%	98.78%	104.31%	104.89%	105.49%
Case Filings (includes re-opened cases) - Civil	10,052	10,007	10,340	10,095	9,851
Case Terminations (includes re-opened cases) - Civil (including Registrar of Wills, District Court appeals)	10,421	9,885	10,786	10,589	10,392
Case Clearance Rate (includes re-opened cases) - Criminal	94.54%	100.26%	98.26%	98.09%	97.93%

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Case Filings (includes re-opened cases) - Criminal	5,226	4,566	5,876	5,822	5,768
Case Terminations (includes re-opened cases) - Criminal (including District Court appeals)	5,528	4,578	5,773	5,711	5,648
Case Clearance Rate (includes re-opened cases) - Domestic Relations	98.78%	103.14%	100.56%	100.63%	100.69%
Case Filings (includes re-opened cases) - Domestic Relations	11,414	11,354	13,081	12,957	12,833
Case Terminations (includes re-opened cases) - Domestic Relations	11,275	11,710	13,155	13,038	12,922
Case Clearance Rate (includes re-opened cases) - Juvenile	93.87%	112.66%	103.68%	104.52%	105.52%
Case Filings (includes re-opened cases) - Juvenile	2,159	1,895	2,050	1,892	1,733
Case Terminations (includes re-opened cases) - Juvenile (including Delinquency, CINA, and TPR)	2,300	2,135	2,126	1,977	1,829
OVERALL Case Clearance Rate	96.79%	101.75%	101.57%	101.78%	102.01%
TOTAL Case Filings	29,663	27,822	31,347	30,766	30,185
TOTAL Case Terminations	28,712	28,308	31,839	31,315	30,791
Total Trials	1,197	922	1,312	1,298	1,283

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,261,607**	**10.29**
Decrease Cost: FTE Adjustment	0	(0.06)
Technical Adj: FTE Adjustment	0	0.06
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,722	(0.06)
FY23 Recommended	**3,268,329**	**10.23**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,301,888**	**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.	136,931	0.00
FY23 Recommended	**1,438,819**	**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 supported by 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,031,491**	**10.00**
Shift: Remote Hearings, Court Trials, and Judicial Proceedings Positions - Grant Fund (ARPA) to the General Fund	291,432	4.00
Shift: Remote Hearings, Court Trials, and Judicial Proceedings Positions - Grant Fund (ARPA) to the General Fund	(291,432)	(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.	471,997	5.00
FY23 Recommended	**1,503,488**	**15.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**581,239**	**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.	45,908	0.00
FY23 Recommended	**627,147**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,152,191**	**28.21**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(424,206)	(4.94)
FY23 Recommended	**2,727,985**	**23.27**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**696,438**	**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.	30,463	0.00
FY23 Recommended	**726,901**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**454,379**	**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.	13,574	0.00
FY23 Recommended	**467,953**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,454,112**	**13.00**
Increase Cost: Replace/Upgrade Courtroom AV Equipment	150,000	0.00
Increase Cost: Ransomware Data Protection	102,133	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(167,213)	0.00
FY23 Recommended	**1,539,032**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**252,188**	**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.	16,855	0.00
FY23 Recommended	**269,043**	**2.50**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	7,602,505	7,925,104	7,848,691	8,494,116	7.2 %
Employee Benefits	2,528,838	2,452,931	2,434,469	2,587,156	5.5 %
County General Fund Personnel Costs	**10,131,343**	**10,378,035**	**10,283,160**	**11,081,272**	**6.8 %**
Operating Expenses	1,933,033	2,343,817	2,384,766	2,601,965	11.0 %
County General Fund Expenditures	**12,064,376**	**12,721,852**	**12,667,926**	**13,683,237**	**7.6 %**
PERSONNEL					
Full-Time	95	95	95	99	4.2 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Part-Time	4	4	4	4	—
FTEs	99.38	97.29	97.29	101.23	4.1 %
REVENUES					
Miscellaneous Revenues	55,235	55,230	55,230	55,230	—
State Jury Fee Reimbursement	23,205	482,785	225,000	482,785	—
County General Fund Revenues	**78,440**	**538,015**	**280,230**	**538,015**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,941,351	2,128,658	2,128,658	1,884,882	-11.5 %
Employee Benefits	663,807	708,350	708,350	660,694	-6.7 %
Grant Fund - MCG Personnel Costs	**2,605,158**	**2,837,008**	**2,837,008**	**2,545,576**	**-10.3 %**
Operating Expenses	219,049	297,059	297,059	297,059	—
Grant Fund - MCG Expenditures	**2,824,207**	**3,134,067**	**3,134,067**	**2,842,635**	**-9.3 %**
PERSONNEL					
Full-Time	24	28	28	24	-14.3 %
Part-Time	1	1	1	1	—
FTEs	22.12	28.21	28.21	24.27	-14.0 %
REVENUES					
American Rescue Plan Act	0	273,308	273,308	0	-100.0 %
Federal Grants	30,031	0	0	0	—
State Grants	2,790,157	2,860,759	2,860,759	2,842,635	-0.6 %
Grant Fund - MCG Revenues	**2,820,188**	**3,134,067**	**3,134,067**	**2,842,635**	**-9.3 %**

DEPARTMENT TOTALS

Total Expenditures	**14,888,583**	**15,855,919**	**15,801,993**	**16,525,872**	**4.2 %**
Total Full-Time Positions	**119**	**123**	**123**	**123**	**—**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**121.50**	**125.50**	**125.50**	**125.50**	**—**
Total Revenues	**2,898,628**	**3,672,082**	**3,414,297**	**3,380,650**	**-7.9 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**12,721,852**	**97.29**
Other Adjustments (with no service impacts)		
Shift: Remote Hearings, Court Trials, and Judicial Proceedings Positions - Grant Fund (ARPA) to the General Fund [Family Division Services]	291,432	4.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY22 Compensation Increases	238,258	0.00
Increase Cost: FY23 Compensation Adjustment	208,683	0.00
Increase Cost: Replace/Upgrade Courtroom AV Equipment [Technical Services]	150,000	0.00
Increase Cost: Ransomware Data Protection [Technical Services]	102,133	0.00
Increase Cost: Printing and Mail Adjustment	4,756	0.00
Increase Cost: Motor Pool Adjustment	1,259	0.00
Decrease Cost: FTE Adjustment [Administration]	0	(0.06)
Decrease Cost: Retirement Adjustment	(35,136)	0.00
FY23 RECOMMENDED	**13,683,237**	**101.23**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**3,134,067**	**28.21**
Other Adjustments (with no service impacts)		
Technical Adj: FTE Adjustment [Administration]	0	0.06
Shift: Remote Hearings, Court Trials, and Judicial Proceedings Positions - Grant Fund (ARPA) to the General Fund [Family Division Services]	(291,432)	(4.00)
FY23 RECOMMENDED	**2,842,635**	**24.27**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Adjudication	3,670,386	33.50	3,957,175	33.50
Administration	3,261,607	10.29	3,268,329	10.23
Case Assignment	1,301,888	15.00	1,438,819	15.00
Family Division Services	1,031,491	10.00	1,503,488	15.00
Family Magistrates	581,239	6.00	627,147	6.00
Grants	3,152,191	28.21	2,727,985	23.27
Jury	696,438	4.00	726,901	4.00
Law Library	454,379	3.00	467,953	3.00
Technical Services	1,454,112	13.00	1,539,032	13.00
Trust and Guardianships	252,188	2.50	269,043	2.50
Total	**15,855,919**	**125.50**	**16,525,872**	**125.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
EXPENDITURES						
FY23 Recommended	**13,683**	**13,683**	**13,683**	**13,683**	**13,683**	**13,683**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(252)**	**(252)**	**(252)**	**(252)**	**(252)**
Items recommended for one-time funding in FY23, including Ransomware Data Protection and replace/upgrade Courtroom AV Equipment, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**566**	**566**	**566**	**566**	**566**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**13,683**	**13,997**	**13,997**	**13,997**	**13,997**	**13,997**

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State's Attorney

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$21,062,282	156.25

JOHN MCCARTHY, STATE'S ATTORNEY

MISSION STATEMENT

The State's Attorney's Office is a constitutionally created independent agency. The mission of the State's Attorney's Office is to serve the public interest through the fair and honest administration of justice by exercising its responsibilities to: prosecute criminal violations in Montgomery County, educate the public with regard to criminal justice issues, provide training to lawyers for future service, address inequality and promote fairness in the criminal justice system, ensure access to the criminal justice system, promote professional relations with judges and attorneys, and further the efficient use of criminal justice resources.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the State's Attorney's Office is $21,062,282, an increase of $1,781,575 or 9.24 percent from the FY22 Approved Budget of $19,280,707. Personnel Costs comprise 91.05 percent of the budget for 151 full-time position(s) and eight part-time position(s), and a total of 156.25 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 8.95 percent of the FY23 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

- Funding to replace legacy case management system with a new cloud-based system that will allow for better data analysis and a faster transfer of information from the courts.
- Add two Assistant State's Attorney positions to support the Circuit Court Prosecution Unit.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The State's Attorney's Office continues to have a robust internship program. In 2021, the internship program added over 14,160 hours of service to the office which equates to 6.8 FTEs. The internship program has students from high school, undergraduate school, law school, and recent law school graduates as participants.

- The State's Attorney's Office and its partner agencies (the Sheriff's Office, Department of Police, County Executive's Office and Commission for Women) were recipients of a 2021 National Association of Counites Achievement Award for their Family Violence Awareness Campaign during the pandemic.

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 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

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,635,896**	**12.75**
Add: Funding to Replace Legacy Case Management System	1,100,000	0.00
Increase Cost: Funding to Convert Part-time IT Position to Full-time	18,463	0.40
Increase Cost: State's Attorney Compensation Adjustment	2,611	0.00
Technical Adj: Reallocation of Grant/ General Fund FTEs	0	0.09
Technical Adj: Reallocation of Grant/General Fund FTEs	0	(0.09)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	77,077	(0.09)
FY23 Recommended	**2,834,047**	**13.06**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**9,115,186**	**64.75**

FY23 Recommended Changes	Expenditures	FTEs
Add: Two Assistant State's Attorney Positions	171,578	2.00
Increase Cost: Salary Plan	28,277	0.00
Technical Adj: Reallocation of Grant/General Fund FTEs	0	0.10
Technical Adj: Reallocation of Grant/General Fund FTEs	(10,720)	(0.10)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(181,225)	(2.00)
FY23 Recommended	**9,123,096**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,683,160**	**25.12**
Technical Adj: Reallocation of Grant/General Fund FTEs	0	(0.03)
Technical Adj: Reallocation of Grant/General Fund FTEs	0	0.03
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	360,326	2.01
FY23 Recommended	**3,043,486**	**27.13**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,527,689**	**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.	4,596	0.00
FY23 Recommended	**1,532,285**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,141,092**	**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.	97,015	0.00
FY23 Recommended	**2,238,107**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**536,715**	**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.	34,873	0.00
FY23 Recommended	**571,588**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,091,569**	**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.	43,340	0.00
FY23 Recommended	**1,134,909**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**549,400**	**5.23**
Technical Adj: Reallocation of Grant/General Fund FTEs	0	(0.08)

FY23 Recommended Changes	Expenditures	FTEs
Technical Adj: Reallocation of Grant/ General Fund FTEs	0	0.08
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	35,364	0.08
FY23 Recommended	**584,764**	**5.31**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	13,765,468	14,121,061	14,155,577	14,693,376	4.1 %
Employee Benefits	3,988,619	4,101,594	3,961,839	4,223,237	3.0 %
County General Fund Personnel Costs	**17,754,087**	**18,222,655**	**18,117,416**	**18,916,613**	**3.8 %**
Operating Expenses	599,662	786,326	753,421	1,884,663	139.7 %
Capital Outlay	9,914	0	0	0	—
County General Fund Expenditures	**18,363,663**	**19,008,981**	**18,870,837**	**20,801,276**	**9.4 %**
PERSONNEL					
Full-Time	144	144	144	147	2.1 %
Part-Time	8	8	8	7	-12.5 %
FTEs	151.18	151.15	151.15	153.85	1.8 %
REVENUES					
Miscellaneous Revenues	7	0	0	0	—
Other Charges/Fees	1,621	3,000	3,000	2,500	-16.7 %
County General Fund Revenues	**1,628**	**3,000**	**3,000**	**2,500**	**-16.7 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	217,376	200,443	200,443	192,871	-3.8 %
Employee Benefits	53,534	71,283	71,283	68,135	-4.4 %
Grant Fund - MCG Personnel Costs	**270,910**	**271,726**	**271,726**	**261,006**	**-3.9 %**
Operating Expenses	68,093	0	0	0	—
Grant Fund - MCG Expenditures	**339,003**	**271,726**	**271,726**	**261,006**	**-3.9 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	1	1	1	1	—
FTEs	2.67	2.70	2.70	2.40	-11.1 %
REVENUES					
Federal Grants	266,975	0	0	0	—
State Grants	72,028	271,726	271,726	261,006	-4.0 %
Grant Fund - MCG Revenues	**339,003**	**271,726**	**271,726**	**261,006**	**-3.9 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**18,702,666**	**19,280,707**	**19,142,563**	**21,062,282**	**9.2 %**
Total Full-Time Positions	**148**	**148**	**148**	**151**	**2.0 %**
Total Part-Time Positions	**9**	**9**	**9**	**8**	**-11.1 %**
Total FTEs	**153.85**	**153.85**	**153.85**	**156.25**	**1.6 %**
Total Revenues	**340,631**	**274,726**	**274,726**	**263,506**	**-4.1 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**19,008,981**	**151.15**
Changes (with service impacts)		
Add: Funding to Replace Legacy Case Management System [Administration]	1,100,000	0.00
Add: Two Assistant State's Attorney Positions [Circuit Court Prosecution]	171,578	2.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	406,952	0.00
Increase Cost: FY23 Compensation Adjustment	339,050	0.00
Increase Cost: Salary Plan [Circuit Court Prosecution]	28,277	0.00
Increase Cost: Funding to Convert Part-time IT Position to Full-time [Administration]	18,463	0.40
Increase Cost: Printing and Mail Adjustment	2,613	0.00
Increase Cost: State's Attorney Compensation Adjustment [Administration]	2,611	0.00
Technical Adj: Reallocation of Grant/General Fund FTEs [Circuit Court Prosecution]	0	0.10
Technical Adj: Reallocation of Grant/ General Fund FTEs [Victim/Witness Court Assistance]	0	0.08
Technical Adj: Reallocation of Grant/General Fund FTEs [District Court Prosecution]	0	0.03
Technical Adj: Reallocation of Grant/ General Fund FTEs [Administration]	0	0.09
Decrease Cost: Motor Pool Adjustment	(4,276)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(78,732)	0.00
Decrease Cost: Retirement Adjustment	(194,241)	0.00
FY23 RECOMMENDED	**20,801,276**	**153.85**
GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**271,726**	**2.70**
Other Adjustments (with no service impacts)		
Technical Adj: Reallocation of Grant/General Fund FTEs [Administration]	0	(0.09)
Technical Adj: Reallocation of Grant/General Fund FTEs [Victim/Witness Court Assistance]	0	(0.08)
Technical Adj: Reallocation of Grant/General Fund FTEs [District Court Prosecution]	0	(0.03)

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Reallocation of Grant/General Fund FTEs [Circuit Court Prosecution]	(10,720)	(0.10)
FY23 RECOMMENDED	**261,006**	**2.40**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	1,635,896	12.75	2,834,047	13.06
Circuit Court Prosecution	9,115,186	64.75	9,123,096	64.75
District Court Prosecution	2,683,160	25.12	3,043,486	27.13
District Court Screening and Mediation	1,527,689	13.50	1,532,285	13.50
Juvenile Court Prosecution	2,141,092	17.50	2,238,107	17.50
Major Fraud and Special Investigations	536,715	5.00	571,588	5.00
Prosecution Management	1,091,569	10.00	1,134,909	10.00
Victim/Witness Court Assistance	549,400	5.23	584,764	5.31
Total	**19,280,707**	**153.85**	**21,062,282**	**156.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Police	General Fund	156,128	1.00	168,990	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**20,801**	**20,801**	**20,801**	**20,801**	**20,801**	**20,801**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(1,100)**	**(1,100)**	**(1,100)**	**(1,100)**	**(1,100)**
Items recommended for one-time funding in FY23 including funding for a case management system, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**885**	**885**	**885**	**885**	**885**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**20,801**	**20,586**	**20,586**	**20,586**	**20,586**	**20,586**

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County Executive

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$7,470,074	36.78

MARC ELRICH, COUNTY EXECUTIVE

MISSION STATEMENT

The Office of the County Executive provides 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 FY23 Operating Budget for the Office of the County Executive is $7,470,074, an increase of $1,753,712 or 30.68 percent from the FY22 Approved Budget of $5,716,362. Personnel Costs comprise 74.28 percent of the budget for 43 full-time position(s) and six part-time position(s), and a total of 36.78 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 25.72 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- The County Executive is providing funds to address disparities in the Black Business Community and to provide training and resources to the Montgomery County Business Community.

- In order to equitably meet the County's greenhouse gas reduction goals and increase resilience in the face of climate hazards, the County Executive is providing funds to create a Climate Change Officer position to lead this work.
- In support of the Montgomery County Business Community, additional funding is being provided for the Business Advancement Team. This funding will enable increased communication and support to businesses throughout the County looking for assistance and guidance in their efforts to start, sustain, and grow their businesses.
- The County Executive has launched an initiative to improve the experience of small retail and restaurant businesses in their interactions with County government services.
- To better serve residents, the County Executive's Office has initiated a cross-departmental effort to improve the experience of residents across County services by implementing cohesive and equitable customer service solutions through process improvement, technology, and measuring performance.
- In an effort to provide job coaching and placement services to County residents and expand career paths and opportunities for all citizens, the County Executive is providing continued support for Worksource Montgomery's programs.
- In December 2021, a Development Ombudsman was appointed to focus on building stronger relationships with industry partners and other State and local entities, and to facilitate the resolution of systematic issues and projects associated with business development.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Internal Audit completed and published ten audit reports (FY21 and FY22, to date) on a wide array of programming.
- Working with Departments, the Office of Internal Audit has seen continued progress in closure of open recommendations from the Office of the Inspector General, Office of Legislative Oversight, and Internal Audit reviews, maintaining the closure rate of 87% or better for all audit recommendations.
- The Innovation Team enhanced support for the County employee Accelerator community using structured problem solving to deliver rapid process improvement to users. In FY22, Accelerator projects ranged from making it easier for Health and Human Services clients to schedule appointments to improving the dental referral process for those experiencing homelessness.
- The Innovation Team partnered service designers with County departments seeking human-centered design capacity to make online 311 information clearer to residents, improve job ad language to reduce gender bias in hiring, map Board of Elections processes for transparency and streamlining, reduce administrative burden in police recruitment, and engage residents in visioning for the future of libraries.

PROGRAM CONTACTS

Contact Taleah Parker of the Office of the County Executive at 240.777.2516 or Thomas Tippett of the Office of Management and Budget at 240.777.2628 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**112,500**	**1.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,693	0.00
FY23 Recommended	**115,193**	**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 ensures results-driven relationships and projects with related business development organizations outside the realm of County government.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**905,239**	**5.00**
Add: Funding to Address Disparities in the Black Business Community and to Provide Training and Resources to the Montgomery County Business Community	877,000	0.00
Shift: Two Positions from The Community Engagement Cluster	225,622	2.00
Shift: Community Grants moved from Community Grants Non Departmental Account to The County Executive's Base	66,250	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	4,500	0.00
Shift: Mid-Year Change - Position from Business Advancement Team to Innovation Accelerator	(107,067)	(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.	22,105	0.00
FY23 Recommended	**1,993,649**	**6.00**

CAO - Supervision & Management of Executive Branch Departments

The Chief Administrative Officer (CAO) oversees the operations and services of all departments and offices of the Executive Branch. The CAO also advises the County Executive on all administrative and government operations/service-related matters and coordinates final review and decision-making on policies, programs, service delivery, budgets, legislation, regulations, and related matters. The CAO uses the following to carry out his responsibilities: 1) The Constituent Services section coordinates responses to correspondence and electronic mail from our residents and identifies community/residents' concerns that require special attention/response; 2) The Innovation Program 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,696,335**	**17.70**
Restore: Mid-Year Creation- Development Ombudsman Position	215,683	1.00
Add: Climate Funding and Performance Specialist Position	75,782	1.00
Add: Mid-Year Creation- Climate Change Coordinator Position	16,152	0.08
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	142,901	0.00
FY23 Recommended	**3,146,853**	**19.78**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,074,732**	**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.	55,016	0.00
FY23 Recommended	**1,129,748**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**382,889**	**2.00**
Shift: Mid-Year Change - Position from Business Advancement Team to Innovation Accelerator	107,067	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	47,214	0.00
FY23 Recommended	**537,170**	**3.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**544,667**	**1.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,794	0.00
FY23 Recommended	**547,461**	**1.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,475,080	3,831,253	3,876,407	4,447,162	16.1 %
Employee Benefits	888,790	941,469	889,484	1,101,663	17.0 %
County General Fund Personnel Costs	**4,363,870**	**4,772,722**	**4,765,891**	**5,548,825**	**16.3 %**
Operating Expenses	2,201,129	943,640	1,202,029	1,921,249	103.6 %
County General Fund Expenditures	**6,564,999**	**5,716,362**	**5,967,920**	**7,470,074**	**30.7 %**
PERSONNEL					
Full-Time	36	35	35	43	22.9 %
Part-Time	6	6	6	6	—
FTEs	33.70	32.70	32.70	36.78	12.5 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	10,961	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**10,961**	**0**	**0**	**0**	**—**
Operating Expenses	7,068,448	0	0	0	—
Grant Fund - MCG Expenditures	**7,079,409**	**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	1,160,117	0	0	0	%
State Grants	23,926,296	0	0	0	%
Grant Fund - MCG Revenues	**25,086,413**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**13,644,408**	**5,716,362**	**5,967,920**	**7,470,074**	**30.7 %**
Total Full-Time Positions	**36**	**35**	**35**	**43**	**22.9 %**
Total Part-Time Positions	**6**	**6**	**6**	**6**	**—**
Total FTEs	**33.70**	**32.70**	**32.70**	**36.78**	**12.5 %**
Total Revenues	**25,086,413**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**5,716,362**	**32.70**
Changes (with service impacts)		
Add: Funding to Address Disparities in the Black Business Community and to Provide Training and Resources to the Montgomery County Business Community [Business Advancement Team]	877,000	0.00
Add: Climate Funding and Performance Specialist Position [CAO - Supervision & Management of Executive Branch Departments]	75,782	1.00
Add: Mid-Year Creation- Climate Change Coordinator Position [CAO - Supervision & Management of Executive Branch Departments]	16,152	0.08
Other Adjustments (with no service impacts)		
Shift: Two Positions from The Community Engagement Cluster [Business Advancement Team]	225,622	2.00
Restore: Mid-Year Creation- Development Ombudsman Position [CAO - Supervision & Management of Executive Branch Departments]	215,683	1.00
Increase Cost: Annualization of FY22 Personnel Costs	160,534	0.00
Shift: Mid-Year Change - Position from Business Advancement Team to Innovation Accelerator [Innovation]	107,067	1.00
Shift: Community Grants moved from Community Grants Non Departmental Account to The County Executive's Base [Business Advancement Team]	66,250	0.00
Increase Cost: Annualization of FY22 Compensation Increases	41,736	0.00
Increase Cost: FY23 Compensation Adjustment	39,527	0.00
Increase Cost: Motor Pool Adjustment	29,516	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Business Advancement Team]	4,500	0.00
Increase Cost: Retirement Adjustment	1,067	0.00
Decrease Cost: Printing and Mail Adjustment	343	0.00
Shift: Mid-Year Change - Position from Business Advancement Team to Innovation Accelerator [Business Advancement Team]	(107,067)	(1.00)
FY23 RECOMMENDED	**7,470,074**	**36.78**
GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**0**	**0.00**
FY23 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	112,500	1.00	115,193	1.00
Business Advancement Team	905,239	5.00	1,993,649	6.00
CAO - Supervision & Management of Executive Branch Departments	2,696,335	17.70	3,146,853	19.78
County Executive - Policy Planning and Development	1,074,732	6.00	1,129,748	6.00

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Innovation	382,889	2.00	537,170	3.00
Internal Audit	544,667	1.00	547,461	1.00
Total	**5,716,362**	**32.70**	**7,470,074**	**36.78**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Transit Services	Mass Transit	0	0.00	151,323	0.74
Permitting Services	Permitting Services	203,028	0.90	214,749	1.03
CIP	Capital Fund	90,326	0.50	73,507	0.50
NDA - Conference Center	General Fund	124,683	1.00	110,155	1.00
NDA - Incubator Programs - Economic Development Partnership	General Fund	526,382	5.00	542,794	5.00
NDA - Vision Zero	General Fund	130,702	1.00	140,020	1.00
NDA - Climate Change Planning	General Fund	0	0.00	10,225	0.05
	Total	**1,075,121**	**8.40**	**1,242,773**	**9.32**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**7,470**	**7,470**	**7,470**	**7,470**	**7,470**	**7,470**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**28**	**28**	**28**	**28**	**28**
New positions in the FY23 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**	**153**	**153**	**153**	**153**	**153**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,470**	**7,651**	**7,651**	**7,651**	**7,651**	**7,651**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Climate Funding and Performance Specialist Position	75,782	1.00	104,186	1.00

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Total	**75,782**	**1.00**	**104,186**	**1.00**

Board of Elections

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$10,630,327	56.35

ALYSOUN MCLAUGHLIN, ACTING 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 FY23 Operating Budget for the Montgomery County Board of Elections is $10,630,327, an increase of $2,329,971 or 28.07 percent from the FY22 Approved Budget of $8,300,356. Personnel Costs comprise 43.58 percent of the budget for 32 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 56.42 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Thriving Youth and Families**

INITIATIVES

- Expand opportunities for voters to request and cast their ballot, including: permanent vote by mail, additional early voting sites, and additional ballot drop boxes.
- Improve resiliency and scalability of election operations by applying lessons learned from the 2020 Presidential Election.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Reconfigured facility to accommodate expanded vote by mail along with a return to traditional polling places on Election Day.
- Conducted process mapping exercises to modernize vote by mail ballot handling and results reporting.
- Expanded use of Short Message Service (SMS) texting application to allow voters to register to vote, find their nearest early voting center or drop box, or sign up to be an Election Judge.

- Live video stream of election procedures to bolster public confidence.

PROGRAM CONTACTS

Contact Alysoun McLaughlin of the Montgomery County Board of Elections at 240.777.8522 or Shantee Jackson of the Office of Management and Budget at 240.777.2751 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 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of public comments recorded at official board meetings	12	5	24	20	24
Percent of precincts reporting election results by 11:00 p.m. [1]	75%	8%	96%	96%	96%
Average voter wait time on election day (minutes)	20	3	20	20	20

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,879,743**	**4.00**
Increase Cost: State Board of Elections Invoice	1,689,052	0.00
Re-align: From Administration to Election Operations to Support Election Judge Training and Stipends	(24,500)	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.	(65,908)	0.00
FY23 Recommended	**4,478,387**	**4.00**

Election Operations

The Election Operations program consists of three independent sections that ensure Early Voting and Election Day is successful. These sections are Polling Place Management, Election Judge Recruitment and Training, and Outreach.

The Polling Place Management section is responsible for leasing Early Voting locations and Election Day polling places, assigning all Montgomery County voters to Election Day polling places 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 and other State and Federal requirements, 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 with 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 establishment 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. This 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 approximately 12 weeks. Each precinct team includes volunteers that are registered in different political parties, have various levels of experience, and have bilingual language capabilities. Following each election, the Election Judge Recruitment and Training staff completes payroll processing and conducts a thorough precinct performance review and audit.

Montgomery County is required under Section 203 of the Voting Rights Act to provide voting information in Spanish as well as English, and the Outreach section is responsible for meeting the cultural and linguistic needs of Montgomery County voters. This section is responsible for working with community groups and providing direct assistance to eligible residents, including those who are unregistered, for whom English is a second language, who have special needs or disabilities, who are homeless, or who live in underserved communities. 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 over 47,000 students 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of voters rating Election Day polling place as "well run"	99%	97%	95%	95%	95%
Percent of no-show Election Judges on Election Day	6%	5%	4%	4%	4%
Number of election judges recruited, trained, and placed per election [1]	139	3,353	3,400	3,400	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]	$0	$13,413	$250,000	$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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,956,048**	**21.53**
Increase Cost: Election Judge Training and Stipends	353,000	0.00
Re-align: From Administration, Information Technology, and Voter Services to Election Operations to Support Election Judge Training and Stipends	47,222	0.00
Re-align: From Information Technology Budget to Election Operations Budget to Support SMS Application Development and Programming	7,000	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.	(2,489)	0.00
FY23 Recommended	**3,360,781**	**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 and Enterprise Business Solutions (TEBS) 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 TEBS 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Annual hours worked by temporary employees to perform Maryland State Board of Elections mandated tasks exceeding merit workforce availability [1]	18,586	13,554	25,000	14,000	14,000
Number of electronic poll books prepared and used on election days [2]	31	581	1,286	1,286	1,286
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)	0.5	1.0	1.5	1.5	1.5
Incidents of emergency bin use during voting hours [3]	0	0	8	8	8

[1] *Figure for FY21 is lower due to the use of alternate labor sources, particularly Recreation Department staff, during the time that many County facilities were closed due to the pandemic. Labor costs were borne by other County departments, as employees were reassigned to the Board of Elections in lieu of COVID administrative leave.*

[2] *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. Projections for FY22 and future years reflect acquisition of additional equipment due to expansion of early voting.*

[3] *Due to the use of vote centers, there were several ballot scanners at each site. There was no need for any voter to use the emergency bin due to a technical issue with a scanner during the 2020 Presidential General Election. It is anticipated that this will return as an issue with the number of scanners distributed across many more Election Day polling sites beginning in FY22.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**754,993**	**12.45**
Enhance: Conversion of Three Temporary to Permanent Positions	52,765	0.00
Re-align: From Information Technology to Election Operations to Support SMS Application Development and Programming	(7,000)	0.00
Re-align: From Information Technology to Election Operations to Support Election Judge Training and Stipends	(10,346)	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.	106,729	0.00
FY23 Recommended	**897,141**	**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 mail-in voting under procedures established by the State Administrator of Elections and is consistent with election law. Voter Services is also responsible for answering voters' questions, and ensures compliance with Federal and State confidentiality requirements. In addition, the Voter Services program coordinates the counting of mail-in 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 may 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 mail-in 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 mail-in and provisional voter credit.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of registered voters served per program FTE	38,584	35,932	36,799	37,017	37,289

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of absentee ballots requested (000s) [1]	671	378	100	150	300
Number of active registered voters (000s)	670	673	676	680	685

[1] *FY20 and FY21 figures reflect the unique circumstances of elections conducted during the pandemic. The FY20 figure reflects the total number of registered voters, because ballots were mailed to all voters without a request required for the 2020 primary election. FY21 reflects actual requests. FY22 and future years reflect an assumption that 1/3 of voters will choose to continue voting by mail.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,709,572**	**18.37**
Enhance: Ballot Sorting and Imaging Equipment	109,932	0.00
Re-align: From Voter Services to Election Operations to Support Election Judge Training and Stipends	(12,376)	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.	86,890	0.00
FY23 Recommended	**1,894,018**	**18.37**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,691,993	3,645,453	4,369,832	3,696,686	1.4 %
Employee Benefits	840,303	859,652	954,571	936,061	8.9 %
County General Fund Personnel Costs	**4,532,296**	**4,505,105**	**5,324,403**	**4,632,747**	**2.8 %**
Operating Expenses	4,755,590	3,795,251	7,773,097	5,997,580	58.0 %
County General Fund Expenditures	**9,287,886**	**8,300,356**	**13,097,500**	**10,630,327**	**28.1 %**
PERSONNEL					
Full-Time	29	29	29	32	10.3 %
Part-Time	2	2	2	2	—
FTEs	56.35	56.35	56.35	56.35	—
REVENUES					
Other Charges/Fees	1,376	1,000	1,100	1,300	30.0 %
County General Fund Revenues	**1,376**	**1,000**	**1,100**	**1,300**	**30.0 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,121,306	0	0	0	—
Employee Benefits	1,799	0	0	0	—
Grant Fund - MCG Personnel Costs	**1,123,105**	**0**	**0**	**0**	**—**
Operating Expenses	1,348,544	0	0	0	—
Grant Fund - MCG Expenditures	**2,471,649**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	1,669,737	0	0	0	—
Miscellaneous Revenues	801,912	0	0	0	—
Grant Fund - MCG Revenues	**2,471,649**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**11,759,535**	**8,300,356**	**13,097,500**	**10,630,327**	**28.1 %**
Total Full-Time Positions	**29**	**29**	**29**	**32**	**10.3 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**56.35**	**56.35**	**56.35**	**56.35**	**—**
Total Revenues	**2,473,025**	**1,000**	**1,100**	**1,300**	**30.0 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**8,300,356**	**56.35**
Changes (with service impacts)		
Enhance: Ballot Sorting and Imaging Equipment [Voter Services]	109,932	0.00
Enhance: Conversion of Three Temporary to Permanent Positions [Information Technology]	52,765	0.00
Other Adjustments (with no service impacts)		
Increase Cost: State Board of Elections Invoice [Administration]	1,689,052	0.00
Increase Cost: Election Judge Training and Stipends [Election Operations]	353,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	83,266	0.00
Increase Cost: FY23 Compensation Adjustment	60,505	0.00
Re-align: From Administration, Information Technology, and Voter Services to Election Operations to Support Election Judge Training and Stipends [Election Operations]	47,222	0.00
Re-align: From Information Technology Budget to Election Operations Budget to Support SMS Application Development and Programming [Election Operations]	7,000	0.00
Increase Cost: Retirement Adjustment	2,926	0.00
Increase Cost: Printing and Mail Adjustment	512	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(20)	0.00
Re-align: From Information Technology to Election Operations to Support SMS Application Development and Programming [Information Technology]	(7,000)	0.00
Re-align: From Information Technology to Election Operations to Support Election Judge Training and Stipends [Information Technology]	(10,346)	0.00
Re-align: From Voter Services to Election Operations to Support Election Judge Training and Stipends [Voter Services]	(12,376)	0.00
Decrease Cost: Motor Pool Adjustment	(21,967)	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: From Administration to Election Operations to Support Election Judge Training and Stipends [Administration]	(24,500)	0.00
FY23 RECOMMENDED	**10,630,327**	**56.35**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	2,879,743	4.00	4,478,387	4.00
Election Operations	2,956,048	21.53	3,360,781	21.53
Information Technology	754,993	12.45	897,141	12.45
Voter Services	1,709,572	18.37	1,894,018	18.37
Total	**8,300,356**	**56.35**	**10,630,327**	**56.35**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**10,630**	**10,630**	**10,630**	**10,630**	**10,630**	**10,630**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**46**	**46**	**46**	**46**	**46**
New positions in the FY23 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 FY23	**0**	**(2,224)**	**(2,224)**	**(2,224)**	**(2,224)**	**(2,224)**
Items recommended for one-time funding in FY23, including: Election Judge Training and Stipends, State Board of Elections Invoice, Ballot Sorting and Imaging Equipment, will be eliminated from the base in the outyears.						
Restoration of Personnel Costs (Ballot Sorting and Imaging Equipment - Year One of Five Year Lease)	**0**	**72**	**72**	**72**	**72**	**72**
Item recommended for one-time elimination in FY23 for anticipated savings from operational efficiencies of Ballot Sorting and Imaging Equipment will be restored to the base in the outyears.						
Labor Contracts	**0**	**169**	**169**	**169**	**169**	**169**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,630**	**8,692**	**8,692**	**8,692**	**8,692**	**8,692**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Conversion of Three Temporary to Permanent Positions	52,765	0.00	98,344	0.00
Total	**52,765**	**0.00**	**98,344**	**0.00**

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Community Engagement Cluster

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$8,627,026	47.75

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. This budget recommends the Office of Food System Resilience be added in FY23. 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 FY23 Operating Budget for the Community Engagement Cluster is $8,627,026, an increase of $2,502,358 or 40.86 percent from the FY22 Approved Budget of $6,124,668. Personnel Costs comprise 69.26 percent of the budget for 38 full-time position(s) and 20 part-time position(s), and a total of 47.75 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 30.74 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**
- **Thriving Youth and Families**

INITIATIVES

- The additional Program Managers provided to the Regional Service Centers (RSCs) will focus on addressing community business and economic development-related needs, help RSC Directors advance development, community engagement, and providing timely and effective government response and accountability. The Program Managers assist with duties associated with emerging economic and/or community development activities occurring in the regional area.
- The Office of Food System Resilience, new for FY23, enacts a key recommendation of the Food Security Taskforce and will tackle the long-term changes needed to meaningfully improve the food system and make permanent the expansion of coordination efforts with non-profit partners and public-private partnerships that grew out of the COVID-19 response. The focus of the Office will be to facilitate targeted food system projects and coordinate food systems efforts across the County.
- Funding has been continued for Newcomers legal services. Other migrant legal services programs have been consolidated into CEC to promote greater coordination and efficiency in fund usage and a permanent Legal Services Program Manager II has been created to coordinate these programs.
- The Office of Community Partnerships has enhanced their outreach and communication efforts from the Translations Unit to include materials in the top six spoken languages in the county (Spanish, Chinese, Korean, French, Amharic, and Vietnamese).
- Adding an Administrative Specialist III position to the Business Management Team will enhance CEC's capacity to support the growing range of programs and initiatives across all offices and Regional Service Centers.

PROGRAM CONTACTS

Contact Yvette Torres of the Community Engagement Cluster at 240.777.8044 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 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 for the Community Engagement Cluster (CEC) manages all aspects of the budget, procurement, financials, contracts/grants, personnel, information technology, daily operations, office space management, fleet management, historic file maintenance, and all administrative matters of the CEC units (Regional Services Centers, Commission for Women, Office of Community Partnerships, including the Gilchrist Center, Volunteer Center, Translations Unit, and The Urban Districts). 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, webpage development and maintenance, newsletters, and many other vital community- related functions.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**576,426**	**3.00**
Increase Cost: New Business Management Team Administrative Specialist	76,315	1.00

FY23 Recommended Changes	Expenditures	FTEs
Shift: Community Grants moved from Community Grants Non Departmental Account to Community Engagement Cluster's Base Budget	68,900	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	48,066	0.00
Decrease Cost: Reclassification Program Specialist to an Office Services Coordinator	(18,810)	0.00
Decrease Cost: Reclassification Program Manager to an Executive Admin Aide	(23,729)	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.	103,218	1.00
FY23 Recommended	**830,386**	**5.00**

Commission for Women

The Commission for Women's mission is to identify gender-based inequities in laws, policies, practices, 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. In addition, the Commission is responsible for providing support, guidance, and leadership to the Montgomery County Human Trafficking Prevention Committee. The purpose of the Committee is to increase understanding of the issue in Montgomery County and to develop interagency coordination of strategies for response and prevention.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**280,023**	**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.	16,337	0.00
FY23 Recommended	**296,360**	**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 toward 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 includes an internal Translations Unit.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,018,098**	**21.25**
Shift: Legal Services Programs from HHS	551,100	0.00
Add: Newcomer Legal Services Programs - Current Service Level	250,000	0.00
Increase Cost: Google Translate API	5,000	0.00
Shift: Business Development Specialist Positions Transfer to CEX	0	(2.00)
Shift: FY23 RSVP Grant Adjustment	0	0.17
Shift: FY23 RSVP Grant Adjustment	(3,020)	(0.17)

FY23 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.	26,554	0.75
FY23 Recommended	**3,847,732**	**20.00**

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 multiple locations throughout the County that prepare residents to contribute to our economy and our community.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**636,175**	**6.50**
Increase Cost: Annualization of Legal Services Program Manager II	112,814	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.	79,009	0.25
FY23 Recommended	**827,998**	**7.75**

Office of Food System Resilience

The Office of Food System Resilience works to make Montgomery County's food system more resilient and equitable in order to improve the health of residents, the economy, and the environment.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
Add: Food System Resilience Office - Director, Policy Analyst, and Partner Specialist Positions	354,854	3.00
Add: Food System Resilience Office - Farm to Food Bank	350,000	0.00
Enhance: Food System Resilience Office - Montgomery County Food Council	200,000	0.00
Add: Food System Resilience Office - Market Money Grants	125,000	0.00
Add: Food System Resilience Office - Community Gardening and Local Resilience Grants Program	50,000	0.00
Add: Food System Resilience Office - Miscellaneous Operating Expenses	8,000	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.	(29,163)	0.00
FY23 Recommended	**1,058,691**	**3.00**

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.

FY23 Recommended Changes	Expenditures	FTEs

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,613,946**	**9.00**
Enhance: RSC Program Managers	253,831	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.	(101,918)	(2.00)
FY23 Recommended	**1,765,859**	**10.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,604,230	3,943,286	3,585,294	4,555,080	15.5 %
Employee Benefits	726,746	1,131,069	931,580	1,357,371	20.0 %
County General Fund Personnel Costs	**3,330,976**	**5,074,355**	**4,516,874**	**5,912,451**	**16.5 %**
Operating Expenses	2,015,782	973,848	1,409,189	2,641,130	171.2 %
County General Fund Expenditures	**5,346,758**	**6,048,203**	**5,926,063**	**8,553,581**	**41.4 %**
PERSONNEL					
Full-Time	23	31	31	37	19.4 %
Part-Time	12	20	20	20	—
FTEs	29.35	41.10	41.10	47.27	15.0 %
REVENUES					
Facility Rental Fees	2,457	10,500	10,500	10,500	—
Parking Fees	(3,600)	0	0	0	—
County General Fund Revenues	**(1,143)**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	446,056	58,769	58,769	49,536	-15.7 %
Employee Benefits	18,231	17,696	17,696	13,296	-24.9 %
Grant Fund - MCG Personnel Costs	**464,287**	**76,465**	**76,465**	**62,832**	**-17.8 %**
Operating Expenses	885,946	0	0	10,613	—
Grant Fund - MCG Expenditures	**1,350,233**	**76,465**	**76,465**	**73,445**	**-3.9 %**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.65	0.65	0.65	0.48	-26.2 %
REVENUES					
Federal Grants	1,059,383	76,465	76,465	73,445	-3.9 %
State Grants	279,757	0	0	0	—
Grant Fund - MCG Revenues	**1,339,140**	**76,465**	**76,465**	**73,445**	**-3.9 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**6,696,991**	**6,124,668**	**6,002,528**	**8,627,026**	**40.9 %**
Total Full-Time Positions	**24**	**32**	**32**	**38**	**18.8 %**
Total Part-Time Positions	**12**	**20**	**20**	**20**	**—**
Total FTEs	**30.00**	**41.75**	**41.75**	**47.75**	**14.4 %**
Total Revenues	**1,337,997**	**86,965**	**86,965**	**83,945**	**-3.5 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**6,048,203**	**41.10**
Changes (with service impacts)		
Add: Food System Resilience Office - Director, Policy Analyst, and Partner Specialist Positions [Office of Food System Resilience]	354,854	3.00
Add: Food System Resilience Office - Farm to Food Bank [Office of Food System Resilience]	350,000	0.00
Enhance: RSC Program Managers [Regional Services Centers]	253,831	3.00
Add: Newcomer Legal Services Programs - Current Service Level [Community Partnership]	250,000	0.00
Enhance: Food System Resilience Office - Montgomery County Food Council [Office of Food System Resilience]	200,000	0.00
Add: Food System Resilience Office - Market Money Grants [Office of Food System Resilience]	125,000	0.00
Add: Food System Resilience Office - Community Gardening and Local Resilience Grants Program [Office of Food System Resilience]	50,000	0.00
Add: Food System Resilience Office - Miscellaneous Operating Expenses [Office of Food System Resilience]	8,000	0.00
Other Adjustments (with no service impacts)		
Shift: Legal Services Programs from HHS [Community Partnership]	551,100	0.00
Increase Cost: Annualization of Legal Services Program Manager II [Gilchrist Center]	112,814	1.00
Increase Cost: New Business Management Team Administrative Specialist [Administration]	76,315	1.00
Increase Cost: FY23 Compensation Adjustment	76,307	0.00
Shift: Community Grants moved from Community Grants Non Departmental Account to Community Engagement Cluster's Base Budget [Administration]	68,900	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Administration]	48,066	0.00
Increase Cost: Annualization of FY22 Compensation Increases	47,248	0.00
Increase Cost: Printing and Mail Adjustment	5,087	0.00
Increase Cost: Google Translate API [Community Partnership]	5,000	0.00
Shift: FY23 RSVP Grant Adjustment [Community Partnership]	0	0.17
Shift: Business Development Specialist Positions Transfer to CEX [Community Partnership]	0	(2.00)
Decrease Cost: Retirement Adjustment	(11,170)	0.00
Decrease Cost: Reclassification Program Specialist to an Office Services Coordinator [Administration]	(18,810)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(23,435)	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Reclassification Program Manager to an Executive Admin Aide [Administration]	(23,729)	0.00
FY23 RECOMMENDED	**8,553,581**	**47.27**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**76,465**	**0.65**
Other Adjustments (with no service impacts)		
Shift: FY23 RSVP Grant Adjustment [Community Partnership]	(3,020)	(0.17)
FY23 RECOMMENDED	**73,445**	**0.48**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	576,426	3.00	830,386	5.00
Commission for Women	280,023	2.00	296,360	2.00
Community Partnership	3,018,098	21.25	3,847,732	20.00
Gilchrist Center	636,175	6.50	827,998	7.75
Office of Food System Resilience	0	0.00	1,058,691	3.00
Regional Services Centers	1,613,946	9.00	1,765,859	10.00
Total	**6,124,668**	**41.75**	**8,627,026**	**47.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**8,554**	**8,554**	**8,554**	**8,554**	**8,554**	**8,554**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**110**	**110**	**110**	**110**	**110**
New positions in the FY23 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 FY23	**0**	**(10)**	**(10)**	**(10)**	**(10)**	**(10)**
Items recommended for one-time funding in FY23, including furniture, computers, and other IT costs new positions.						
Labor Contracts	**0**	**199**	**199**	**199**	**199**	**199**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,554**	**8,853**	**8,853**	**8,853**	**8,853**	**8,853**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Business Management Team Administrative Specialist	76,315	1.00	101,753	1.00
RSC Program Managers	253,831	3.00	338,441	3.00
Total	**330,146**	**4.00**	**440,194**	**4.00**

County Attorney

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$6,761,851	42.80

JOHN MARKOVS, ACTING 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 FY23 Operating Budget for the Office of the County Attorney is $6,761,851, an increase of $332,363 or 5.17 percent from the FY22 Approved Budget of $6,429,488. Personnel Costs comprise 87.65 percent of the budget for 79 full-time position(s) and one part-time position(s), and a total of 42.80 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 12.35 percent of the FY23 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

- Publishes monthly report in the County's dataMontgomery portal and publishes quarterly reports on the OCA website with status reports covering litigation, contracts, code enforcement, workers compensation and debt collection. Beginning 2022, and in compliance of Bill 19-21, OCA will periodically provide County Executive and County Council certain settlement agreements entered by the County. The County Attorney will also quarterly brief the County Council on pending litigation. OCA supports a responsive and visible government.
- Successfully completed all documents required to submit the Wheaton Office Building to a condominium regime (M-NCPPC owns the building, and the County owns the underground garage), leased a portion of the M-NCPPC condo unit to the County for office space, assisted in the Marian Fryer Plaza to be put to community use, and transferred 8787 Georgia Avenue for redevelopment of M-NCPPC's former headquarters.
- Successfully quieted title to the property located at 4010 Randolph Road in Silver Spring, the Bushey Drive Elementary School site and most recently the headquarters for the County's Department of Recreation. Because OCA quieted title, the County may convey the property to an affordable housing developer who will provide rental and for-sale housing to

households whose income is within the range of 30 percent to 70 percent of the area median income for the Washington Metropolitan Statistical Area.

- The new Property and Real Estate Development Project and Transaction Focused Attorney will support the Department of General Services and the Department of Transportation as they engage in significantly more complex real estate development projects that require assigning an experienced lawyer to work exclusively on those projects. Many of these projects will require the creation of development agreements, condominium documents, covenants, easements, and other transactional documents that require months of effort to complete.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Successfully launched the Non-Procurement Contract Portal in accordance with Administrative Procedure 2-4. The portal allows all County agencies to view a list of non-procurement contracts subject to AP 2-4, create an online checklist (e-Checklist) for preparation of contracts, view FAQs (frequently asked questions) related to AP 2-4, and user instructions.
- In collaboration with TEBS and DGS, OCA initiated and helped develop an archiving application to allow County agencies to submit online transmittal form for archiving records with built-in workflows. OCA manages a large volume of legal files that must be kept according to their retention policy. The new application allows agencies to submit requests to archive to DGS electronically, request archived records and return records via the one-stop portal. The project will be completed in FY22 and is in the process of final phase of testing and user training.
- Improved its current version of the Legal Hold application by developing a preservation process. The new processes include a dedicated SharePoint portal to allow OCA to notify agencies to preserve electronic records upon Notice of Claims which may later evolve into lawsuits and created a built-in workflow to send email notifications. The portal allows agencies to respond to preservation notices, track progress, and allow TEBS to place legal holds to O365. The new application enables OCA to track preservation and legal hold records.
- Developed and will implement a new online portal application with built-in workflow to centralize all routing and responses to subpoenas issued to HHS and other agencies for summons of records and witness testimony. OCA processes over 300 subpoenas per year under the current ad hoc and labor-intensive process (snail mail, email, etc.). The new system allows agencies to immediately create an online entry and upload subpoenas to OCA for processing. OCA is notified by the application via email, can file email in the ProLaw case management system, and assign attorneys to respond. This application enables OCA to manage, sort and track all pending subpoenas for appropriate responses, e.g. Motion to Quash/Motion for Protective Order. OCA legal staff can view status of a subpoena and track its outcome accurately.
- Complex County lawsuits with large volumes of depositions, transcripts, exhibits, discovery documents and videos, requiring labor intensive efforts to review, prepare, and compile documents, media files, and deposition transcript excerpts for trial have risen significantly. To make the pre-litigation process manageable, OCA deploys a third-party off-the-shelf cloud-based application to empower attorneys who work on the large lawsuits to better prepare for hearings, depositions, and trials. The software allows for full-text searching, coding, and tagging throughout and across multiple transcripts and records.
- Continues to expand the electronic citation application for use by more departments. Taxicab and Alcohol Beverages Services were added this year and the departments have been trained to issue citations electronically using e-Citation.

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 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

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Overall average rating from Internal Customer Satisfaction Survey (1-4 scale)	3.38	3.55	3.44	3.44	3.44

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,187,636**	**12.70**
Increase Cost: Office of Intergovernmental Relations Legal Secretary Charge Back Elimination	20,670	0.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(134,213)	(1.00)
FY23 Recommended	**2,074,093**	**12.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,241,852**	**29.00**
Add: Property and Real Estate Development Project and Transaction Focused Attorney	94,081	0.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	351,825	1.00
FY23 Recommended	**4,687,758**	**30.80**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Debt collection ($000)	$7,412	$5,346	$6,000	$6,500	$7,000
Forfeitures collected ($000) [1]	$301.16	$552.46	$400.00	$400.00	$400.00
Debt collection - cost/revenue ratio	6.5%	10%	6%	6%	6%
Code Citations processed [2]	7,074	3,374	5,567	5,567	5,567
Debt collection - collected/total referred ratio	120.0%	51.02%	103.5%	103.5%	103.5%
Code enforcement collected ($000) [3]	$437	$392	$495	$495	$495
Code enforcement - Win/loss ratio [4]	99.68%	97.58%	98.88%	98.88%	98.88%
Worker's compensation cases: Total net gain to the County ($000)	3,629	5,656	4,081	4,081	4,081

[1] *Due to court closure and restrictions, there were only 13 forfeiture closed in FY21 compared to 49 in FY20. However, the collected amount is higher due to large forfeiture amounts for some cases.*

[2] *Due to pandemic, the District Court has stopped processing code enforcement cases until October 2020 and the Court still has a lot of backlogs.*

[3] *Due to pandemic, the District Court has stopped processing code enforcement cases until October 2020 and the Court still has a lot of backlogs.*

[4] *The ratio is affected by the lower number of cases closed. Due to pandemic, the District Court has stopped processing code enforcement cases until October 2020 and the Court still has a lot of backlogs.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
FY23 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,458,332	4,441,986	4,464,234	4,783,377	7.7 %
Employee Benefits	1,235,785	1,154,669	1,120,879	1,143,635	-1.0 %
County General Fund Personnel Costs	**5,694,117**	**5,596,655**	**5,585,113**	**5,927,012**	**5.9 %**
Operating Expenses	719,892	832,833	1,144,499	834,839	0.2 %
County General Fund Expenditures	**6,414,009**	**6,429,488**	**6,729,612**	**6,761,851**	**5.2 %**
PERSONNEL					
Full-Time	76	77	77	79	2.6 %
Part-Time	1	1	1	1	—
FTEs	41.20	41.70	41.70	42.80	2.6 %
REVENUES					
Federal Financial Participation Reimbursements	286,880	250,000	250,000	250,000	—
Miscellaneous Revenues	50,000	0	215,000	0	—
Other Intergovernmental	45,630	45,630	45,630	45,630	—
County General Fund Revenues	**382,510**	**295,630**	**510,630**	**295,630**	**—**
GRANT FUND - MCG					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	21,730	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**21,730**	**0**	**0**	**0**	**—**
Operating Expenses	40,670	0	0	0	—
Grant Fund - MCG Expenditures	**62,400**	**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	62,400	0	0	0	%
Grant Fund - MCG Revenues	**62,400**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**6,476,409**	**6,429,488**	**6,729,612**	**6,761,851**	**5.2 %**
Total Full-Time Positions	**76**	**77**	**77**	**79**	**2.6 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**41.20**	**41.70**	**41.70**	**42.80**	**2.6 %**
Total Revenues	**444,910**	**295,630**	**510,630**	**295,630**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**6,429,488**	**41.70**
Changes (with service impacts)		
Add: Property and Real Estate Development Project and Transaction Focused Attorney [General Counsel]	94,081	0.80
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	112,523	0.00
Increase Cost: Annualization of FY22 Personnel Costs	93,367	0.00
Increase Cost: FY23 Compensation Adjustment	84,891	0.00
Increase Cost: Office of Intergovernmental Relations Legal Secretary Charge Back Elimination [Administration]	20,670	0.30
Increase Cost: Printing and Mail Adjustment	2,006	0.00
Decrease Cost: Retirement Adjustment	(75,175)	0.00
FY23 RECOMMENDED	**6,761,851**	**42.80**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	2,187,636	12.70	2,074,093	12.00
General Counsel	4,241,852	29.00	4,687,758	30.80
Litigation	0	0.00	0	0.00
Total	**6,429,488**	**41.70**	**6,761,851**	**42.80**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Board of Appeals	General Fund	77,302	0.50	86,016	0.50
Intergovernmental Relations	General Fund	29,397	0.30	0	0.00
Finance	General Fund	182,531	1.05	192,478	1.05
Finance	Risk Management (Self Insurance - ISF)	2,906,534	21.00	3,180,654	21.00
Human Resources	Employee Health Self Insurance	18,945	0.10	12,773	0.10
Correction and Rehabilitation	General Fund	159,561	1.00	172,679	1.00
Police	General Fund	178,384	1.00	191,130	1.00
Parking District Services	Bethesda Parking	22,228	0.10	41,456	0.30
Parking District Services	Silver Spring Parking	30,405	0.20	32,914	0.20
Health and Human Services	General Fund	83,477	0.50	150,325	1.50
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	205,768	1.00	182,985	1.00
Housing and Community Affairs	General Fund	94,958	0.50	96,010	0.50
Housing and Community Affairs	Montgomery Housing Initiative	186,626	1.00	192,021	1.00
Recycling and Resource Management	Solid Waste Disposal	142,091	0.75	144,192	0.75
Recycling and Resource Management	Solid Waste Collection	47,364	0.25	48,064	0.25
CIP	Capital Fund	483,235	2.80	508,698	2.80
NDA - Montgomery County Employee Retirement Plans	General Fund	18,945	0.10	18,945	0.10
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	18,945	0.10	12,773	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	79,571	0.42	53,648	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	32,207	0.17	32,207	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	11,367	0.06	11,367	0.06
Cable Television Communications Plan	Cable TV	111,140	0.50	98,602	0.50
	Total	**5,315,275**	**35.80**	**5,654,231**	**36.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**6,762**	**6,762**	**6,762**	**6,762**	**6,762**	**6,762**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**125**	**0**	**0**	**0**	**0**
New positions in the FY23 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**	**252**	**252**	**252**	**252**	**252**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,762**	**7,139**	**7,014**	**7,014**	**7,014**	**7,014**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Annualization of FY22 Personnel Costs	93,367	0.00	186,734	0.00
Property and Real Estate Development Project and Transaction Focused Attorney	94,081	0.80	125,441	0.80
Total	**187,448**	**0.80**	**312,175**	**0.80**

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Ethics Commission

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$375,756	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 FY23 Operating Budget for the Ethics Commission is $375,756, an increase of $4,127 or 1.11 percent from the FY22 Approved Budget of $371,629. Personnel Costs comprise 89.81 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 10.19 percent of the FY23 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 Julie Knight of the Office of Management and Budget at 240.777.2760 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Number of financial disclosure statements required (calendar year)	1,703	1,463	1,463	1,463	1,463
Number of formal opinions, waivers and guidance (calendar year)	13	13	13	13	13
Number of lobbyist activity reports (calendar year)	221	222	222	222	222

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of lobbyists registered (calendar year)	148	130	130	130	130
Number of outside employment requests processed (calendar year)	1,125	768	768	768	768
Percentage of Executive Branch public financial disclosure filers in compliance with ethics training requirement	99%	99%	99%	99%	99%

PROGRAM DESCRIPTIONS

Ethics Program Compliance

Financial Disclosure: The Public Ethics Law requires filing of financial disclosure reports by certain County employees. The Ethics Commission administers the electronic filing system for reporting and coordinates with the Office of Human Resources and all County agencies regarding the status of filers. It resolves all anomalous circumstances and questions from filers that routinely arise associated with the filing of financial disclosure reports and the system designed for that purpose.

Outside Employment: The Public Ethics Law requires that County employees obtain approval from the Ethics Commission prior to engaging in any employment other than County employment. The Ethics Commission administers an online process pursuant to which requests are made and reviewed by the employee's agency. The Ethics Commission staff prepares all requests for consideration by the Ethics Commission, including obtaining additional information from requestors and County agencies and conducting preliminary legal analysis of requests. The Ethics Commission approves requests, as appropriate, setting conditions on approval as necessary to ensure compliance with ethics requirements, and staff notifies requestors by letter of the disposition of requests. The Ethics Commission publishes and updates approved outside employment information required to be made public by the Public Ethics Law.

Lobbying: The Public Ethics Law requires certain persons who spend or receive over $500 to communicate with County officials and employees to register as lobbyists and to file semi-annual activity reports with the Ethics Commission. Annual registration fees are required and are paid to the Ethics Commission and processed and deposited in the General Fund. The Ethics Commission publishes and updates information required to be made public by the Public Ethics Law.

Complaints, Investigations, and Hearings: Pursuant to the Public Ethics Laws, the Ethics Commission receives complaints and, as appropriate, conducts investigations, and/or hearings; makes findings; and imposes sanctions and penalties, if warranted.
Advisory Opinions, Waivers, and Advice: In accordance with the Public Ethics Law, the Ethics Commission answers inquiries on the application of the Public Ethics Law, publishes opinions, and grants waivers of Ethics Law requirements, as appropriate.

Education: The Ethics Commission conducts public education and other information programs regarding the Public Ethics Law.

Legislative and Regulatory: The Ethics Commission recommends and prepares new ethics legislation and regulations.

Coordination and Outreach: The Staff of the Ethics Commission coordinates with the Office of the County Attorney and the Office of the Inspector General as necessary on legal and investigative matters. The staff also serves as the principal public resource on the County's Ethics Laws, including managing a website that reflects Ethics Commission programs, activities, and

publications such as annual reports, approvals of outside employment requests, lobbying data, and waivers and opinions.

Administration: The staff of the Ethics Commission is responsible for ensuring that Ethics Commission meetings are conducted in accordance with the Open Meetings Act and other applicable law. The Ethics Commission members are informed and advised as to all material matters under their jurisdiction.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	264,808	271,330	276,322	274,459	1.2 %
Employee Benefits	58,964	62,040	57,325	63,003	1.6 %
County General Fund Personnel Costs	**323,772**	**333,370**	**333,647**	**337,462**	**1.2 %**
Operating Expenses	536	38,259	38,259	38,294	0.1 %
County General Fund Expenditures	**324,308**	**371,629**	**371,906**	**375,756**	**1.1 %**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	2.00	2.00	2.00	2.00	—
REVENUES					
Miscellaneous Revenues	39,246	20,000	20,000	20,000	—
County General Fund Revenues	**39,246**	**20,000**	**20,000**	**20,000**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**371,629**	**2.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	4,234	0.00
Increase Cost: FY23 Compensation Adjustment	2,155	0.00
Increase Cost: Retirement Adjustment	2,001	0.00
Increase Cost: Printing and Mail Adjustment	35	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(4,298)	0.00
FY23 RECOMMENDED	**375,756**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**376**	**376**	**376**	**376**	**376**	**376**
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	**376**	**385**	**385**	**385**	**385**	**385**

Finance

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$103,537,516	132.29

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 FY23 Operating Budget for the Department of Finance is $103,537,516, an increase of $2,593,105 or 2.56 percent from the FY22 Approved Budget of $100,944,411. Personnel Costs comprise 17.6 percent of the budget for 126 full-time position(s) and no part-time position(s), and a total of 132.29 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 82.4 percent of the FY23 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 FY23 Operating Budget for the General Fund component is $16,103,577 an increase of $502,792 or 3.22 percent over the FY22 approved budget of $15,600,785. Personnel Costs comprise approximately 83.2 percent of the General Fund budget for 115 full-time positions. A total of 99.92 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 16.8 percent of the budget.

The total FY23 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $87,433,939, an increase of $2,090,313 or 2.45 percent over the FY22 Approved budget of $85,343,626. Personnel Costs comprise approximately 5.44 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 94.56 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:

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

INITIATIVES

- Partnering with the County Executive's Innovation Office to develop ways to encourage more residents to pay County taxes and other bills online versus in-person or through the mail, reducing the use of paper and carbon emissions.
- Switching Robotic Process Automation platforms that offer greater integration capability with the County's existing information technology investments.
- Continuing partnership with the Department of Technology and Enterprise Business Solutions to enhance the department's Disaster Recovery and Business Continuity capability.
- Implementing an Account Verification Service for all online Automated Clearing House payments to ensure that a payer's bank account standing is valid prior to submitting a payment to prevent returns.
- Risk Management has made significant progress in developing electronic claim reporting forms to streamline reporting and eliminate significant paper waste in the Claims Section. The electronic claim reporting form initiative has been tested with the Motor Vehicle Accident Notice (MVA) Form and will be tested with the Liability Accident Notice Form. The MVA form will be piloted with Alcohol Beverage Services (ABS) and the Division of Highway Services (HWY) by April 2022; and the Liability Accident Notice Form will be piloted with the Department of General Services by the end of the fiscal year.
- For the 2022 Election Cycle, the Public Election Fund has authorized and distributed $1,804,355 in matching fund contributions to 16 candidates who have been certified and are running in contested elections as of February 28, 2022.
- 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, 2020, with the program generating over $3.4 million in interest income and creating an estimated 2,972 jobs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented a Business Intelligence dashboard that allows departments to quickly reconcile Accounts Receivable payments.
- Implemented a Timecard Correction electronic workflow for employees that significantly reduces the total time required for the review and approval of updates.
- Implemented an online application that allows businesses to pay for telephone excise tax without the use of paper and significantly reduces the cost of administration.
- Automated an internal business payroll reconciliation process leveraging Robotic Process Automation that significantly reduces the time to complete tasks.
- Updated the Central Vendor Registration System based on collaboration with the Department of Transportation to improve the customer experience by including the capability to translate content to multiple languages, simplifying the workflow, and updating instructions based on resident feedback.

PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Derrick Harrigan of the Office of Management and Budget at 240.777.8759 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

Controller

This program provides effective management and support to the operations of Accounts Payable and Receivable; General and Grant Accounting; Financial Analysis, Audit and Compliance; and Timekeeping 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 (AP) section 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 (AR) section 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.

The General and Grant Accounting sections are 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 Annual Comprehensive 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, coordinating controls and requirements over enhancements to functions in Oracle EBS financial modules; performing audits of financial transactions, and ensuring compliance with Department and Countywide policies.

The Timekeeping and Payroll section is responsible for managing and maintaining the County's payroll system and functions as prescribed by Federal, State, 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. Timekeeping and Payroll proactively operates in conjunction with other County departments to maintain and develop efficient and effective improvements to personnel/payroll by

providing timekeeping and creating reporting tools available within the Oracle Business Intelligence Tool (BI).

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting [1]	Received	Expected	Expected	Expected	Expected
Procurement Card transactions processed	37,881	22,542	25,000	25,000	25,000
Vendor payments issued [2]	107,773	202,889	150,000	150,000	150,000
Journal entries prepared	1,800	2,000	2,000	2,000	2,000
Journal entries reviewed and posted	3,600	4,000	4,000	4,000	4,000
Grant reports produced	488	738	725	725	725
Paychecks and payroll advices issued for employees [3]	289,751	275,991	300,000	300,000	300,000
Pension and long-term disability (LTD2) payroll payments processed	76,059	76,625	80,000	80,000	80,000
Procurement Card rebate revenue generated	$768,078	553,034	550,000	550,000	550,000
Percent of non-compliant payments - Direct purchase orders created the same day as invoice date and duplicate dollars per total invoices	0.04%	.0465%	.04%	.04%	.04%
Percent of payroll errors per sum of dollars under and overpaid	0.28%	0.258%	0.35%	0.255%	0.25%

[1] *The County has been awarded this certificate more times than any other county in the nation (FY20 = 51 times).*

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

[3] *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).*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,299,888**	**51.87**
Increase Cost: Kronos Annual Maintenance and License Contractual Obligation	52,224	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.	53,356	0.00
FY23 Recommended	**6,405,468**	**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 issuing and managing the County's financial obligations to fund the capital improvement program and manage cash flow; provide accurate revenue and economic forecasting and publishing reports on economic and revenue analysis on a quarterly basis for dissemination to the County Council, County Executive, and the 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; investing the County's working capital 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 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 the administration of economic development initiatives that support growth and/or expansion of economic opportunities in the County; and high quality financial consulting services for County agencies, managers, staff, elected officials, and residents.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased	81,763	55,446	66,535	73,189	76,848
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread)	3.00	3.00	0.00	0.00	0.00
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	34	11	2	2	1
Revenue Forecasting - Percent variance between actual revenue and projected revenue	-0.43%	2.41%	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)	2.21%	1.42%	1.48%	4.00%	4.00%
Investment Return - Rate of return on Montgomery County's investments	1.76%	.18%	.05%	.10%	.25%
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

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,969,546**	**10.75**
Shift: CIP FTE to the General Fund	40,369	0.25
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	99,279	0.00
FY23 Recommended	**2,109,194**	**11.00**

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 and Enterprise Business Solutions, 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, Continuity of Operations planning, and special projects.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank	4,625,166	4,282,243	4,200,000	4,200,000	4,200,000
Workflows, tasks, and processes streamlined utilizing existing or new technologies	37	24	25	25	25

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,652,947**	**4.00**

FY23 Recommended Changes	Expenditures	FTEs
Technical Adj: IT Financial Systems - Ongoing Software License and Maintenance	27,970	0.00
Increase Cost: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds	8,353	0.00
Increase Cost: Annual PCI and ACH Industry Compliance	6,430	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.	(1,672)	0.00
FY23 Recommended	**1,694,028**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,164,678**	**14.37**
Decrease Cost: Chargeback for Billing, Collection, and Processing Services for Non-Tax Supported Funds	(14,150)	0.00
Technical Adj: IT Financial Systems - Ongoing Software License and Maintenance	(27,970)	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.	13,296	0.00
FY23 Recommended	**4,135,854**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Computer based/onsite training classes provided by the Safety Section	2,300	3,085	1,500	1,350	1,500
Workers Compensation - Cost per $100 of payroll	$2.99	$3.37	$2.96	$2.99	$2.99
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	341	340	374	411	411

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**84,451,002**	**28.00**
Increase Cost: Increase in Commercial Insurance Premiums	1,919,282	0.00
Decrease Cost: Claims Service Contract Administrative Costs	811,545	0.00
Increase Cost: Worker's Comp. Tax	40,000	0.00
Increase Cost: Insurance Broker Services	13,703	0.00
Increase Cost: Rent increase	3,841	0.00
Decrease Cost: Other Insurance Costs	(15,321)	0.00
Decrease Cost: Claims Expense	(833,099)	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.	174,009	0.00
FY23 Recommended	**86,564,962**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Tax related number of service request tickets transferred from MC311 Call Center to Treasury	3,241	5,245	4,250	3,750	3,750
Property tax accounts billed	348,037	376,557	380,000	382,500	385,000
Transfer tax transactions processed [1]	18,972	21,620	23,000	23,000	23,000
Cashier transactions processed	73,710	64,734	70,000	75,000	80,000

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

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,406,350**	**23.05**
Decrease Cost: Chargeback for Billing, Collection and Processing Services for Non-Tax	(29,093)	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.	250,753	0.00
FY23 Recommended	**2,628,010**	**23.05**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	8,328,246	10,246,975	9,737,608	10,615,199	3.6 %
Employee Benefits	2,751,684	2,724,451	2,794,794	2,798,829	2.7 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
County General Fund Personnel Costs	**11,079,930**	**12,971,426**	**12,532,402**	**13,414,028**	**3.4 %**
Operating Expenses	2,545,947	2,629,359	2,694,878	2,689,549	2.3 %
County General Fund Expenditures	**13,625,877**	**15,600,785**	**15,227,280**	**16,103,577**	**3.2 %**
PERSONNEL					
Full-Time	119	115	115	115	—
Part-Time	0	0	0	0	—
FTEs	97.67	99.67	99.67	99.92	0.3 %
REVENUES					
Miscellaneous Revenues	645,970	700,000	500,000	500,000	-28.6 %
Other Charges/Fees	595,444	535,500	535,500	535,500	—
Other Fines/Forfeitures	1,278,234	0	0	0	—
Other Intergovernmental	514,716	510,700	510,700	515,820	1.0 %
County General Fund Revenues	**3,034,364**	**1,746,200**	**1,546,200**	**1,551,320**	**-11.2 %**

SELF INSURANCE INTERNAL SERVICE FUND

EXPENDITURES					
Salaries and Wages	3,224,395	3,678,136	3,505,899	3,842,799	4.5 %
Employee Benefits	856,173	968,013	922,505	965,097	-0.3 %
Self Insurance Internal Service Fund Personnel Costs	**4,080,568**	**4,646,149**	**4,428,404**	**4,807,896**	**3.5 %**
Operating Expenses	59,999,253	80,697,477	80,697,477	82,626,043	2.4 %
Self Insurance Internal Service Fund Expenditures	**64,079,821**	**85,343,626**	**85,125,881**	**87,433,939**	**2.4 %**
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	32.37	32.37	32.37	32.37	—
REVENUES					
Investment Income	334,239	172,690	296,060	1,767,200	923.3 %
Miscellaneous Revenues	398,893	1,000,000	1,000,000	1,000,000	—
Self Insurance Revenues	78,133,853	77,514,144	77,514,144	89,979,623	16.1 %
Self Insurance Internal Service Fund Revenues	**78,866,985**	**78,686,834**	**78,810,204**	**92,746,823**	**17.9 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	120,789	0	0	0	—
Employee Benefits	1,878	0	0	0	—
Grant Fund - MCG Personnel Costs	**122,667**	**0**	**0**	**0**	**—**
Operating Expenses	16,600,743	0	0	0	—
Grant Fund - MCG Expenditures	**16,723,410**	**0**	**0**	**0**	**—**
PERSONNEL					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	16,723,410	0	0	0	—
Grant Fund - MCG Revenues	**16,723,410**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**94,429,108**	**100,944,411**	**100,353,161**	**103,537,516**	**2.6 %**
Total Full-Time Positions	**130**	**126**	**126**	**126**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**130.04**	**132.04**	**132.04**	**132.29**	**0.2 %**
Total Revenues	**98,624,759**	**80,433,034**	**80,356,404**	**94,298,143**	**17.2 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**15,600,785**	**99.67**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	250,286	0.00
Increase Cost: FY23 Compensation Adjustment	169,383	0.00
Increase Cost: Annualization of FY22 Personnel Costs	64,667	0.00
Increase Cost: Kronos Annual Maintenance and License Contractual Obligation [Controller]	52,224	0.00
Shift: CIP FTE to the General Fund [Fiscal Management]	40,369	0.25
Technical Adj: IT Financial Systems - Ongoing Software License and Maintenance [Information Technology]	27,970	0.00
Increase Cost: Chargeback for Billing, Collection and Processing Services for Non-Tax Supported Funds [Information Technology]	8,353	0.00
Increase Cost: Annual PCI and ACH Industry Compliance [Information Technology]	6,430	0.00
Decrease Cost: Printing and Mail Adjustment	(554)	0.00
Decrease Cost: Chargeback for Billing, Collection, and Processing Services for Non-Tax Supported Funds [Operations and Administration]	(14,150)	0.00
Technical Adj: IT Financial Systems - Ongoing Software License and Maintenance [Operations and Administration]	(27,970)	0.00
Decrease Cost: Chargeback for Billing, Collection and Processing Services for Non-Tax [Treasury]	(29,093)	0.00
Decrease Cost: Retirement Adjustment	(45,123)	0.00
FY23 RECOMMENDED	**16,103,577**	**99.92**
SELF INSURANCE INTERNAL SERVICE FUND		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY22 ORIGINAL APPROPRIATION	**85,343,626**	**32.37**
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Commercial Insurance Premiums [Risk Management]	1,919,282	0.00
Decrease Cost: Claims Service Contract Administrative Costs [Risk Management]	811,545	0.00
Increase Cost: Annualization of FY22 Compensation Increases	91,683	0.00
Increase Cost: FY23 Compensation Adjustment	69,072	0.00
Increase Cost: Worker's Comp. Tax [Risk Management]	40,000	0.00
Increase Cost: Annualization of FY22 Personnel Costs	35,384	0.00
Increase Cost: Insurance Broker Services [Risk Management]	13,703	0.00
Increase Cost: Rent increase [Risk Management]	3,841	0.00
Increase Cost: Motor Pool Adjustment	1,891	0.00
Increase Cost: Printing and Mail Adjustment	194	0.00
Decrease Cost: OPEB Adjustment	(13,470)	0.00
Decrease Cost: Other Insurance Costs [Risk Management]	(15,321)	0.00
Decrease Cost: Retirement Adjustment	(34,392)	0.00
Decrease Cost: Claims Expense [Risk Management]	(833,099)	0.00
FY23 RECOMMENDED	**87,433,939**	**32.37**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Controller	6,299,888	51.87	6,405,468	51.87
Fiscal Management	1,969,546	10.75	2,109,194	11.00
Information Technology	1,652,947	4.00	1,694,028	4.00
Operations and Administration	4,164,678	14.37	4,135,854	14.37
Risk Management	84,451,002	28.00	86,564,962	28.00
Treasury	2,406,350	23.05	2,628,010	23.05
Total	**100,944,411**	**132.04**	**103,537,516**	**132.29**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	99,570	0.75	103,860	0.75
Human Resources	Retiree Health Benefits Trust Fund	41,582	0.30	43,334	0.30
General Services	Central Duplicating (Printing & Mail)	6,770	0.05	6,960	0.05
Transportation	Leaf Vacuuming	254,550	0.43	257,810	0.43

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
Parking District Services	Bethesda Parking	32,540	0.24	33,450	0.24
Parking District Services	Silver Spring Parking	36,810	0.27	37,870	0.27
Parking District Services	Wheaton Parking	12,370	0.09	12,750	0.09
Community Use of Public Facilities	Community Use of Public Facilities	50,010	0.37	51,360	0.37
Recreation	Recreation	44,110	0.33	45,210	0.33
Permitting Services	Permitting Services	13,240	0.10	13,560	0.10
Environmental Protection	Water Quality Protection	969,796	6.00	961,505	6.00
Recycling and Resource Management	Solid Waste Disposal	609,540	4.38	618,950	4.38
Recycling and Resource Management	Solid Waste Collection	280,770	0.64	284,800	0.64
Alcohol Beverage Services	Liquor	193,516	0.50	76,820	0.50
CIP	Capital Fund	39,895	0.25	0	0.00
Non-Departmental Accounts	Retirement Fund (ERS)	39,448	0.30	42,716	0.30
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	1,480	0.01	1,530	0.01
Economic Development Fund	Economic Development Fund	161,959	1.00	167,596	1.00
	Total	**2,887,956**	**16.01**	**2,760,081**	**15.76**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**16,104**	**16,104**	**16,104**	**16,104**	**16,104**	**16,104**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**564**	**564**	**564**	**564**	**564**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**16,104**	**16,668**	**16,668**	**16,668**	**16,668**	**16,668**
SELF INSURANCE INTERNAL SERVICE FUND						
EXPENDITURES						
FY23 Recommended	**87,434**	**87,434**	**87,434**	**87,434**	**87,434**	**87,434**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**184**	**184**	**184**	**184**	**184**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**87,434**	**87,618**	**87,618**	**87,618**	**87,618**	**87,618**

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Fleet Management Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$89,073,182	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 FY23 Operating Budget for the Division of Fleet Management Services is $89,073,182, an increase of $4,860,352 or 5.77 percent from the FY22 Approved Budget of $84,212,830. Personnel Costs comprise 28.82 percent of the budget for 206 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 71.18 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Support the County's goal of a zero-emission bus fleet through the development of a multi-year request for proposals (RFP) to purchase electric buses to be located at the Brookville Bus Depot in Silver Spring. Up to 70 electric buses at this location will be supported by a solar microgrid charging facility, expected to become operational in spring 2022.

Employee Input

- Expand the zero-emission vehicle replacement program with new expenditures to support the planned replacement of County fleet vehicles with zero-emission alternatives where feasible, including the purchase of the County's first heavy-duty electric truck to be delivered this summer.

- Develop a plan to transition the County fleet to 100 percent zero-emissions as specified in the Climate Action Plan, working with individual County government departments to reduce overall vehicle use, identify suitable zero-emission replacement vehicles, and restructure operations around the use of zero-emissions vehicles where necessary.
- Purchase solar-powered charging stations to support electric vehicles at County facilities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Division of Fleet Management Services (DFMS) has completed the first phase of a zero-emission fleet transition plan. This plan, to be followed by a second implementation phase, sets a path for the County to achieve the fleet emissions targets specified in the Climate Action Plan. DFMS purchases zero-emission vehicles in all cases where a suitable vehicle is available on the market.
- Continue the process of targeting underutilized County vehicles to eliminate from the fleet, producing savings via reduced replacement and maintenance costs to accelerate the County's transition to zero-emissions.
- Improvements at County fleet maintenance facilities include replacement of old shop lifts with hybrid electric units that utilize regenerative battery power, development of a contactless parts delivery process to avoid the spread of COVID-19, and the installation of air/noise/light pollution sensors around the perimeter of the Brookville Maintenance Facility to monitor environmental impacts of bus and shop operations.
- Streamlined invoice processing through electronic document submission.
- In fiscal year 2022, DFMS purchased portable electric vehicle charging stations to position in areas which otherwise lack sufficient utility infrastructure to support electric vehicles.
- The DFMS parts team 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 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 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

Administrative Automotive Services

Administrative Automotive Services maintains and repairs the automotive light fleet for all administrative vehicles including automobiles, vans, and light trucks. Maintenance and repair of the automotive and light truck fleet are provided through

contractual services at the Seven Locks maintenance facility. DFMS 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 services to residents would be severely impacted.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of administrative vehicle work orders completed [1]	6,358	2,535	6,180	6,269	6,225
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles) [2]	15,124	21,774	16,654	17,851	18,760
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days) [3]	0.4	0.52	0.47	0.46	0.49

[1] *FY21 represents an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[2] *FY21 data represents an anomaly based on low utilization as a result of the COVID-19 pandemic.*

[3] *FY21 represents an anomaly due to logistics challenges for parts due to the COVID-19 pandemic.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,049,541**	**1.50**
Enhance: Acquisition of Zero Emission Fleet Replacement Vehicles	1,800,000	0.00
Add: Zero Emission Transition Plan for Non-Transit Fleet	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.	7,490	0.00
FY23 Recommended	**5,057,031**	**1.50**

Business Support Services

Business Support Services prepares and monitors the budget, oversees financial management of the Motor Pool (MP) Internal Service Fund, and processes payments, solicitations, requisitions, and purchase orders. Fleet prepares MP Fund financial statements for the Annual Comprehensive Financial Report (ACFR) 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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Amount spent on parts (in dollars) [1]	$9,004,243.09	$5,519,218	$9,759,620	$9,381,932	$9,570,776
Fiscal inventory parts turn rate [2]	1.9	1.72	1.72	1.95	1.95
Percent of workorders completed without delay for parts [3]	84%	73%	84%	84%	84%

[1] *FY21 represents an anomaly due to reductions in vehicle utilization and subsequent reductions in parts issuances in FY21 due to the COVID-19 pandemic.*

[2] *Due to part availability associated with COVID-19 and the fact that disruptions in the supply chain are expected to go into late 2022, the Division of Fleet Management Services has made adjustments to its internal parts inventory.*

[3] *FY21 decrease due to part availability associated with COVID-19 and the fact that disruptions in the supply chain are expected to go into late 2022.*

FY23 Recommended Changes	Expenditures	FTEs

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**15,293,204**	**35.00**
Increase Cost: Fuel Inventory Monitoring Equipment	132,000	0.00
Increase Cost: IT System Infrastructure Hardware	40,000	0.00
Increase Cost: Diagnostic Equipment and Software	23,405	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.	335,158	1.00
FY23 Recommended	**15,823,767**	**36.00**

Heavy Equipment Services

Heavy Equipment Services (HES) maintains and repairs heavy equipment, including heavy dump trucks, straight trucks, construction equipment, snow plows, leafers, mowers, backhoes, hydraulic excavators, and other specialized pieces of equipment. HES provides maintenance support for public safety and other County vehicles that support services to County residents, without which such services would be severely impacted. HES maintains the County's dump trucks before, during, and after a storm, ensuring high availability of equipment to provide safe travel routes for emergency vehicles and County residents. HES provides direct vehicle maintenance support at the Gaithersburg, Poolesville, Damascus, Bethesda, Colesville, and Silver Spring depots.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of heavy equipment work orders completed [1]	4,977	1,478	4,994	4,986	4,990
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days)	1.9	1.74	1.79	1.82	1.79
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles) [2]	14,563	17,963	15,234	15,920	16,372
Heavy equipment fleet availability	89.3%	92.8%	91%	91%	92%

[1] *FY21 represents an anomaly due to reductions in vehicle utilization in FY21 due to the COVID-19 pandemic.*

[2] *FY21 data is an anomaly based on low utilization as a result of COVID-19.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,305,111**	**37.50**
Increase Cost: Heavy Vehicle and Equipment Maintenance Contract	429,355	0.00
Decrease Cost: Completed Replacement of Shop Lifts	(826,576)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	115,002	0.00
FY23 Recommended	**6,022,892**	**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. Fleet's zero-emission transition strategy combines sound management, fleet rightsizing, alternative fuel infrastructure, innovative

technology to reduce fuel consumption, and acquisition of lower emissions vehicles, with zero-emission vehicles required in feasible use cases.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of fleet work orders completed [1]	45,451	19,404	45,225	45,338	45,281
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.5	3.34	3.4	3.5	3.5
Clean Air Commitment - Gallons of diesel/unleaded used [2]	4,661,366	4,411,535	4,548,540	4,339,006	4,210,062
Clean Air Commitment - Gallons of alternative fuels used [3]	1,368,497	1,267,407	1,512,826	1,722,360	1,851,304

[1] *FY21 represents an anomaly due to reductions in vehicle utilization in FY21 due to the COVID-19 pandemic.*

[2] *Reduction in transit service in FY21 due to the COVID-19 pandemic.*

[3] *The measurement for gallons of alternative fuels used is in Gasoline Gallon Equivalents. Four electric buses were added into service in FY21, but the increase in electricity was offset by the reduction in transit service in FY21. In FY22 an additional 10 electric buses are expected to go into service, 25 electric buses are projected for FY23, and another 16 buses in FY24.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**31,871,215**	**16.10**
Increase Cost: Motor Fuel	2,252,384	0.00
Enhance: Installation and Support for Electric Vehicle Charging Infrastructure	150,000	0.00
Increase Cost: Bulk Fluids (Oil)	46,658	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.	(820,089)	(2.00)
FY23 Recommended	**33,500,168**	**14.10**

Public Safety Automotive Services

This program is responsible for the maintenance, repair, and upfitting of the light automotive fleet supporting Police, Fire, Sheriff, and other public safety services. Maintenance and repair service for the public safety light 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of public safety vehicle work orders completed [1]	18,695	7,229	18,581	18,638	18,610
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles) [2]	29,629	35,434	30,554	31,872	32,620
Percent of customers satisfied with police vehicle maintenance	98.0%	98%	98%	98%	98%
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days) [3]	1.2	1.38	1.05	1.13	1.09
Police vehicle fleet availability	98%	97.6%	98%	98%	98%

[1] *FY21 represents an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[2] *FY21 represents an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[3] *FY21 represents an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,599,200**	**3.00**
Increase Cost: Light Vehicle Fleet Maintenance Contract	260,365	0.00

FY23 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.	8,274	0.00
FY23 Recommended	**6,867,839**	**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: Brookville Maintenance Facility (BMF), Equipment Maintenance and Transit Operation Center (EMTOC), and Small Transit Shop (STS). TES supports FLASH, the County's bus rapid transit system with features that improve reliability and capacity; FLEX, an on-demand transit service that helps residents get around in defined Rockville and Glenmont/Wheaton zones; and the County's ongoing transition to a zero-emission bus fleet. TES implemented a contractor-based preventive maintenance business model which supplemented operations and increased capacity to meet federally mandated maintenance requirements. The transit technician onboarding and training program has contributed to improved equipment availability and injury reduction.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of transit work orders completed	15,421	8,162	15,470	15,445	15,457
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	93.0%	98%	98%	98%	98%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) [1]	14,701	24,536	17,415	18,884	20,278
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days) [2]	1.7	2.64	1.6	1.65	1.63
Average days out of service per bus for parts [3]	4.10	5.75	3.71	3.91	3.81

[1] *The Federal Transit Administration requirement is 12,000 miles. FY21 data is an anomaly based on low utilization as a result of COVID-19. Ride On added a new bus service in FY21 with 16 new buses. It is expected that the reliability will be more in line with the fleet average as the vehicles age.*

[2] *FY21 represents an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.*

[3] *FY21 represents an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**21,094,559**	**118.00**
Increase Cost: Contract CPI Increases	29,864	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.	677,062	1.00
FY23 Recommended	**21,801,485**	**119.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	19,448,323	19,564,975	18,559,238	20,039,669	2.4 %
Employee Benefits	5,292,901	5,586,350	5,337,779	5,632,494	0.8 %
Motor Pool Internal Service Fund Personnel Costs	**24,741,224**	**25,151,325**	**23,897,017**	**25,672,163**	**2.1 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Operating Expenses	43,396,503	48,312,302	48,247,222	51,678,392	7.0 %
Capital Outlay	10,607,878	10,749,203	10,749,203	11,722,627	9.1 %
Motor Pool Internal Service Fund Expenditures	**78,745,605**	**84,212,830**	**82,893,442**	**89,073,182**	**5.8 %**
PERSONNEL					
Full-Time	208	207	207	206	-0.5 %
Part-Time	0	0	0	0	—
FTEs	211.10	211.10	211.10	211.10	—
REVENUES					
FEMA Reimbursement	835,148	0	172,190	0	—
Insurance Recoveries	1,416,608	1,788,108	1,687,895	1,844,868	3.2 %
Investment Income	27,401	6,770	24,270	144,870	2039.9 %
Miscellaneous Revenues	354,581	203,000	293,320	203,000	—
Motor Pool Charges/Fees	73,153,874	83,082,001	77,312,105	86,718,985	4.4 %
Other Charges/Fees	97,780	69,000	0	69,000	—
Motor Pool Internal Service Fund Revenues	**75,885,392**	**85,148,879**	**79,489,780**	**88,980,723**	**4.5 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY22 ORIGINAL APPROPRIATION	**84,212,830**	**211.10**
Changes (with service impacts)		
Enhance: Acquisition of Zero Emission Fleet Replacement Vehicles [Administrative Automotive Services]	1,800,000	0.00
Add: Zero Emission Transition Plan for Non-Transit Fleet [Administrative Automotive Services]	200,000	0.00
Enhance: Installation and Support for Electric Vehicle Charging Infrastructure [Operational Management]	150,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Motor Fuel [Operational Management]	2,252,384	0.00
Increase Cost: Annualization of FY22 Compensation Increases	444,809	0.00
Increase Cost: Heavy Vehicle and Equipment Maintenance Contract [Heavy Equipment Services]	429,355	0.00
Increase Cost: FY23 Compensation Adjustment	323,755	0.00
Increase Cost: Light Vehicle Fleet Maintenance Contract [Public Safety Automotive Services]	260,365	0.00
Increase Cost: Motor Pool Adjustment	165,000	0.00
Increase Cost: Fuel Inventory Monitoring Equipment [Business Support Services]	132,000	0.00
Increase Cost: Risk Management Adjustment	56,760	0.00
Increase Cost: Bulk Fluids (Oil) [Operational Management]	46,658	0.00
Increase Cost: IT System Infrastructure Hardware [Business Support Services]	40,000	0.00
Increase Cost: Contract CPI Increases [Transit Equipment Services]	29,864	0.00
Increase Cost: Diagnostic Equipment and Software [Business Support Services]	23,405	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail Adjustment	3,009	0.00
Decrease Cost: Retirement Adjustment	(113,875)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(133,851)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(168,000)	0.00
Decrease Cost: OPEB Adjustment	(254,710)	0.00
Decrease Cost: Completed Replacement of Shop Lifts [Heavy Equipment Services]	(826,576)	0.00
FY23 RECOMMENDED	**89,073,182**	**211.10**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administrative Automotive Services	3,049,541	1.50	5,057,031	1.50
Business Support Services	15,293,204	35.00	15,823,767	36.00
Heavy Equipment Services	6,305,111	37.50	6,022,892	37.50
Operational Management	31,871,215	16.10	33,500,168	14.10
Public Safety Automotive Services	6,599,200	3.00	6,867,839	3.00
Transit Equipment Services	21,094,559	118.00	21,801,485	119.00
Total	**84,212,830**	**211.10**	**89,073,182**	**211.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY23 Recommended	**89,073**	**89,073**	**89,073**	**89,073**	**89,073**	**89,073**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(522)**	**(522)**	**(522)**	**(522)**	**(522)**
Items recommended for one-time funding in FY23, including the zero-emissions study, EV charging equipment, and equipment upgrades, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**1,019**	**1,019**	**1,019**	**1,019**	**1,019**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**89,073**	**89,569**	**89,569**	**89,569**	**89,569**	**89,569**

General Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$41,899,698	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 facilties.
- 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**
Other Adjustments (with no service impacts)		
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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Grants Management

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$341,309	3.00

FARIBA KASSIRI, ASSISTANT CHIEF ADMINISTRATIVE OFFICER

MISSION STATEMENT

The mission of the Office of Grants Management is to develop and support best practices for grants management throughout Montgomery County Government that are consistent with racial equity and social justice goals. In addition, the Office serves as a central point of contact regarding grants that the County receives or awards; provides technical assistance regarding grants management to Executive Branch departments and principal offices; and searches out and identifies Federal and State grant opportunities to Executive Branch departments and principal offices.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of Grants Management is $341,309, an increase of $341,309 or 100.00 percent from the FY22 Approved Budget of $0. Personnel Costs comprise 93.82 percent of the budget for three full-time position(s) and no part-time position(s), and a total of 3.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 6.18 percent of the FY23 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 Assistant Chief Administrative Officer Fariba Kassiri at 240.777.2511 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 DESCRIPTIONS

Director's Office

The Director's Office leads countywide grants policy and planning by developing countywide policies and procedures to implement best practices regarding grants management; maximize the County's use of Federal, State, and non-governmental grant

opportunities; maximize the efficiency and effectiveness of grants awarded by the County; ensure public transparency and ethical practice in grants management; and ensure that grants management in the County is consistent with the County's racial equity and social justice goals. The Office also maintains a grants database that includes current information regarding each grant opportunity offered by the County as well as each grant received or awarded by the County. The Director submits quarterly reports on the activities of the Office to the Executive and the Council that includes an overview of the grants process and awards; data regarding grants received or awarded by the County; public outreach activities and outcomes; progress in racial equity and social justice goals; and any recommendations to improve policies and procedures regarding grants management in the County.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
Add: Director of the Office of Grants Management	152,117	1.00
Add: Grants Seeking Program Manager II	89,596	1.00
Add: Office Operating Expenses	10,000	0.00
FY23 Recommended	**251,713**	**2.00**

Grants Management

The Office of Grants Management will develop and oversee a grant funding mechanism for departments to use for implementing programs an initiatives; instead of the the reimbursable non-competitive contracts the County traditionally calls grants. The Office is a also responsible for developing, managing, advertising, and integrating Racial Equity and Social Justice considerations into the application and awarding processes for grant programs offered by Montgomery County Government while training departments in grants management and outcomes focused grants oversight best practices.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
Add: Grant Distribution Program Manager II	89,596	1.00
FY23 Recommended	**89,596**	**1.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	256,511	—
Employee Benefits	0	0	0	63,703	—
County General Fund Personnel Costs	**0**	**0**	**0**	**320,214**	**—**
Operating Expenses	0	0	0	21,095	—
County General Fund Expenditures	**0**	**0**	**0**	**341,309**	**—**
PERSONNEL					
Full-Time	0	0	0	3	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	3.00	—

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
Changes (with service impacts)		
Add: Director of the Office of Grants Management [Director's Office]	152,117	1.00
Add: Grant Distribution Program Manager II [Grants Management]	89,596	1.00
Add: Grants Seeking Program Manager II [Director's Office]	89,596	1.00
Add: Office Operating Expenses [Director's Office]	10,000	0.00
FY23 RECOMMENDED	**341,309**	**3.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Director's Office	0	0.00	251,713	2.00
Grants Management	0	0.00	89,596	1.00
Total	**0**	**0.00**	**341,309**	**3.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**341**	**341**	**341**	**341**	**341**	**341**
Annualization of Positions Recommended in FY23	**0**	**56**	**0**	**0**	**0**	**0**
Subtotal Expenditures	**341**	**397**	**341**	**341**	**341**	**341**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Grant Distribution Program Manager II	84,610	1.00	112,813	1.00
Grants Seeking Program Manager II	84,610	1.00	112,813	1.00
Total	**169,220**	**2.00**	**225,626**	**2.00**

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Human Resources

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$324,720,075	78.50

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 FY23 Operating Budget for the Office of Human Resources is $324,720,075, an increase of $7,620,236 or 2.40 percent from the FY22 Approved Budget of $317,099,839. Personnel Costs comprise 3.10 percent of the budget for 76 full-time position(s) and two part-time position(s), and a total of 78.50 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 96.90 percent of the FY23 budget.

The budget of the Office of Human Resources (OHR) is comprised of a General Fund component of $9,793,022 and an Employee Health Benefit Self Insurance Fund component of $314,927,053.

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

- As part of the continued work to implement the OHR Strategic Plan, new positions have been added to OHR's budget to address gaps in service delivery, enhance the customer experience, address critical areas of improvement, and strengthen partnerships within the Human Resources Community.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Created a comprehensive mental health resources information webpage for first responders in the County (Police, Fire/Rescue, Corrections, Sheriff's Office).
- Launched MCG Delivers, a project-based program that challenged an assembled team to address a real world problem facing Montgomery County Government.

- OMS Launched Employee COVID-19 Vaccine Disclosure System.
- Improved police stress management office space to ensure compliance with COVID-19 related protocols for continuation of in-person mental health service delivery.
- Implemented electronic health record system to streamline documentation and logistical tasks for improved service delivery.
- Automated the Tuition Assistance Program application process to enhance and improve the time to review and approve applications.
- Automated and streamlined the certification process for completing Continuing Education Units (CEU) for users, improved distribution time, and partially eliminated the manual process for licensure compliance.
- Launched eMultilingual in March 2021, significantly reducing data entry for staff and expediting time to certify for employees and candidates.
- Digitized public safety promotional records.

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 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

Business Operations and Performance

The Business Operations and Performance Division is comprised of the Classification, Compensation, Workforce Performance, and Strategy and Innovation 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 Performance Management team. 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.

Strategy and Innovation is designed to assess, define, and execute an HR governance and service delivery model that focuses on the creation of a more streamlined, synergistic, consistent, and cost-effective execution of HR policies, collective bargaining agreements, services, programs, and other human capital related initiatives. In addition, the problem solver positions are 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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Job classification activities completed	162	103	113	125	130
Number of new hire salary equity analyses completed	341	189	197	210	230
Average days to complete new hire salary equity analyses	18	11	15	13	11
Average days to complete non-study job classifications related to hires [1]	25	10	16	12	10
Percent of job classifications reviewed/studied within the past 10 years	24%	28%	30%	32%	34%

[1] *Data not available prior to FY20*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,010,904**	**7.00**
Enhance: Classification and Compensation Support	314,432	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.	612,392	4.00
FY23 Recommended	**1,937,728**	**15.00**

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 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, and website content management.

FY23 Recommended Changes	Expenditures	FTEs

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,528,083**	**24.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(307,323)	(3.65)
FY23 Recommended	**3,220,760**	**20.75**

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 EEO. 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Equal Employment Opportunity complaints/inquiries received	145	172	180	198	195
Number of participants in Equal Employment Opportunity and diversity management trainings	1,288	2,129	2,000	2,000	2,000
Percent of Equal Employment Opportunity cases with successful resolution	26%	60%	38%	40%	45%
Percent of trainings that are customized for departments	41%	52%	49%	54%	55%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**438,806**	**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.	5,501	0.00
FY23 Recommended	**444,307**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of employees enrolled in Virgin Pulse wellness program	6,081	6,324	6,300	6,400	6,450
Percent of employees actively engaged in Virgin Pulse wellness program	51%	47%	47%	49%	51%
Percent of Virgin Pulse wellness program users whose chronic disease risk decreases	82%				

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**307,202,092**	**14.35**
Increase Cost: Claims Expenditure Adjustment	5,855,120	0.00
Add: Police Stress Management	140,515	1.00
Enhance: Additional IT Support (General Fund)	46,677	0.45
Enhance: Additional IT Support (Employee Health Self Insurance Fund)	42,519	0.40
Enhance: Conversion of Contract Services to Permanent Staff	35,840	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.	(127,230)	(1.35)
FY23 Recommended	**313,195,533**	**15.85**

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 testing 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of mandatory incumbent physical exams performed by Occupational Medical Services	2,424	1,348	3,000	3,150	3,310
Number of candidates processed for medical clearances	1,808	1,305	2,150	2,258	2,370
Percent of medical encounters processed within five days of visit	74%	79%	82%	85%	89%
Average patient length of stay from sign in to discharge (minutes)	70	67.5	70	70	73
Percent of mandatory incumbent physical exams completed within required timeline	78%	89.5%	85%	91%	93%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,206,288**	**2.00**
Enhance: OMS/FROMS Additional Support	91,024	0.00
Increase Cost: CPI Adjustment - OMS/FROMS Clinic Contract	65,085	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	42,360	1.00
FY23 Recommended	**2,404,757**	**3.00**

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 to include 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 program, Position and Career Education program (PACE), Multilingual, Job Fairs and coordinates County transfers, demotions, promotions, noncompetitive reappointments, and 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 (wage equity, within grade salary requests, temporary promotion, promotion, and demotion salary requests), develops candidate qualification templates (minimum qualifications/preferred criteria), and validates candidate qualifications; and facilitates priority consideration placements.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of people hired	1,382	816	850	950	1,050
Percent of vacancies filled within target duration	51%	60%	55%	60%	65%
Average number of days to fill a vacant County position	108	90	91	86	81
Percent of new hires who are racial minorities (compared to County labor force: 56%)	57%	50%	56%	57%	58%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,826,708**	**12.40**
Enhance: Applicant Tracking System	530,000	0.00
Enhance: Recruitment Strategies	135,620	2.00
Technical Adj: LEAP4MCG Program	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(26,803)	0.00
FY23 Recommended	**2,465,525**	**15.40**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of training classes offered	745	1,039	750	750	750
Percent of employees who participate in at least two non-mandatory training/development programs	19.5%	14%	15%	17%	20%
Percent of training courses geared toward leadership development	4.0%	11%	10%	13%	15%
Percent of computer skills trainees who report applying skills to current position	98%	92%	95%	95%	95%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**886,958**	**4.50**
Enhance: MCG LEADS	156,185	1.00

FY23 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.	8,322	0.00
FY23 Recommended	**1,051,465**	**5.50**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,979,309	4,722,473	4,367,200	5,373,766	13.8 %
Employee Benefits	1,055,534	1,191,427	1,123,144	1,364,908	14.6 %
County General Fund Personnel Costs	**5,034,843**	**5,913,900**	**5,490,344**	**6,738,674**	**13.9 %**
Operating Expenses	2,365,206	2,289,507	2,448,052	3,054,348	33.4 %
County General Fund Expenditures	**7,400,049**	**8,203,407**	**7,938,396**	**9,793,022**	**19.4 %**
PERSONNEL					
Full-Time	61	65	65	76	16.9 %
Part-Time	2	2	2	2	—
FTEs	39.80	43.80	43.80	53.25	21.6 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,346,353	2,412,318	2,218,235	2,599,532	7.8 %
Employee Benefits	565,436	688,042	587,926	723,174	5.1 %
Employee Health Self Insurance Personnel Costs	**2,911,789**	**3,100,360**	**2,806,161**	**3,322,706**	**7.2 %**
Operating Expenses	268,881,858	305,796,072	293,056,145	311,604,347	1.9 %
Employee Health Self Insurance Expenditures	**271,793,647**	**308,896,432**	**295,862,306**	**314,927,053**	**2.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.85	23.85	23.85	25.25	5.9 %
REVENUES					
Investment Income	15,323	1,660	13,570	81,000	4779.5 %
Medicaid/Medicare Reimbursement	1,005,786	34,923,652	33,825,780	36,674,630	5.0 %
Miscellaneous Revenues	0	0	0	20,000,000	—
Other Charges/Fees	11,322,094	0	0	0	—
Other Intergovernmental	0	8,419,282	8,301,990	8,622,394	2.4 %
Self Insurance Employee Health Income	61,833,106	265,553,498	260,935,796	249,562,262	-6.0 %
Employee Health Self Insurance Revenues	**74,176,309**	**308,898,092**	**303,077,136**	**314,940,286**	**2.0 %**
GRANT FUND - MCG					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	8,090	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**8,090**	**0**	**0**	**0**	**—**
Operating Expenses	35,964	0	0	0	—
Grant Fund - MCG Expenditures	**44,054**	**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	44,054	0	0	0	—
Grant Fund - MCG Revenues	**44,054**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**279,237,750**	**317,099,839**	**303,800,702**	**324,720,075**	**2.4 %**
Total Full-Time Positions	**61**	**65**	**65**	**76**	**16.9 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**63.65**	**67.65**	**67.65**	**78.50**	**16.0 %**
Total Revenues	**74,220,363**	**308,898,092**	**303,077,136**	**314,940,286**	**2.0 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**8,203,407**	**43.80**
Changes (with service impacts)		
Enhance: Applicant Tracking System [Recruitment and Selection]	530,000	0.00
Enhance: Classification and Compensation Support [Business Operations and Performance]	314,432	4.00
Enhance: MCG LEADS [Training and Organizational Development]	156,185	1.00
Add: Police Stress Management [Health & Employee Welfare]	140,515	1.00
Enhance: Recruitment Strategies [Recruitment and Selection]	135,620	2.00
Enhance: OMS/FROMS Additional Support [Occupational Medical Services]	91,024	0.00
Enhance: Additional IT Support (General Fund) [Health & Employee Welfare]	46,677	0.45
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	91,258	0.00
Increase Cost: CPI Adjustment - OMS/FROMS Clinic Contract [Occupational Medical Services]	65,085	0.00
Increase Cost: FY23 Compensation Adjustment	57,615	0.00
Increase Cost: Printing and Mail Adjustment	3,732	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: LEAP4MCG Program [Recruitment and Selection]	0	1.00
Decrease Cost: Retirement Adjustment	(42,528)	0.00
FY23 RECOMMENDED	**9,793,022**	**53.25**

EMPLOYEE HEALTH SELF INSURANCE

FY22 ORIGINAL APPROPRIATION	**308,896,432**	**23.85**
Changes (with service impacts)		
Enhance: Additional IT Support (Employee Health Self Insurance Fund) [Health & Employee Welfare]	42,519	0.40
Enhance: Conversion of Contract Services to Permanent Staff [Health & Employee Welfare]	35,840	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditure Adjustment [Health & Employee Welfare]	5,855,120	0.00
Increase Cost: Annualization of FY22 Compensation Increases	52,893	0.00
Increase Cost: FY23 Compensation Adjustment	38,763	0.00
Increase Cost: Retirement Adjustment	5,486	0.00
FY23 RECOMMENDED	**314,927,053**	**25.25**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**0**	**0.00**
FY23 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Business Operations and Performance	1,010,904	7.00	1,937,728	15.00
Director's Office	3,528,083	24.40	3,220,760	20.75
EEO Compliance and Diversity Management	438,806	3.00	444,307	3.00
Health & Employee Welfare	307,202,092	14.35	313,195,533	15.85
Occupational Medical Services	2,206,288	2.00	2,404,757	3.00
Recruitment and Selection	1,826,708	12.40	2,465,525	15.40
Training and Organizational Development	886,958	4.50	1,051,465	5.50
Total	**317,099,839**	**67.65**	**324,720,075**	**78.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	1,612,860	0.00	1,761,689	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	27,152	0.20	28,014	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	155,299	0.40	176,944	0.55
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	9,690	0.00	10,404	0.00
	Total	**1,805,001**	**0.60**	**1,977,051**	**0.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**9,793**	**9,793**	**9,793**	**9,793**	**9,793**	**9,793**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**305**	**305**	**305**	**305**	**305**
New positions in the FY23 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 FY23	**0**	**(230)**	**(230)**	**(230)**	**(230)**	**(230)**
Items recommended for one-time funding in FY23, including funding for the Applicant Tracking System, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**221**	**221**	**221**	**221**	**221**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**9,793**	**10,089**	**10,089**	**10,089**	**10,089**	**10,089**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY23 Recommended	**314,927**	**314,927**	**314,927**	**314,927**	**314,927**	**314,927**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**24**	**24**	**24**	**24**	**24**
New positions in the FY23 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**	**121**	**121**	**121**	**121**	**121**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
Subtotal Expenditures	**314,927**	**315,072**	**315,072**	**315,072**	**315,072**	**315,072**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Classification and Compensation Support	314,432	4.00	482,133	4.00
Recruitment Strategies	135,620	2.00	214,175	2.00
Additional IT Support (General Fund)	46,677	0.45	73,448	0.45
Additional IT Support (Employee Health Self Insurance Fund)	42,519	0.40	66,830	0.40
MCG LEADS	81,185	1.00	113,410	1.00
Total	**620,433**	**7.85**	**949,996**	**7.85**

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Human Rights

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$1,635,906	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 FY23 Operating Budget for the Office of Human Rights is $1,635,906, a decrease of $136,401 or 7.70 percent from the FY22 Approved Budget of $1,772,307. Personnel Costs comprise 89.70 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 10.30 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Thriving Youth and Families**

INITIATIVES

- Add $25,000 to the Partnership Fund in the FY23 Recommended budget to provide partial compensation for property damage to victims of racial, ethnic, religion, sexual orientation and disability based hate/violence. The Partnership Fund's goals are to demonstrate community support for the victims and ease the financial consequences of such violence.
- Held the Fair Employment Summit in partnership with United State Equal Employment Opportunity Commission and County Aging Advocates for County private and public employers with a focus on Age Discrimination, local laws and State and Federal employment case law and understanding the new workplace in a COVID-19 environment
- Planned and coordinated the Eighth Annual Friendship Unity Picnic with the Committee on Hate Violence, advocating for community unity across racial, religious, and cultural lines; building awareness of the Partnership Fund, which supports victims of hate violence incidents. This event was important as the Office continued to see an increase of reported incidents of hate and acts of violence.

- Completion of a Credit Reinvestment Analysis (CRA) of county banks and lending institutions with a focus on encouraging investments in housing, economic development, and bank literacy in racial minority communities.
- Planned and coordinated First Official Juneteenth Holiday County Celebration focus on acknowledging the end of slavery in the confederate states and ultimate abolition of slavery throughout the United States.
- Held a Fair Housing Summit for housing providers, realtors, rental agents, and real estate professionals with a focus on local, State, and Federal fair housing laws and the historic discriminatory practices by government policies and practices that influence discriminatory behavior today.

PROGRAM CONTACTS

Contact James Stowe of the Office of Human Rights at 240.777.8490 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 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

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**488,226**	**1.00**
Enhance: Funding for Partnership Fund	25,000	0.00
Decrease Cost: Biennial Hall of Fame Event	(2,500)	0.00
Decrease Cost: Education & Outreach Campaign {Bills 35-20 and 49-20}	(154,000)	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.	(48,904)	0.00
FY23 Recommended	**307,822**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Human Rights Commission meetings facilitated	10	10	11	11	11
Overall satisfaction of Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5)	4.9	4.9	4.9	4.9	4.9

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**48,440**	**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.	1,821	0.00
FY23 Recommended	**50,261**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of human rights compliance cases processed	201	179	179	185	190
Percent of cases that have completed their investigation within 15 months [1]	97%	N/A	75%	80%	90%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	99.7%	95.0%	99.0%	99.0%	99.0%
Percent of cases in backlog status (cases not closed within 15 months)	3%	10%	8%	5%	5%
Percent of referred cases that are mediated successfully [2]	75%	N/A	50%	60%	60%

[1] *HRC did not measure or track this in FY21 due to COVID-19 and the loss of three Compliance Team members to retirement.*

[2] *There were no cases scheduled in FY21 due to COVID-19.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,040,542**	**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.	35,008	0.00
FY23 Recommended	**1,075,550**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of fair housing workshops and public education programs hosted	1	1	1	2	2
Number of fair housing education ads on Ride On Buses	N/A	50	50	75	75
Number of human rights and fair housing program ads played in movie theater previews	N/A	269,553	269,553	269,553	269,553

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**195,099**	**2.10**

FY23 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.	7,174	0.00
FY23 Recommended	**202,273**	**2.10**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	855,626	1,164,726	883,249	1,162,017	-0.2 %
Employee Benefits	226,148	302,568	229,050	305,403	0.9 %
County General Fund Personnel Costs	**1,081,774**	**1,467,294**	**1,112,299**	**1,467,420**	**—**
Operating Expenses	137,904	305,013	313,474	168,486	-44.8 %
County General Fund Expenditures	**1,219,678**	**1,772,307**	**1,425,773**	**1,635,906**	**-7.7 %**
PERSONNEL					
Full-Time	9	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	9.60	11.60	11.60	11.60	—
REVENUES					
EEOC Reimbursement	0	59,200	59,200	32,000	-46.0 %
County General Fund Revenues	**0**	**59,200**	**59,200**	**32,000**	**-45.9 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**1,772,307**	**11.60**
Changes (with service impacts)		
Enhance: Funding for Partnership Fund [Administration]	25,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Lapsed Positions	50,207	0.00
Increase Cost: Annualization of FY22 Compensation Increases	20,845	0.00
Increase Cost: FY23 Compensation Adjustment	16,330	0.00
Increase Cost: Retirement Adjustment	2,880	0.00
Increase Cost: Motor Pool Adjustment	1,487	0.00
Increase Cost: Printing and Mail Adjustment	1,486	0.00
Decrease Cost: Biennial Hall of Fame Event [Administration]	(2,500)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(8,000)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(90,136)	0.00
Decrease Cost: Education & Outreach Campaign {Bills 35-20 and 49-20} [Administration]	(154,000)	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY23 RECOMMENDED	**1,635,906**	**11.60**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	488,226	1.00	307,822	1.00
Community Mediation and Public Affairs	48,440	0.50	50,261	0.50
Compliance	1,040,542	8.00	1,075,550	8.00
Fair Housing	195,099	2.10	202,273	2.10
Total	**1,772,307**	**11.60**	**1,635,906**	**11.60**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**1,636**	**1,636**	**1,636**	**1,636**	**1,636**	**1,636**
No inflation or compensation change is included in outyear projections.						
Biennial Hall of Fame Event	**0**	**3**	**0**	**3**	**0**	**0**
This Biennial event recognizes Montgomery County residents who have made personal sacrifices that positively impacted County human rights issues.						
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	**1,636**	**1,689**	**1,686**	**1,689**	**1,686**	**1,686**

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Intergovernmental Relations

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$1,075,687	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 FY23 Operating Budget for the Office of Intergovernmental Relations is $1,075,687, a decrease of $15,600 or 1.43 percent from the FY22 Approved Budget of $1,091,287. Personnel Costs comprise 89.13 percent of the budget for five full-time position(s) and one 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 10.87 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Continue to enhance collaboration with the County Executive, County Council, County departments, independent agencies (Montgomery County Public Schools, Washington Suburban Sanitary Commission, Maryland-National Capital Park and

Planning Commission, Montgomery College, Revenue Authority, and Housing Opportunities Commission), and the County's various Boards, Committees, and Commission to enhance: (1) the process for developing Federal and State priorities to maximize opportunities; and (2) Federal and State advocacy efforts regarding legal, legislative, fiscal and regulatory matters.

- Continue to enhance the Office of Intergovernmental Relations' Legislative Tracking System to maximize its workflow management and public information capabilities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continued to improve the public interface of the Office of Intergovernmental Relations' (OIR) website, including a direct link to OIR's legislative tracking system that provides easy access to the legislative history and County position statements for bills tracked by OIR.
- Continued participation in training, education, and networking opportunities at the local, State, and Federal levels, including programs and opportunities sponsored by MACo, NACo, Montgomery County Chamber of Commerce, and TeleCommUnity (a collection of local governments who coordinate advocacy at the Federal level to ensure respect for local rights in Federal legislative and regulatory activity).

PROGRAM CONTACTS

Contact Wanda Wells of the Office of Intergovernmental Relations at 240.777.6550 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). 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	548	555	540	540	540
Number of formal position statements prepared [2]	174	146	208	208	208
Percent of State legislative package where Intergovernmental Relations position prevailed	100%	100%	100%	100%	100%
Percent of State priorities fully realized	100%	100%	100%	100%	100%
Total direct State aid ($ millions) [3]	$856	$901	$931	$931	$931
Total State retirement payments ($ millions)	$177	$171	$175	$175	$175

[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 (OIR) 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. OIR serves as the liaison to the County's Congressional delegation which is represented by three House members and two Senators serving on key authorization and appropriations committees. Staff works collaboratively with County departments and Council on developing policy priorities and project requests for federal discretionary funding that could be advanced as earmarks by the Congressional delegation in annual appropriations bills. OIR also advocates on federal policies and legislation of interest to the County and pursues opportunities for Congressional delegation support for federal grant funding sought by County departments.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	770,559	780,279	741,571	783,390	0.4 %
Employee Benefits	175,454	178,860	143,671	175,396	-1.9 %
County General Fund Personnel Costs	**946,013**	**959,139**	**885,242**	**958,786**	**—**
Operating Expenses	114,098	116,813	34,914	116,901	0.1 %
County General Fund Expenditures	**1,060,111**	**1,075,952**	**920,156**	**1,075,687**	**—**
PERSONNEL					
Full-Time	5	5	5	5	—
Part-Time	0	0	0	1	—
FTEs	5.30	5.30	5.30	5.30	—
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	250	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**250**	**0**	**0**	**0**	**—**
Operating Expenses	15,333	15,335	15,335	0	-100.0 %
Grant Fund - MCG Expenditures	**15,583**	**15,335**	**15,335**	**0**	**-100.0 %**
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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
REVENUES					
Federal Grants	250	0	0	0	—
State Grants	15,333	15,335	15,335	0	-100.0 %
Grant Fund - MCG Revenues	**15,583**	**15,335**	**15,335**	**0**	**-100.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**1,075,694**	**1,091,287**	**935,491**	**1,075,687**	**-1.4 %**
Total Full-Time Positions	**5**	**5**	**5**	**5**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**1**	**—**
Total FTEs	**5.30**	**5.30**	**5.30**	**5.30**	**—**
Total Revenues	**15,583**	**15,335**	**15,335**	**0**	**-100.0 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**1,075,952**	**5.30**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	11,954	0.00
Increase Cost: FY23 Compensation Adjustment	5,559	0.00
Increase Cost: Printing and Mail Adjustment	88	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(6,825)	0.00
Decrease Cost: Retirement Adjustment	(11,041)	0.00
FY23 RECOMMENDED	**1,075,687**	**5.30**
GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**15,335**	**0.00**
Federal/State Programs		
Eliminate: Elimination of White Oak Reuse Grant	(15,335)	0.00
FY23 RECOMMENDED	**0**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
FY23 Recommended	**1,076**	**1,076**	**1,076**	**1,076**	**1,076**	**1,076**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**20**	**20**	**20**	**20**	**20**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,076**	**1,096**	**1,096**	**1,096**	**1,096**	**1,096**

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Labor Relations

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$1,625,831	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 FY23 Operating Budget for the Office of Labor Relations is $1,625,831, an increase of $19,941 or 1.24 percent from the FY22 Approved Budget of $1,605,890. Personnel Costs comprise 76.42 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 23.58 percent of the FY23 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 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Number of trainings on labor relations offered to County employees	N/A	11	22	27	27
Number of County employees that attended trainings on labor relations [1]	N/A	295	540	590	590

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of Labor Management Relations Committee (LMRC) meetings held with the three County employee unions (MCGEO, FOP, and IAFF)	N/A	34	52	55	56
Percent of Labor Management Relations Committee (LMRC) meetings attended by an Office of Labor Relations representative	N/A	71%	87%	87%	88%
Percent of grievances by a bargaining unit resolved without the intervention of a third party	N/A	96%	90%	90%	90%

[1] *This Office was established with new performance measures in FY21. Data prior to FY21 is not available.*

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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	847,231	990,865	944,820	1,002,146	1.1 %
Employee Benefits	201,065	231,827	229,496	240,346	3.7 %
County General Fund Personnel Costs	**1,048,296**	**1,222,692**	**1,174,316**	**1,242,492**	**1.6 %**
Operating Expenses	367,873	383,198	387,140	383,339	—
County General Fund Expenditures	**1,416,169**	**1,605,890**	**1,561,456**	**1,625,831**	**1.2 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	8.00	8.00	8.00	8.00	—
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,122	0	0	0	—
Employee Benefits	0	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Grant Fund - MCG Personnel Costs	**1,122**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**1,122**	**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	1,122	0	0	0	%
Grant Fund - MCG Revenues	**1,122**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**1,417,291**	**1,605,890**	**1,561,456**	**1,625,831**	**1.2 %**
Total Full-Time Positions	**8**	**8**	**8**	**8**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**8.00**	**8.00**	**8.00**	**8.00**	**—**
Total Revenues	**1,122**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**1,605,890**	**8.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	19,491	0.00
Increase Cost: FY22 Mid-Year Change - Reclassification of MIII to MII [Labor Relations]	12,841	0.00
Increase Cost: FY23 Compensation Adjustment	10,293	0.00
Increase Cost: Retirement Adjustment	2,654	0.00
Increase Cost: Printing and Mail Adjustment	141	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(25,479)	0.00
FY23 RECOMMENDED	**1,625,831**	**8.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**1,626**	**1,626**	**1,626**	**1,626**	**1,626**	**1,626**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**34**	**34**	**34**	**34**	**34**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,626**	**1,660**	**1,660**	**1,660**	**1,660**	**1,660**

Management and Budget

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$6,880,700	43.25

JENNIFER R. 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 FY23 Operating Budget for the Office of Management and Budget is $6,880,700, an increase of $462,263 or 7.20 percent from the FY22 Approved Budget of $6,418,437. Personnel Costs comprise 95.90 percent of the budget for 43 full-time position(s) and one part-time position(s), and a total of 43.25 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 4.10 percent of the FY23 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

- Provide funding for an additional Administrative Services Coordinator position to expand the Shared Services Team. The Shared Services Team continues to provide direct, hands-on assistance to 12 departments throughout County government in contracts and human resources transactions, budgeting and fiscal planning, and other administrative tasks.
- Provide funding for an additional Fiscal and Policy Analyst position to further incorporate racial equity, climate change, and other analytical lenses into the budget and policy development processes.

- During the development of the FY23 County Executive's Recommended Budget, the Office of Management and Budget planned and executed seven operating budget forums to provide residents an opportunity to have their voices heard. For the first time in history, one budget forum was conducted in Spanish making these forums more accessible and interactive.
- Along with the County Executive's Innovation and Civic Design Team, implemented the County Executive's Employee Input Initiative that encouraged employees to submit ideas that make work easier, improve customer service, make outcomes better, save money, contribute to smarter spending, and make government better. The submitted ideas were evaluated for implementation level of effort, value for money, staffing needs, feasibility, and benefit. In total, 125 ideas were submitted by 74 employees in 20 departments.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Designed, developed, and implemented a new Position Budgeting System (BASIS -Workforce) to replace the onerous legacy workforce system that has been in existence since 2011. The new system is more user-friendly, integrates seamlessly with OMB systems and other Countywide fiscal and personnel systems, and provides a more accurate approach to salary and benefits calculations.
- Coordinated interdepartmental efforts on the tracking and usage of Federal COVID-19 assistance - this included coordinating the compilation of the extensive documentation required to submit eligible emergency expenditures for reimbursement from the Federal Emergency Management Agency (FEMA), as well as coordinating Federal Coronavirus Relief Funds and Federal American Rescue Plan Act Funds to ensure accurate reporting to the U.S. Treasury Department on use of the funds.
- Incorporated racial equity and social justice analysis as well as climate change analysis into the budget development and decision-making process for both the FY23 County Executive's recommended operating and capital budgets, including the development of interactive mapping tools to help inform the County's ongoing equity work.
- Maintained the County's public-facing Covid-19 dashboard, keeping the public informed on the metrics related to the pandemic, including case rates, hospitalization data, and vaccination rates.
- In partnership with the Office of Legislative Oversight, the Office of Intergovernmental Relations, Montgomery County Public Schools, and County Council staff, worked to improve State legislation and regulations to generate $82.5 million in increased State Aid for School Construction. This includes over $300 million in Built to Learn funding.

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 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Public engagement with budget: Attendance at budget forums [1]	N/A	N/A	N/A	N/A	N/A
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient [2]	96.8%	97.7%	96.8%	96.8%	96.8%

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of staff satisfied with usefulness of OMB IT systems [3]	N/A	N/A	N/A	90%	95%

[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 was not administered in FY20-22 due to Covid-19 and implementation of the BASIS-Workforce system*

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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,048,381	4,962,657	4,464,628	5,362,025	8.1 %
Employee Benefits	1,032,115	1,174,474	1,126,693	1,236,645	5.3 %
County General Fund Personnel Costs	**5,080,496**	**6,137,131**	**5,591,321**	**6,598,670**	**7.5 %**
Operating Expenses	325,359	281,306	142,539	282,030	0.3 %
County General Fund Expenditures	**5,405,855**	**6,418,437**	**5,733,860**	**6,880,700**	**7.2 %**
PERSONNEL					
Full-Time	41	41	41	43	4.9 %
Part-Time	1	1	1	1	—
FTEs	41.25	41.25	41.25	43.25	4.9 %

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY22 ORIGINAL APPROPRIATION	**6,418,437**	**41.25**
Changes (with service impacts)		
Add: Fiscal and Policy Analyst Position [Fiscal, Policy, and Performance Analysis]	94,956	1.00
Add: Administrative Services Coordinator Position for Shared Services [Fiscal, Policy, and Performance Analysis]	94,956	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Elimination of One-Time Items Approved in FY22	127,615	0.00
Increase Cost: Annualization of FY22 Compensation Increases	99,003	0.00
Increase Cost: FY23 Compensation Adjustment	60,624	0.00
Increase Cost: Printing and Mail Adjustment	724	0.00
Decrease Cost: Retirement Adjustment	(15,615)	0.00
FY23 RECOMMENDED	**6,880,700**	**43.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 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	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**6,881**	**6,881**	**6,881**	**6,881**	**6,881**	**6,881**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**16**	**16**	**16**	**16**	**16**
New positions in the FY23 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**	**206**	**206**	**206**	**206**	**206**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,881**	**7,103**	**7,103**	**7,103**	**7,103**	**7,103**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Fiscal and Policy Analyst Position	94,956	1.00	103,056	1.00

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Administrative Services Coordinator Position for Shared Services	94,956	1.00	103,056	1.00
Total	**189,912**	**2.00**	**206,112**	**2.00**

Procurement

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$5,004,508	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 FY23 Operating Budget for the Office of Procurement is $5,004,508, an increase of $71,225 or 1.44 percent from the FY22 Approved Budget of $4,933,283. Personnel Costs comprise 92.17 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 7.83 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Provide funds to address a structural deficit related to printing, imaging, and interoffice mail.

- The Montgomery County Office of Procurement won a National Association of Counties (NACo) Achievement Award in the category of Information Technology for the DPO Violation E-Notification and Response System.

- The Department of Procurement was awarded the Achievement of Excellence in Procurement Award (AEP), which is earned by public and non-profit agencies that demonstrate a commitment to procurement excellence. This annual program recognizes procurement organizations that embrace Innovation, Professionalism, Productivity, Leadership, and e-Procurement.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded Minority, Female, and Disabled-Owned Business (MFD) certification to include acceptance of Veteran's Affair's (VA) Service Disabled Veteran-owned Businesses as of October 1, 2021.
- Coordinated donation of Continuous Positive Airway Pressure (CPAP) machines for nursing homes in partnership with the Office of Emergency Management and Homeland Security and the Department of General Services.
- Partnered with the Office of the County Attorney and Department of Health and Human Services in development of a County Council Resolution provision to allow process flexibility and agility when implementing contract scope and funding changes resulting from the pandemic.

PROGRAM CONTACTS

Contact Grace Denno of the Office of Procurement at 240.777.9959 or Derrick Harrigan of the Office of Management and Budget at 240.777.2759 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

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	22.9%	26.8%	25.0%	25.0%	25.0%
Business Relations and Compliance: Percent of contract dollars awarded to LSBs	27.8%	27.2%	26.0%	26.0%	26.0%
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	$80,920	$104,780	$100,000	$100,000	$100,000

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,447,995**	**9.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	38,424	0.00
FY23 Recommended	**1,486,419**	**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-user 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 and Enterprise Business Solutions (TEBS).

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of procurements completed in agreed upon time [1]	80%	73%	73%	75%	75%

[1] *This figure represents the average for the following: Invitation For Bid - 68%; Request For Proposals - 77%; and Construction - 75% for FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,272,864**	**24.40**
Increase Cost: Structural Deficit	31,206	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.	23,462	0.00
FY23 Recommended	**3,327,532**	**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-certifications, expenditure control, escrow management, human resources activities, management of departmental Knowledge Base Articles and MC311 service requests, and coordination of interpreter services for departmental activities or customer needs.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**212,424**	**4.00**
Decrease Cost: Enterprise Account Licenses	(2,500)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(19,367)	0.00
FY23 Recommended	**190,557**	**4.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,664,702	3,576,423	2,912,451	3,622,776	1.3 %
Employee Benefits	747,992	994,391	845,092	989,886	-0.5 %
County General Fund Personnel Costs	**3,412,694**	**4,570,814**	**3,757,543**	**4,612,662**	**0.9 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Operating Expenses	459,119	362,469	362,467	391,846	8.1 %
County General Fund Expenditures	**3,871,813**	**4,933,283**	**4,120,010**	**5,004,508**	**1.4 %**
PERSONNEL					
Full-Time	38	38	38	38	—
Part-Time	2	2	2	2	—
FTEs	37.90	37.90	37.90	37.90	—
REVENUES					
Miscellaneous Revenues	5,888	0	0	0	—
County General Fund Revenues	**5,888**	**0**	**0**	**0**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	3,295	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**3,295**	**0**	**0**	**0**	**—**
Operating Expenses	5,835	0	0	0	—
Grant Fund - MCG Expenditures	**9,130**	**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	9,130	0	0	0	%
Grant Fund - MCG Revenues	**9,130**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**3,880,943**	**4,933,283**	**4,120,010**	**5,004,508**	**1.4 %**
Total Full-Time Positions	**38**	**38**	**38**	**38**	**—**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**37.90**	**37.90**	**37.90**	**37.90**	**—**
Total Revenues	**15,018**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**4,933,283**	**37.90**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	81,308	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY23 Compensation Adjustment	63,007	0.00
Increase Cost: Structural Deficit [Procurement Operations]	31,206	0.00
Increase Cost: Printing and Mail Adjustment	671	0.00
Decrease Cost: Enterprise Account Licenses [Procurement Services]	(2,500)	0.00
Decrease Cost: Retirement Adjustment	(35,176)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(67,291)	0.00
FY23 RECOMMENDED	**5,004,508**	**37.90**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Business Relations and Compliance	1,447,995	9.50	1,486,419	9.50
Procurement Operations	3,272,864	24.40	3,327,532	24.40
Procurement Services	212,424	4.00	190,557	4.00
Total	**4,933,283**	**37.90**	**5,004,508**	**37.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	46,528	0.30	48,591	0.30
Parking District Services	Bethesda Parking	5,813	0.05	4,108	0.05
Parking District Services	Silver Spring Parking	5,813	0.05	4,108	0.05
Transit Services	Mass Transit	31,019	0.20	32,394	0.20
Recycling and Resource Management	Solid Waste Disposal	77,547	0.50	80,986	0.50
	Total	**166,720**	**1.10**	**170,187**	**1.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**5,005**	**5,005**	**5,005**	**5,005**	**5,005**	**5,005**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**192**	**192**	**192**	**192**	**192**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
Subtotal Expenditures	**5,005**	**5,197**	**5,197**	**5,197**	**5,197**	**5,197**

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Public Information

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$6,735,699	63.90

BARRY HUDSON, DIRECTOR

MISSION STATEMENT

The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication with the public. PIO works with the County Executive, departments and agencies, media, County employees, the County Council and other elected officials, businesses, civic groups, and every other segment of the Montgomery County community. PIO provides information through the mass media, social media, internet, presentations, publications and graphics, cable television programming, and telephone and electronic requests for information and assistance via the MC311 Customer Service Center.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of Public Information is $6,735,699, an increase of $779,505 or 13.09 percent from the FY22 Approved Budget of $5,956,194. Personnel Costs comprise 96.35 percent of the budget for 79 full-time position(s) and one part-time position(s), and a total of 63.90 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 3.65 percent of the FY23 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

- Funding provided for Spanish language communications outreach via Radio America, communicating directly with this specific segment of the County's population.
- Fund 6 new Term MC311 positions to increase the productivity of Service Center operations.
- Provide funding for two new Public Information Officers due to expanded County-wide communications programming.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- MC311 created a feature where customers can press "3" during the welcome message to be directed to an agent focused on trash collection and recycling, which increased customer satisfaction.

- MC311 altered training for remote operations which also accelerated training, getting customer service representatives handling calls professionally after 3-4 weeks vs. 8-10 weeks.
- During the past year, MC311 has reduced complexity and streamlined business processes to handle requests for service and information with the Office of Human Resources (OHR), Department of Health and Human Services (HHS), Department of Environmental Protection (DEP), and the Department of Permitting Services (DPS) resulting in shorter wait times for customers.
- While standardizing and simplifying Knowledge Based Articles (KBA) with plain language, to improve customer satisfaction, MC311 has reduced the number of KBAs considerably.
- MC311 continues to hire Spanish speaking customer service representatives for both permanent and contract positions. MC311 currently has 21 multi-lingual speakers on staff, including contractors.

PROGRAM CONTACTS

Contact Alyce Leach of the Office of Public Information at 240.777.6513 or Derrick Harrigan of the Office of Management and Budget at 240.777.2759 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

MC311 Customer Service Center

MC311 is a key strategic, enterprise-wide initiative that provides the public with a single three-digit number (311) to call for County information and service. In addition, it provides the County with a sophisticated ability to count, track, and respond to resident requests. MC311 provides the general public with a higher quality of service delivery and accountability, while helping the government achieve operational efficiencies.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of General Information Service Requests created [1]	355,104	338,329	340,000	342,000	345,000
Total number of Fulfillment Service Requests created [2]	242,792	272,507	272,507	265,000	265,000
Percent of calls classified as General Information	71.90%	70.41%	71.0%	71.2%	71.4%
Average rate of Fulfillment Service Requests created on the MC311 website and the mobile enabled portal [3]	37.53%	41.61%	40.0%	40.5%	41.0%
Average percent of callers requesting to speak Spanish	6.68%	8.38%	6%	6%	6%
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds) [4]	70	241	43	40	40
Average rate of calls that come into 311, but are not answered by a Customer Service Representative (CSR) [5]	6.15%	15.05%	4%	4%	4%

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	$5.44	$5.00	$4.95	$5.00	$5.00
Percent of MC311 survey respondents reporting satisfaction	85%	86%	85%	85%	85%

[1] *General Information Service Requests are those created, handled and closed in the Customer Service Center.*

[2] *Fulfillment Service Requests are those that are forwarded to departments for handling and completion. The numbers and types of service requests are driven by many factors including seasonal events such as tax notices, mass mailings, weather events, and global pandemics.*

[3] *The slow and steady increase in web traffic is expected to resume in FY22, after the increase experienced during the pandemic.*

[4] *Surge in social services calls related to COVID-19 in FY20 and FY21, which take more time than other call types, drove this number up.*

[5] *Target of 5% was exceeded in FY21 due in part to COVID-19 call surge. An Erlang analysis, which assists call centers with calculating staffing requirements, supports the conclusion that higher staffing drives down unanswered calls.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,322,078**	**43.95**
Enhance: Term MC311 Positions	259,092	6.00
Shift: Customer Service Representative Supervisor	70,110	0.75
Shift: Program Manager II	(123,506)	(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.	18,964	0.00
FY23 Recommended	**4,546,738**	**49.70**

Public Relations

Under this program, the Public Information Office:

- Educates and informs residents about County issues, programs, and services through press releases, media advisories, news, public events, the County website, e-mail and online newsletters, YouTube, Facebook, Twitter, and podcasts.
- Works directly with media organizations to ensure that reporters and editors have accurate and timely information about County issues, programs, and services.
- Develops promotional campaigns to increase awareness of critical issues such as public health and emergency preparedness.
- Develops culturally competent outreach (radio programming) to inform and engage the County's Spanish speaking constituency.
- Provides television and video direction/production services at no cost to the County Executive's Office, and any additional County department requesting assistance.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of press events [1]	64	90	70	75	75
Total attendance at press conferences and press events [2]	3,520	3,150	3,308	3,473	3,647
Internal County staff satisfaction with PIO services (scale of 1-4)	3.14	3.27	3.3	3.3	3.3
Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions) [3]	83.9	155.2	130	120	110

[1] *The increase is due to the possibility of an updated vision of the current administration. With the addition of virtual press events, it makes it easier to hold more events within a year.*

[2] *Virtual attendance is tallied from logged-in accounts, so this total is much lower than actual participants and views.*

[3] *FY21 was an anomaly because of COVID-19. Impressions from communications are expected to reduce as the pandemic emergency transitions to a more steady state.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,472,539**	**8.75**
Add: Public Information Officers - Communications	165,324	2.00
Shift: Program Manager II	123,506	1.00
Re-align: Position Change in Program and Funding	122,166	1.20
Enhance: Radio America	48,480	0.00
Shift: Customer Service Supervisor	(70,110)	(0.75)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	47,192	0.00
FY23 Recommended	**1,909,097**	**12.20**

Web Content and Graphic Management

The Web Content and Graphic Development Program has four major functions.

- Providing creative and technical support to Public Relations, Cable Programming, MC311, and to departments.
- Developing and overseeing the County's graphic identity program to ensure consistency in the County's printed communication for the public. The program develops printing guidelines for departments in accordance with Administrative Procedure 1-7, Use of the Montgomery County Coat of Arms, Logotype and Emblem, and Public Communication Guide.
- Managing the growth and activity on the County's website and the MC311 web portal, which involves the development of policies and procedures for adding information to the website, as well as providing a leadership role in internet management.
- Producing artwork and design services for publications, fliers, decals, exhibits, charts, maps, and other promotional and educational products. Graphic artists provide advice to departments in cost-effective and attractive ways to meet project requirements and objectives.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of press releases and media advisories posted on website	756	1,114	1,110	850	850
Number of subscribers to county communications [1]	203,552	1,187,120	1,180,000	900,000	800,000
Average open rate for email communications [2]	20.4%	66%	55%	35%	35%

[1] *FY21 was unprecedented which contributed to the specific set of circumstances, increasing the demand for information.*

[2] *As information related to COVID-19 unfolded, information needs increased. As the pandemic's emergency status subsides, the rate of engagement is expected to reduce.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**161,577**	**1.00**
Re-align: Position Change in Program	119,067	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.	(780)	0.00
FY23 Recommended	**279,864**	**2.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,030,989	4,178,667	4,386,412	4,937,491	18.2 %
Employee Benefits	1,265,212	1,314,375	1,354,832	1,552,687	18.1 %
County General Fund Personnel Costs	**5,296,201**	**5,493,042**	**5,741,244**	**6,490,178**	**18.2 %**
Operating Expenses	821,275	463,152	463,152	245,521	-47.0 %
County General Fund Expenditures	**6,117,476**	**5,956,194**	**6,204,396**	**6,735,699**	**13.1 %**
PERSONNEL					
Full-Time	70	71	71	79	11.3 %
Part-Time	1	1	1	1	—
FTEs	52.70	53.70	53.70	63.90	19.0 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,869	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**1,869**	**0**	**0**	**0**	**—**
Operating Expenses	4,535	0	0	0	—
Grant Fund - MCG Expenditures	**6,404**	**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	6,404	0	0	0	—
Grant Fund - MCG Revenues	**6,404**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**6,123,880**	**5,956,194**	**6,204,396**	**6,735,699**	**13.1 %**
Total Full-Time Positions	**70**	**71**	**71**	**79**	**11.3 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**52.70**	**53.70**	**53.70**	**63.90**	**19.0 %**
Total Revenues	**6,404**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY22 ORIGINAL APPROPRIATION	**5,956,194**	**53.70**
Changes (with service impacts)		
Enhance: Term MC311 Positions [MC311 Customer Service Center]	259,092	6.00
Add: Public Information Officers - Communications [Public Relations]	165,324	2.00
Enhance: Radio America [Public Relations]	48,480	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Personnel Costs	137,284	0.00
Shift: Program Manager II [Public Relations]	123,506	1.00
Re-align: Position Change in Program and Funding [Public Relations]	122,166	1.20
Re-align: Position Change in Program [Web Content and Graphic Management]	119,067	1.00
Increase Cost: Annualization of FY22 Compensation Increases	111,963	0.00
Increase Cost: FY23 Compensation Adjustment	87,207	0.00
Shift: Customer Service Representative Supervisor [MC311 Customer Service Center]	70,110	0.75
Increase Cost: Printing and Mail Adjustment	1,900	0.00
Increase Cost: Motor Pool Adjustment	1,653	0.00
Decrease Cost: Retirement Adjustment	(4,967)	0.00
Shift: Customer Service Supervisor [Public Relations]	(70,110)	(0.75)
Shift: Program Manager II [MC311 Customer Service Center]	(123,506)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY22	(269,664)	0.00
FY23 RECOMMENDED	**6,735,699**	**63.90**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
MC311 Customer Service Center	4,322,078	43.95	4,546,738	49.70
Public Relations	1,472,539	8.75	1,909,097	12.20
Web Content and Graphic Management	161,577	1.00	279,864	2.00
Total	**5,956,194**	**53.70**	**6,735,699**	**63.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	0	0.00	0	0.00
Health and Human Services	General Fund	144,613	1.50	153,719	1.50
Permitting Services	Permitting Services	275,558	2.90	305,352	2.90
Housing and Community Affairs	Montgomery Housing Initiative	69,408	0.90	75,942	0.90

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
Recycling and Resource Management	Solid Waste Disposal	415,289	4.75	445,804	4.75
Recycling and Resource Management	Solid Waste Collection	107,552	1.25	115,708	1.25
Cable Television Communications Plan	Cable TV	798,744	6.50	554,040	4.30
	Total	**1,811,164**	**17.80**	**1,650,565**	**15.60**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**6,736**	**6,736**	**6,736**	**6,736**	**6,736**	**6,736**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**44**	**44**	**44**	**44**	**44**
New positions in the FY23 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**	**297**	**297**	**297**	**297**	**297**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,736**	**7,078**	**7,078**	**7,078**	**7,078**	**7,078**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Public Information Officer	82,662	1.00	104,848	1.00
Public Information Officer (Program Manager II) - Communications	82,662	1.00	104,848	1.00
Total	**165,324**	**2.00**	**209,696**	**2.00**

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Racial Equity and Social Justice

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$1,326,440	7.50

TIFFANY WARD, CHIEF EQUITY OFFICER

MISSION STATEMENT

The mission of the Office of Racial Equity and Social Justice is 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 examine their own policies, procedures, and practices as well as to develop their community engagement plans 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 and developing data and creating racial equity assessments and racial equity action plans.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of Racial Equity and Social Justice is $1,326,440, an increase of $324,728 or 32.42 percent from the FY22 Approved Budget of $1,001,712. Personnel Costs comprise 77.58 percent of the budget for seven full-time position(s) and one part-time position(s), and a total of 7.50 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 22.42 percent of the FY23 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

- Enhance communications and support the development of departments' community engagement plans to ensure members of the community who are traditionally underserved have access and opportunities to express their views in County decisions.
- Continue providing support to the Department of Environmental Protection to help center people of color in their work as this population is often the most burdened by climate change.
- Add funds for consulting services to assist with planning for the Montgomery County Lynching Memorial Project.

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 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Number of County employees who have completed Racial Equity Training (not cumulative)	N/A	430	1,000	1,000	1,000
Percent of County departments with a Racial Equity and Social Justice Lead established	N/A	85%	100%	100%	100%
Number of Racial Equity Impact Assessments completed	N/A	20	50	40	40
Percent of County departments with a Racial Equity Action Plan completed	N/A	0%	10%	20%	30%

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 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 racial equity impact assessments (REIA) on supplemental appropriations. The Office of RESJ will also provide a racial equity analysis of the Montgomery County Public Schools 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:

- 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;
- develop metrics to measure the progress in redressing disparate outcomes based on race and social justice;
- work diligently with each Montgomery County department to develop racial equity and social justice action plans to remedy issues adversely impacting County residents that include community engagement;

- provide training to County employees on racial equity and social justice; and 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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	267,647	595,672	499,923	825,461	38.6 %
Employee Benefits	60,687	135,748	124,395	203,583	50.0 %
County General Fund Personnel Costs	**328,334**	**731,420**	**624,318**	**1,029,044**	**40.7 %**
Operating Expenses	147,479	270,292	241,192	297,396	10.0 %
County General Fund Expenditures	**475,813**	**1,001,712**	**865,510**	**1,326,440**	**32.4 %**
PERSONNEL					
Full-Time	2	6	6	7	16.7 %
Part-Time	0	0	0	1	—
FTEs	2.00	6.00	6.00	7.50	25.0 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	64	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**64**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**64**	**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	64	0	0	0	—
Grant Fund - MCG Revenues	**64**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**475,877**	**1,001,712**	**865,510**	**1,326,440**	**32.4 %**
Total Full-Time Positions	**2**	**6**	**6**	**7**	**16.7 %**
Total Part-Time Positions	**0**	**0**	**0**	**1**	**—**
Total FTEs	**2.00**	**6.00**	**6.00**	**7.50**	**25.0 %**
Total Revenues	**64**	**0**	**0**	**0**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**1,001,712**	**6.00**
Changes (with service impacts)		
Add: Enhance Communications and Support the Development of Community Engagement Plans in all County Offices and Departments [Office of Racial Equity and Social Justice]	114,789	1.50
Add: Funds for Consulting Services to Assist with Planning for a Lynching Memorial [Office of Racial Equity and Social Justice]	50,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Lapsed Positions	56,142	0.00
Increase Cost: Annualization of FY22 Personnel Costs	46,739	0.00
Increase Cost: FY23 Compensation Adjustment	36,523	0.00
Increase Cost: Adjustment in Salaries of Two Program Manager II [Office of Racial Equity and Social Justice]	19,786	0.00
Increase Cost: Annualization of FY22 Compensation Increases	4,818	0.00
Increase Cost: Printing and Mail Adjustment	2,690	0.00
Increase Cost: Retirement Adjustment	1,241	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(8,000)	0.00
FY23 RECOMMENDED	**1,326,440**	**7.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**1,326**	**1,326**	**1,326**	**1,326**	**1,326**	**1,326**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**48**	**48**	**48**	**48**	**48**
New positions in the FY23 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 FY23	**0**	**(62)**	**(62)**	**(62)**	**(62)**	**(62)**
Items recommended for one-time funding in FY23, including operating expenditures for new positions and consulting services to assist with planning for the Lynching Memorial project, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**36**	**36**	**36**	**36**	**36**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,326**	**1,348**	**1,348**	**1,348**	**1,348**	**1,348**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager II	90,808	1.00	124,917	1.00
Administrative Specialist I (G21)	41,567	0.50	55,423	0.50
Total	**132,375**	**1.50**	**180,340**	**1.50**

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Technology and Enterprise Business Solutions

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$50,992,147	168.25

GAIL M. ROPER, CHIEF INFORMATION OFFICER/DIRECTOR

MISSION STATEMENT

The mission of the Department of Technology and Enterprise Business Solutions (TEBS) 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.

TEBS 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.

TEBS 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.

TEBS 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 FY23 Operating Budget for the Department of Technology and Enterprise Business Solutions is $50,992,147, an increase of $6,349,973 or 14.22 percent from the FY22 Approved Budget of $44,642,174. Personnel Costs comprise 46.13 percent of the budget for 167 full-time position(s) and two part-time position(s), and a total of 168.25 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 53.87 percent of the FY23 budget.

Additional support for TEBS 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:

- **Effective, Sustainable Government**
- **An Affordable, Welcoming County for a Lifetime**
- **Thriving Youth and Families**

INITIATIVES

- Replace and update County technology infrastructure, which will result in a 90% reduction in back-up and recovery times and will provide a ransomware recovery platform, which will greatly protect the County from potential ransomware attacks.
- Implement a Network Equipment Modernization Program to update the County's network equipment and improve service reliability, cybersecurity, and recovery.
- Significantly expand cybersecurity capabilities to combat today's and tomorrow's increased information security threats. Areas of expansion include improved information security risk management assessments and procedures, deployment of next-generation endpoint (e.g., desktops, servers, laptops, and mobile devices), advanced threat prevention/response, and simulated cyber-attacks to help protect County data and systems.
- Implement an Enterprise Mobile Application Management (MAM) solution to enhance security on mobile computing devices to strengthen security of County data.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented Multi Factored Authentication (MFA) for 100% of employees, contractors, and volunteers when accessing any of the County's single sign on (SSO) applications, any services using Office 365, or any remote access services. This has minimized the threats from phishing attacks and stolen credentials, greatly reducing the potential for data compromise or data loss. Full implementation of MFA was completed in July 2021 and involved significant coordination across all departments and senior county leadership.
- Implemented the Learning Pathways platform, integrating self-paced Microsoft training within Microsoft Teams. It gives over 9,000 users with access to the most up-to-date training classes in the form of over 30 different learning paths. Classes include Word, PowerPoint, OneDrive, SharePoint, Power Platform, Azure, Privacy & Security, Working Remotely and more. Since its launch in July 2021, the Learning Pathways portal has received 5,138 home page views and a cumulative 9,404 visits across the other site pages.
- Developed Privacy and Security training to inform Montgomery County Government employees on best practices for protecting data and Personally Identifiable Information (PII) in County-managed applications including SharePoint, OneDrive, Outlook and more.
- Upgraded FiberNet to its third generation "FiberNet3" to provide a significant increase in bandwidth and greatly enhanced reliability, making it a Carrier Class network.

PROGRAM CONTACTS

Contact Michele Crane of the Department of Technology and Enterprise Business Solutions at 240.777.2845 or Julie Knight of the

Office of Management and Budget at 240.277.2760 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

Digital Transformation

The Office of Digital Transformation provides a strategic digital vision for the County to meet 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, 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of enterprise resource planning (ERP) work orders completed	708	1,023	1,100	1,150	1,200
Number of websites and web applications supported	373	397	414	431	448
Number of Open Data datasets published	32	22	35	35	35
Enterprise resource system availability	100.00%	99.93%	99.80%	99.98%	99.98%
Success rate for business intelligence data refreshes	98.00%	99.00%	99.00%	99.00%	99.00%
Number of business intelligence data models published	90	114	120	125	128

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**13,271,574**	**51.75**
Technical Adj: Realignment of Contractor Costs from the Strategic Planning Program to the Digital Transformation Program	2,420,866	(3.00)
Enhance: Azure Commercial	197,692	0.00
Increase Cost: ESRI Enterprise License Agreement	150,000	0.00
Increase Cost: Oracle Software Maintenance	86,745	0.00
Increase Cost: Fastpath Segregation of Duties (SoD) Software	39,242	0.00
Increase Cost: Socrata Software Maintenance (data Montgomery & spendingMontgomery)	38,500	0.00
Technical Adj: Shift Funding for Trusted Metrics Replaced by Azure from Chief Information Officer Program to the Digital Transformation Program	33,000	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.	(2,862,950)	(12.00)
FY23 Recommended	**13,374,669**	**36.75**

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.*

Office of Broadband Programs and Infrastructure Modernization

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 Special 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 TEBS reorganization which consolidates infrastructure initiatives and management, OBP will now also lead the following programs:

The Infrastructure Modernization program 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. Infrastructure Modernization 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, loud-based solutions, identity management systems, file and print systems, records management systems, and office productivity/collaboration.

The Telecommunication Solutions program provides integrated communications services and solutions for County government departments and agencies, including MC311. Telecommunication Solutions 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of telecom service requests	1,920	1,500	1,500	1,400	1,400
Average number of workdays to complete telecom service requests	10.3	0.8	0.8	0.8	0.8
Percent of time public safety radio system is fully operational	100.00%	98.90%	98.90%	98.90%	98.90%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**15,661,439**	**59.50**
Shift: FiberNet Infrastructure from the Cable Fund	1,391,262	0.00
Shift: Funding for OBP Programs funded by ARPA in FY22 to the General Fund, Including ARPA Funded Programs in the Cable Fund	1,200,000	0.00
Shift: FiberNet Network Operations Center from the Cable Fund to TEBS	910,000	0.00
Increase Cost: 800 MHz Trunked Radio System Maintenance	567,327	0.00
Shift: Operating Expenses from the Cable Fund CIP to TEBS	333,000	0.00

FY23 Recommended Changes	Expenditures	FTEs
Increase Cost: Transfer Two Positions Previously Charged to the FiberNet CIP Project to the General Fund	269,208	2.00
Increase Cost: Premier One CAD Upgrade Annual Maintenance	97,000	0.00
Increase Cost: CAD Software Maintenance	70,008	0.00
Increase Cost: Online RMS User - eJustice Software Maintenance	18,233	0.00
Increase Cost: Fortinet/Fortigate Firewall	6,000	0.00
Increase Cost: NetMotion Mobility and Diagnostics Clients Renewal	2,858	0.00
Technical Adj: Shift Daily Rental Motor Pool from the Office of Broadband Programs to the Chief Information Officer Program	(4,000)	0.00
Shift: Digital Equity to the Cable Fund	(182,340)	0.00
Shift: Montgomery Connects Digital Equity Programs to the Cable Fund	(300,941)	(1.00)
Technical Adj: Realignment of FY22 Reorganization Changes	(602,540)	(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.	(676,919)	0.00
FY23 Recommended	**18,759,595**	**57.50**

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, One Face Forward initiative, IT methodologies and trend decisions, IT vendor management, finance and budgeting. The OCIO remains focused on dealing with vendor relationships, identifying, and introducing new ways of doing business including the 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of IT help desk requests	63,516	69,732	70,429	71,134	71,845
Percent of systems and applications with risk assessment performed in past three years	0%	0%	0%	1%	2%
Percent of customers satisfied with the IT help desk	99%	98%	98%	98%	98%
Average security vulnerabilities per device	9.3	9.1	8.8	8.5	8.5
Percent of IT help desk requests resolved on the first call	90%	97%	90%	90%	90%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,271,620**	**46.00**
Technical Adj: Realignment of Contractor Costs from the Strategic Partnerships Program to the Chief Information Officer Program	2,463,621	4.00
Enhance: Defender for Endpoint Expansion	739,200	0.00
Add: Mandated Risk Management Program	230,000	0.00
Restore: Penetration Testing Reinstatement	175,000	0.00
Enhance: iBoss Cloud Migration Upgrade	130,000	0.00
Technical Adj: Transfer of EndPoint Management Contractor from DCM to CIO/SCCM	120,640	0.00

FY23 Recommended Changes	Expenditures	FTEs
Technical Adj: Daily Rental Motor Pool from the Office of Broadband Programs to the Chief Information Officer Program	4,000	0.00
Technical Adj: Shift Funding for Trusted Metrics Replaced by Azure from Chief Information Officer Program to the Digital Transformation Program	(33,000)	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.	(5,985)	1.00
FY23 Recommended	**12,095,096**	**51.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Average monthly Enterprise Service Bus data transfers	271,477	256,873	269,750	283,333	297,500

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,437,541**	**9.00**
Increase Cost: Power Platform Licenses	203,042	0.00
Enhance: GovDelivery SMS Text Messages (Due to COVID-19 Messaging)	115,000	0.00
Increase Cost: SeamlessDocs (SaaS)	30,000	0.00
Increase Cost: Twilio and Short Code 77788	25,000	0.00
Enhance: Designer to Improve/Enhance MC311 Website	15,600	0.00
Technical Adj: Shift Funding for Power Platform Licenses to the Device Client Management NDA	(161,303)	0.00
Shift: Contract Costs to the Chief Information Officer Program and the Digital Transformation Program	(4,281,947)	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.	3,379,854	12.00
FY23 Recommended	**6,762,787**	**23.00**

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.*

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,624,571	18,473,840	16,816,082	19,064,962	3.2 %
Employee Benefits	4,073,023	4,766,584	4,141,458	4,455,668	-6.5 %
County General Fund Personnel Costs	**19,697,594**	**23,240,424**	**20,957,540**	**23,520,630**	**1.2 %**
Operating Expenses	22,704,237	20,841,450	22,279,337	27,431,217	31.6 %
Capital Outlay	0	60,300	60,300	40,300	-33.2 %
County General Fund Expenditures	**42,401,831**	**44,142,174**	**43,297,177**	**50,992,147**	**15.5 %**
PERSONNEL					
Full-Time	167	168	168	167	-0.6 %
Part-Time	2	2	2	2	—
FTEs	165.25	166.25	166.25	168.25	1.2 %
REVENUES					
Other Licenses/Permits	(10)	0	0	0	—
County General Fund Revenues	**(10)**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	61,984	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**61,984**	**0**	**0**	**0**	**—**
Operating Expenses	694,588	500,000	500,000	0	-100.0 %
Grant Fund - MCG Expenditures	**756,572**	**500,000**	**500,000**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
American Rescue Plan Act	0	500,000	500,000	0	-100.0 %
Federal Grants	756,572	0	0	0	—
Grant Fund - MCG Revenues	**756,572**	**500,000**	**500,000**	**0**	**-100.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**43,158,403**	**44,642,174**	**43,797,177**	**50,992,147**	**14.2 %**
Total Full-Time Positions	**167**	**168**	**168**	**167**	**-0.6 %**
Total Part-Time Positions	**2**	**2**	**2**	**2**	**—**
Total FTEs	**165.25**	**166.25**	**166.25**	**168.25**	**1.2 %**
Total Revenues	**756,562**	**500,000**	**500,000**	**0**	**-100.0 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**44,142,174**	**166.25**
Changes (with service impacts)		
Enhance: Defender for Endpoint Expansion [Office of the Chief Information Officer]	739,200	0.00
Add: Mandated Risk Management Program [Office of the Chief Information Officer]	230,000	0.00
Enhance: Azure Commercial [Digital Transformation]	197,692	0.00
Enhance: iBoss Cloud Migration Upgrade [Office of the Chief Information Officer]	130,000	0.00
Enhance: GovDelivery SMS Text Messages (Due to COVID-19 Messaging) [Strategic Partnerships]	115,000	0.00
Enhance: Designer to Improve/Enhance MC311 Website [Strategic Partnerships]	15,600	0.00
Other Adjustments (with no service impacts)		
Technical Adj: Realignment of Contractor Costs from the Strategic Partnerships Program to the Chief Information Officer Program [Office of the Chief Information Officer]	2,463,621	4.00
Technical Adj: Realignment of Contractor Costs from the Strategic Planning Program to the Digital Transformation Program [Digital Transformation]	2,420,866	(3.00)
Shift: FiberNet Infrastructure from the Cable Fund [Office of Broadband Programs and Infrastructure Modernization]	1,391,262	0.00
Shift: Funding for OBP Programs funded by ARPA in FY22 to the General Fund, Including ARPA Funded Programs in the Cable Fund [Office of Broadband Programs and Infrastructure Modernization]	1,200,000	0.00
Shift: FiberNet Network Operations Center from the Cable Fund to TEBS [Office of Broadband Programs and Infrastructure Modernization]	910,000	0.00
Increase Cost: 800 MHz Trunked Radio System Maintenance [Office of Broadband Programs and Infrastructure Modernization]	567,327	0.00
Shift: Operating Expenses from the Cable Fund CIP to TEBS [Office of Broadband Programs and Infrastructure Modernization]	333,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	332,607	0.00
Increase Cost: Transfer Two Positions Previously Charged to the FiberNet CIP Project to the General Fund [Office of Broadband Programs and Infrastructure Modernization]	269,208	2.00
Increase Cost: Power Platform Licenses [Strategic Partnerships]	203,042	0.00
Increase Cost: FY23 Compensation Adjustment	184,905	0.00
Restore: Penetration Testing Reinstatement [Office of the Chief Information Officer]	175,000	0.00
Increase Cost: ESRI Enterprise License Agreement [Digital Transformation]	150,000	0.00
Technical Adj: Transfer of EndPoint Management Contractor from DCM to CIO/SCCM [Office of the Chief Information Officer]	120,640	0.00
Increase Cost: Motor Pool Adjustment	108,449	0.00
Increase Cost: Premier One CAD Upgrade Annual Maintenance [Office of Broadband Programs and Infrastructure Modernization]	97,000	0.00
Increase Cost: Oracle Software Maintenance [Digital Transformation]	86,745	0.00
Increase Cost: CAD Software Maintenance [Office of Broadband Programs and Infrastructure Modernization]	70,008	0.00
Increase Cost: Fastpath Segregation of Duties (SoD) Software [Digital Transformation]	39,242	0.00
Increase Cost: Socrata Software Maintenance (data Montgomery & spendingMontgomery) [Digital Transformation]	38,500	0.00
Technical Adj: Shift Funding for Trusted Metrics Replaced by Azure from Chief Information Officer Program to the Digital Transformation Program [Digital Transformation]	33,000	0.00

Increase Cost: SeamlessDocs (SaaS) [Strategic Partnerships]	30,000	0.00
Increase Cost: Twilio and Short Code 77788 [Strategic Partnerships]	25,000	0.00
Increase Cost: Online RMS User - eJustice Software Maintenance [Office of Broadband Programs and Infrastructure Modernization]	18,233	0.00
Increase Cost: Fortinet/Fortigate Firewall [Office of Broadband Programs and Infrastructure Modernization]	6,000	0.00
Technical Adj: Daily Rental Motor Pool from the Office of Broadband Programs to the Chief Information Officer Program [Office of the Chief Information Officer]	4,000	0.00
Increase Cost: Printing and Mail Adjustment	3,612	0.00
Increase Cost: NetMotion Mobility and Diagnostics Clients Renewal [Office of Broadband Programs and Infrastructure Modernization]	2,858	0.00
Increase Cost: Annualization of FY22 Personnel Costs	0	1.00
Technical Adj: Shift Daily Rental Motor Pool from the Office of Broadband Programs to the Chief Information Officer Program [Office of Broadband Programs and Infrastructure Modernization]	(4,000)	0.00
Technical Adj: Shift Funding for Trusted Metrics Replaced by Azure from Chief Information Officer Program to the Digital Transformation Program [Office of the Chief Information Officer]	(33,000)	0.00
Technical Adj: Shift Funding for Power Platform Licenses to the Device Client Management NDA [Strategic Partnerships]	(161,303)	0.00
Shift: Digital Equity to the Cable Fund [Office of Broadband Programs and Infrastructure Modernization]	(182,340)	0.00
Decrease Cost: Retirement Adjustment	(295,573)	0.00
Shift: Montgomery Connects Digital Equity Programs to the Cable Fund [Office of Broadband Programs and Infrastructure Modernization]	(300,941)	(1.00)
Technical Adj: Realignment of FY22 Reorganization Changes [Office of Broadband Programs and Infrastructure Modernization]	(602,540)	(3.00)
Shift: Contract Costs to the Chief Information Officer Program and the Digital Transformation Program [Strategic Partnerships]	(4,281,947)	2.00
FY23 RECOMMENDED	**50,992,147**	**168.25**

GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**500,000**	**0.00**
Other Adjustments (with no service impacts)		
Shift: Funding for OBP Programs funded by ARPA in FY22 to the General Fund []	(500,000)	0.00
FY23 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Digital Transformation	13,271,574	51.75	13,374,669	36.75
Office of Broadband Programs and Infrastructure Modernization	15,661,439	59.50	18,759,595	57.50
Office of the Chief Information Officer	8,271,620	46.00	12,095,096	51.00
Strategic Partnerships	7,437,541	9.00	6,762,787	23.00
Total	**44,642,174**	**166.25**	**50,992,147**	**168.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND						
Human Resources	Employee Health Self Insurance		348,750	0.00	322,400	0.00
Alcohol Beverage Services	Liquor		1,156,817	0.00	1,154,777	0.00
CIP	Capital Fund		467,839	3.00	228,658	1.00
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)		135,623	0.00	46,080	0.00
		Total	**2,109,029**	**3.00**	**1,751,915**	**1.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**50,992**	**50,992**	**50,992**	**50,992**	**50,992**	**50,992**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(36)**	**(36)**	**(36)**	**(36)**	**(36)**
Items recommended for one-time funding in FY23, including technological services and website design, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**790**	**790**	**790**	**790**	**790**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**50,992**	**51,746**	**51,746**	**51,746**	**51,746**	**51,746**

Urban Districts

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$10,364,612	60.70

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 FY23 Operating Budget for the Urban Districts is $10,364,612, an increase of $418,268 or 4.21 percent from the FY22 Approved Budget of $9,946,344. Personnel Costs comprise 46.00 percent of the budget for 61 full-time position(s) and one part-time position(s), and a total of 60.70 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 54.00 percent of the FY23 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**
- **Effective, Sustainable Government**
- **Safe Neighborhoods**
- **A Growing Economy**
- **Thriving Youth and Families**

INITIATIVES

- The Bethesda Urban Partnership (BUP), in collaboration with the Montgomery County Department of Transportation (MCDOT), the Department of Permitting Services, and the Maryland-National Capital Park and Planning Commission developed a plan for permanent use of the Norfolk Ave Steetery. The design proposes creating a "public activity corridor" with distinct areas for special use such as a children's play area, live music, dining, and special events which will improve the use of this public space and increase economic development.

- The Bethesda Arts and Entertainment Board will complete a large public art mural in Spring 2022 on the face of the public parking Garage 11 on Old Georgetown Rd in partnership with MCDOT. The mural will continue the Board's goal of beautifying downtown Bethesda with public art.
- The Silver Spring Urban District (SSUD) continued to work closely with MCDOT, the State, and local businesses to minimize business and quality of life disruptions from the Purple Line construction project. The district works closely to support business operations and to provide substantive information that guides pedestrian and vehicular safety efforts.
- To promote partnership opportunities for local businesses, SSUD has resumed efforts for the Silver Spring Summer Concerts, the Silver Spring Jazz Festival, Taste the World Fenton Village, and the Montgomery County Thanksgiving Day Parade. Additionally, the SSUD is pursuing promotional events including collaborating with the District of Columbia on the National Cherry Blossom Festival.
- The Wheaton Urban District working in partnership with the Community Use of Public Facilities will open the Marian Fryar Performing Arts Plaza for programming to provide additional increased opportunities for community events and outdoor recreation as well as increased economic development in Downtown Wheaton

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Bethesda Urban District held two "Savor Bethesda" restaurant weeks in July 2021 and February 2022 to support and promote local restaurants.
- The Bethesda Urban District is applying for re-designation as a state arts and entertainment district to continue efforts in promoting downtown Bethesda as a destination for the arts. To support establishing Bethesda as a destination for the arts events such as the Local Writer Showcase, Bernard/Ebb Songwriting Awards, Bethesda Fine Arts Festival, and the Summer Concert Series have been programmed.
- The Silver Spring Urban District worked closely with the Department of Environmental Protection (DEP) to initiate a flame weeding program. This natural and effective weed management program drastically reduced the staff time associated with weed control without risk of harmful pesticide runoff into the local ecosystem.
- Silver Spring Urban District has piloted the use of technology products, at no additional expense, to enhance communication, data processing, and deployment of staff. New technology practices increased response time to community concerns, added a repository of active projects to guide strategy, and enhanced data collection and reporting for the district.
- The Wheaton Urban District, in collaboration with DEP, has begun providing additional recycling cans to increase recycling capacity.

PROGRAM CONTACTS

Contact Jacob Newman 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 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

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,457,294**	**8.30**
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract	31,980	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.	(545,316)	(0.30)
FY23 Recommended	**1,943,958**	**8.00**

Enhanced Security and Ambassadorship

This program promotes clean, safe, and welcoming Urban Districts through uniformed aides. The program provides visual deterrents and/or trained observer documentation for theft, vandalism, and violations in the Silver Spring and Wheaton Urban Districts. Aides also act as ambassadors by providing information, directions, first aid and CPR, and roadside assistance to residents, visitors, and the business.

The goal of the program is to provide an enhanced physical presence and reduce the likelihood of crime. The Safe Team serves as an uniformed visual presence that promotes a safer environment and supports residents and visitors.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,120,131**	**14.35**
Re-align: Shift of Ambassador Program to Enhanced Security Ambassadorship Program	221,331	0.00
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract	11,750	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.	41,523	(0.35)
FY23 Recommended	**1,394,735**	**14.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,287,306**	**0.00**

FY23 Recommended Changes	Expenditures	FTEs
Add: One New Position to Support Programming of Public Spaces in Wheaton Urban District	112,814	1.00
Add: Facility Fee Assistance Program in Wheaton Urban District	75,000	0.00
Add: Two Part-Time Positions to Support Programming of Public Spaces in Wheaton Urban District	69,022	1.00
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract	21,250	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.	3,080,474	36.70
FY23 Recommended	**4,645,866**	**38.70**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,081,613**	**36.05**
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract	109,581	0.00
Increase Cost: Funding to Support Streetlight Replacement in Bethesda Urban District	12,524	0.00
Re-align: Shift of Ambassador Program to Enhanced Security Ambassadorship Program	(221,331)	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.	(2,602,334)	(36.05)
FY23 Recommended	**2,380,053**	**0.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	67,117	86,305	72,230	84,673	-1.9 %
Employee Benefits	19,777	26,656	17,257	27,110	1.7 %
Urban District - Bethesda Personnel Costs	**86,894**	**112,961**	**89,487**	**111,783**	**-1.0 %**
Operating Expenses	3,092,458	3,163,232	3,116,623	3,304,832	4.5 %
Urban District - Bethesda Expenditures	**3,179,352**	**3,276,193**	**3,206,110**	**3,416,615**	**4.3 %**
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	241,889	183,975	183,975	183,975	—
Property Tax	740,294	778,423	793,270	813,096	4.5 %
Urban District - Bethesda Revenues	**982,183**	**962,398**	**977,245**	**997,071**	**3.6 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
URBAN DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,792,471	1,945,230	1,777,796	2,016,981	3.7 %
Employee Benefits	633,240	771,083	635,136	750,552	-2.7 %
Urban District - Silver Spring Personnel Costs	**2,425,711**	**2,716,313**	**2,412,932**	**2,767,533**	**1.9 %**
Operating Expenses	1,182,072	1,197,798	1,427,528	1,148,032	-4.2 %
Urban District - Silver Spring Expenditures	**3,607,783**	**3,914,111**	**3,840,460**	**3,915,565**	**—**
PERSONNEL					
Full-Time	38	38	38	38	—
Part-Time	0	0	0	0	—
FTEs	35.00	35.00	35.00	35.00	—
REVENUES					
Miscellaneous Revenues	145	0	0	0	—
Optional Method Development	109,186	120,000	120,000	120,000	—
Property Tax	954,044	1,037,864	1,033,015	1,058,586	2.0 %
Urban District - Silver Spring Revenues	**1,063,375**	**1,157,864**	**1,153,015**	**1,178,586**	**1.8 %**
URBAN DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	1,174,505	1,170,858	1,286,609	1,384,792	18.3 %
Employee Benefits	431,797	455,578	488,215	503,819	10.6 %
Urban District - Wheaton Personnel Costs	**1,606,302**	**1,626,436**	**1,774,824**	**1,888,611**	**16.1 %**
Operating Expenses	677,228	1,129,604	1,129,604	1,143,821	1.3 %
Urban District - Wheaton Expenditures	**2,283,530**	**2,756,040**	**2,904,428**	**3,032,432**	**10.0 %**
PERSONNEL					
Full-Time	22	22	22	22	—
Part-Time	1	1	1	1	—
FTEs	22.70	22.70	22.70	24.70	8.8 %
REVENUES					
Property Tax	247,050	281,689	286,663	293,914	4.3 %
Urban District - Wheaton Revenues	**247,050**	**281,689**	**286,663**	**293,914**	**4.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**9,070,665**	**9,946,344**	**9,950,998**	**10,364,612**	**4.2 %**
Total Full-Time Positions	**61**	**61**	**61**	**61**	**—**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**58.70**	**58.70**	**58.70**	**60.70**	**3.4 %**
Total Revenues	**2,292,608**	**2,401,951**	**2,416,923**	**2,469,571**	**2.8 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY22 ORIGINAL APPROPRIATION	**3,276,193**	**1.00**
Other Adjustments (with no service impacts)		
Re-align: Shift of Ambassador Program to Enhanced Security Ambassadorship Program [Enhanced Security and Ambassadorship]	221,331	0.00
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract [Streetscape Maintenance]	109,581	0.00
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract [Administration]	31,980	0.00
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract [Promotion of Community and Business Activities]	21,250	0.00
Increase Cost: Funding to Support Streetlight Replacement in Bethesda Urban District [Streetscape Maintenance]	12,524	0.00
Increase Cost: Inflationary Adjustment to the Bethesda Urban Partnership Contract [Enhanced Security and Ambassadorship]	11,750	0.00
Increase Cost: FY23 Compensation Adjustment	4,020	0.00
Increase Cost: Annualization of FY22 Compensation Increases	1,880	0.00
Increase Cost: Printing and Mail Adjustment	1,077	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(7,078)	0.00
Decrease Cost: Risk Management Adjustment	(46,562)	0.00
Re-align: Shift of Ambassador Program to Enhanced Security Ambassadorship Program [Streetscape Maintenance]	(221,331)	0.00
FY23 RECOMMENDED	**3,416,615**	**1.00**
URBAN DISTRICT - SILVER SPRING		
FY22 ORIGINAL APPROPRIATION	**3,914,111**	**35.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	57,862	0.00
Increase Cost: FY23 Compensation Adjustment	46,709	0.00
Decrease Cost: Motor Pool Adjustment	(1,547)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(23,435)	0.00
Decrease Cost: Retirement Adjustment	(29,916)	0.00
Decrease Cost: Risk Management Adjustment	(48,219)	0.00
FY23 RECOMMENDED	**3,915,565**	**35.00**
URBAN DISTRICT - WHEATON		
FY22 ORIGINAL APPROPRIATION	**2,756,040**	**22.70**
Changes (with service impacts)		
Add: One New Position to Support Programming of Public Spaces in Wheaton Urban District [Promotion of Community and Business Activities]	112,814	1.00
Add: Facility Fee Assistance Program in Wheaton Urban District [Promotion of Community and Business Activities]	75,000	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Two Part-Time Positions to Support Programming of Public Spaces in Wheaton Urban District [Promotion of Community and Business Activities]	69,022	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	38,764	0.00
Increase Cost: FY23 Compensation Adjustment	38,603	0.00
Increase Cost: Retirement Adjustment	2,972	0.00
Decrease Cost: Risk Management Adjustment	(20,272)	0.00
Decrease Cost: Motor Pool Adjustment	(40,511)	0.00
FY23 RECOMMENDED	**3,032,432**	**24.70**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	2,457,294	8.30	1,943,958	8.00
Enhanced Security and Ambassadorship	1,120,131	14.35	1,394,735	14.00
Promotion of Community and Business Activities	1,287,306	0.00	4,645,866	38.70
Streetscape Maintenance	5,081,613	36.05	2,380,053	0.00
Total	**9,946,344**	**58.70**	**10,364,612**	**60.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 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	FY23	FY24	FY25	FY26	FY27	FY28
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY23 Recommended	**3,417**	**3,417**	**3,417**	**3,417**	**3,417**	**3,417**
No inflation or compensation change is included in outyear projections.						
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	**3,417**	**3,422**	**3,422**	**3,422**	**3,422**	**3,422**
URBAN DISTRICT - SILVER SPRING						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
EXPENDITURES						
FY23 Recommended	**3,916**	**3,916**	**3,916**	**3,916**	**3,916**	**3,916**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**201**	**201**	**201**	**201**	**201**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,916**	**4,116**	**4,116**	**4,116**	**4,116**	**4,116**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY23 Recommended	**3,032**	**3,032**	**3,032**	**3,032**	**3,032**	**3,032**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**124**	**124**	**124**	**124**	**124**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,032**	**3,156**	**3,156**	**3,156**	**3,156**	**3,156**

Animal Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$8,712,488	77.00

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 residents 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 FY23 Operating Budget for the Office of Animal Services is $8,712,488, an increase of $598,132 or 7.37 percent from the FY22 Approved Budget of $8,114,356. Personnel Costs comprise 80.94 percent of the budget for 76 full-time position(s) and no part-time position(s), and a total of 77.00 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 19.06 percent of the FY23 budget.

The total recommended FY23 Operating Budget for the Office of Animal Services is $8,712,488, an increase of $598,132 or 7.37 percent from the FY22 Approved Budget of $8,114,356. Personnel Costs comprise 80.94 percent of the budget for 76 full-time position(s) and no part-time position(s), and a total of 77.00 FTEs. Total FTEs includes one Investigator position charged to the Police Department. Operating Expenses account for the remaining 19.06 percent of the FY23 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

- Add one Animal Care Attendant to increase the productivity of animal shelter operations.
- Provide funds for one Staff Veterinarian, which will address increased facility volume related to in-house emergencies, surgical procedures, and equity outreach.
- Fostered better partnerships with rescues and other animal welfare resources, both within and outside the Montgomery County Community, creating better placement alternatives for animals in shelter care.

- Enhanced pet licensing compliance rates through legislative and marketing efforts designed to promote compliance.
- Expanded shelter operations and field services presence in the community to serve as a valued resource regarding the care and welfare of all animals.
- Continued 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

- Adoption policies and procedures were revised to coincide with recommendations from national organizations to reduce barriers to adoption and create additional pathways for under-served areas in the County; thereby, reducing an animals' stay at the shelter facility.
- Significant improvements were made to the Volunteer Program streamlining processes to make processing applications and on-boarding new volunteers through a new automated system. Also, orientations and training processes are now accomplished virtually reducing wait times and delays for starting new volunteers.
- In response to COVID-19 restrictions, the OAS Adoptions Program modified procedures by incorporating a hybrid format that supports both appointment-based and in-person walk-ins.
- OAS transitioned to a new e-Citation system that replaced the antiquated system of issuing handwritten citations. This system provides an automated solution that has enhanced the interaction between officers and the court system, while also reducing the time officers remained on a call for service.

PROGRAM CONTACTS

Contact Bonnie White of the Office of Animal Services at 240.773.5641 or Derrick Harrigan of the Office of Management and Budget at 240.777.2759 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

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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of animals vaccinated at Rabies Clinics	402	988	1500	1500	1700
Average Daily Population for the Fiscal Year	271	239	240	230	230
Percent of animals that exit the facility alive (live release rate)	89%	92%	91%	91%	91%
Total number of unique volunteers	122	47	100	120	140
Total number of unique Foster Care volunteers	165	184	200	220	230

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,263,148**	**37.00**
Restore: Costs to Pre-Covid Level - Animal Shelter Manager	109,968	0.00
Add: Animal Care Attendant	40,809	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.	(653,916)	(10.00)
FY23 Recommended	**2,760,009**	**28.00**

Director's Office

The Director's Office provides central services in areas of budget, procurement, automated systems management, general office management, and public information. In addition, staff coordinates efforts and initiatives with other departments and agencies.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of pet licenses issued	17,945	14,515	17,500	18,000	18,500
Pet license revenue	$379,558	$283,533	$360,000	$380,000	$400,000
Percent of dogs and cats in the County that are licensed	11.08%	10.40%	10.0%	10.5%	11.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,497,403**	**6.00**
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	5,127	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.	1,168,844	14.00
FY23 Recommended	**2,671,374**	**20.00**

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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of calls received by the Animal Services Call Center	13,580	18,515	14,972	15,721	16,000
Percent of Communications Center calls dispatched	82%	65%	74%	71%	70%
Resource Responses: percent of calls resolved without the physical dispatch of an Animal Services Officer	18%	35%	35%	35%	35%
Number of investigations into alleged cruelty, abuse, neglect, or abandonment	464	686	475	500	500

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,462,403**	**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.	(149,318)	(3.00)
FY23 Recommended	**2,313,085**	**23.00**

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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of surgeries	1,347	1,320	1,350	1,300	1,300
Percent of surgeries performed that were a spay or neuter	94.5%	93.2%	92.0%	92.0%	92.0%
Amount of vaccines and other preventative care administered	12,244	11,647	12,000	12,000	12,000

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**891,402**	**6.00**
Add: Staff Veterinarian	67,463	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.	9,155	(1.00)
FY23 Recommended	**968,020**	**6.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,802,303	4,867,063	4,650,219	5,343,030	9.8 %
Employee Benefits	1,528,282	1,569,941	1,532,174	1,708,937	8.9 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
County General Fund Personnel Costs	**6,330,585**	**6,437,004**	**6,182,393**	**7,051,967**	**9.6 %**
Operating Expenses	1,168,138	1,677,352	1,072,568	1,660,521	-1.0 %
Capital Outlay	2,825	0	0	0	—
County General Fund Expenditures	**7,501,548**	**8,114,356**	**7,254,961**	**8,712,488**	**7.4 %**
PERSONNEL					
Full-Time	74	74	74	76	2.7 %
Part-Time	0	0	0	0	—
FTEs	75.00	75.00	75.00	77.00	2.7 %
REVENUES					
Other Charges/Fees	120,179	69,240	135,000	69,240	—
Other Fines/Forfeitures	18,015	65,000	65,000	65,000	—
Other Licenses/Permits	8,289	6,300	6,300	6,300	—
Pet Licenses	312,010	420,000	325,000	325,000	-22.6 %
County General Fund Revenues	**458,493**	**560,540**	**531,300**	**465,540**	**-16.9 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	275,730	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**275,730**	**0**	**0**	**0**	**—**
Operating Expenses	1,282	0	0	0	—
Grant Fund - MCG Expenditures	**277,012**	**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	277,012	0	0	0	%
Grant Fund - MCG Revenues	**277,012**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**7,778,560**	**8,114,356**	**7,254,961**	**8,712,488**	**7.4 %**
Total Full-Time Positions	**74**	**74**	**74**	**76**	**2.7 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**75.00**	**75.00**	**75.00**	**77.00**	**2.7 %**
Total Revenues	**735,505**	**560,540**	**531,300**	**465,540**	**-16.9 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**8,114,356**	**75.00**
Changes (with service impacts)		
Add: Staff Veterinarian [Veterinary Services]	67,463	1.00
Add: Animal Care Attendant [Animal Shelter]	40,809	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	178,352	0.00
Increase Cost: FY23 Compensation Adjustment	133,301	0.00
Restore: Costs to Pre-Covid Level - Animal Shelter Manager [Animal Shelter]	109,968	0.00
Increase Cost: Annualization of FY22 Personnel Costs	88,803	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Director's Office]	5,127	0.00
Increase Cost: Printing and Mail Adjustment	1,307	0.00
Decrease Cost: Retirement Adjustment	(3,733)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(6,000)	0.00
Decrease Cost: Motor Pool Adjustment	(17,265)	0.00
FY23 RECOMMENDED	**8,712,488**	**77.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Animal Shelter	3,263,148	37.00	2,760,009	28.00
Director's Office	1,497,403	6.00	2,671,374	20.00
Field Services	2,462,403	26.00	2,313,085	23.00
Veterinary Services	891,402	6.00	968,020	6.00
Total	**8,114,356**	**75.00**	**8,712,488**	**77.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**8,712**	**8,712**	**8,712**	**8,712**	**8,712**	**8,712**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**53**	**53**	**53**	**53**	**53**
New positions in the FY23 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
Labor Contracts	**0**	**435**	**435**	**435**	**435**	**435**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**8,712**	**9,200**	**9,200**	**9,200**	**9,200**	**9,200**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staff Veterinarian	67,463	1.00	105,801	1.00
Animal Care Attendant	40,809	1.00	55,160	1.00
Total	**108,272**	**2.00**	**160,961**	**2.00**

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Consumer Protection

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$2,477,443	18.00

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 FY23 Operating Budget for the Office of Consumer Protection is $2,477,443, an increase of $24,106 or 0.98 percent from the FY22 Approved Budget of $2,453,337. Personnel Costs comprise 94.67 percent of the budget for 19 full-time position(s) and no part-time position(s), and a total of 18.00 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 5.33 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **A Growing Economy**
- **Thriving Youth and Families**

INITIATIVES

- In December 2021, the OCP celebrated its 50th anniversary and engaged in a week-long program that consisted of consumer education presentations, an anniversary open house, and recognition from the County Executive and members of the County Council.
- OCP has built out the Public Election Fund Liaison function as assigned by the County Executive and has created a useful FAQ for members of the public, media, and candidates to consult on public election fund-related questions.
- OCP received media coverage from NBC-4 for its investigations that uncovered forced arbitration clauses in local auto repair shops' service contracts.

- OCP expanded its language access program, establishing an in-house roster of volunteers that speak five different languages to assist residents and merchants with limited English proficiency.

PROGRAM CONTACTS

Contact K. Samuel Buo of the Office of Consumer Protection at 240.777.3760 or Julie Knight of the Office of Management and Budget at 240.777.2760 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Number of business registrations received [1]	637	707	725	730	735
Number of complaint cases received	1,070	1,040	1,075	1,100	1,130
Percent of consumer protection cases closed that are resolved by OCP	62.00%	63.35%	65.00%	66.40%	68.00%
Average number of calendar days to Issue a business license / certificate of registration (excluding new home builder registrations)	14.10	9.94	7.01	5.00	5.00
Average number of workdays to investigate and close a written complaint (All complaints)	42.60	38.26	40.00	43.00	40.00
Average OCP customer satisfaction rating - Outcome of the customer's case (4 point scale) based on customer satisfaction survey	3.66	3.54	3.66	3.50	3.60

[1] *Actual FY21 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 registering 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.

The program also staffs the Patient Advocate, administers the Domestic Worker law, and beginning in May 2021, the program now provides the County's Public Election Fund Liaison Service.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,429,598	1,814,684	1,681,424	1,869,261	3.0 %
Employee Benefits	437,772	510,146	483,998	476,209	-6.7 %
County General Fund Personnel Costs	**1,867,370**	**2,324,830**	**2,165,422**	**2,345,470**	**0.9 %**
Operating Expenses	82,947	128,507	128,507	131,973	2.7 %
County General Fund Expenditures	**1,950,317**	**2,453,337**	**2,293,929**	**2,477,443**	**1.0 %**
PERSONNEL					
Full-Time	17	19	19	19	—
Part-Time	1	0	0	0	—
FTEs	16.60	18.00	18.00	18.00	—
REVENUES					
Miscellaneous Revenues	25	0	0	0	—
New Home Builder's License	143,865	153,000	147,000	153,000	—
Other Fines/Forfeitures	1,500	1,000	1,500	1,000	—
Other Licenses/Permits	52,630	51,000	52,000	51,000	—
County General Fund Revenues	**198,020**	**205,000**	**200,500**	**205,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	4,558	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**4,558**	**0**	**0**	**0**	**—**
Operating Expenses	1,730	0	0	0	—
Grant Fund - MCG Expenditures	**6,288**	**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	6,288	0	0	0	—
Grant Fund - MCG Revenues	**6,288**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**1,956,605**	**2,453,337**	**2,293,929**	**2,477,443**	**1.0 %**
Total Full-Time Positions	**17**	**19**	**19**	**19**	**—**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**16.60**	**18.00**	**18.00**	**18.00**	**—**
Total Revenues	**204,308**	**205,000**	**200,500**	**205,000**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**2,453,337**	**18.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	38,173	0.00
Increase Cost: FY23 Compensation Adjustment	33,889	0.00
Increase Cost: Annualization of FY22 Personnel Costs	8,726	0.00
Increase Cost: Motor Pool Adjustment	1,839	0.00
Increase Cost: Printing and Mail Adjustment	1,627	0.00
Decrease Cost: Retirement Adjustment	(60,148)	0.00
FY23 RECOMMENDED	**2,477,443**	**18.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	88,896	1.00	95,778	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**2,477**	**2,477**	**2,477**	**2,477**	**2,477**	**2,477**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**84**	**84**	**84**	**84**	**84**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,477**	**2,561**	**2,561**	**2,561**	**2,561**	**2,561**

Correction and Rehabilitation

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$73,371,735	544.57

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 FY23 Operating Budget for the Department of Correction and Rehabilitation is $73,371,735, an increase of $492,034 or 0.68 percent from the FY22 Approved Budget of $72,879,701. Personnel Costs comprise 88.37 percent of the budget for 535 full-time position(s) and no part-time position(s), and a total of 544.57 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 11.63 percent of the FY23 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

- Eliminate administrative fees charged to participants for the Intervention Program for Substance Abusers and the Alternative Community Service Program to implement a recommendation of the 2021 Reimagining Public Safety Task Force Report to reduce barriers to these and other court related programs.
- Relaunch the Bakery Program to support workforce development and provide inmates with an opportunity to earn a food service certificate and gain practical food preparation skills.
- Fund the purchase of two new electric perimeter security vehicles through the Motor Pool Fund Contribution NDA to address wear and tear on the existing gas powered engines from constant use at slow speeds and reduce environmental impacts.
- Add a correctional officer to enhance contraband screening.

- Add a correctional officer to support medical unit security.

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. Planning is underway for a new Criminal Justice Complex to replace the existing MCDC facility.
- Partner with the Department of Technology and Enterprise Business Solutions to initiate Wi-Fi infrastructure at DOCR facilities to enhance implementation of the new electronic health records system, delivery of programs and services, training opportunities, and work productivity.

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 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 and Support (42P01)

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**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.	4,711,490	32.00
FY23 Recommended	**4,711,490**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Detention Services average daily population	590	563	599	599	599
Percent of Mandatory trainings completed by December 31	85%	33%	75%	83%	85%
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	4	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	3	4	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	2	0	0	0
Zero Tolerance security incidents - Number of jail escapes	0	0	0	0	0
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	4	0	0	0	0
Recidivism: Former individuals committed and sentenced back to DOCR's custody within 3 years of release	48%	38%	45%	43%	42%
Portion of population participating in core curriculum programs at Correctional Facility [1]	52%	N/A	40%	47%	50%

[1] *Due to COVID-19, operations were modified â€" limiting program participation.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**50,163,476**	**380.70**
Add: Relaunch Bakery Program to Support Workforce Development for Inmates through Food Preparation Certification	152,500	1.00
Add: Planned Lifecycle Asset Replacement for Needed Non-capital Facility and Equipment Repair and Replacement	100,000	0.00
Add: Correctional Officer to Enhance Contraband Security	84,037	1.00
Add: Correctional Officer to Support Enhanced Medical Security Post	78,865	1.00

FY23 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.	(699,795)	0.00
FY23 Recommended	**49,879,083**	**383.70**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of referrals to mental health providers	3,982	3,952	3,910	3,910	3,910
Number of inmates receiving sick-call services	7,709	9,695	8,554	8,554	8,554
Number of initial nursing intakes	4,267	2,745	4,001	4,001	4,001

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,171,359**	**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.	79,670	0.00
FY23 Recommended	**7,251,029**	**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 Community Corrections 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Pre-Release and Re-entry Services average daily population [1]	85	0	65	65	65
Security incidents - Number of residents absconded from custody returned to Community Corrections	3	0	0	0	0
Security incidents - Number of residents absconded from Community Corrections custody	3	0	0	0	0
Percent of offenders from Pre-Release and Re-Entry Services employed at time served	70%	0%	75%	75%	75%

[1] *Due to COVID-19, effective March 2020 to-date programs have been suspended at PRRS.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,390,040**	**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.	145,093	0.00
FY23 Recommended	**6,535,133**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Average daily caseload under Pre-Trial supervision	1,561	920	1,370	1,370	1,370
Court appearance rate while under supervision	97.0%	98.0%	97%	97%	97%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,846,167**	**37.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	148,833	0.00
FY23 Recommended	**4,995,000**	**37.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Administration and Support (42P05)

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,308,659**	**32.00**

FY23 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.	(4,308,659)	(32.00)
FY23 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	46,577,722	49,394,308	49,472,138	50,476,736	2.2 %
Employee Benefits	13,465,230	15,140,934	14,719,175	14,360,402	-5.2 %
County General Fund Personnel Costs	**60,042,952**	**64,535,242**	**64,191,313**	**64,837,138**	**0.5 %**
Operating Expenses	7,338,513	7,801,459	7,810,383	7,991,597	2.4 %
Capital Outlay	58,357	0	0	0	—
County General Fund Expenditures	**67,439,822**	**72,336,701**	**72,001,696**	**72,828,735**	**0.7 %**
PERSONNEL					
Full-Time	539	534	534	535	0.2 %
Part-Time	0	0	0	0	—
FTEs	541.57	541.57	541.57	544.57	0.6 %
REVENUES					
Alternative Community Services	3,665	123,900	0	0	-100.0 %
Care of Federal/State Prisoners	118,980	457,130	480,325	667,580	46.0 %
Home Confinement Fees	0	30,000	0	30,000	—
Miscellaneous Revenues	360	0	0	0	—
Other Charges/Fees	0	22,590	0	22,590	—
Other Intergovernmental	728,969	60,000	191,547	60,000	—
Substance Abusers Intervention Program (IPSA)	1,650	29,130	0	0	-100.0 %
County General Fund Revenues	**853,624**	**722,750**	**671,872**	**780,170**	**7.9 %**
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	258,859	543,000	319,000	543,000	—
Detention Center Non-Tax Expenditures	**258,859**	**543,000**	**319,000**	**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					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Canteen Profits	274,745	245,065	245,065	245,065	—
Investment Income	790	0	700	4,180	—
Detention Center Non-Tax Revenues	**275,535**	**245,065**	**245,765**	**249,245**	**1.7 %**

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	8,403,978	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**8,403,978**	**0**	**0**	**0**	**—**
Operating Expenses	116,380	0	0	0	—
Grant Fund - MCG Expenditures	**8,520,358**	**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	8,390,803	0	0	0	%
Grant Fund - MCG Revenues	**8,390,803**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**76,219,039**	**72,879,701**	**72,320,696**	**73,371,735**	**0.7 %**
Total Full-Time Positions	**539**	**534**	**534**	**535**	**0.2 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**541.57**	**541.57**	**541.57**	**544.57**	**0.6 %**
Total Revenues	**9,519,962**	**967,815**	**917,637**	**1,029,415**	**6.4 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**72,336,701**	**541.57**
Changes (with service impacts)		
Add: Relaunch Bakery Program to Support Workforce Development for Inmates through Food Preparation Certification [Detention Services]	152,500	1.00
Add: Planned Lifecycle Asset Replacement for Needed Non-capital Facility and Equipment Repair and Replacement [Detention Services]	100,000	0.00
Add: Correctional Officer to Enhance Contraband Security [Detention Services]	84,037	1.00
Add: Correctional Officer to Support Enhanced Medical Security Post [Detention Services]	78,865	1.00
Other Adjustments (with no service impacts)		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY22 Compensation Increases	1,270,087	0.00
Increase Cost: FY23 Compensation Adjustment	989,680	0.00
Increase Cost: Printing and Mail Adjustment	2,968	0.00
Decrease Cost: Motor Pool Adjustment	(18,002)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(118,134)	0.00
Decrease Cost: Retirement Adjustment	(2,049,967)	0.00
FY23 RECOMMENDED	**72,828,735**	**544.57**

DETENTION CENTER NON-TAX

FY22 ORIGINAL APPROPRIATION	**543,000**	**0.00**
FY23 RECOMMENDED	**543,000**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration and Support (42P01)	0	0.00	4,711,490	32.00
Administration and Support (42P05)	4,308,659	32.00	0	0.00
Detention Services	50,163,476	380.70	49,879,083	383.70
Medical and Behavioral Health Services	7,171,359	37.69	7,251,029	37.69
Pre-Release and Re-entry Services	6,390,040	54.18	6,535,133	54.18
Pre-Trial Services	4,846,167	37.00	4,995,000	37.00
Total	**72,879,701**	**541.57**	**73,371,735**	**544.57**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**72,829**	**72,829**	**72,829**	**72,829**	**72,829**	**72,829**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**53**	**53**	**53**	**53**	**53**
New positions in the FY23 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**	**2,693**	**2,693**	**2,693**	**2,693**	**2,693**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**72,829**	**75,575**	**75,575**	**75,575**	**75,575**	**75,575**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
DETENTION CENTER NON-TAX						
EXPENDITURES						
FY23 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**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Relaunch Bakery Program to Support Workforce Development for Inmates through Food Preparation Certification	52,500	1.00	105,000	1.00
Total	**52,500**	**1.00**	**105,000**	**1.00**

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Emergency Management and Homeland Security

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$3,783,313	19.30

MARIANNE SOUDERS, ACTING 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 such as for grant-seeking, management, and reporting.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of Emergency Management and Homeland Security is $3,783,313, an increase of $361,347 or 10.56 percent from the FY22 Approved Budget of $3,421,966. Personnel Costs comprise 71.40 percent of the budget for 18 full-time position(s) and one part-time position(s), and a total of 19.30 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 28.60 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Safe Neighborhoods**

INITIATIVES

- Add funding for a Climate Adaption Manager who will provide targeted outreach and other educational opportunities for vulnerable communities within Montgomery County. This position will also coordinate the department's involvement in the County's Climate Initiative, and will provide specific guidance on mitigating heat island effects and flash flood occurrences.
- Provide $800,000 in security grants to non-profit organizations in Montgomery County that have experienced or are at greater risk for experiencing hate crimes.
- Provided support to the County's COVID-19 vaccination clinics through management of logistics such as signage, traffic control and shuttle transportation and coordinate with the Department of Health and Human Services to develop the County's Test to Stay protocols for non-public schools in line with Maryland Department of Health guidance.
- Coordinated with emergency management planners across the National Capital Region on the Threat and Hazard Identification Risk Assessment, with regional public safety partners on a consequence management plan for the State of the Union, and with Prince George's County on the Maryland Emergency Response System.
- Coordinated with the Maryland Department of Housing and Community Development to open several disaster programs for eligible residents including Maryland Business Recovery Loan Program, Maryland Disaster Housing Assistance Program, and Maryland Disaster Relief Housing Program.
- Developed a climate action plan in partnership with the Department of Environmental Protection, Department of Transportation, and the County's Climate Officer. OEMHS' work has focused largely on climate adaptation, updating the Extreme Temperature plan, and mapping social vulnerability in the County to begin targeted outreach efforts.
- Coordinated and participated in a joint exercise with Fort Detrick's Forest Glen Annex, testing the emergency response procedure for a train derailment. The department also conducted the Capital Fortitude exercise which reviewed the county's medical supply distribution plan.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Emergency Management and Homeland Security continues to build its Un-Manned Aircraft Systems program and currently has two licensed pilots along with two other pilots that will obtain their licensing. OEMHS conducts regular training to be able to deploy for damage assessment or in support of public safety agencies.
- Completed a series of workplace emergency preparedness videos to be used in County trainings.
- Coordinated with the Maryland Department of Emergency Management to establish a network of automated weather and environmental monitoring stations designed to observe mesoscale meteorological phenomena, such as dry lines, squall lines, and sea breezes.

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 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 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,643,547**	**5.52**
Add: Non-Profit Security Grants for Organizations and Facilities At High Risk of Hate Crimes	800,000	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.	(680,752)	0.00
FY23 Recommended	**1,762,795**	**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, pandemics, 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of County Facility Emergency Action Plans reviewed within 90 days of submission/contract	100.0%	100.0%	100.0%	100.0%	100.0%
Percent of employees who have completed Employee Emergency Training or Workplace Violence Level	17.5%	17.8%	18.0%	20.0%	22.0%
Percent of principal County departments and offices with a COOP plan score of 2.5 or higher	74.0%	91.4%	92.0%	92.5%	93.0%
Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709 [1]	21.7%	21.9%	22.0%	23.0%	24.0%
Percent of Emergency Management Accreditation standards met by the County [2]	93.8%	100.0%	100.0%	100.0%	100.0%

[1] *Population of the county continues to grow, and number of opt in contacts will change daily as people move into and out of the county.*

[2] *OEMHS re-accredited in 2021.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,778,419**	**12.78**
Add: Climate Adaptation Program Manager to Coordinate Countywide Climate Action Plan	105,000	1.00

FY23 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.	137,099	0.00
FY23 Recommended	**2,020,518**	**13.78**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,232,444	1,153,805	969,436	1,311,501	13.7 %
Employee Benefits	316,509	311,923	201,852	336,218	7.8 %
County General Fund Personnel Costs	**1,548,953**	**1,465,728**	**1,171,288**	**1,647,719**	**12.4 %**
Operating Expenses	1,154,289	977,954	1,012,570	1,082,115	10.7 %
County General Fund Expenditures	**2,703,242**	**2,443,682**	**2,183,858**	**2,729,834**	**11.7 %**
PERSONNEL					
Full-Time	9	11	11	12	9.1 %
Part-Time	1	1	1	1	—
FTEs	8.82	10.82	10.82	11.82	9.2 %
REVENUES					
Hazardous Materials Permits	445,575	865,000	865,000	865,000	—
Other Charges/Fees	22,707	0	0	0	—
Other Intergovernmental	14,339	0	0	0	—
County General Fund Revenues	**482,621**	**865,000**	**865,000**	**865,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	612,240	746,027	746,027	812,559	8.9 %
Employee Benefits	106,087	232,257	232,257	240,920	3.7 %
Grant Fund - MCG Personnel Costs	**718,327**	**978,284**	**978,284**	**1,053,479**	**7.7 %**
Operating Expenses	7,875,297	0	0	0	—
Capital Outlay	93,160	0	0	0	—
Grant Fund - MCG Expenditures	**8,686,784**	**978,284**	**978,284**	**1,053,479**	**7.7 %**
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	8,220,759	978,284	978,284	1,053,479	7.7 %
Grant Fund - MCG Revenues	**8,220,759**	**978,284**	**978,284**	**1,053,479**	**7.7 %**
DEPARTMENT TOTALS					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total Expenditures	**11,390,026**	**3,421,966**	**3,162,142**	**3,783,313**	**10.6 %**
Total Full-Time Positions	**15**	**17**	**17**	**18**	**5.9 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**16.30**	**18.30**	**18.30**	**19.30**	**5.5 %**
Total Revenues	**8,703,380**	**1,843,284**	**1,843,284**	**1,918,479**	**4.1 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**2,443,682**	**10.82**
Changes (with service impacts)		
Add: Non-Profit Security Grants for Organizations and Facilities At High Risk of Hate Crimes [Administration]	800,000	0.00
Add: Climate Adaptation Program Manager to Coordinate Countywide Climate Action Plan [Emergency Management Planning, Response & Recovery]	105,000	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Personnel Costs	55,524	0.00
Increase Cost: Annualization of FY22 Compensation Increases	21,643	0.00
Increase Cost: FY23 Compensation Adjustment	14,124	0.00
Increase Cost: Printing and Mail Adjustment	1,592	0.00
Increase Cost: Motor Pool Adjustment	569	0.00
Decrease Cost: Retirement Adjustment	(11,300)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(701,000)	0.00
FY23 RECOMMENDED	**2,729,834**	**11.82**
GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**978,284**	**7.48**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Personnel Costs	75,195	0.00
FY23 RECOMMENDED	**1,053,479**	**7.48**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	1,643,547	5.52	1,762,795	5.52
Emergency Management Planning, Response & Recovery	1,778,419	12.78	2,020,518	13.78

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Total	**3,421,966**	**18.30**	**3,783,313**	**19.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**2,730**	**2,730**	**2,730**	**2,730**	**2,730**	**2,730**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(803)**	**(803)**	**(803)**	**(803)**	**(803)**
Items recommended for one-time funding in FY23, including Non-Profit Security Grants for Organizations and Facilities At High Risk of Hate Crimes and operating expenses for the Climate Adaption Program Manager, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**51**	**51**	**51**	**51**	**51**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,730**	**1,978**	**1,978**	**1,978**	**1,978**	**1,978**

Fire and Rescue Service

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$251,655,354	1,352.01

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 FY23 Operating Budget for the Montgomery County Fire and Rescue Service is $251,655,354 an increase of $18,417,656 or 7.90 percent from the FY22 Approved Budget of $233,237,698. Personnel Costs comprise 82.14 percent of the budget for 1,350 full-time positions, one part-time position, and a total of 1,352.01 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 17.86 percent of the FY23 budget.

The Debt Service for the Fire Tax District Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Fire Tax District Fund to the Debt Service Fund of $8,253,840 for general obligation debt and $5,260,150 for other debt is required.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

INITIATIVES

- Add a paramedic chase car to enhance advanced life support (ALS) emergency medical service delivery in Silver Spring.
- Add an Emergency Medical Service Duty Officer position to enhance advanced life support field supervision.
- Add a permanent Emergency Medical Service System Capacity Officer to coordinate patient transport to hospitals and balance emergency department loads. This enhancement is expected to assist in reducing hospital drop times and increase EMS transport availability.
- Increase the capacity of the Mobile Integrated Health program by adding two paramedics to support the existing social worker and registered nurse on home visits, complement the County's Mobile Crisis Team, and enhance other public health efforts, assist with emergency room diversion options, and better address the needs of frequent 911 callers.
- Add civilian staff in Support Services to enhance emergency medical services logistics and the small tools function to enhance service and reduce uniform backfill overtime.
- Provide an additional therapist and administrative staff to expand mental health services and add contract resources for Fire and Rescue Occupational Medical Services to support Montgomery County Fire and Rescue Service personnel.
- Add night/weekend career staffing at Sandy Spring Fire Station 40 to support volunteer staffing and address failures to respond.
- Add funds to support a new flexible emergency medical service, entering service in FY24. The nature of this resource will be informed by enhanced data analysis to ensure maximum community impact.
- Add funds to support new lease costs associated with expanded and improved space for the Mental Health Unit and Special Operations warehouse expansion.
- Increase support for local fire and rescue department emergency medical service activities and infrastructure through an Emergency Service Transporter Supplemental Payment Program Distribution.
- Add an Emergency Medical Service Quality Management Battalion Chief to evaluate emergency medical services system performance and assist in optimizing resource deployment.
- Add funds to un-lapse a Program Manager II position to promote the integration of volunteer and career fire and rescue activities.
- Provide funding to address long-standing structural budget deficiencies in fleet and facilities maintenance, wireless communications, and medical supplies.
- MCFRS will undergo an assessment of workload and resource deployment by an independent contractor in FY22, with a focus on evaluating the effectiveness of the existing deployment model and identifying resource efficiencies. Efforts will be made to incorporate recommendations from the assessment in order to reduce the use of details and overtime costs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Completed the installation of a grant-funded vehicle exhaust elimination system that allows all fire station vehicles to be hooked to the system and prevents exposure to dangerous exhaust.
- Purchased over $200,000 of personal protective gear funded by a FEMA grant to safeguard firefighters and paramedics from COVID.
- Placed four new brush engines and a rescue squad into service to replace aging apparatus and reduce maintenance costs.
- Provide MCFRS personnel language interpretation service through cell phones placed on apparatus.

- Launched alternative care options to low acuity patients including (1) safe treatment in place via telehealth consult and (2) transport to an urgent care center in lieu of an emergency department. These alternatives provide improved care efficiency for the patient, decrease MCFRS transport unit cycle times which make more units available for emergencies, and reduce volume in local emergency departments.
- In May 2021, MCFRS expanded the telehealth program to include high-risk patients who refuse transport to a hospital, to improve patient safety.
- Merged the Information Technology and Technical Operations section into a single Technology Services Section. Abolished the civilian manager and battalion chief to create a new assistant chief, resulting in greater efficiencies and cost savings.
- In FY22 the State's new Emergency Service Transporter Supplemental Payment Program will begin providing several million dollars of federal funding annually to the County to partially cover the cost of ambulance transport of Medicaid patients

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 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

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of invoices	11,441	11,957	12,000	12,000	12,000
EMST revenue collected (in millions)	$15.97	$18.59	$19.80	$20.00	$20.00
EMST reimbursement recovery rate	54.8%	53.8%	55.0%	55.0%	55.0%
Percent of contracting dollars awarded to minority, female, or disabled (MFD) firms	6.1%	8.2%	8.5%	9.0%	9.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,700,838**	**15.00**
Increase Cost: Insurance Coverage Premium Increase	305,000	0.00
Increase Cost: Emergency Service Transporter Supplemental Payment Program Administrative Specialist	70,000	1.00
Increase Cost: Emergency Service Transporter Supplemental Payment Program Annual Audit	50,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	64,535	0.00
FY23 Recommended	**6,190,373**	**16.00**

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 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Training academy accreditation (three accreditations)	3	3	3	3	3
Percentage of non-white male recruit applications [1]	38%	45%	45%	50%	50%

[1] *MCFRS began tracking this metric in FY20.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**28,295,562**	**36.26**
Enhance: Add a Therapist and Administrative Aide to Expand Available Mental Health Resources for First Responders	150,000	1.75

FY23 Recommended Changes	Expenditures	FTEs
Enhance: Fire and Rescue Occupational Medical Services Enhancement and Contract Increase to Support Additional Workload	148,604	0.00
Increase Cost: Convert Paramedic Training Coordinator Position from Master Firefighter to Captain to Better Support Advanced Life Support Instruction	40,000	0.00
Enhance: Chargeback for Mental Health Unit Lease Consolidation and Expansion	33,000	0.00
Technical Adj: Abolish Long-term Vacant Lapsed Positions	0	(3.00)
Decrease Cost: Recruit Class Adjustment to Reflect the Timing of Prior Year Classes	(755,000)	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.	194,304	(4.00)
FY23 Recommended	**28,106,470**	**31.01**

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 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 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Child safety seat inspections survey - percent of respondents who were overall satisfied	100.0%	100%	100%	100%	100%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,901,135**	**20.00**
Technical Adj: Abolish Long-term Vacant Lapsed Positions	0	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(661,380)	(4.00)
FY23 Recommended	**5,239,755**	**15.00**

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 resulting in the transport of 70,000 people to local hospitals. There are approximately 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, six heavy rescue squads, 10 ALS medic units, three 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of fire incidents	16,953	16,831	17,500	17,500	17,000
Number of EMIHS (medical services) incidents	93,516	88,942	93,200	94,000	94,100
90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the County	11:18	11:30	11:45	10:15	10:15
90th percentile arrival time for first engine to structure fire in urban areas of the County	9:36	9:22	9:30	9:15	9:15
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	27.0%	24.8%	25.0%	30.0%	30.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**169,722,111**	**1,203.40**
Add: Emergency Medical Service System Capacity Officer to Coordinate Patient Transport to Hospitals and Balance Emergency Department Loads	1,192,000	5.00
Add: Emergency Medical Service Duty Officer to Enhance Advanced Life Support Field Supervision	1,082,000	5.00
Enhance: Additional Staffing for Sandy Spring Fire Station 40 to Support Night and Weekend Service	852,000	4.00
Add: Paramedic Chase Car Serving Silver Spring to Expand Advanced Life Support Service	799,000	5.00
Increase Cost: Holiday Pay - Number of Holidays	441,000	0.00
Add: Flexible Emergency Medical Service Resource	355,000	5.00

FY23 Recommended Changes	Expenditures	FTEs
Enhance: Add Two Paramedic Firefighters to Expand Mobile Integrated Health Team to Address the Needs of Frequent 911 Callers	282,000	2.00
Enhance: Chargeback for Special Operations Leased Warehouse Expansion	216,000	0.00
Add: Emergency Medical Service Quality Management Battalion Chief to Augment Evaluation and Quality Improvement of Emergency Medical Services	71,000	1.00
Technical Adj: Abolish Long-term Vacant Lapsed Positions	0	(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.	6,223,749	3.00
FY23 Recommended	**181,235,860**	**1,225.40**

Support Services

The Division of Support Services provides central administrative and management service and direction for support functions across the department. Core services include the Capital Improvement Program, logistics, fleet services, facilities, technology services, and safety.

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.

The 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 and Enterprise Business Solutions' 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.

The 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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of COMAR-mandated vehicle inspections performed [1]	235	215	245	245	245
Number of facilities maintained by MCFRS [2]	46	46	46	46	46
Number of Facility Maintenance Requests and Repairs [3]	1,691	2,117	2,400	2,700	3,000
Number of safety inspections (PPE) performed [4]	5,598	6,017	6,035	6,035	6,035
Uptime for MCFRS-maintained IT systems	99.93%	99.94%	99.94%	99.94%	99.94%
Number of times MCFRS went below its minimum complement of apparatus	50	98	150	50	25

[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-owned).*

[4] *Does not include Volunteer inspections.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**17,698,497**	**52.60**
Increase Cost: Adjust Budget for Fleet Maintenance to Address Structural Budget Deficiency	1,850,000	0.00
Increase Cost: Adjust Budget for Facilities Maintenance to Address Structural Budget Deficiency	1,150,000	0.00
Increase Cost: Adjust Budget for Wireless Communications to Address Structural Budget Deficiency	500,000	0.00
Increase Cost: Adjust Budget for Medical Supplies to Address Structural Budget Deficiency	240,000	0.00
Add: Emergency Medical Service Logistics Program Manager II to Support Ordering, Management, and Distribution of Medical Supplies and Return Detailed Captain to the Field	85,000	1.00
Add: Emergency Medical Service Supply Technician to Support Medical Supply Stocking and Distribution	59,000	1.00
Increase Cost: Annualization of Chase Car and Daywork Ambulance Costs	41,300	0.00
Add: Program Manager II to Support Small Tools Function and Return Detailed Captain to the Field	0	1.00
Technical Adj: Abolish Long-term Vacant Lapsed Positions	0	(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.	1,421,895	5.00
FY23 Recommended	**23,045,692**	**58.60**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of volunteer stand-by hours	501,719	502,924	505,000	510,000	515,000
Number of volunteer in-station drill hours	16,862	15,122	16,000	17,000	18,000
Percent of total volunteers that are female	37.4%	37.2%	38.0%	40.0%	40.0%
Percent of volunteers from a racial or ethnic minority group	20.3%	20.8%	21.0%	25.0%	25.0%
Number of trained volunteers hired by MCFRS	5	10	12	15	20

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,919,555**	**6.00**
Enhance: Local Fire and Rescue Department Emergency Service Transporter Supplemental Payment Program Distribution	1,650,000	0.00
Increase Cost: Montgomery County Volunteer Fire and Rescue Association - Negotiated Agreement	89,921	0.00
Add: Unlapse Program Manager II to Promote the Integration of Volunteer and Career Fire and Rescue Activities	80,000	0.00
Increase Cost: Length of Service Awards Program	69,000	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.	28,728	0.00
FY23 Recommended	**7,837,204**	**6.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
FIRE					
EXPENDITURES					
Salaries and Wages	141,986,703	141,254,477	150,551,329	153,345,934	8.6 %
Employee Benefits	50,279,881	53,531,355	53,966,593	53,362,301	-0.3 %
Fire Personnel Costs	**192,266,584**	**194,785,832**	**204,517,922**	**206,708,235**	**6.1 %**
Operating Expenses	43,166,018	38,066,866	44,942,866	44,947,119	18.1 %
Capital Outlay	21,574	385,000	385,000	0	-100.0 %
Fire Expenditures	**235,454,176**	**233,237,698**	**249,845,788**	**251,655,354**	**7.9 %**
PERSONNEL					
Full-Time	1,315	1,332	1,332	1,350	1.4 %
Part-Time	0	0	0	1	—
FTEs	1,316.26	1,333.26	1,333.26	1,352.01	1.4 %
REVENUES					
EMS Reimbursement-Ambulance Fee	20,479,176	20,000,000	19,800,000	20,000,000	—
Miscellaneous Revenues	616,699	244,882	244,882	244,882	—
Other Charges/Fees	(177)	0	0	0	—
Other Intergovernmental	743,038	198,622	5,347,622	11,013,162	5444.8 %
Property Tax	246,033,972	255,444,935	257,816,298	236,039,696	-7.6 %
State Fire/Rescue 508 Funds	1,995,269	0	0	0	—
Fire Revenues	**269,867,977**	**275,888,439**	**283,208,802**	**267,297,740**	**-3.1 %**
GRANT FUND - MCG					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	23,869,261	0	0	0	—
Employee Benefits	194,902	0	0	0	—
Grant Fund - MCG Personnel Costs	**24,064,163**	**0**	**0**	**0**	**—**
Operating Expenses	1,183,267	0	0	0	—
Capital Outlay	300,753	0	0	0	—
Grant Fund - MCG Expenditures	**25,548,183**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	3	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	3.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	24,526,605	0	0	0	—
State Grants	40,370	0	0	0	—
Grant Fund - MCG Revenues	**24,566,975**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**261,002,359**	**233,237,698**	**249,845,788**	**251,655,354**	**7.9 %**
Total Full-Time Positions	**1,318**	**1,332**	**1,332**	**1,350**	**1.4 %**
Total Part-Time Positions	**0**	**0**	**0**	**1**	**—**
Total FTEs	**1,319.26**	**1,333.26**	**1,333.26**	**1,352.01**	**1.4 %**
Total Revenues	**294,434,952**	**275,888,439**	**283,208,802**	**267,297,740**	**-3.1 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FIRE		
FY22 ORIGINAL APPROPRIATION	**233,237,698**	**1,333.26**
Changes (with service impacts)		
Enhance: Local Fire and Rescue Department Emergency Service Transporter Supplemental Payment Program Distribution [Volunteer Services]	1,650,000	0.00
Add: Emergency Medical Service System Capacity Officer to Coordinate Patient Transport to Hospitals and Balance Emergency Department Loads [Operations]	1,192,000	5.00
Add: Emergency Medical Service Duty Officer to Enhance Advanced Life Support Field Supervision [Operations]	1,082,000	5.00
Enhance: Additional Staffing for Sandy Spring Fire Station 40 to Support Night and Weekend Service [Operations]	852,000	4.00
Add: Paramedic Chase Car Serving Silver Spring to Expand Advanced Life Support Service [Operations]	799,000	5.00
Add: Flexible Emergency Medical Service Resource [Operations]	355,000	5.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Add Two Paramedic Firefighters to Expand Mobile Integrated Health Team to Address the Needs of Frequent 911 Callers [Operations]	282,000	2.00
Enhance: Chargeback for Special Operations Leased Warehouse Expansion [Operations]	216,000	0.00
Enhance: Add a Therapist and Administrative Aide to Expand Available Mental Health Resources for First Responders [Human Resources Division]	150,000	1.75
Enhance: Fire and Rescue Occupational Medical Services Enhancement and Contract Increase to Support Additional Workload [Human Resources Division]	148,604	0.00
Add: Emergency Medical Service Logistics Program Manager II to Support Ordering, Management, and Distribution of Medical Supplies and Return Detailed Captain to the Field [Support Services]	85,000	1.00
Add: Unlapse Program Manager II to Promote the Integration of Volunteer and Career Fire and Rescue Activities [Volunteer Services]	80,000	0.00
Add: Emergency Medical Service Quality Management Battalion Chief to Augment Evaluation and Quality Improvement of Emergency Medical Services [Operations]	71,000	1.00
Add: Emergency Medical Service Supply Technician to Support Medical Supply Stocking and Distribution [Support Services]	59,000	1.00
Enhance: Chargeback for Mental Health Unit Lease Consolidation and Expansion [Human Resources Division]	33,000	0.00
Add: Program Manager II to Support Small Tools Function and Return Detailed Captain to the Field [Support Services]	0	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY23 Compensation Adjustment	7,878,742	0.00
Increase Cost: Annualization of FY22 Compensation Increases	2,678,540	0.00
Increase Cost: Adjust Budget for Fleet Maintenance to Address Structural Budget Deficiency [Support Services]	1,850,000	0.00
Increase Cost: Adjust Budget for Facilities Maintenance to Address Structural Budget Deficiency [Support Services]	1,150,000	0.00
Increase Cost: Annualization of FY22 Lapsed Positions	953,626	0.00
Increase Cost: Adjust Budget for Wireless Communications to Address Structural Budget Deficiency [Support Services]	500,000	0.00
Increase Cost: Holiday Pay - Number of Holidays [Operations]	441,000	0.00
Increase Cost: Motor Pool Adjustment	349,662	0.00
Increase Cost: Insurance Coverage Premium Increase [Fiscal Management]	305,000	0.00
Increase Cost: Risk Management Adjustment	268,454	0.00
Increase Cost: Adjust Budget for Medical Supplies to Address Structural Budget Deficiency [Support Services]	240,000	0.00
Increase Cost: Annualization of FY22 Personnel Costs	225,480	0.00
Increase Cost: Montgomery County Volunteer Fire and Rescue Association - Negotiated Agreement [Volunteer Services]	89,921	0.00
Increase Cost: Emergency Service Transporter Supplemental Payment Program Administrative Specialist [Fiscal Management]	70,000	1.00
Increase Cost: Length of Service Awards Program [Volunteer Services]	69,000	0.00
Increase Cost: Emergency Service Transporter Supplemental Payment Program Annual Audit [Fiscal Management]	50,000	0.00
Increase Cost: Annualization of Chase Car and Daywork Ambulance Costs [Support Services]	41,300	0.00
Increase Cost: Convert Paramedic Training Coordinator Position from Master Firefighter to Captain to Better Support Advanced Life Support Instruction [Human Resources Division]	40,000	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail Adjustment	32,562	0.00
Technical Adj: Abolish Long-term Vacant Lapsed Positions [Human Resources Division]	0	(3.00)
Technical Adj: Abolish Long-term Vacant Lapsed Positions [Support Services]	0	(2.00)
Technical Adj: Abolish Long-term Vacant Lapsed Positions [Office of the Fire Chief]	0	(1.00)
Technical Adj: Abolish Long-term Vacant Lapsed Positions [Operations]	0	(8.00)
Decrease Cost: Recruit Class Adjustment to Reflect the Timing of Prior Year Classes [Human Resources Division]	(755,000)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(1,930,468)	0.00
Decrease Cost: Retirement Adjustment	(3,184,767)	0.00
FY23 RECOMMENDED	**251,655,354**	**1,352.01**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Fiscal Management	5,700,838	15.00	6,190,373	16.00
Human Resources Division	28,295,562	36.26	28,106,470	31.01
Office of the Fire Chief	5,901,135	20.00	5,239,755	15.00
Operations	169,722,111	1,203.40	181,235,860	1,225.40
Support Services	17,698,497	52.60	23,045,692	58.60
Volunteer Services	5,919,555	6.00	7,837,204	6.00
Total	**233,237,698**	**1,333.26**	**251,655,354**	**1,352.01**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
FIRE						
EXPENDITURES						
FY23 Recommended	**251,655**	**251,655**	**251,655**	**251,655**	**251,655**	**251,655**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**521**	**521**	**521**	**521**	**521**
New positions in the FY23 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 FY23	**0**	**(1,826)**	**(1,826)**	**(1,826)**	**(1,826)**	**(1,826)**
Items recommended for one-time funding in FY23, including additional recruit class costs to support an EMS Systems Capacity Officer, Paramedic Chase Car, EMS Duty Officer, Flexible EMS Resource, Mobile Integrated Health Team Paramedics, Sandy Spring Fire Station 40 Staffing, and an EMS Battalion Chief; and start up costs to support a new ESPP Administrative Specialist, Mental Health Unit Expansion, and an EMS Supply Tech, will be eliminated from the base in the outyears.						

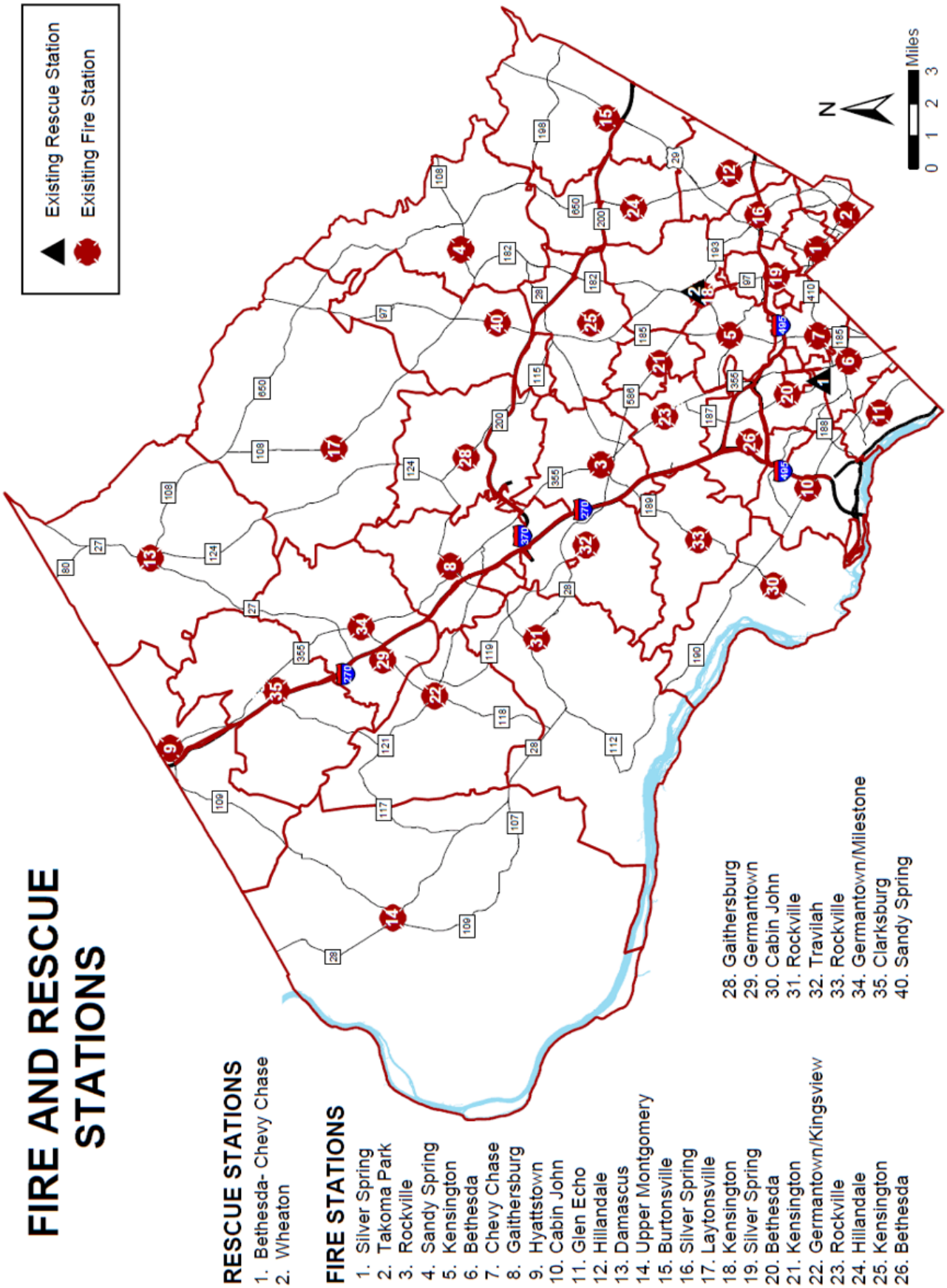
FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
Labor Contracts	**0**	**3,579**	**3,579**	**3,579**	**3,579**	**3,579**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Clarksburg Fire Station (P450300)	**0**	**162**	**162**	**162**	**162**	**162**
White Flint Fire Station 23 (P451502)	**0**	**0**	**0**	**98**	**258**	**258**
Subtotal Expenditures	**251,655**	**254,091**	**254,091**	**254,189**	**254,349**	**254,349**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Add a Therapist and Administrative Aide to Expand Available Mental Health Resources for First Responders	112,000	1.75	149,000	1.75
Emergency Medical Service Supply Technician to Support Medical Supply Stocking and Distribution	54,000	1.00	70,000	1.00
Emergency Service Transporter Supplemental Payment Program Administrative Specialist	65,000	1.00	86,000	1.00
Emergency Medical Service Logistics Program Manager II to Support Ordering, Management, and Distribution of Medical Supplies and Return Detailed Captain to the Field	85,000	1.00	113,000	1.00
Flexible Emergency Medical Service Resource	300,000	5.00	602,000	5.00
Emergency Medical Service Quality Management Battalion Chief to Augment Evaluation and Quality Improvement of Emergency Medical Services	60,000	1.00	144,000	1.00
Unlapse Program Manager II to Promote the Integration of Volunteer and Career Fire and Rescue Activities	80,000	0.00	113,000	0.00
Total	**756,000**	**10.75**	**1,277,000**	**10.75**


FIRE AND RESCUE STATIONS
Existing Rescue Station
Exisiting Fire Station
N
0 1 2 3
Miles
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 FY23 BUDGET	FULL TIME EQUIVALENTS
$295,656,915	1,891.96

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 FY23 Operating Budget for the Department of Police is $295,656,915, an increase of $12,705,431 or 4.49 percent from the FY22 Approved Budget of $282,951,484. Personnel Costs comprise 84.65 percent of the budget for 1,825 full-time position(s) and 207 part-time position(s), and a total of 1,891.96 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 15.35 percent of the FY23 budget.

In July 2020, County Executive Marc Elrich announced his vision of Reimaging Public Safety in Montgomery County. This initiative is intended to identify and address bias and institutional racism in public safety, collect and analyze relevant data on police practice, and develop new policies for ensuring the safety of our neighborhoods. A taskforce consisting of staff from MCPD, Health and Human Services, the Office of the County Attorney, Human Resources, the Office of Management and Budget, and the County Council has convened to explore these objectives. Included in the FY23 Recommended Budget are items that are directly associated with the Reimagining Public Safety Initiative.

- In accordance with Chapter 59 of 2021, the FY23 budget funds the Police Accountability Board and the Administrative Charging Committee which will review police data, investigate disciplinary infractions perpetrated by an officer, and provide administrative rulings on findings of police misconduct.
- Three additional civilian staff are provided to collect and compile data requested as part of a public information query. Maryland's Public Information Act (PIA) grants broad rights of access to public records, and these positions will provide MCPD with the resources needed to fulfill these requests.
- Two additional sworn staff will support the internal random review of police footage to make assessments of compliance against established Montgomery County police procedure.
- 300 additional body-worn cameras are funded to implement the requirements of Bill 18-21 which stipulates that each uniformed officer be provided with a recording device.
- Additional funding will support the purchase of non-lethal pepper-ball guns which can be used to disperse crowds or subdue a suspect without the use of deadly force.
- An agreement between the Rockville Police Department and Montgomery County Health and Human Services will create a Community Crisis Intervention Team which will respond to public safety situations involving individuals that are mentally ill, developmentally disabled, or experiencing trauma in their lives.
- An additional psychologist in the Office of Human Resources will provide ongoing mental health assessments to sworn Montgomery County Police Department and Sheriff's Office staff.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Safe Neighborhoods**

INITIATIVES

- Development of a License Plate Reader and Security Camera deployment plan for the 3rd District - Silver Spring which will add resources to addressing crime deterrence and crime solving in the Central Business District.
- The Montgomery County Police Department will conduct a workload analysis of police officers in each of the County's six districts to determine appropriate staffing levels and establish operational efficiency. This analysis will be ongoing and initial findings are projected to be available during FY23.
- MCPD will implement biennial mental health assessments for all current and incoming Police Officers beginning in FY23.
- The Recruitment Unit will receive an additional police officer and a civilian administrative support position to improve recruitment efforts and to attract the best talent to Montgomery County's police force.
- The Community Resources Bureau will increase the number of police officers that receive crisis intervention training which will, in coordination with the Department of Health and Human Services, improve the public safety response to individuals experiencing a mental health crisis. In addition, the Bureau is coordinating community engagement events and surveys to improve MCPD's violence intervention initiatives.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Incorporate unmanned aerial systems and ground robotics into calls for service with the goal of using these technologies to locate missing individuals, document evidence, and increase public safety.
- The Safe Traffic Incident Management System is a key element of the Vision Zero Initiative and its goal of reducing traffic fatalities to zero by 2030. The Traffic Operations Division, in collaboration with the County's Vision Zero Coordinator, will monitor relevant data to ensure that trends are consistent with the Initiative's goals.

PROGRAM CONTACTS

Contact Assistant Chief Darren Francke of the Department of Police at 240.773.5041 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 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

Community Resources

The Community Resources Bureau embraces the philosophy of community policing which highlights the importance of working in partnership with our communities to identify and resolve public safety issues. MCPD acknowledges and fully supports the use of this philosophy regarding the department's interaction with Montgomery County Public Schools and the Maryland Center for School Safety. This new bureau will coordinate the operations of the Community Engagement Division and the Policy and Planning Division which were previously associated with the Patrol Services and the Management Services Bureaus, respectively.

The Community Engagement Division (CED) directs the Community Engagement Officers who replace School Resource Officers, Community Outreach, the Crisis Response Support Section, and Peer Support. Together these operations provide positive outreach encounters and confidential support to community members by:

- Delivering high-quality customer service.
- Providing effective and accurate communication with Department and community members while being both responsive and transparent.
- Helping to build trust and establish legitimacy of the police department within our communities.
- Encouraging community engagement and outreach.
- Serving as a liaison between the MCPD and Federal, State, and local government agencies.

The Policy and Planning Division is responsible for policy development, planning and research activities, and ensuring compliance

with department policies, procedures, and standards.

- The Policy Development Section develops and updates departmental directives, forms, and other policy documents for department-wide distribution and may assist with inspections and audits of departmental units to ensure proper administrative and operational controls are being followed.
- The Planning and Research Section coordinates long-term strategic planning, research, and analysis in addition to various special projects for the department and for public and private partners.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Community engagement events	1,100	321	1,100	1,300	1,500
Number of Use of Force incidents	531	451	510	525	515

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**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.	5,487,495	39.00
FY23 Recommended	**5,487,495**	**39.00**

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), 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 Montgomery County Police 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.
- Participating in community engagement activities designed to educate, 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Managed Search Operations Team (MSOT) responses to missing-at-risk calls	989	1,068	1,100	1,200	1,300
Average Citations per Automated Speed and Red Light Cameras [1]	3,085	3,220	3,500	4,000	4,000
Number of traffic collisions in Montgomery County	18,458	7,931	17,500	15,000	15,000

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**38,981,983**	**217.30**

FY23 Recommended Changes	Expenditures	FTEs
Add: Two Additional Crossing Guards for New School	42,875	0.60
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,349,058	23.00
FY23 Recommended	**43,373,916**	**240.90**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Lab examinations completed by the Montgomery County Police Crime Lab	10,801	7,974	8,000	8,800	9,680
Crime investigation and closure rate: Violent crime	57.3%	45.5%	55.0%	65.0%	65.0%
Crime investigation and closure rate: Property crime [1]	17.9%	9.6%	22.0%	30.0%	35.0%
Fatal overdoses from opioids [2]	76	103	85	50	50

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**43,485,703**	**309.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,633,288	3.00
FY23 Recommended	**45,118,991**	**312.50**

Management Services

The Management Services Bureau (MSB) is responsible for providing fiscal, personnel, and technological resources and services to all bureaus and programs within the Montgomery County Police Department (MCPD) 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, dispatch public safety units within the County, and keep 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.
- 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	497,370	482,348	504,000	509,000	512,000
Total non-emergency calls received by Police Emergency Communication Center (ECC) [1]	265,446	228,927	270,000	275,000	275,000
Total calls for service (dispatched and self-initiated)	298,608	242,155	275,000	290,000	310,000
Average emergency 911 call processing time (minutes)	02:37	02:33	02:30	02:00	02:00
Average time to answer 911 calls (seconds)	4.0	3.0	3.0	3.0	3.0
Average emergency 911 call travel time (minutes)	05:09	05:09	05:07	05:00	05:00

[1] *Non-emergency calls have declined by 8% over the last five fiscal years. 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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**75,488,225**	**377.06**
Enhance: Phase One of the Consolidation of Fire Dispatch at the Emergency Communications Center (ECC)	720,241	15.00
Add: 90 Mobile Video Cameras including Cloud Storage and Maintenance	212,090	0.00
Add: Police Officer and Administrative Specialist for Recruitment Unit	177,819	2.00
Add: Two Civilian Positions to Support Timely Collection and Compilation of Data for Maryland Public Information Act Requests	168,323	2.00
Enhance: Add Funding to Acquire Non-lethal Protective Instrument (Pepperball Guns)	90,000	0.00
Increase Cost: Annualization of PSCC Next Generation 911 and Text 911 Contract	1,486	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.	2,221,776	(4.00)
FY23 Recommended	**79,079,960**	**392.06**

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 (PAD) ensures compliance with established policies, procedures, and legislative mandates through internal inspections and audits of all bureaus, divisions, and sections. Section 35-3(i) of the Montgomery County Code mandates that the Chief of Police establish an internal inspections program to ensure that the Department is operating within established policies, procedures, and legislative mandates. This Division will assist the Chief of Police in ensuring that the department is operating within established parameters. The Professional Accountability Division is comprised of 3 sections: accreditation, staff inspections and audits, and quality assurance.

The Public Information Office (PIO) disseminates information to the public on matters of interest and safety through both traditional media routes and current social media outlets.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Twitter followers for Montgomery County Police	93,220	96,400	106,040	166,644	128,308
Average number of days for formal investigation to be completed	574	221	300	250	250
External complaints against police	224	175	190	175	175

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,282,562**	**18.00**
Add: 300 Body-worn Cameras for Implementation of Bill 18-21	587,215	0.00
Add: Two Sergeants for Random Reviews of Police Footage	177,948	2.00
Add: One Information Technology Specialist II to Support Timely Footage and File Redaction for Maryland Public Information Act Requests	80,782	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.	(325,131)	2.00
FY23 Recommended	**3,803,376**	**23.00**

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 Patrol Services Bureau currently consists of six (6) districts - Rockville, Bethesda, Silver Spring, Wheaton, Germantown, and Gaithersburg.

The Patrol Services Bureau consists of several specially trained units, including the District Traffic Units, Special Assignment Teams (SAT), District Community Action Teams (DCAT), and Community Services Officers (CSOs). 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.
- Enforcing 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 students and facilities within the Montgomery County public school system.
- Participating in community engagement efforts with the residents and business communities of Montgomery County to promote cooperative, transparent, and trusting partnerships.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of County residents satisfied with police services [1]	N/A	N/A	90%	90%	90%

[1] *Satisfaction scores from biannual countywide resident survey.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**121,713,011**	**947.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,919,834)	(63.00)
FY23 Recommended	**118,793,177**	**884.50**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	168,165,599	182,436,593	178,371,909	196,264,099	7.6 %
Employee Benefits	53,243,076	56,471,764	55,228,487	54,019,865	-4.3 %
County General Fund Personnel Costs	**221,408,675**	**238,908,357**	**233,600,396**	**250,283,964**	**4.8 %**
Operating Expenses	37,118,107	44,043,127	44,047,166	45,372,951	3.0 %
Capital Outlay	248,632	0	0	0	—
County General Fund Expenditures	**258,775,414**	**282,951,484**	**277,647,562**	**295,656,915**	**4.5 %**
PERSONNEL					
Full-Time	1,831	1,803	1,803	1,825	1.2 %
Part-Time	206	205	205	207	1.0 %
FTEs	1,897.86	1,869.36	1,869.36	1,891.96	1.2 %
REVENUES					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Emergency 911	11,863,570	12,000,000	12,000,000	12,000,000	—
Miscellaneous Revenues	1,440,895	750,000	900,000	750,000	—
Other Charges/Fees	1,506,194	2,031,760	1,811,110	1,811,110	-10.9 %
Other Fines/Forfeitures	1,958,134	18,244,500	11,244,500	11,244,500	-38.4 %
Other Intergovernmental	2,547	0	250,000	250,000	—
Other Licenses/Permits	74,725	70,000	70,000	70,000	—
Parking Fines	364	0	0	0	—
Photo Red Light Citations	1,974,894	3,800,000	3,365,000	3,365,000	-11.4 %
Speed Camera Citations	11,285,515	14,985,000	11,517,000	13,500,000	-9.9 %
State Aid: Police Protection	14,415,447	14,324,844	14,324,844	20,484,527	43.0 %
Vehicle/Bike Auction Proceeds	1,419,909	1,150,000	1,400,000	1,150,000	—
County General Fund Revenues	**45,942,194**	**67,356,104**	**56,882,454**	**64,625,137**	**-4.1 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	21,475,907	(11,099)	(11,099)	0	-100.0 %
Employee Benefits	23,235	11,099	11,099	0	-100.0 %
Grant Fund - MCG Personnel Costs	**21,499,142**	**0**	**0**	**0**	**—**
Operating Expenses	1,149,061	0	0	0	—
Capital Outlay	226,645	0	0	0	—
Grant Fund - MCG Expenditures	**22,874,848**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	1	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	21,795,759	0	0	0	—
Miscellaneous Revenues	14,402	0	0	0	—
State Grants	863,388	0	0	0	—
Grant Fund - MCG Revenues	**22,673,549**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**281,650,262**	**282,951,484**	**277,647,562**	**295,656,915**	**4.5 %**
Total Full-Time Positions	**1,832**	**1,803**	**1,803**	**1,825**	**1.2 %**
Total Part-Time Positions	**206**	**205**	**205**	**207**	**1.0 %**
Total FTEs	**1,898.86**	**1,869.36**	**1,869.36**	**1,891.96**	**1.2 %**
Total Revenues	**68,615,743**	**67,356,104**	**56,882,454**	**64,625,137**	**-4.1 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**282,951,484**	**1,869.36**
Changes (with service impacts)		
Enhance: Phase One of the Consolidation of Fire Dispatch at the Emergency Communications Center (ECC) [Management Services]	720,241	15.00
Add: 300 Body-worn Cameras for Implementation of Bill 18-21 [Office of the Chief]	587,215	0.00
Add: 90 Mobile Video Cameras including Cloud Storage and Maintenance [Management Services]	212,090	0.00
Add: Two Sergeants for Random Reviews of Police Footage [Office of the Chief]	177,948	2.00
Add: Police Officer and Administrative Specialist for Recruitment Unit [Management Services]	177,819	2.00
Add: Two Civilian Positions to Support Timely Collection and Compilation of Data for Maryland Public Information Act Requests [Management Services]	168,323	2.00
Enhance: Add Funding to Acquire Non-lethal Protective Instrument (Pepperball Guns) [Management Services]	90,000	0.00
Add: One Information Technology Specialist II to Support Timely Footage and File Redaction for Maryland Public Information Act Requests [Office of the Chief]	80,782	1.00
Add: Two Additional Crossing Guards for New School [Field Services]	42,875	0.60
Other Adjustments (with no service impacts)		
Increase Cost: FY23 Compensation Adjustment	13,197,454	0.00
Increase Cost: Annualization of FY22 Compensation Increases	3,539,561	0.00
Increase Cost: Annualization of FY22 Personnel Costs	1,571,652	0.00
Increase Cost: Motor Pool Adjustment	1,190,264	0.00
Increase Cost: Printing and Mail Adjustment	12,454	0.00
Increase Cost: Annualization of PSCC Next Generation 911 and Text 911 Contract [Management Services]	1,486	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(881,622)	0.00
Decrease Cost: Retirement Adjustment	(8,183,111)	0.00
FY23 RECOMMENDED	**295,656,915**	**1,891.96**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Community Resources	0	0.00	5,487,495	39.00
Field Services	38,981,983	217.30	43,373,916	240.90
Investigative Services	43,485,703	309.50	45,118,991	312.50
Management Services	75,488,225	377.06	79,079,960	392.06
Office of the Chief	3,282,562	18.00	3,803,376	23.00
Patrol Services	121,713,011	947.50	118,793,177	884.50
Total	**282,951,484**	**1,869.36**	**295,656,915**	**1,891.96**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Animal Services	General Fund	111,725	1.00	111,725	1.00
Emergency Management and Homeland Security	Grant Fund	120,000	0.70	120,000	0.70
	Total	**231,725**	**1.70**	**231,725**	**1.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**295,657**	**295,657**	**295,657**	**295,657**	**295,657**	**295,657**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**402**	**402**	**402**	**402**	**402**
New positions in the FY23 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 FY23	**0**	**(547)**	**(547)**	**(547)**	**(547)**	**(547)**
Items recommended for one-time funding in FY23, including certain operating expenses for new positions, additional body-worn and mobile video cameras, and pepper-ball guns, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**6,257**	**6,257**	**6,257**	**6,257**	**6,257**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**295,657**	**301,769**	**301,769**	**301,769**	**301,769**	**301,769**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
One Information Technology Specialist II to Support Timely Footage and File Redaction for Maryland Public Information Act Requests	75,782	1.00	101,042	1.00
Two Civilian Positions to Support Timely Collection and Compilation of Data for Maryland Public Information Act Requests	168,323	2.00	224,431	2.00
Two Sergeants for Random Reviews of Police Footage	155,148	2.00	206,864	2.00
Phase One of the Consolidation of Fire Dispatch at the Emergency Communications Center (ECC)	667,441	15.00	889,921	15.00
Police Officer and Administrative Specialist for Recruitment Unit	140,482	2.00	187,309	2.00
Total	**1,207,176**	**22.00**	**1,609,567**	**22.00**

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Sheriff

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$26,928,523	191.76

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 FY23 Operating Budget for the Sheriff's Office is $26,928,523, an increase of $491,806 or 1.86 percent from the FY22 Approved Budget of $26,436,717. Personnel Costs comprise 83.76 percent of the budget for 189 full-time position(s) and five part-time position(s), and a total of 191.76 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 16.24 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**
- **Safe Neighborhoods**

INITIATIVES

- In accordance with Chapter 90 of 2021 from the Maryland General Assembly, the Sheriff's Office will reimburse reasonable and necessary veterinary treatment expenses for retired canines.
- The Family Justice Center is working with the Montgomery County Department of Technology Services to develop paperless and fully electronic systems for intake and record-keeping. Full implementation of the new procedures is expected during the first half of FY23.
- The Family Justice Center is developing a training institute that will cover topics such as Domestic Violence Dynamics, Domestic Violence in the Workplace, How to Talk to Children About Dating Violence, and Bystander Intervention. The

Family Justice Center Training Institute is expected to launch in early 2022 and will be available to the general public and Montgomery County employees.

- The Domestic Violence Coordinating Council's Victim Services Committee has identified potential partners to provide enhanced services for victims of domestic violence who also abuse substances.
- The Family Justice Center will continue to explore a partnership with the Shady Grove Medical Center's Forensic Nursing Unit to provide virtual forensic medical consultations to clients that have been abused or assaulted, either physically or sexually.
- The Family Justice Center will continue to explore ways to acknowledge October as Domestic Violence Awareness Month via virtual and in-person awareness events and social media campaigns.
- The Sheriff's Office will fill a vacant Principal Administrative Aide position that was previously lapsed, to coordinate the administrative responsibilities associated with Tenant Eviction Services.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Family Justice Center has remained open throughout the COVID-19 public health crisis. As of June 7, 2021, all Family Justice Center staff were brought back on-site full-time. Safety precautions such as disinfecting interview rooms between each use, requiring COVID-19-related screening questions and temperature checks for all visitors, and mandatory face coverings continued to be implemented to protect the health and safety of staff and clients.
- The Family Justice Center launched the Family Violence Prevention Campaign in collaboration with partner agencies and stakeholders. Due to the public health crisis created by the Covid-19 pandemic, its associated lockdowns, and the transition to more virtual public interactions, the dangers of family violence face are magnified. The campaign message of "Do You Feel Unsafe at Home?" is available in English and Spanish on all printed material and in French, Mandarin, Amharic, Korean, Swahili, Igbo, Arabic, Tagalog, Russian, Urdu, Hindi, Vietnamese, Farsi and Portuguese through electronic messaging. This fiscal year the Domestic Violence Coordinating Council will distribute over 48,000 awareness cards throughout the County.
- RespectFest, which was part of the Domestic Violence Coordinating Council's Choose Respect Initiative, took place virtually in April 2021 and included a keynote survivor speaker, workshops for middle school and high school students, Yoga and Self Defense Classes, and workshops for parents and youth serving providers. In addition, students could also engage in online activities that addressed issues like consent, healthy vs. unhealthy relationships, how to help a friend, how to be an ally to LGBTQ+ folks, and technology abuse.

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 240.777.2771 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 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

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 Services, and other law enforcement agencies; and in response to mutual-aid calls as necessary.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Interim and Temporary Peace Orders received [1]	2,258	2,815	2,983	3,161	3,350
Number of Interim and Temporary Protective Orders received	4,557	5,343	5,663	6,002	6,362
Number of safety check violations resulting in arrest [2]	0	0	2	3	4
Number of weapons seized as a result of Protective Orders	165	160	168	178	189

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,087,684**	**29.00**
Increase Cost: Restoration of Pre-Covid Costs to the Security Budget	129,470	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	35,068	0.00
Increase Cost: Software Subscriptions	28,602	0.00
Increase Cost: Differential Adjustments	19,475	0.00
Decrease Cost: Elimination of Long-term Vacancies	0	(2.00)
Decrease Cost: Promotional Exams - Every Other Year	(80,000)	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.	(728,750)	(0.52)
FY23 Recommended	**6,491,549**	**26.48**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,429,690**	**22.50**
Enhance: Veterinary Treatment for Retired Canines	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.	289,955	1.04
FY23 Recommended	**2,729,645**	**23.54**

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 Services, and other law enforcement agencies as necessary.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**9,726,121**	**81.50**
Increase Cost: Deputy Sheriff to Backfill MCGEO Reassignment	104,749	1.00
Increase Cost: Replacement of Ballistic Vests	24,412	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.	870,215	3.50
FY23 Recommended	**10,725,497**	**86.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,450,112**	**21.00**
Increase Cost: Subscription for Clear Software to Automate Scheduling and Performance Reviews	3,055	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.	(34,443)	(0.56)
FY23 Recommended	**2,418,724**	**20.44**

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 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,743,110**	**38.80**
Enhance: Restoration of Lapsed Principal Administrative Aide to Support Tenant Eviction Services	43,110	0.00
Technical Adj: Protective Order Enforcement Grant Adjustment	29,891	(0.04)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(253,003)	(3.46)
FY23 Recommended	**4,563,108**	**35.30**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,899,167	16,680,115	16,932,266	17,100,545	2.5 %
Employee Benefits	4,957,268	5,081,391	4,861,349	4,839,550	-4.8 %
County General Fund Personnel Costs	**20,856,435**	**21,761,506**	**21,793,615**	**21,940,095**	**0.8 %**
Operating Expenses	3,733,687	3,771,565	4,156,242	4,054,891	7.5 %
County General Fund Expenditures	**24,590,122**	**25,533,071**	**25,949,857**	**25,994,986**	**1.8 %**
PERSONNEL					
Full-Time	182	182	182	181	-0.6 %
Part-Time	5	5	5	5	—
FTEs	187.89	187.62	187.62	186.62	-0.5 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
REVENUES					
Facility Rental Fees	0	500	0	0	-100.0 %
Miscellaneous Revenues	1,144	4,000	3,000	4,000	—
Other Charges/Fees	8,287	20,000	5,000	20,000	—
Other Intergovernmental	7,468	20,460	0	0	-100.0 %
Sheriff Fees	359,706	1,200,000	500,000	800,000	-33.3 %
County General Fund Revenues	**376,605**	**1,244,960**	**508,000**	**824,000**	**-33.8 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	2,590,862	441,580	441,580	486,088	10.1 %
Employee Benefits	203,384	144,941	144,941	130,324	-10.1 %
Grant Fund - MCG Personnel Costs	**2,794,246**	**586,521**	**586,521**	**616,412**	**5.1 %**
Operating Expenses	250,292	317,125	317,125	317,125	—
Grant Fund - MCG Expenditures	**3,044,538**	**903,646**	**903,646**	**933,537**	**3.3 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	4.91	5.18	5.18	5.14	-0.8 %
REVENUES					
Federal Grants	2,912,395	903,646	903,646	933,537	3.3 %
Miscellaneous Revenues	21,000	0	0	0	—
Other Intergovernmental	(21)	0	0	0	—
State Grants	(2,184)	0	0	0	—
Grant Fund - MCG Revenues	**2,931,190**	**903,646**	**903,646**	**933,537**	**3.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**27,634,660**	**26,436,717**	**26,853,503**	**26,928,523**	**1.9 %**
Total Full-Time Positions	**190**	**190**	**190**	**189**	**-0.5 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**192.80**	**192.80**	**192.80**	**191.76**	**-0.5 %**
Total Revenues	**3,307,795**	**2,148,606**	**1,411,646**	**1,757,537**	**-18.2 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**25,533,071**	**187.62**
Changes (with service impacts)		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Restoration of Lapsed Principal Administrative Aide to Support Tenant Eviction Services [Domestic Violence]	43,110	0.00
Enhance: Veterinary Treatment for Retired Canines [Civil Process]	10,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	513,923	0.00
Increase Cost: FY23 Compensation Adjustment	420,487	0.00
Increase Cost: Restoration of Pre-Covid Costs to the Security Budget [Administration]	129,470	0.00
Increase Cost: Motor Pool Adjustment	107,148	0.00
Increase Cost: Deputy Sheriff to Backfill MCGEO Reassignment [Courtroom/Courthouse Security and Transport]	104,749	1.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Administration]	35,068	0.00
Increase Cost: Software Subscriptions [Administration]	28,602	0.00
Increase Cost: Replacement of Ballistic Vests [Courtroom/Courthouse Security and Transport]	24,412	0.00
Increase Cost: Differential Adjustments [Administration]	19,475	0.00
Technical Adj: Reversal of Elimination of One-time Item for Tasers (M3)	17,789	0.00
Increase Cost: Printing and Mail Adjustment	3,355	0.00
Increase Cost: Subscription for Clear Software to Automate Scheduling and Performance Reviews [Criminal Process/Warrants and Extraditions]	3,055	0.00
Decrease Cost: Elimination of Long-term Vacancies [Administration]	0	(2.00)
Decrease Cost: Elimination of One-Time Items Approved in FY22	(17,789)	0.00
Decrease Cost: Promotional Exams - Every Other Year [Administration]	(80,000)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(186,783)	0.00
Decrease Cost: Retirement Adjustment	(714,156)	0.00
FY23 RECOMMENDED	**25,994,986**	**186.62**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**903,646**	**5.18**
Other Adjustments (with no service impacts)		
Technical Adj: Protective Order Enforcement Grant Adjustment [Domestic Violence]	29,891	(0.04)
FY23 RECOMMENDED	**933,537**	**5.14**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	7,087,684	29.00	6,491,549	26.48
Civil Process	2,429,690	22.50	2,729,645	23.54
Courtroom/Courthouse Security and Transport	9,726,121	81.50	10,725,497	86.00
Criminal Process/Warrants and Extraditions	2,450,112	21.00	2,418,724	20.44
Domestic Violence	4,743,110	38.80	4,563,108	35.30

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Total	**26,436,717**	**192.80**	**26,928,523**	**191.76**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**25,995**	**25,995**	**25,995**	**25,995**	**25,995**	**25,995**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(13)**	**(13)**	**(13)**	**(13)**	**(13)**
Items recommended for one-time funding in FY23, including certain operating expenses for new Deputy Sheriff position, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**932**	**932**	**932**	**932**	**932**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**25,995**	**26,914**	**26,914**	**26,914**	**26,914**	**26,914**

Transportation

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$56,030,728	286.09

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 FY23 Operating Budget for the Department of Transportation is $56,030,728, an increase of $3,360,067 or 6.38 percent from the FY22 Approved Budget of $52,670,661. Personnel Costs comprise 48.52 percent of the budget for 460 full-time position(s) and four part-time position(s), and a total of 286.09 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 51.48 percent of the FY23 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

COUNTY PRIORITY OUTCOMES

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

- **Easier Commutes**
- **A Greener County**
- **Effective, Sustainable Government**
- **Safe Neighborhoods**
- **Thriving Youth and Families**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Provide ten School Bus Citations and Infrastructure Safety Analysis studies per year to inform roadway improvements that address pedestrian and operational safety, while maintaining or enhancing the safety of children who are boarding and debarking school buses. These studies will also help reduce the number of citations issued at designated Montgomery County Public School bus stops; including stops which do not provide physical separation from opposing traffic lanes. Traffic lanes that are void of physical separation have generated more than 1,000 citations annually.
- Enhance tree maintenance to address backlogs in removing diseased trees, tree planting, and stump grinding to improve Montgomery County's urban forest health. Two hundred and twenty four additional street trees will be removed and 505 additional stumps will be grounded to create suitable sites to maximize canopy efforts and foster the planting of 617 additional trees.
- Increase the number of traffic signals evaluated per year in the Traffic Signal Optimization program to reduce vehicle delays and traffic congestion caused by inadequate signal timing. This will allow the County to move away from a 12-14 year review cycle to a four to six year review cycle, nearing the industry standard of three to five years.
- Increase Bikeshare maintenance to extend the life of stations by replacing obsolete ecoboards. Ecoboards serve as the operational intelligence of each bikeshare station.

PROGRAM CONTACTS

Contact Brady Goldsmith of the Department of Transportation at 240.777.2793 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 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

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of traffic studies completed	333	300	330	360	400
Percent of traffic studies completed within scheduled timeframe	74%	90%	80%	80%	80%
Number of serious and fatal crashes on Montgomery County maintained roads [1]	92	69	85	78	74

[1] *Projected FY22-FY24 higher than FY21 due to expected increase in travel post-COVID-19.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,998,098**	**22.90**
Enhance: School Bus Citations and Infrastructure Safety Analysis	300,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	97,122	0.00
FY23 Recommended	**5,395,220**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Trees Planted (includes Tree Replacement Fund)	1,723	1,611	1,600	2,200	1,590
Backlog of 311 requests for Tree Maintenance	247	861	600	500	500
Number of verified missed streets for leaf collections	306	249	245	200	150
Survival rate of street trees planted	91%	88%	91%	91%	91%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**14,761,953**	**71.88**
Enhance: Urban Forest	810,000	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.	(59,132)	0.00
FY23 Recommended	**15,512,821**	**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 County employee parking in the Rockville core area.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**930,174**	**1.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,526	0.00
FY23 Recommended	**936,700**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of lane miles rehabilitated	281	183	167	159	150

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Average Pavement Condition Index (PCI) of roadway network	66.7	65.6	64.8	64.2	63.5
Percent of primary/arterial road quality rated good or better	45%	44%	36%	33%	31%
Percent of rural/residential road quality rated good or better	45%	40%	36%	30%	25%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**15,708,537**	**102.14**
Restore: Restoration of Resurfacing and Patching Reductions	967,955	0.00
Technical Adj: PC Charges to Water Quality Protection Fund for Street Sweeping	(66,225)	(0.68)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	480,260	0.02
FY23 Recommended	**17,090,527**	**101.48**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of snow and rain storms addressed	11	13	13	13	13
Number of verified reports of unplowed or missed streets	0	172	160	140	120
Percent of Traffic Signals with fully functioning equipment	81%	85%	87%	90%	93%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,805,958**	**40.90**
Restore: LED Traffic Signal Replacement Cycle	249,480	0.00
Shift: Transfer FiberNet Personnel Cost from Cable Fund to DOT	230,588	0.00
Add: Signal Optimization	130,000	0.00
Increase Cost: Advanced Transportation Management System	39,000	1.00
Increase Cost: Traffic Signals Maintenance	36,000	0.00
Increase Cost: Uninterrupted Power Supply (UPS) Maintenance	11,250	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.	20,908	1.45
FY23 Recommended	**7,523,184**	**43.35**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Linear feet of sidewalk construction completed (000) [1]	32	27	30	30	30
Number of development applications reviewed	250	321	325	325	325
Number of Transportation Demand Management plans approved	114	251	264	277	291

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,605,067**	**9.69**
Increase Cost: Bikeshare Level of Maintenance - Replacement of Eco-Board System	196,800	0.00
Eliminate: BRAC Grant Discontinued	(80,321)	(0.75)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,717,214	2.75
FY23 Recommended	**3,438,760**	**11.69**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,860,874**	**35.19**
Technical Adj: Elimination of Long Term Vacancy	0	(1.00)
Technical Adj: Workforce Reconciliation Adjustment	(14,927)	3.22
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,712,431)	(4.22)
FY23 Recommended	**6,133,516**	**33.19**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	18,260,339	18,247,373	18,153,516	18,520,954	1.5 %
Employee Benefits	5,679,975	5,904,635	5,811,302	5,320,514	-9.9 %
County General Fund Personnel Costs	**23,940,314**	**24,152,008**	**23,964,818**	**23,841,468**	**-1.3 %**
Operating Expenses	35,939,898	21,747,381	24,632,371	25,273,673	16.2 %
Capital Outlay	148,490	0	0	0	—
County General Fund Expenditures	**60,028,702**	**45,899,389**	**48,597,189**	**49,115,141**	**7.0 %**
PERSONNEL					
Full-Time	456	456	456	460	0.9 %
Part-Time	7	7	7	4	-42.9 %
FTEs	254.02	252.52	252.52	255.06	1.0 %
REVENUES					
Bus Advertising	28,485	0	0	0	—
Federal Grants	993,625	0	0	0	—
Miscellaneous Revenues	255,428	150,000	0	0	-100.0 %
Motor Pool Charges/Fees	4,699	0	0	0	—
Other Charges/Fees	377,895	435,000	435,000	435,000	—
Other Fines/Forfeitures	270	0	0	0	—
Parking Fees	69	105,000	52,442	105,000	—
Parking Fines	291,678	650,000	1,044,330	1,044,330	60.7 %
Residential Parking Permits	88,653	12,000	97,575	12,000	—
State Aid: Highway User	8,109,383	7,946,699	8,474,373	8,797,624	10.7 %
State Grants	0	650,000	650,000	650,000	—
Street Tree Planting	268,482	75,000	75,000	75,000	—
Subdivision Plan Review	613,063	225,000	225,000	225,000	—
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
County General Fund Revenues	**11,031,730**	**11,242,699**	**12,047,720**	**12,337,954**	**9.7 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
LEAF VACUUMING					
EXPENDITURES					
Salaries and Wages	2,162,299	2,542,105	2,499,860	2,616,104	2.9 %
Employee Benefits	520,502	775,225	615,563	726,132	-6.3 %
Leaf Vacuuming Personnel Costs	**2,682,801**	**3,317,330**	**3,115,423**	**3,342,236**	**0.8 %**
Operating Expenses	3,077,254	3,373,621	3,536,582	3,573,351	5.9 %
Capital Outlay	40,345	0	0	0	—
Leaf Vacuuming Expenditures	**5,800,400**	**6,690,951**	**6,652,005**	**6,915,587**	**3.4 %**
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	3,966	1,630	3,510	20,950	1185.3 %
Leaf Vaccuum Collection Fees	8,601,045	8,600,551	8,887,327	8,739,229	1.6 %
Other Charges/Fees	20,345	0	0	0	—
Systems Benefit Charge	14	0	0	0	—
Leaf Vacuuming Revenues	**8,625,370**	**8,602,181**	**8,890,837**	**8,760,179**	**1.8 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,092,264	63,009	63,009	0	-100.0 %
Employee Benefits	65,371	17,312	17,312	0	-100.0 %
Grant Fund - MCG Personnel Costs	**1,157,635**	**80,321**	**80,321**	**0**	**-100.0 %**
Operating Expenses	388,464	0	0	0	—
Grant Fund - MCG Expenditures	**1,546,099**	**80,321**	**80,321**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	1	1	1	0	-100.0 %
Part-Time	0	0	0	0	—
FTEs	0.75	0.75	0.75	0.00	-100.0 %
REVENUES					
Federal Grants	3,113,309	80,321	80,321	0	-100.0 %
State Grants	1,100,724	0	0	0	—
Grant Fund - MCG Revenues	**4,214,033**	**80,321**	**80,321**	**0**	**-100.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**67,375,201**	**52,670,661**	**55,329,515**	**56,030,728**	**6.4 %**
Total Full-Time Positions	**457**	**457**	**457**	**460**	**0.7 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total Part-Time Positions	**7**	**7**	**7**	**4**	**-42.9 %**
Total FTEs	**285.80**	**284.30**	**284.30**	**286.09**	**0.6 %**
Total Revenues	**23,871,133**	**19,925,201**	**21,018,878**	**21,098,133**	**5.9 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**45,899,389**	**252.52**
Changes (with service impacts)		
Enhance: Urban Forest [Non-Roadway Right of Way Maintenance]	810,000	0.00
Enhance: School Bus Citations and Infrastructure Safety Analysis [Community/Transportation Safety]	300,000	0.00
Add: Signal Optimization [Transportation Management, Operations and Emergency/Storm Response]	130,000	0.00
Other Adjustments (with no service impacts)		
Restore: Restoration of Resurfacing and Patching Reductions [Transportation Infrastructure Construction & Maintenance]	967,955	0.00
Increase Cost: Motor Pool Adjustment	698,402	0.00
Increase Cost: Annualization of FY22 Compensation Increases	597,343	0.00
Increase Cost: FY23 Compensation Adjustment	452,774	0.00
Restore: LED Traffic Signal Replacement Cycle [Transportation Management, Operations and Emergency/Storm Response]	249,480	0.00
Shift: Transfer FiberNet Personnel Cost from Cable Fund to DOT [Transportation Management, Operations and Emergency/Storm Response]	230,588	0.00
Increase Cost: Bikeshare Level of Maintenance - Replacement of Eco-Board System [Transportation Policy, Planning, and Project Development]	196,800	0.00
Increase Cost: Advanced Transportation Management System [Transportation Management, Operations and Emergency/Storm Response]	39,000	1.00
Increase Cost: Traffic Signals Maintenance [Transportation Management, Operations and Emergency/Storm Response]	36,000	0.00
Increase Cost: Uninterrupted Power Supply (UPS) Maintenance [Transportation Management, Operations and Emergency/Storm Response]	11,250	0.00
Increase Cost: Printing and Mail Adjustment	8,980	0.00
Technical Adj: Elimination of Long Term Vacancy [Transportation Services General Administration]	0	(1.00)
Technical Adj: Workforce Reconciliation Adjustment [Transportation Services General Administration]	(14,927)	3.22
Technical Adj: PC Charges to Water Quality Protection Fund for Street Sweeping [Transportation Infrastructure Construction & Maintenance]	(66,225)	(0.68)
Decrease Cost: Retirement Adjustment	(404,115)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(1,027,553)	0.00
FY23 RECOMMENDED	**49,115,141**	**255.06**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
LEAF VACUUMING		
FY22 ORIGINAL APPROPRIATION	**6,690,951**	**31.03**
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment	199,730	0.00
Increase Cost: FY23 Compensation Adjustment	50,588	0.00
Decrease Cost: Retirement Adjustment	(25,682)	0.00
FY23 RECOMMENDED	**6,915,587**	**31.03**
GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**80,321**	**0.75**
Federal/State Programs		
Eliminate: BRAC Grant Discontinued	(80,321)	(0.75)
FY23 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Community/Transportation Safety	4,998,098	22.90	5,395,220	22.90
Non-Roadway Right of Way Maintenance	14,761,953	71.88	15,512,821	71.88
Parking Outside the Parking Districts	930,174	1.60	936,700	1.60
Transportation Infrastructure Construction & Maintenance	15,708,537	102.14	17,090,527	101.48
Transportation Management, Operations and Emergency/Storm Response	6,805,958	40.90	7,523,184	43.35
Transportation Policy, Planning, and Project Development	1,605,067	9.69	3,438,760	11.69
Transportation Services General Administration	7,860,874	35.19	6,133,516	33.19
Total	**52,670,661**	**284.30**	**56,030,728**	**286.09**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 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	4,198,553	32.29	4,230,171	32.97
Recycling and Resource Management	Solid Waste Disposal	315,023	2.90	275,949	2.90

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund		FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
CIP	Capital Fund		15,183,560	147.48	15,320,738	146.03
Cable Television Communications Plan	Cable TV		873,196	0.75	865,935	0.75
		Total	**20,846,290**	**184.42**	**20,968,751**	**183.65**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**49,115**	**49,115**	**49,115**	**49,115**	**49,115**	**49,115**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**1,361**	**1,361**	**1,361**	**1,361**	**1,361**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**49,115**	**50,476**	**50,476**	**50,476**	**50,476**	**50,476**
LEAF VACUUMING						
EXPENDITURES						
FY23 Recommended	**6,916**	**6,916**	**6,916**	**6,916**	**6,916**	**6,916**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**149**	**149**	**149**	**149**	**149**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**6,916**	**7,065**	**7,065**	**7,065**	**7,065**	**7,065**

FY23-28 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Leaf Vacuuming fund						
FISCAL PROJECTIONS	FY22 ESTIMATE	FY23 REC	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	19.18%	18.36%	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	5.4%	3.0%	2.3%	2.4%	2.4%	2.3%	2.2%
Investment Income Yield	0.2%	1.2%	1.5%	1.5%	1.5%	1.5%	1.5%
BEGINNING FUND BALANCE	937,776	841,286	784,736	636,618	487,338	340,238	194,268
REVENUES							
Charges For Services	8,887,327	8,738,229	9,226,347	9,253,792	9,666,219	9,734,858	9,906,122
Miscellaneous	3,510	20,950	27,420	28,460	29,540	30,670	31,840
Subtotal Revenues	8,890,837	8,760,179	9,253,767	9,282,252	9,695,759	9,765,528	9,937,962
INTERFUND TRANSFERS (Net Non-CIP)	(2,235,322)	(2,001,142)	(2,213,867)	(2,114,380)	(2,387,818)	(2,335,130)	(2,372,706)
Transfers To The General Fund	(636,264)	(613,300)	(651,727)	(662,965)	(674,406)	(686,052)	(697,908)
Indirect Costs	(636,264)	(613,300)	(651,727)	(662,965)	(674,406)	(686,052)	(697,908)
Transfers To Special Fds: Non-Tax + ISF	(1,599,058)	(1,387,842)	(1,561,940)	(1,451,425)	(1,723,410)	(1,649,078)	(1,674,798)
Solid Waste Disposal	(1,599,058)	(1,387,842)	(1,561,940)	(1,451,425)	(1,723,410)	(1,649,078)	(1,674,798)
TOTAL RESOURCES	7,683,290	7,700,322	7,824,836	7,803,378	7,786,281	7,770,638	7,758,624
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(6,652,005)	(8,916,587)	(7,040,067)	(7,166,788)	(7,296,791)	(7,427,116)	(7,560,804)
Labor Agreement	n/a	0	(149,252)	(149,252)	(149,252)	(149,252)	(149,252)
Subtotal PSP Oper Budget Approp / Exp's	(6,652,005)	(8,916,587)	(7,189,318)	(7,316,040)	(7,446,043)	(7,576,368)	(7,710,056)
TOTAL USE OF RESOURCES	(6,652,005)	(8,916,587)	(7,189,318)	(7,316,040)	(7,446,043)	(7,576,368)	(7,710,056)
YEAR END FUND BALANCE	841,286	784,736	636,618	487,338	340,238	194,268	48,468
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	12.4%	10.2%	8.1%	6.2%	4.4%	2.5%	0.6%

Notes:
1. The Leaf Vacuuming rates are adjusted to achieve cost recovery.
2. The Vacuum Leaf Collection fund balance policy target is $250,000. In the future years, rates will be adjusted annually to fund the approved service program and to maintain the appropriate ending balance.

Parking District Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$25,991,554	48.73

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 FY23 Operating Budget for the Parking Districts is $25,991,554, an increase of $1,412,219 or 5.75 percent from the FY22 Approved Budget of $24,579,335. Personnel Costs comprise 20.80 percent of the budget for 53 full-time position(s) and no part-time position(s), and a total of 48.73 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 79.20 percent of the FY23 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Management of the Bethesda facility improvements to include payment system upgrades (including pay by plate in the Woodmont Corner, Garage 11), machine location plan, and sign replacements.
- Installation of new LED light fixtures in additional parking garages to improve lighting and energy efficiency.
- Expansion of the Electric Vehicle Charging Station program in existing and additional facilities.
- Explore opportunities to install solar photovoltaic systems on garage rooftops within the Parking Lot Districts that can provide discounted electricity to lower and moderate income (LMI) communities in the County as well as County owned facilities.

PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 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 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

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of DOT issued parking citations	126,352	102,400	117,800	125,100	132,500
Percent of DOT issued parking citations contested	6.31%	1.15%	5.70%	5.70%	5.70%
Number of Americans with Disabilities Act (ADA) citations issued	91	31	88	93	99

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,822,260**	**4.24**
Increase Cost: Bethesda Parking Enforcement Contractual Increase	363,000	0.00
Increase Cost: Silver Spring Parking Enforcement Contractual Increase	237,000	0.00
Increase Cost: Wheaton Parking Enforcement Contractual Increase	56,000	0.00
Restore: Bethesda Parking Enforcement: Restoration of Costs to Pre-COVID-19 Levels	30,000	0.00

FY23 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.	(18,707)	0.00
FY23 Recommended	**3,489,553**	**4.24**

Parking Fixed Costs

The Parking Fixed Costs program primarily funds the debt service payments and the lease payments.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,528,665**	**0.00**
Technical Adj: Fixed Costs Realignment	688,271	0.00
Technical Adj: Bond Refinance	(803,200)	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.	(84,452)	0.00
FY23 Recommended	**3,329,284**	**0.00**

Parking Operations

The Parking Operations program has overall responsibility for the management of County-owned garages and lots with over 20,000 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Parking Management revenue generated ($ millions)	$30.2	$16.5	$29.8	$38.6	$40.8
Parking Management operating expenditures ($ millions)	$25.6	$19.5	$23.7	$24.4	$25.1
Parking Management cost efficiency (ratio of expenses to revenues)	85%	118%	80%	63%	62%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) [1]	4.5	N/A	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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**17,435,916**	**39.59**
Restore: Bethesda Full Restoration of Operational Costs from COVID-19 Savings Plan Reductions	803,200	0.00
Increase Cost: Bethesda Citation Processing and Meter Collection Contract Increases	289,000	0.00
Increase Cost: Silver Spring Citation Processing and Meter Collection Contract Increase	188,000	0.00

FY23 Recommended Changes	Expenditures	FTEs
Restore: Silver Spring Restoration of Costs to Pre-COVID-19 Levels	131,000	0.00
Restore: Bethesda Parking Operations: Restoration of Costs to Pre-COVID-19 Levels	69,000	0.00
Increase Cost: Wheaton Citation Processing and Meter Collection Contract Increase	44,000	0.00
Restore: Wheaton Restoration of Costs to Pre-COVID-19 Levels	7,000	0.00
Technical Adj: Property Leases Realignment	(688,271)	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.	123,780	0.00
FY23 Recommended	**18,402,625**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**792,494**	**4.70**
Shift: Net Gross Charges from County Attorney's Office	21,735	0.20
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(44,137)	0.00
FY23 Recommended	**770,092**	**4.90**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,667,831	1,794,147	1,585,598	1,852,010	3.2 %
Employee Benefits	497,662	547,471	475,881	523,373	-4.4 %
Parking District - Bethesda Personnel Costs	**2,165,493**	**2,341,618**	**2,061,479**	**2,375,383**	**1.4 %**
Operating Expenses	6,203,110	7,703,780	7,983,833	9,229,315	19.8 %
Debt Service Other	934,343	3,104,200	2,301,400	2,301,000	-25.9 %
Parking District - Bethesda Expenditures	**9,302,946**	**13,149,598**	**12,346,712**	**13,905,698**	**5.7 %**
PERSONNEL					
Full-Time	29	29	29	29	—
Part-Time	0	0	0	0	—
FTEs	20.39	20.39	20.39	20.59	1.0 %
REVENUES					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Investment Income	14,360	6,870	12,720	75,930	1005.2 %
Miscellaneous Revenues	118,124	284,120	298,661	6,615,120	2228.3 %
Parking Fees	7,122,217	12,734,065	10,921,136	16,699,827	31.1 %
Parking Fines	1,744,822	2,762,500	3,027,897	3,087,500	11.8 %
Property Rentals	363,065	75,000	75,000	75,000	—
Property Tax	(8,208)	0	0	0	—
Parking District - Bethesda Revenues	**9,354,380**	**15,862,555**	**14,335,414**	**26,553,377**	**67.4 %**
PARKING DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,732,201	1,998,361	1,651,789	2,021,555	1.2 %
Employee Benefits	518,846	620,400	496,970	613,344	-1.1 %
Parking District - Silver Spring Personnel Costs	**2,251,047**	**2,618,761**	**2,148,759**	**2,634,899**	**0.6 %**
Operating Expenses	6,940,799	7,324,060	7,794,062	7,856,988	7.3 %
Parking District - Silver Spring Expenditures	**9,191,846**	**9,942,821**	**9,942,821**	**10,491,887**	**5.5 %**
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	13,983	6,140	12,390	73,960	1104.6 %
Miscellaneous Revenues	(5,339)	20,000	41,836	20,000	—
Parking Fees	4,803,366	10,561,331	8,158,980	13,743,892	30.1 %
Parking Fines	959,199	1,613,036	1,882,995	1,808,036	12.1 %
Property Rentals	42,675	0	0	0	—
Property Tax	(5,997)	0	0	0	—
Parking District - Silver Spring Revenues	**5,807,887**	**12,200,507**	**10,096,201**	**15,645,888**	**28.2 %**
PARKING DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	288,990	298,672	270,543	306,848	2.7 %
Employee Benefits	81,966	91,329	79,718	88,308	-3.3 %
Parking District - Wheaton Personnel Costs	**370,956**	**390,001**	**350,261**	**395,156**	**1.3 %**
Operating Expenses	953,627	1,096,915	1,136,656	1,198,813	9.3 %
Parking District - Wheaton Expenditures	**1,324,583**	**1,486,916**	**1,486,917**	**1,593,969**	**7.2 %**
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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
REVENUES					
Investment Income	921	280	820	4,890	1646.4 %
Miscellaneous Revenues	(3,416)	0	128	0	—
Parking Fees	877,549	1,254,220	1,446,597	1,876,250	49.6 %
Parking Fines	216,005	404,600	320,238	452,200	11.8 %
Property Tax	81	0	0	0	—
Parking District - Wheaton Revenues	**1,091,140**	**1,659,100**	**1,767,783**	**2,333,340**	**40.6 %**
DEPARTMENT TOTALS					
Total Expenditures	**19,819,375**	**24,579,335**	**23,776,450**	**25,991,554**	**5.7 %**
Total Full-Time Positions	**53**	**53**	**53**	**53**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**48.53**	**48.53**	**48.53**	**48.73**	**0.4 %**
Total Revenues	**16,253,407**	**29,722,162**	**26,199,398**	**44,532,605**	**49.8 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY22 ORIGINAL APPROPRIATION	**13,149,598**	**20.39**
Other Adjustments (with no service impacts)		
Restore: Bethesda Full Restoration of Operational Costs from COVID-19 Savings Plan Reductions [Parking Operations]	803,200	0.00
Increase Cost: Bethesda Parking Enforcement Contractual Increase [Parking Enforcement]	363,000	0.00
Increase Cost: Bethesda Citation Processing and Meter Collection Contract Increases [Parking Operations]	289,000	0.00
Restore: Bethesda Parking Operations: Restoration of Costs to Pre-COVID-19 Levels [Parking Operations]	69,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	50,009	0.00
Increase Cost: FY23 Compensation Adjustment	32,886	0.00
Restore: Bethesda Parking Enforcement: Restoration of Costs to Pre-COVID-19 Levels [Parking Enforcement]	30,000	0.00
Shift: Net Gross Charges from County Attorney's Office [Parking Services General Administration]	21,735	0.20
Increase Cost: Risk Management Adjustment	11,668	0.00
Increase Cost: Printing and Mail Adjustment	936	0.00
Decrease Cost: Motor Pool Adjustment	(5,759)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(29,424)	0.00
Decrease Cost: OPEB Adjustment	(35,510)	0.00
Decrease Cost: Retirement Adjustment	(41,441)	0.00
Technical Adj: Bond Refinance [Parking Fixed Costs]	(803,200)	0.00
FY23 RECOMMENDED	**13,905,698**	**20.59**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - SILVER SPRING		
FY22 ORIGINAL APPROPRIATION	**9,942,821**	**24.72**
Other Adjustments (with no service impacts)		
Technical Adj: Fixed Costs Realignment [Parking Fixed Costs]	688,271	0.00
Increase Cost: Silver Spring Parking Enforcement Contractual Increase [Parking Enforcement]	237,000	0.00
Increase Cost: Silver Spring Citation Processing and Meter Collection Contract Increase [Parking Operations]	188,000	0.00
Restore: Silver Spring Restoration of Costs to Pre-COVID-19 Levels [Parking Operations]	131,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	52,307	0.00
Increase Cost: FY23 Compensation Adjustment	34,995	0.00
Increase Cost: Risk Management Adjustment	8,407	0.00
Decrease Cost: Motor Pool Adjustment	(5,759)	0.00
Decrease Cost: OPEB Adjustment	(25,720)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(33,651)	0.00
Decrease Cost: Retirement Adjustment	(37,513)	0.00
Technical Adj: Property Leases Realignment [Parking Operations]	(688,271)	0.00
FY23 RECOMMENDED	**10,491,887**	**24.72**
PARKING DISTRICT - WHEATON		
FY22 ORIGINAL APPROPRIATION	**1,486,916**	**3.42**
Other Adjustments (with no service impacts)		
Increase Cost: Wheaton Parking Enforcement Contractual Increase [Parking Enforcement]	56,000	0.00
Increase Cost: Wheaton Citation Processing and Meter Collection Contract Increase [Parking Operations]	44,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	7,905	0.00
Restore: Wheaton Restoration of Costs to Pre-COVID-19 Levels [Parking Operations]	7,000	0.00
Increase Cost: FY23 Compensation Adjustment	5,355	0.00
Increase Cost: Risk Management Adjustment	1,448	0.00
Decrease Cost: Motor Pool Adjustment	(2,880)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(3,224)	0.00
Decrease Cost: OPEB Adjustment	(3,670)	0.00
Decrease Cost: Retirement Adjustment	(4,881)	0.00
FY23 RECOMMENDED	**1,593,969**	**3.42**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Parking Enforcement	2,822,260	4.24	3,489,553	4.24
Parking Fixed Costs	3,528,665	0.00	3,329,284	0.00

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Parking Operations	17,435,916	39.59	18,402,625	39.59
Parking Services General Administration	792,494	4.70	770,092	4.90
Total	**24,579,335**	**48.53**	**25,991,554**	**48.73**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY23 Recommended	**13,906**	**13,906**	**13,906**	**13,906**	**13,906**	**13,906**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**101**	**101**	**101**	**101**	**101**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**13,906**	**14,006**	**14,006**	**14,006**	**14,006**	**14,006**
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						
FY23 Recommended	**10,492**	**10,492**	**10,492**	**10,492**	**10,492**	**10,492**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**108**	**108**	**108**	**108**	**108**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,492**	**10,600**	**10,600**	**10,600**	**10,600**	**10,600**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY23 Recommended	**1,594**	**1,594**	**1,594**	**1,594**	**1,594**	**1,594**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**17**	**17**	**17**	**17**	**17**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,594**	**1,611**	**1,611**	**1,611**	**1,611**	**1,611**

Bethesda PLD

FY23-28 Public Services Program: Fiscal Plan Bethesda Parking Lot District	Estimated 2022	Recommended 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Assumptions							
Indirect Cost Rate	19.18%	18.35%	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	5.37%	3.04%	2.26%	2.37%	2.37%	2.28%	2.16%
Investment Income Yield	0.20%	1.15%	1.45%	1.45%	1.45%	1.45%	1.45%
Beginning Fund Balance	15,775,322	10,240,181	8,829,858	5,562,143	6,844,475	7,987,985	8,670,736
Revenues							
Charges for Services	10,921,136	16,699,827	16,237,327	16,237,327	16,237,327	16,237,327	16,237,327
Fines & Forfeits	3,027,897	3,087,500	3,087,500	3,087,500	3,087,500	3,087,500	3,087,500
Miscellaneous	386,381	6,766,050	2,458,500	2,462,280	2,466,210	2,470,290	2,474,520
Subtotal Revenues	**14,335,414**	**26,553,377**	**21,783,327**	**21,787,107**	**21,791,037**	**21,795,117**	**21,799,347**
Transfers							
Transfers to/from General Fund	(449,122)	123,117	(464,231)	(475,234)	(486,497)	(497,589)	(508,337)
Indirect Costs	(449,122)	(435,883)	(464,231)	(475,234)	(486,497)	(497,589)	(508,337)
Lot 43 Current Appraisal Delta	-	559,000	-	-	-	-	-
Transfers to/from Special Funds : Tax Supported	(2,408,612)	(2,352,550)	(2,303,834)	(2,281,122)	(2,262,345)	(2,240,932)	(2,260,208)
Bethesda Urban District	(2,408,612)	(2,352,550)	(2,303,834)	(2,281,122)	(2,262,345)	(2,240,932)	(2,260,208)
Transfers to/from Other Funds	-	(3,000,000)	(2,400,000)	-	110,000	110,000	-
Wheaton PLD Transfers	-	-	-	-	110,000	110,000	-
Silver Spring PLD Transfers	-	(3,000,000)	(2,400,000)	-	-	-	-
Subtotal Transfers	**(2,857,734)**	**(5,229,433)**	**(5,168,065)**	**(2,756,356)**	**(2,638,842)**	**(2,628,521)**	**(2,768,545)**
Total Resources	27,253,002	31,564,125	25,445,119	24,592,894	25,996,670	27,154,581	27,701,539
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Bethesda PLD	(243,000)	(30,000)	(190,000)	(130,000)	(100,000)	(90,000)	(90,000)
Parking Bethesda Facilities Renovations	(4,430,000)	(8,775,000)	(5,424,000)	(3,065,000)	(3,065,000)	(3,065,000)	(3,065,000)
Subtotal CIP Current Revenue Appropriation Expenditure	**(4,673,000)**	**(8,805,000)**	**(5,614,000)**	**(3,195,000)**	**(3,165,000)**	**(3,155,000)**	**(3,155,000)**
Appropriations/Expenditures							
Operating Budget	(10,045,312)	(11,604,998)	(11,968,076)	(12,251,719)	(12,542,085)	(13,028,045)	(13,309,450)
Personnel Costs	(2,061,479)	(2,375,383)	(2,529,872)	(2,589,830)	(2,651,209)	(2,711,656)	(2,770,228)
Operating Expenses	(7,983,833)	(9,229,615)	(9,438,204)	(9,661,890)	(9,890,876)	(10,316,388)	(10,539,222)
Existing Debt Service	(2,301,400)	(2,300,700)	(2,300,900)	(2,301,700)	(2,301,600)	(2,300,800)	(2,301,400)
Adjustment	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	**(12,346,712)**	**(13,905,698)**	**(14,268,976)**	**(14,553,419)**	**(14,843,685)**	**(15,328,845)**	**(15,610,850)**
Other Claims on Fund Balance	**6,891**	**(23,569)**	-	-	-	-	-
Transfers OPEB	(23,569)	(23,569)	-	-	-	-	-
Claim on Fund Balance – Prepaids Retiree Health Insurance	30,460	-	-	-	-	-	-
Total Use of Resources	(17,012,821)	(22,734,267)	(19,882,976)	(17,748,419)	(18,008,685)	(18,483,845)	(18,765,850)
Revenue vs Outflows (Transfer+Total Use of Resources) Gap	(5,535,141)	(1,410,323)	(3,267,715)	1,282,332	1,143,510	682,751	264,952
Year End Fund Balance	10,240,181	8,829,858	5,562,143	6,844,475	7,987,985	8,670,736	8,935,688
Bond Restricted Reserve	(5,052,954)	(5,079,479)	(5,107,511)	(5,135,509)	(5,165,037)	(5,193,732)	(5,222,870)
Year End Available Fund Balance	5,187,226	3,750,379	454,633	1,708,966	2,822,948	3,477,005	3,712,819
Available Fund Balance as a % of Next Year's PSP Expenses	37%	26%	3%	12%	18%	22%	23%
Target Balance	3,476,425	3,567,244	3,638,355	3,710,921	3,832,211	3,902,713	3,958,061

Silver Spring PLD

FY23-28 Public Services Program: Fiscal Plan Silver Spring Parking Lot District	Estimated 2022	Recommended 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Assumptions							
Indirect Cost Rate	19.18%	18.35%	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	5.37%	3.04%	2.26%	2.37%	2.37%	2.28%	2.16%
Investment Income Yield	0.20%	1.15%	1.45%	1.45%	1.45%	1.45%	1.45%
Beginning Fund Balance	5,122,798	221,183	1,348,723	1,538,817	1,682,397	611,669	665,238
Revenues							
Charges for Services	8,158,980	13,743,892	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	(5,286,433)	(786,521)	(786,521)	(786,521)	(786,521)	(786,521)	(786,521)
Increased Rates	525,000	1,500,000	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	110,000
Scenario: Parking Fees Base	-	-	-	-	-	-	-
Fines & Forfeits	1,882,995	1,808,036	1,808,036	1,808,036	1,808,036	1,808,036	1,808,036
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	(14,695)	(89,654)	(89,654)	(89,654)	(89,654)	(89,654)	(89,654)
Miscellaneous	54,226	93,960	116,810	120,500	124,330	128,300	132,430
Investment Income	12,390	73,960	96,810	100,500	104,330	108,300	112,430
Miscellaneous Revenues	41,836	20,000	20,000	20,000	20,000	20,000	20,000
Subtotal Revenues	10,096,201	15,645,888	16,178,738	16,872,428	16,876,258	16,880,228	16,884,358
Transfers							
Transfers to/from General Fund	(507,278)	(488,504)	(519,232)	(531,420)	(543,896)	(556,183)	(568,088)
Indirect Costs	(502,278)	(483,504)	(514,232)	(526,420)	(538,896)	(551,183)	(563,088)
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	(2,704,922)	(2,804,101)	(2,892,581)	(2,994,464)	(3,094,790)	(3,094,790)	(3,094,790)
Silver Spring Urban District	(2,704,922)	(2,804,101)	(2,892,581)	(2,994,464)	(3,094,790)	(3,094,790)	(3,094,790)
Transfers to/from Other Funds	-	3,000,000	2,400,000	-	-	-	-
Bethesda PLD Transfers	-	3,000,000	2,400,000	-	-	-	-
Wheaton PLD Transfers	-	-	-	-	-	-	-
Subtotal Transfers	(3,212,200)	(292,605)	(1,011,814)	(3,525,883)	(3,638,686)	(3,650,973)	(3,662,878)
Total Resources	12,006,799	15,574,466	16,515,647	14,885,361	14,919,969	13,840,924	13,886,718
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Silver Spring PLD	(113,000)	(115,000)	(135,000)	(204,000)	(155,000)	(90,000)	(90,000)
Parking Silver Spring Facilities Renovations	(1,733,000)	(3,600,000)	(4,870,000)	(2,800,000)	(3,715,000)	(2,610,000)	(2,610,000)
Parking Lot Districts Service Facility	-	-	-	-	-	-	-
Subtotal CIP Current Revenue Appropriation Expenditure	(1,846,000)	(3,715,000)	(5,005,000)	(3,004,000)	(3,870,000)	(2,700,000)	(2,700,000)
Appropriations/Expenditures							
Operating Budget	(9,942,821)	(10,491,887)	(9,971,830)	(10,198,964)	(10,438,299)	(10,475,686)	(10,701,387)
Personnel Costs	(2,148,759)	(2,634,899)	(2,802,357)	(2,868,773)	(2,936,763)	(3,003,721)	(3,068,601)
Operating Expenses	(7,794,062)	(7,856,988)	(7,169,473)	(7,330,192)	(7,501,536)	(7,471,965)	(7,632,785)
Adjustment	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	(9,942,821)	(10,491,887)	(9,971,830)	(10,198,964)	(10,438,299)	(10,475,686)	(10,701,387)
Other Claims on Fund Balance	3,205	(18,855)	-	-	-	-	-
Transfers OPEB	(18,855)	(18,855)	-	-	-	-	-
Claim on Fund Balance – Prepaids Retiree Health Insurance	22,060	-	-	-	-	-	-
Total Use of Resources	(11,785,616)	(14,225,742)	(14,976,830)	(13,202,964)	(14,308,299)	(13,175,686)	(13,401,387)
Revenue vs Outflows (Transfer+Total Use of Resources) Gap	(4,901,615)	1,127,540	190,094	143,580	(1,070,727)	53,569	(179,907)
Year End Fund Balance	221,183	1,348,723	1,538,817	1,682,397	611,669	665,238	485,331
Bond Restricted Reserve							
Year End Available Fund Balance	221,183	1,348,723	1,538,817	1,682,397	611,669	665,238	485,331
Available Fund Balance as a % of Next Year's PSP Expenses	2%	14%	15%	16%	6%	6%	4%
Target Balance	2,622,972	2,492,957	2,549,741	2,609,575	2,618,922	2,675,347	2,715,991
Year End Balance vs Target Balance Gap (Shortfall)	(2,401,789)	(1,144,234)	(1,010,924)	(927,178)	(2,007,252)	(2,010,108)	(2,230,660)

Wheaton PLD

FY23-28 Public Services Program: Fiscal Plan Wheaton Parking Lot District	Estimated 2022	Recommended 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Assumptions							
Indirect Cost Rate	19.18%	18.35%	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	5.37%	3.04%	2.26%	2.37%	2.37%	2.28%	2.16%
Investment Income Yield	0.20%	1.15%	1.45%	1.45%	1.45%	1.45%	1.45%
Beginning Fund Balance	**591,312**	**549,315**	**395,639**	**557,658**	**582,048**	**524,804**	**422,600**
Revenues							
Charges for Services	1,446,597	1,876,250	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	(153,403)	(98,750)	(98,750)	(98,750)	(98,750)	(98,750)	(98,750)
Increased Rates	225,000	600,000	600,000	600,000	600,000	600,000	600,000
Fines & Forfeits	320,238	452,200	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	(155,762)	(23,800)	(23,800)	(23,800)	(23,800)	(23,800)	(23,800)
Miscellaneous	948	4,890	6,400	6,640	6,890	7,150	7,420
Investment Income	820	4,890	6,400	6,640	6,890	7,150	7,420
Miscellaneous Revenues	128	-	-	-	-	-	-
Subtotal Revenues	**1,767,783**	**2,333,340**	**2,334,850**	**2,335,090**	**2,335,340**	**2,335,600**	**2,335,870**
Transfers							
Transfers to/from General Fund	40,523	(72,511)	(77,222)	(79,052)	(80,926)	(82,771)	(84,559)
Indirect Costs	(74,802)	(72,511)	(77,222)	(79,052)	(80,926)	(82,771)	(84,559)
Transfer from General Fund	115,325	-	-	-	-	-	-
Transfers to/from Special Funds : Tax Supported	(200,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Wheaton Urban District	(200,000)	(300,000)	(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	**(159,477)**	**(372,511)**	**(377,222)**	**(489,052)**	**(490,926)**	**(382,771)**	**(384,559)**
Total Resources	**2,199,618**	**2,510,144**	**2,353,267**	**2,403,696**	**2,426,463**	**2,477,633**	**2,373,912**
CIP Current Revenue Appropriation Expenditure							
Facilities Planning Parking: Wheaton PLD	(75,000)	(155,000)	(35,000)	(20,000)	(58,000)	(45,000)	(165,000)
Parking Wheaton Facilities Renovations	(88,000)	(362,000)	(112,000)	(112,000)	(112,000)	(237,000)	(244,000)
Subtotal CIP Current Revenue Appropriation Expenditure	**(163,000)**	**(517,000)**	**(147,000)**	**(132,000)**	**(170,000)**	**(282,000)**	**(409,000)**
Appropriations/Expenditures							
Operating Budget	(1,486,917)	(1,593,969)	(1,648,609)	(1,689,648)	(1,731,659)	(1,773,033)	(1,813,123)
Personnel Costs	(350,261)	(395,156)	(420,828)	(430,801)	(441,011)	(451,066)	(460,809)
Operating Expenses	(1,136,656)	(1,198,813)	(1,227,781)	(1,258,846)	(1,290,648)	(1,321,967)	(1,352,314)
Adjustment	-	-	-	-	-	-	-
Subtotal PSP Operating Budget Appropriation	**(1,486,917)**	**(1,593,969)**	**(1,648,609)**	**(1,689,648)**	**(1,731,659)**	**(1,773,033)**	**(1,813,123)**
Other Claims on Fund Balance	(386)	(3,536)	-	-	-	-	-
Transfers OPEB	(3,536)	(3,536)	-	-	-	-	-
Claim on Fund Balance – Prepaids Retiree Health Insurance	3,150	-	-	-	-	-	-
Total Use of Resources	**(1,650,303)**	**(2,114,505)**	**(1,795,609)**	**(1,821,648)**	**(1,901,659)**	**(2,055,033)**	**(2,222,123)**
Revenue vs Outflows (Transfer+Total Use of Resources) Gap	(41,997)	(153,676)	162,019	24,390	(57,245)	(102,204)	(270,811)
Year End Fund Balance	**549,315**	**395,639**	**557,658**	**582,048**	**524,804**	**422,600**	**151,789**
Bond Restricted Reserve							
Year End Available Fund Balance	**549,315**	**395,639**	**557,658**	**582,048**	**524,804**	**422,600**	**151,789**
Available Fund Balance as a % of Next Year's PSP Expenses	**34%**	**24%**	**33%**	**34%**	**30%**	**23%**	**8%**
Target Balance	**398,492**	**412,152**	**422,412**	**432,915**	**443,258**	**453,281**	**461,592**
Year End Balance vs Target Balance Gap (Shortfall)	150,823	(16,513)	135,246	149,134	81,545	(30,681)	(309,803)

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Transit Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$172,872,258	910.61

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 FY23 Operating Budget for the Division of Transit Services is $172,872,258, an increase of $18,339,593 or 11.87 percent from the FY22 Approved Budget of $154,532,665. Personnel Costs comprise 57.41 percent of the budget for 869 full-time position(s) and 32 part-time position(s), and a total of 910.61 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 42.59 percent of the FY23 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 $22,146,340 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:

- **Easier Commutes**
- **A Greener County**
- **Thriving Youth and Families**

INITIATIVES

- Improve the affordability of transit service in the County by reducing fares on all Ride On routes by one half, bringing the cost of most Ride On trips to $1.00. Following the suspension of fare collection during the COVID-19 pandemic, a fare equity study was conducted to identify fare policy options that would produce the greatest and most equitable benefit for County residents. It was found that a $1.00 fare would provide the best balance of benefits and costs, while being simple to communicate and implement and flexible for future changes to the larger regional fare system.

- Restore Ride On service and Call-N-Ride to pre-pandemic levels.
- Enhance transit service delivery through a series of system-wide changes to be recommended in the Ride On Reimagined study. This comprehensive study is examining Montgomery County's entire existing and planned transit system, providing the opportunity to guide the future direction of Ride On through data analysis and community engagement. County residents, transit passengers and advocacy groups, community leaders, and other stakeholders will participate in the development of policy recommendations and implementation strategies. The study will address County priorities to improve racial equity and address climate change. A new planning position has been added to assist in the coordination of this study and to implement recommended changes to address current and future needs of the community served by Ride On.
- Initiate a zero-emission bus fleet transition study to develop concrete strategies to transform the Ride On fleet and achieve the zero-emission fleet targets and greenhouse gas reduction goals outlined in the County's Climate Action Plan. The plan will also contain a program of requirements for a new zero-emission bus operations and maintenance facility. By summer 2022, a draft plan that addresses implementation through 2027 will be completed. The study will be completed by the end of fiscal year 2023.
- Improve transportation services and address barriers for residents who are disabled, seniors, and individuals with limited incomes. Supported by dedicated revenues from Transportation Network Company fees, Transit Services will increase subsidies for wheelchair accessible taxicabs; expand the Call-N-Ride program; provide new grants to nonprofit transportation service partners; implement a Passenger Assistance Safety and Sensitivity training program for taxi drivers; and fund accessible transportation initiatives by other County government departments, including a new zero-emission bus for the Department of Recreation to provide direct transportation to and from the County's senior centers.
- Initiate the TravelSmart Ambassador Program, which will use targeted outreach and messaging to educate a variety of audiences on transportation options for all types of trips. This initiative will focus on underserved and vulnerable populations, including non-native English speakers, seniors, and people with disabilities, as well as residents new to the area and suburban residents who often are unaware of how transit and other non-driving options can be effectively used. By advocating for alternatives to driving, this program will help the County achieve its Climate Action Plan goals to double the use of transit and active transportation by 2035 while capitalizing on the substantial investment in existing, new, and future transportation options such as Ride On, bus rapid transit (BRT), the Purple Line, and robust pedestrian and bike infrastructure.
- Expand the impacts of Transportation Demand Management (TDM) programs in the County to increase the use of transit and other alternatives to driving alone. TDM programs are a key strategy outlined in the County's Climate Action Plan to reduce greenhouse gas emissions from the transportation sector. Outreach and increased data gathering will be conducted in the White Oak TMD and other previously underserved activity centers in the County. This initiative will increase direct assistance to businesses and their employees, and to residents of multi-unit buildings. Other TDM expansions include installation of parking corrals for e-scooters and e-bikes, increases in the number of adult cycling classes offered, and a web portal to facilitate developer compliance with NextGen TDM requirements.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Transit Services has implemented workforce software that enables bus operators to use their Montgomery County ID badge to sign in and out of work. Bus operators may view their work assignment, vehicle assignment, dispatch messages, and relevant traffic detour information. The transit software expedites the sign in and out process as bus operators begin and end their work shifts.
- A Ride On Ridership dashboard has been added to the MCDOT website. This dashboard reports on a variety of Ride On performance measures including total ridership, weekday/Saturday/Sunday ridership, on-time performance, missed trip rate, and complaint rate.

- Transit Services is working to identify opportunities to improve Ride On bus operator training through a study to examine current training practices and procedures and compare them to transit industry best practices. The study will develop a series of recommendations to improve bus operator training and safety, both in the field and in the classroom, and to promote transit safety for bus operators and passengers.

PROGRAM CONTACTS

Contact Kevin Sanders of the Division of Transit Services at 240.777.5807 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 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

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, micromobility services, 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 six Transportation Management Districts (TMDs): Silver Spring, Friendship Heights, Bethesda, North Bethesda, Greater Shady Grove, and White Oak, and in the Wheaton Transportation Planning and Policy area. Large employers and residential complexes outside the TMDs are also serviced on a more limited basis as resources permit. The unit coordinates with other agencies in the development approval process and works with developers within TMDs to incorporate supportive measures into their projects through implementation of Transportation Demand Management (TDM) Plans. 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 seniors and residents with disabilities who have low incomes, under a user-side subsidy program (Call-n-Ride); transportation to and from medical appointments for

participants with low incomes (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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of employer contacts	10,933	8,885	10,500	11,000	11,500
Number of Call-n-Ride participants	5,585	5,617	5,700	5,800	5,900
Percent of traffic mitigation plans completed on-time [1]	90%	85%	90%	100%	100%
Non-auto driver mode share in Silver Spring Transportation Management District [2]	53.6%	53.6%*	55.0%	55.0%*	56.5%

[1] *Due to Covid-19, following up with employers in FY20 and FY21 regarding filings for traffic mitigation plans was more challenging than usual. Commuter Services worked with employers to complete as many of their FY20 and FY21 filings as possible, but it was not possible to reach many employers. In FY22 as some businesses reopened many have had staffing shortages and other priorities, making it difficult to have staff available to assist with completion of TDM Plans.*

[2] *Surveys are now conducted every other year. Figures for intervening years carry forward the results for the prior survey year. Next survey to be conducted in Spring FY22.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**12,675,378**	**34.09**
Enhance: Wheelchair Accessible Taxicab Mileage Reimbursement	1,098,313	0.00
Add: Capital and Operating Grant Programs for Transportation Services Nonprofits	1,000,000	0.00
Add: MCG Department Transportation Accessibility Initiatives	550,000	0.00
Enhance: Call-N-Ride Service Return to Pre-COVID-19 Levels	400,000	0.00
Enhance: Support of Transportation Management District Programs	261,000	0.00
Enhance: Call-N-Ride Expansion and Provider Payments	229,286	0.00
Add: Training Course for Taxicab Drivers	190,000	0.00
Add: TravelSmart Ambassador Program	150,000	1.00
Add: Mid-Year Creation of Climate Change Officer Position	149,407	0.74
Increase Cost: Staffing Adjustment (Taxi Services)	101,042	1.00
Increase Cost: Commuter Survey For Employers & Residents	100,000	0.00
Re-align: Staffing Adjustment from Mass Transit Fund (Medicaid)	18,722	0.00
Increase Cost: Metropolitan Washington Council of Governments Grant Increase	17,416	0.00
Increase Cost: Capital Bikeshare Advertising Brokerage Sponsorship	10,000	0.00
Increase Cost: TRiPS Commuter Store Contract Escalation	6,900	0.00
Increase Cost: Contract Escalation: Bethesda TMD	6,210	0.00
Increase Cost: Contract Escalation: North Bethesda TMD	6,000	0.00
Re-align: Operating Support for Mobile TRiPS Store via Elimination of Long Term Vacant Positions	0	(2.00)
Re-align: Staffing Adjustments to Grant Fund (Commuter Services)	(18,722)	0.00
Decrease Cost: TMD Biennial Reports	(20,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	63,476	0.00

FY23 Recommended Changes	Expenditures	FTEs
FY23 Recommended	**16,994,428**	**34.83**

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 provides critical mobility options for County residents. 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).

Ride On bus service is provided with a fleet of more than 350 buses. Transit Services is committed to transitioning to a zero-emission bus fleet. Ride On has four zero-emission buses in service and another ten zero-emission buses will be deployed by Spring 2022. A procurement is underway for additional zero-emission buses.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Passengers transported (millions)	16.305	10.078	15.638	18.115	18.644
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits	5.92	3.13	5.50	5.25	5.00
On time performance for Ride On buses	86.3%	86.4%	87.1%	87.3%	87.5%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**138,540,939**	**868.78**
Increase Cost: Transit Bus Operator and Coordinator Salary Schedule Adjustment	9,400,000	0.00
Enhance: Transit Service Return to Pre-COVID-19 Levels	1,735,927	0.00
Enhance: WMATA Payment for Kids Ride Free Program Return to Pre-COVID-19 Levels	195,000	0.00
Enhance: Service Planning Position	117,480	1.00
Increase Cost: Ride On Bus Stop Trash Removal Contract Escalation	75,525	0.00
Enhance: Part-Time Operator Positions	66,400	0.00
Increase Cost: Bus Lot Washdown Contract Escalation	58,346	0.00
Increase Cost: Routes & Scheduling Software Contract Escalation	22,432	0.00
Decrease Cost: Triennial Survey	(300,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,962,492	0.00
FY23 Recommended	**153,874,541**	**869.78**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,316,348**	**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.	(1,313,059)	0.00
FY23 Recommended	**2,003,289**	**6.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	59,625,684	64,357,619	69,105,893	76,408,524	18.7 %
Employee Benefits	18,944,130	20,658,017	19,589,475	21,216,092	2.7 %
Mass Transit Personnel Costs	**78,569,814**	**85,015,636**	**88,695,368**	**97,624,616**	**14.8 %**
Operating Expenses	58,045,859	64,308,102	67,868,123	70,021,298	8.9 %
Capital Outlay	288,356	111,500	111,500	111,500	—
Mass Transit Expenditures	**136,904,029**	**149,435,238**	**156,674,991**	**167,757,414**	**12.3 %**
PERSONNEL					
Full-Time	863	863	863	854	-1.0 %
Part-Time	16	16	16	32	100.0 %
FTEs	895.77	895.77	895.77	897.51	0.2 %
REVENUES					
Bus Advertising	646,581	900,000	700,000	700,000	-22.2 %
Miscellaneous Revenues	186,292	0	2,110	0	—
Motor Pool Charges/Fees	833,329	0	0	0	—
Other Charges/Fees	2,143,907	2,564,453	2,502,722	2,738,805	6.8 %
Other Fines/Forfeitures	250	0	400	0	—
Parking Fees	754,697	576,000	828,704	828,704	43.9 %
Parking Fines	291,380	418,800	566,335	566,335	35.2 %
Property Tax	153,154,777	111,358,690	112,392,463	187,688,920	68.5 %
Recreation Fees	971	0	965	0	—
Ride On Fare Revenue	9,952	12,175,785	27,154	9,825,033	-19.3 %
State Aid: Call N' Ride	379,107	379,107	379,107	379,107	—
State Aid: Damascus Fixed Route	303,733	303,733	303,733	303,733	—
State Aid: Ride On	63,527,124	97,167,934	96,637,845	33,360,000	-65.7 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Taxi Licensing Fees	39,225	200,000	50,000	80,000	-60.0 %
Mass Transit Revenues	**222,271,325**	**226,044,502**	**214,391,538**	**236,470,637**	**4.6 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	9,102,775	1,320,700	1,320,700	1,328,631	0.6 %
Employee Benefits	158,776	301,251	301,251	298,468	-0.9 %
Grant Fund - MCG Personnel Costs	**9,261,551**	**1,621,951**	**1,621,951**	**1,627,099**	**0.3 %**
Operating Expenses	2,600,720	3,475,476	3,475,476	3,487,745	0.4 %
Grant Fund - MCG Expenditures	**11,862,271**	**5,097,427**	**5,097,427**	**5,114,844**	**0.3 %**
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	8,601,068	1,939,693	1,939,693	1,939,693	—
State Grants	0	3,157,734	3,157,734	3,175,151	0.6 %
Grant Fund - MCG Revenues	**8,601,068**	**5,097,427**	**5,097,427**	**5,114,844**	**0.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**148,766,300**	**154,532,665**	**161,772,418**	**172,872,258**	**11.9 %**
Total Full-Time Positions	**878**	**878**	**878**	**869**	**-1.0 %**
Total Part-Time Positions	**16**	**16**	**16**	**32**	**100.0 %**
Total FTEs	**908.87**	**908.87**	**908.87**	**910.61**	**0.2 %**
Total Revenues	**230,872,393**	**231,141,929**	**219,488,965**	**241,585,481**	**4.5 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
MASS TRANSIT		
FY22 ORIGINAL APPROPRIATION	**149,435,238**	**895.77**
Changes (with service impacts)		
Enhance: Transit Service Return to Pre-COVID-19 Levels [Transit Services]	1,735,927	0.00
Enhance: Wheelchair Accessible Taxicab Mileage Reimbursement [Community Mobility Services]	1,098,313	0.00
Add: Capital and Operating Grant Programs for Transportation Services Nonprofits [Community Mobility Services]	1,000,000	0.00
Add: MCG Department Transportation Accessibility Initiatives [Community Mobility Services]	550,000	0.00
Enhance: Call-N-Ride Service Return to Pre-COVID-19 Levels [Community Mobility Services]	400,000	0.00
Enhance: Support of Transportation Management District Programs [Community Mobility Services]	261,000	0.00
Enhance: Call-N-Ride Expansion and Provider Payments [Community Mobility Services]	229,286	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: WMATA Payment for Kids Ride Free Program Return to Pre-COVID-19 Levels [Transit Services]	195,000	0.00
Add: Training Course for Taxicab Drivers [Community Mobility Services]	190,000	0.00
Add: TravelSmart Ambassador Program [Community Mobility Services]	150,000	1.00
Add: Mid-Year Creation of Climate Change Officer Position [Community Mobility Services]	149,407	0.74
Enhance: Service Planning Position [Transit Services]	117,480	1.00
Enhance: Part-Time Operator Positions [Transit Services]	66,400	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Transit Bus Operator and Coordinator Salary Schedule Adjustment [Transit Services]	9,400,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	1,814,235	0.00
Increase Cost: FY23 Compensation Adjustment	1,692,341	0.00
Increase Cost: Motor Pool Adjustment	921,685	0.00
Increase Cost: Risk Management Adjustment	615,672	0.00
Increase Cost: Staffing Adjustment (Taxi Services) [Community Mobility Services]	101,042	1.00
Increase Cost: Commuter Survey For Employers & Residents [Community Mobility Services]	100,000	0.00
Increase Cost: Ride On Bus Stop Trash Removal Contract Escalation [Transit Services]	75,525	0.00
Increase Cost: Bus Lot Washdown Contract Escalation [Transit Services]	58,346	0.00
Increase Cost: Routes & Scheduling Software Contract Escalation [Transit Services]	22,432	0.00
Increase Cost: Printing and Mail Adjustment	15,237	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	11,015	0.00
Increase Cost: Capital Bikeshare Advertising Brokerage Sponsorship [Community Mobility Services]	10,000	0.00
Increase Cost: TRiPS Commuter Store Contract Escalation [Community Mobility Services]	6,900	0.00
Increase Cost: Contract Escalation: Bethesda TMD [Community Mobility Services]	6,210	0.00
Increase Cost: Contract Escalation: North Bethesda TMD [Community Mobility Services]	6,000	0.00
Re-align: Operating Support for Mobile TRiPS Store via Elimination of Long Term Vacant Positions [Community Mobility Services]	0	(2.00)
Re-align: Staffing Adjustments to Grant Fund (Commuter Services) [Community Mobility Services]	(18,722)	0.00
Decrease Cost: TMD Biennial Reports [Community Mobility Services]	(20,000)	0.00
Decrease Cost: Triennial Survey [Transit Services]	(300,000)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(306,823)	0.00
Decrease Cost: Retirement Adjustment	(356,732)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(1,675,000)	0.00
FY23 RECOMMENDED	**167,757,414**	**897.51**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**5,097,427**	**13.10**
Other Adjustments (with no service impacts)		
Re-align: Staffing Adjustment from Mass Transit Fund (Medicaid) [Community Mobility Services]	18,722	0.00
Increase Cost: Metropolitan Washington Council of Governments Grant Increase [Community Mobility Services]	17,416	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(18,721)	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY23 RECOMMENDED	**5,114,844**	**13.10**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Community Mobility Services	12,675,378	34.09	16,994,428	34.83
Transit Services	138,540,939	868.78	153,874,541	869.78
Transit Services General Administration	3,316,348	6.00	2,003,289	6.00
Total	**154,532,665**	**908.87**	**172,872,258**	**910.61**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
MASS TRANSIT					
Health and Human Services	General Fund	282,694	0.00	282,694	0.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
MASS TRANSIT						
EXPENDITURES						
FY23 Recommended	**167,757**	**167,757**	**167,757**	**167,757**	**167,757**	**167,757**
No inflation or compensation change is included in outyear projections.						
Transportation Services Improvement Fund Expenditures	**0**	**(195)**	**(807)**	**(714)**	**(613)**	**(503)**
Expenditures from the Transportation Services Improvement Fund, restricted to programs that improve transportation service for residents who are disabled, seniors, and individuals with limited incomes, will vary from year to year based on projected fund resources. FY23-24 expenditures are higher than other years due to surplus fund balance.						
Labor Contracts	**0**	**4,759**	**4,759**	**4,759**	**4,759**	**4,759**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**167,757**	**172,320**	**171,708**	**171,801**	**171,902**	**172,012**

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Health and Human Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$421,855,068	1,840.66

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 FY23 Operating Budget for the Department of Health and Human Services is $421,855,068, an increase of $57,900,191 or 15.91 percent from the FY22 Approved Budget of $363,954,877. Personnel Costs comprise 48.47 percent of the budget for 1,607 full-time position(s) and 335 part-time position(s), and a total of 1,840.66 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 51.53 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- The FY23 budget provides increased direct support to youth most impacted by the pandemic via mental health, therapeutic recreation, Healing Informed Positive Youth Development, and Family Strengthening and Intervention services. In addition to

sustaining these needed supports initially funded via pandemic relief funds, the County Executive is further expanding supports to reach more youth and families by providing additional mental health and social services at existing High School Wellness Centers; and to provide services in more school communities by opening a new Wellness Center at Kennedy High School, new Linkages to Learning centers at Odessa Shannon Middle School and the new Gaithersburg Elementary School #8, mental health and social services at ten high schools without Wellness Centers that MCPS has prioritized as being in need of more resources, and an expansion of community-based youth crisis stabilization services and youth Mental Health First Aid trainings.

- The Bienvenidos Initiative (Newcomers Initiative) was propelled by the unprecedented increase in the number of unaccompanied migrant children and asylum-seeking families approaching the southern U.S. border and arriving in Montgomery County. Through the application of an equity lens framework, the initiative focuses on expanding the County's capacity to address the unique needs of this subset of the newcomer population in the mental health, legal and social services realm. The initiative brings together a robust network of providers that offer consistent information and access to services regardless of point of entry. Funds are allocated to support the expansion of existing healing informed and culturally based school and community-based services; such as Wellness Center services, family reunification, Street Outreach Network supports, youth leadership development, legal screening and representation for any and all newcomers in the County.

- In FY22, the County made important and significant changes to the approach to sheltering people experiencing homelessness. The prior policy and funding provided a limited number of year-round beds which expanded during the winter months. The new policy more than doubles the year-round shelter capacity and support services including improved access to primary care, behavioral health, and vocational services. This includes the opening of a new emergency shelter for men.

- One of the best strategies to eradicate homelessness is to prevent households from entering the homeless continuum by resolving their housing crisis through conflict resolution, problem-solving, and flexible funding. In FY23, additional funding is recommended to implement a centralized shelter intake and homeless diversion program. This new program will include a 24-hour, 7-days-a-week shelter hotline and case management staff to help households avoid homelessness.

- When homelessness cannot be prevented, the approach of the County is to quickly connect households to permanent housing. The FY23 budget makes permanent the funding that was provided through ARPA in FY22, as well as providing an additional $2,000,000 for Rapid Rehousing and $3,000,000 for the County Rental Assistance Program. Rapid Rehousing provides a short-term housing subsidy and intensive wraparound services to ensure households can maintain housing stability after the subsidy ends. The Rental Assistance Program provides a permanent shallow housing subsidy to those with vulnerable housing and those exiting homelessness.

- In response to the disproportionate impact of the COVID-19 pandemic on our County's low income and immigrant population, the Department of Health and Human Services, in collaboration with the Office of Emergency Management and Homeland Security, and in partnership with multiple non-profit organizations, created eight Service Consolidation Hubs located in strategic geographical areas to provide food, diapers, and essentials as well as access to benefits and services to households in need. The FY23 budget continues the work of the hubs with an eye toward permanent post-pandemic services.

- Students attending Montgomery County Public Schools are experiencing more complex medical issues including diabetes, mental health concerns, and need for student case management and referrals, creating the need for more school Community Health Nurses. Having a nurse in every middle school, high school, and large elementary schools will assist in addressing increasing student health and wellness needs. The FY23 budget provides additional nurses to fully meet this policy level. In addition, increasing complexity of student health and wellness needs means school Community Health Nurses and school Health Room Techs, as well as school Administrators and staff, need additional, comprehensive training. While school Community Health Nurses in schools have been asked to provide this training in the past, increased activity in health rooms, COVID, and emerging disease prevents health room staff from being able to research topics and provide training to staff. School Health Managers and Administrators are spending a significant amount of time doing trainings and new staff orientation. The FY23 budget provides for a School Health Staff Training team which will allow for more timely trainings and mentoring of new staff across School Health Services.

- The FY23 budget provides for the establishment of an additional Adult Protective Services team which will greatly enhance the County's capacity to properly, safely, and timely meet the State mandated requirements to immediately investigate reports of abuse, neglect, and exploitation of adults age 18 and over at risk of abuse, neglect, and exploitation. As Adult Protective Services (APS) are mandated, they do not allow wait lists. APS cases have grown in the past five years driven in large part by the growth in financial exploitation cases. Continued mandated reporting by fiduciary institutions, increased awareness of abuse in the community, and the growing number of older County residents has resulted in a steady growth for investigation of allegations of financial exploitation.
- The FY23 budget provides additional funding for the expansion of the supplement given to Medical Adult Day Care (MADC) and Developmental Disability (DD) providers. The funding for MADC will greatly help the providers of this crucial community-based service meet the growing needs in our community and offset the costs of providing services not provided or allowed by Medicaid, which funds more than eighty percent of the constituents receiving MADC services. As the number of older adults and adults with disabilities in need of this service is expected to grow over the next two decades, this investment by the County supports the infrastructure that enables delivery of service to this population and their families. The increase in the annual supplement to providers of services to adults with developmental disabilities will continue to help the DD providers network, as part of the County's long-standing commitment to residents with developmental disabilities.
- The FY23 budget provides a 6% inflationary adjustment to non-profit contracts. This will enable the non-profit partners to continue to provide vital services to County residents in the midst of rising costs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Services to End and Prevent Homelessness (SEPH) Service Area utilized an online application system for COVID-19 rent relief and virtual intake for housing stabilization services enabling clients to access services from their home, which also allowed for centralized case assignments versus by office availability. This enabled the program to process over 11,000 rent relief applications between May 2021 to February 2022, resulting in the prevention of evictions for over 5,400 households along with $55 million in direct rent relief assistance.
- Mobile Crisis and Outreach Teams (MCOTs) are becoming a true civilian response to behavioral health crises. The Department is working on getting approval for a Common Triage and Dispatch Protocol that specifies criteria by which the MCOTs respond without police presence. In addition, the Department is in the process of adding peer support specialists to the MCOTs, so instead of two clinicians responding, a peer support specialist is paired with a clinician; thereby, enhancing the number of clients that may be served.
- The Department is developing a central call center and point of contact to connect residents to frequently requested Department of Health and Human Services' (DHHS) services and programs. The Internal Call Center team will provide end-to-end assistance to Montgomery County residents seeking supports and services. The Call Center will be staffed by a team of highly trained, bilingual Customer Service Representatives, who also possess knowledge of resources provided by community partners. Establishing an Internal Call Center will enable residents to access DHHS' services and resources in a faster, more efficient manner.

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 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.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	101,890,603	108,548,799	105,422,846	117,949,357	8.7 %
Employee Benefits	31,991,995	33,392,320	31,735,884	34,179,754	2.4 %
County General Fund Personnel Costs	**133,882,598**	**141,941,119**	**137,158,730**	**152,129,111**	**7.2 %**
Operating Expenses	201,614,418	126,491,032	217,165,422	170,446,616	34.8 %
Capital Outlay	236,326	0	0	0	—
County General Fund Expenditures	**335,733,342**	**268,432,151**	**354,324,152**	**322,575,727**	**20.2 %**
PERSONNEL					
Full-Time	909	977	977	1,027	5.1 %
Part-Time	306	303	303	305	0.7 %
FTEs	1,263.48	1,305.53	1,305.53	1,374.25	5.3 %
REVENUES					
Core Health Services Funding	4,982,560	4,809,321	4,842,257	4,842,257	0.7 %
Federal Financial Participation Reimbursements	15,550,045	16,036,044	15,831,840	16,188,044	0.9 %
Health and Human Services Fees	1,327,510	1,265,497	1,280,811	1,265,497	—
Health Inspection: Restaurants	1,694,580	1,870,520	1,870,520	1,870,520	—
Health Inspections: Living Facilities	175,315	236,815	236,815	236,815	—
Health Inspections: Swimming Pools	482,690	577,400	577,400	577,400	—
Marriage Licenses	229,095	226,800	246,960	246,960	8.9 %
Medicaid/Medicare Reimbursement	851,591	1,296,401	1,051,925	1,296,401	—
Miscellaneous Revenues	(609,969)	0	0	0	—
Nursing Home Reimbursement	749,852	713,604	0	0	-100.0 %
Other Charges/Fees	906,733	1,459,901	1,438,006	2,377,100	62.8 %
Other Fines/Forfeitures	20,000	10,450	10,450	10,450	—
Other Intergovernmental	5,462,714	5,084,192	5,088,462	5,205,004	2.4 %
Other Licenses/Permits	24,670	111,360	111,360	111,360	—
Social Services State Reimbursement	5,567	0	0	0	—
County General Fund Revenues	**31,852,953**	**33,698,305**	**32,586,806**	**34,227,808**	**1.6 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	40,729,085	36,295,128	36,295,128	39,667,328	9.3 %
Employee Benefits	12,235,754	12,654,664	12,654,664	12,675,122	0.2 %
Grant Fund - MCG Personnel Costs	**52,964,839**	**48,949,792**	**48,949,792**	**52,342,450**	**6.9 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Operating Expenses	48,344,369	46,572,934	46,572,934	46,936,891	0.8 %
Grant Fund - MCG Expenditures	**101,309,208**	**95,522,726**	**95,522,726**	**99,279,341**	**3.9 %**
PERSONNEL					
Full-Time	568	570	570	580	1.8 %
Part-Time	30	30	30	30	—
FTEs	451.01	465.09	465.09	466.41	0.3 %
REVENUES					
American Rescue Plan Act	0	6,969,218	6,969,218	3,500,000	-49.8 %
Federal Grants	41,460,020	30,554,666	30,554,666	32,942,382	7.8 %
HB669 Social Services State Reimbursement	39,977,881	40,031,523	40,031,523	41,271,837	3.1 %
Miscellaneous Revenues	343,005	0	0	0	—
Other Charges/Fees	318,234	345,228	345,228	462,574	34.0 %
State Grants	14,707,087	17,622,091	17,622,091	21,102,548	19.8 %
Grant Fund - MCG Revenues	**96,806,227**	**95,522,726**	**95,522,726**	**99,279,341**	**3.9 %**

DEPARTMENT TOTALS

Total Expenditures	**437,042,550**	**363,954,877**	**449,846,878**	**421,855,068**	**15.9 %**
Total Full-Time Positions	**1,477**	**1,547**	**1,547**	**1,607**	**3.9 %**
Total Part-Time Positions	**336**	**333**	**333**	**335**	**0.6 %**
Total FTEs	**1,714.49**	**1,770.62**	**1,770.62**	**1,840.66**	**4.0 %**
Total Revenues	**128,659,180**	**129,221,031**	**128,109,532**	**133,507,149**	**3.3 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**268,432,151**	**1,305.53**
Changes (with service impacts)		
Add: Newcomers Enhancements and Assistance [Admin - Children, Youth & Families]	4,421,227	6.00
Add: Funding to Support the County's Response to Food Insecurity [Admin - Public Health]	4,000,000	0.00
Enhance: Mental Health Services at MCPS High Schools	3,726,180	2.00
Enhance: Rental Assistance Program Expansion [Rental Assistance Program]	3,000,000	0.00
Enhance: Increase the FY23 Base Budget for the African American Health Program [Minority Programs]	2,850,000	0.00
Enhance: Funding to Support Services Provided by the Service Consolidation Hubs [Admin - Office of the Director]	2,601,600	0.00
Enhance: Increase the FY23 Base Budget for the Latino Health Initiative [Minority Programs]	2,235,706	0.00
Enhance: Rapid Rehousing Expansion [Rapid Rehousing]	2,000,000	0.00
Enhance: Increase the FY23 Base Budget for the Asian American Health Initiative [Minority Programs]	1,210,263	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Upgrade Existing Enterprise Integrated Case Management System That is Past End-of Support [Admin - Office of the Chief Operating Officer]	1,200,000	0.00
Add: Funding to Support the Transition to the 988 National Suicide Prevention Hotline [24-Hours Crisis Center]	1,000,000	0.00
Enhance: Add Six Positions to Support Adult Protective Services Program Due to Increased Caseload [Assessment & Continuing Care Management Services]	954,806	6.00
Enhance: Annualization of Kirwan Supplemental	939,094	6.00
Enhance: Operating Budget Impact for Kennedy High School Wellness Center	920,565	1.88
Enhance: Conversion of Ten-Month School Health Staff to Support Summer Programs [School Health Services]	830,253	10.92
Enhance: Funding for EveryMind Contract to Address Increased Call Volume [24-Hours Crisis Center]	795,000	0.00
Enhance: Consolidate Existing IT Infrastructure That is Approaching End-of-Support into a Hyper-Converged Infrastructure System That Will Provide More Efficient and Cost Effective System Management [Admin - Office of the Chief Operating Officer]	700,000	0.00
Add: Diversion Hotline and Centralized Shelter Intake for Households Without Children [Homeless Services for Single Adults]	700,000	0.00
Enhance: Add Six Nurses to Address Staffing Shortage and to Meet Staffing Policy [School Health Services]	646,547	6.00
Enhance: Additional Health and Psychiatric Services for Increase in Year-Round Clients at Homeless Shelters [Healthcare for the Homeless]	600,000	0.00
Enhance: Operating Budget Impact for LInkages to Learning Program at Odessa Shannon Middle School [Linkages To Learning]	359,427	1.00
Enhance: Operating Budget Impact for Linkages to Learning Program at Gaithersburg Elementary School #8 [Linkages To Learning]	271,199	0.00
Add: Funding to Support Non-Profit Food Provider, Nourishing Bethesda [Admin - Public Health]	250,000	0.00
Enhance: Additional Staff on the Contract Team and Human Resources Team in the Office of the Chief Operating Officer Due to Increased Workload [Admin - Office of the Chief Operating Officer]	246,521	3.00
Enhance: Pathways Contract to Increase Street Outreach Resources in Silver Spring and Wheaton [Homeless Services for Single Adults]	180,000	0.00
Enhance: Funding for School Health Staff at New Gaithersburg Elementary School [School Health Services]	175,347	1.88
Enhance: Adding Two Positions to Support Training of School Health Staff [School Health Services]	170,959	1.50
Enhance: CivicGov Online Application for License and Regulatory Services [Admin - Office of the Chief Operating Officer]	125,000	0.00
Add: Position to Provide Mental Health Support to the Rockville Police, Funded by the City of Rockville [24-Hours Crisis Center]	116,542	1.00
Add: Position to Administer Contract and Coordinate Activities with Early Care and Eduation Coordinating Entity [Early Childhood Services]	115,570	1.00
Enhance: Funding for Child Welfare Services to Meet Program Requirements and Keep Up with Increasing Demand [Child Welfare Services]	107,243	1.00
Enhance: Communications and Public Engagement Team to Enhance Timely Communication With the Public Regarding Services [Admin - Office of the Director]	91,599	1.00
Add: One Position to Meet Demands of the Tuberculosis Program [Communicable Disease & Epidemiology]	85,666	1.00
Add: One Position to Support the Long-Term Ombudsman Program Due to Increased Caseload [Area Agency on Aging]	82,616	1.00
Enhance: Restoration of Costs to Pre-COVID-19 Levels	73,629	0.00
Enhance: Legally Mandated Children, Youth, and Families Translation Services [Child Welfare Services]	73,125	0.00
Enhance: Position to Perform Child Protective Service Clearances [Child Welfare Services]	70,440	1.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: One Position to Support Developmental Disabilities Supplement Program [Community Support Network for People with Disabilities]	68,769	1.00
Enhance: Rental Assistance Program Administrative Support [Rental Assistance Program]	64,431	1.00
Enhance: Funding for a Position Created in County Attorneys Office and Charged Back to Child Welfare Services to Administer Child Welfare Cases [Child Welfare Services]	60,360	1.00
Enhance: Crisis Center Phone Upgrade Necessary to Effectively Perform its Mission [Admin - Office of the Chief Operating Officer]	50,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	4,191,618	0.00
Increase Cost: Annualization of FY22 Compensation Increases	3,138,751	0.00
Increase Cost: FY23 Compensation Adjustment	2,708,060	0.00
Shift: Community Grants Moved From the Community Grants Non-Departmental Account to Health and Human Services' Base Budget	2,126,154	0.00
Increase Cost: Adult Medical Day Care Supplement Adjustment [Assessment & Continuing Care Management Services]	1,445,248	0.00
Increase Cost: Developmental Disabilities Supplement Adjustment [Community Provider Support]	1,128,303	0.00
Replace: Rental Assistance Program Previously Funded by ARPA with General Funds [Rental Assistance Program]	1,000,000	0.00
Increase Cost: Risk Management Adjustment	627,424	0.00
Replace: School and Community Youth Services Therapeutic Recreation Services Previously Funded by ARPA with General Funds [Child & Adolescent School & Community Based Services]	495,000	0.00
Replace: Rapid Rehousing Previously Funded by ARPA with General Funds [Rapid Rehousing]	490,000	0.00
Increase Cost: Annualization of FY22 Lapsed Positions	425,843	0.00
Increase Cost: Elimination of One Time Expenses Correction to Remove FY22 ARPA Funded Items	360,443	0.00
Increase Cost: Continue Funding For East County Opportunity Zone after Kresge Grant Ends Using General Funds [Admin - Children, Youth & Families]	260,933	3.00
Replace: Therapeutic Recreation Services Previously Funded by ARPA with General Funds [Positive Youth Development]	255,000	0.00
Replace: Mental Health Services for MCPS Students Previously Funded by ARPA with General Funds [Child & Adolescent School & Community Based Services]	250,000	0.00
Increase Cost: Funding Necessary to Correct FY22 Inflationary Adjustments	162,000	0.00
Increase Cost: Fund Contract for More Accurate Cost Allocation Plan and Random Moment Time Studies [Admin - Office of the Chief Operating Officer]	152,000	0.00
Increase Cost: Homeless Entry Coordinator to Implement New Federal Legal Requirement [Coordinated Entry]	104,960	1.00
Increase Cost: Motor Pool Adjustment	74,371	0.00
Increase Cost: Printing and Mail Adjustment	72,535	0.00
Increase Cost: Annualization of FY22 Operating Expenses	47,308	0.00
Increase Cost: Annualization of Social Worker Position [Assessment & Continuing Care Management Services]	26,003	0.00
Shift: Legal Representation Program from Health and Human Services to Community Engagement Cluster []	(551,100)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(558,442)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(1,169,873)	8.55
Decrease Cost: Retirement Adjustment	(1,288,647)	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY23 RECOMMENDED	**322,575,727**	**1,374.26**
GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**95,522,726**	**465.09**
Other Adjustments (with no service impacts)		
Technical Adj: Miscellaneous changes to the grants including annualization of FY22 grant changes	6,502,161	0.47
Increase Cost: House Bill (HB669)	1,240,313	0.85
Decrease Cost: Preschool Development PG B-5 Toolkit Grant [Admin - Children, Youth & Families]	(25,000)	0.00
Decrease Cost: Mobile Health Clinic ARPA Funding Decreases From FY22 Appropriation by $120,859 (Providing $500,000 in ARPA Funding in FY23) [Admin - Public Health]	(120,859)	0.00
Shift: Mental Health Services for MCPS Students Funded in FY22 by ARPA Moved to General Fund [Child & Adolescent School & Community Based Services]	(250,000)	0.00
Shift: Rapid Rehousing Funded in FY22 by ARPA Moved to General Fund [Rapid Rehousing]	(490,000)	0.00
Decrease Cost: Service Consolidation Hubs ARPA Funding Decreases From FY22 Appropriation by $600,000 (Providing $3,000,000 in ARPA Funding in FY23) [Admin - Office of the Director]	(600,000)	0.00
Decrease Cost: Kresge Grant Expiration [Admin - Children, Youth & Families]	(750,000)	0.00
Shift: Therapeutic Recreation Services Funded in FY22 by ARPA Moved to General Fund [Admin - Children, Youth & Families]	(750,000)	0.00
Decrease Cost: Rental Assistance Program Funded in FY22 by ARPA Moved to General Fund [Rental Assistance Program]	(1,000,000)	0.00
FY23 RECOMMENDED	**99,279,341**	**466.41**

FUNCTION SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Aging and Disability Services	57,254,831	176.59	62,473,715	184.59
Behavioral Health and Crisis Services	46,527,020	234.20	50,828,662	236.20
Children, Youth and Family Services	94,740,688	571.53	110,235,275	594.53
Public Health Services	82,294,910	542.80	93,028,751	570.84
Services to End and Prevent Homelessness	31,357,202	84.50	41,869,935	87.50
Administration and Support	51,780,226	161.00	63,418,730	167.00
Total	**363,954,877**	**1,770.62**	**421,855,068**	**1,840.66**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	108,191	0.75	108,605	0.75

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
Police	General Fund	124,636	1.00	136,217	1.00
Recreation	Recreation	0	0.00	52,853	0.50
Housing and Community Affairs	Montgomery Housing Initiative	17,995,866	0.00	19,566,950	0.00
NDA - Early Care and Education	General Fund	0	0.00	692,273	8.00
NDA - Guaranteed Income	General Fund	0	0.00	112,030	1.00
	Total	**18,228,693**	**1.75**	**20,668,928**	**11.25**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**322,576**	**322,576**	**322,576**	**322,576**	**322,576**	**322,576**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**458**	**458**	**458**	**458**	**458**
New positions in the FY23 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 FY23	**0**	**(8,619)**	**(8,619)**	**(8,619)**	**(8,619)**	**(8,619)**
Items recommended for one-time funding in FY23, including one-time expenses associated with new positions, the development of the CivicGov online application for License and Regulatory Services, expenses for newcomers enhancements and assistance, and funding to support the County's response to food insecurity, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**6,864**	**6,864**	**6,864**	**6,864**	**6,864**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**322,576**	**321,279**	**321,279**	**321,279**	**321,279**	**321,279**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Operating Budget Impact for LInkages to Learning Program at Odessa Shannon Middle School	82,028	1.00	110,155	1.00
Continue Funding For East County Opportunity Zone after Kresge Grant Ends Using General Funds	202,264	3.00	269,685	3.00
One Position to Support Developmental Disabilities Supplement Program	62,569	1.00	84,209	1.00
Additional Staff on the Contract Team and Human Resources Team in the Office of the Chief Operating Officer Due to Increased Workload	227,921	3.00	306,247	3.00

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Communications and Public Engagement Team to Enhance Timely Communication With the Public Regarding Services	85,399	1.00	114,649	1.00
Rental Assistance Program Administrative Support	58,231	1.00	78,425	1.00
One Position to Meet Demands of the Tuberculosis Program	79,466	1.00	105,892	1.00
One Position to Support the Long-Term Ombudsman Program Due to Increased Caseload	76,416	1.00	101,827	1.00
Add Six Positions to Support Adult Protective Services Program Due to Increased Caseload	483,363	6.00	644,109	6.00
Total	**1,357,657**	**18.00**	**1,815,198**	**18.00**

Aging and Disability Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$62,473,715	184.59

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 the administration of Aging and Disability Services.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**455,130**	**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.	2,448	0.00
FY23 Recommended	**457,578**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of ongoing clients in Adult Foster Care (monthly average)	128	105	110	121	139
Assisted Living Services - Percent of clients remaining in community placement (i.e., not entering institutional setting) [1]	89%	93%	93%	93%	93%

[1] *AFS Services has continued to be successful in helping client's avoid institutionalization.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,276,833**	**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.	5,731	0.00
FY23 Recommended	**2,282,564**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of incoming calls	1,743	1,352	1,640	1,640	1,640
Percent of ongoing clients satisfied with the Aging and Disability Resource Unit [1]	100%	N/A	96%	96%	95%
Percent of ongoing clients to the Aging and Disability Resource Unit who said they were better able to make decisions about options after talking with staff [2]	93%	N/A	95%	95%	95%

[1] *Surveys not collected in FY21 due to COVID-19.*

[2] *Surveys not collected in FY21 due to COVID-19.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,068,067**	**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.	23,310	(0.16)
FY23 Recommended	**1,091,377**	**8.84**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of unduplicated customers served in the Senior Nutrition Program	4,306	3,000	5,000	5,000	5,000
Percent of Congregate Meal clients who agree or strongly agree that they would recommend the service to a friend [1]	97%	N/A	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	96%	100%	96%	96%	96%
Ombudsman Services - Percent of complaints resolved and partially resolved	85%	93%	87%	90%	90%

[1] *Due to COVID, the Congregate meal program did not resume operations until June 2020. Service quality data was not collected for FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,473,871**	**21.79**
Add: One Position to Support the Long-Term Ombudsman Program Due to Increased Caseload	82,616	1.00

FY23 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.	339,236	0.16
FY23 Recommended	**8,895,723**	**22.95**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
New APS Investigations [1]	971	889	1,000	1,100	1,200
Number of clients receiving case management services	798	1,236	1,300	1,350	1,400
Percent of SSTA Case Management clients who report being satisfied or very satisfied	95%	93%	95%	95%	95%
Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services	96%	88%	93%	93%	93%
Number of APS Clients with another investigation within six months (Recidivism)	6%	5%	7%	6%	6%

[1] *Projection for FY 22 is lower due to impact of COVID.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,073,030**	**51.55**
Increase Cost: Adult Medical Day Care Supplement Adjustment	1,445,248	0.00
Enhance: Add Six Positions to Support Adult Protective Services Program Due to Increased Caseload	954,806	6.00
Increase Cost: Annualization of Social Worker Position	26,003	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.	262,307	0.00
FY23 Recommended	**10,761,394**	**57.55**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Turnover rate for direct service professionals for developmental disabilities providers	35.0%	30.5%	38.0%	35.6%	35.6%
Number of Clients served by Developmental Disability and Medical Adult Day Care Providers	3,172	5,166	5,325	5,491	5,661
Percent of customers satisfied with Medical Adult Day Care	91.0%	99.0%	91.0%	91.0%	99.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**19,456,237**	**0.50**
Increase Cost: Developmental Disabilities Supplement Adjustment	1,128,303	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.	952	0.00
FY23 Recommended	**20,585,492**	**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. CSN also conducts site visits to group homes that serve clients with developmental disabilities in the County and monitors contracts that provide services to people with various disabilities including visual and hearing impairments.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Placements in Summer Camp Programs [1]	9	29	60	102	102
Percent of customers satisfied with the My Turn Program	100%	92%	95%	95%	95%
Percent of customers who report that the My Turn Program is helpful	95%	88%	95%	95%	95%

[1] *Due to the impact of COVID, there were fewer placements in summer camp programs in FY20 and FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,751,945**	**8.75**
Add: One Position to Support Developmental Disabilities Supplement Program	68,769	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.	169,644	0.00
FY23 Recommended	**2,990,358**	**9.75**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Home Care Services - Number of clients served annually	239	308	323	340	357
Percent of customers satisfied with Home Care Services	87%	86%	96%	99%	99%
Home Care Services - Percentage of clients with no unmet personal care needs	99%	100%	99%	99%	99%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,926,361**	**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.	67,154	0.00
FY23 Recommended	**4,993,515**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of clients currently served by Nurse Monitoring	2,602	2,621	2,852	3,022	3,203
Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month	282	248	299	307	350
Percent of clients satisfied with the Autism Waiver Program	99%	95%	95%	95%	97%
Percent of clients satisfied with Coordination of Community Supports	95%	91%	88%	88%	92%
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	100%	100%	99%	99%	99%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,391,340**	**60.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	572,892	0.00
FY23 Recommended	**8,964,232**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of clients served in respite [1]	486	389	411	457	457
Percent of customers satisfied with Respite Services	91%	93%	92%	92%	93%
Percent of customers that report a reduction in stress/caregiver burden as a result of receiving respite services	92%	96%	97%	97%	97%

[1] *Due to the impact of COVID, there were fewer clients served in respite during FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,382,017**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	69,465	0.00
FY23 Recommended	**1,451,482**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Admin - Aging & Disability Services	455,130	3.00	457,578	3.00
Adult Foster Care	2,276,833	7.00	2,282,564	7.00
Aging & Disability Resource Unit	1,068,067	9.00	1,091,377	8.84
Area Agency on Aging	8,473,871	21.79	8,895,723	22.95
Assessment & Continuing Care Management Services	8,073,030	51.55	10,761,394	57.55
Community Provider Support	19,456,237	0.50	20,585,492	0.50
Community Support Network for People with Disabilities	2,751,945	8.75	2,990,358	9.75

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Home Care Services	4,926,361	15.00	4,993,515	15.00
Medicaid Funded Long-Term Care Services	8,391,340	60.00	8,964,232	60.00
Respite Care	1,382,017	0.00	1,451,482	0.00
Total	**57,254,831**	**176.59**	**62,473,715**	**184.59**

Behavioral Health and Crisis Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$50,828,662	236.20

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 serves 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of students identified by schools to be at risk who were referred to the Crisis Center [1]	1,169	294	1,139	1,139	1,139
Number of walk-in contacts [2]	4,669	3,730	4,810	4,810	4,810
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	92%	84%	89%	89%	89%

[1] *FY21 statistic significantly lower due to pandemic-driven closure of schools.*

[2] *FY21 statistic impacted by COVID-19 and facility closures.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,179,289**	**52.40**
Add: Funding to Support the Transition to the 988 National Suicide Prevention Hotline	1,000,000	0.00
Enhance: Funding for EveryMind Contract to Address Increased Call Volume	795,000	0.00
Add: Position to Provide Mental Health Support to the Rockville Police, Funded by the City of Rockville	116,542	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.	345,808	1.00
FY23 Recommended	**9,436,639**	**54.40**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of clients served (unduplicated) [1]	2,575	2,369	3,100	3,100	3,100
Percent of customers satisfied with Access staff services	97%	100%	97%	97%	97%
Percent of clients referred keeping first appointment with community provider [2]	76%	70%	76%	77%	78%

[1] *Decline due to closure of physical offices from mid-March to July 2021 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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,413,866**	**29.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(81,052)	(1.00)
FY23 Recommended	**3,332,814**	**28.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**801,445**	**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.	159,695	1.00
FY23 Recommended	**961,140**	**5.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of clients served [1]	305	247	367	367	367
Percent of customers satisfied with Adult Behavioral Health Services (ABH) [2]	N/A	95%	95%	95%	95%
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale [3]	N/A	71%	75%	75%	75%

[1] *Number of clients served was impacted, during FY21, by COVID-driven closures and social distancing mandates.*

[2] *The program was unable to distribute customer satisfaction forms due to COVID-19 and social distancing during FY20.*

[3] *Collection of this measure has been complicated by COVID-19 and staff turnover. Collection and reporting will resume in FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,755,490**	**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.	(87,566)	(1.00)
FY23 Recommended	**1,667,924**	**10.50**

Adult Forensic Services

Adult Forensic Services is comprised of four programs: 1) Clinical Assessment and Transition Services (CATS) 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) Jail Addiction Services (JAS) 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 Justice Clinical Assessment and Planning (JCAP) Team provides clinical assessment, care planning, and care-coordination to the clients of Mental Health Court; and 4) Stop, Triage, Engage, Educate, Rehabilitate (STEER) 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of unduplicated clients served [1]	1,780	1,258	1,800	1,800	1,800
Percent of customers satisfied with Adult Forensic services [2]	94%	70%	83%	83%	83%
STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment [3]	26%	48%	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	74%	79%	77%	77%	77%
Percent of clients who successfully graduate from Mental Health Court [4]	72%	84%	75%	75%	75%

[1] *FY21 total impacted by COVID-driven closures and social distancing mandates.*

[2] *Surveys expanded in FY20 to include additional services offered by the program.*

[3] *In FY21 the denominator for this measure changed to include only those clients referred for treatment, as opposed to the denominator in FY20 that included the entire universe of screened clients. The smaller denominator for FY21 resulted in the higher percentage for FY21. Applying the formula retroactively to FY20 increases the FY20 percentage from 26% to 39%.*

[4] *Outcome is based on the total number eligible to graduate (due to court based time restrictions, a certain percentage are not even eligible to graduate).*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,262,790**	**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.	408,456	0.00
FY23 Recommended	**3,671,246**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of grants managed and contracts monitored	92	103	104	104	104
Percentage of contracts meeting county and state timeliness requirements	96%	97%	96%	96%	96%
Number of Rx drug pounds collected at drug take back events [1]	902	1,189	2,350	2,350	2,350

[1] *For FY23, this measure is moved from Outpatient Behavioral Health Services-Child Program to Local Behavioral Health Authority due to transition of prevention programs into LBHA budget.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**12,779,472**	**23.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,299,338	1.00
FY23 Recommended	**14,078,810**	**24.50**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of clients served (unduplicated)	992	609	650	650	650

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of customers satisfied with Child and Adolescent Behavioral Health	98%	98%	98%	98%	98%
Percent of clients who showed symptom reduction at posttest or upon discharge [1]	75%	70%	70%	70%	70%

[1] *For FY20, the Service Area combined symptom checklist with completed treatment. For FY21, the combined data shows 70% improvement. For FY22 and future, the Service Areas will add percentage of clients that completed treatment.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,249,363**	**30.25**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(24,670)	(1.00)
FY23 Recommended	**7,224,693**	**29.25**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Specialty Behavioral Health Services clients discharged (Medication Assisted Treatment Program and Adult Drug Court)	209	211	180	180	180
Percent of clients receiving opioid treatment or court mandated addiction services who were successfully discharged	58%	55%	60%	60%	60%
Percent of customers satisfied with Medication Assisted Treatment [1]	95%	94%	90%	90%	90%
Percent of customers satisfied with Drug Court	94%	95%	90%	90%	90%

[1] *The program aims for a 90% satisfaction as the service standard, which is used to set the projections.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,263,587**	**23.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	236,556	1.00
FY23 Recommended	**3,500,143**	**24.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of new Partner Abuse victims served [1]	1,155	1,721	1,500	1,500	1,500
Number of Partner Abuse victim clients waiting for counseling service (monthly average) [2]	39	31	50	50	50
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [3]	95%	98%	93%	93%	93%

[1] *Predict higher number of clients in future years, partially derived from uptick of domestic violence incidents during the pandemic.*

[2] *Due to high number of referrals during pandemic, prediction is for higher waiting list going forward.*

[3] *Rating scale developed by Jacqueline Dienemann and Jacquelyn Campbell, Johns Hopkins University, School of Nursing, March 1999.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,476,064**	**30.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	143,190	0.00
FY23 Recommended	**6,619,254**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**345,654**	**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.	(9,655)	0.00
FY23 Recommended	**335,999**	**2.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
24-Hours Crisis Center	7,179,289	52.40	9,436,639	54.40
Access To Behavioral Health Services	3,413,866	29.00	3,332,814	28.00
Admin - Behavioral Health & Crisis Services	801,445	4.00	961,140	5.00
Adult Behavioral Health Services	1,755,490	11.50	1,667,924	10.50
Adult Forensic Services	3,262,790	28.00	3,671,246	28.00
Local Behavioral Health Authority	12,779,472	23.50	14,078,810	24.50
Outpatient Behavioral Health Services - Child	7,249,363	30.25	7,224,693	29.25
Specialty Behavioral Health Services	3,263,587	23.00	3,500,143	24.00
Trauma Services	6,476,064	30.55	6,619,254	30.55
Treatment Services	345,654	2.00	335,999	2.00
Total	**46,527,020**	**234.20**	**50,828,662**	**236.20**

Children, Youth and Family Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$110,235,275	594.53

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 Dira Treadvance 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,068,312**	**7.50**
Add: Newcomers Enhancements and Assistance	4,421,227	6.00
Increase Cost: Continue Funding For East County Opportunity Zone after Kresge Grant Ends Using General Funds	260,933	3.00
Decrease Cost: Preschool Development PG B-5 Toolkit Grant	(25,000)	0.00
Shift: Therapeutic Recreation Services Funded in FY22 by ARPA Moved to General Fund	(750,000)	0.00
Decrease Cost: Kresge Grant Expiration	(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.	1,473,160	(2.20)
FY23 Recommended	**5,698,632**	**14.30**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of families served by Cluster Projects [1]	273	214	300	300	300
Number of families receiving ongoing services in East County Opportunity Zone (ECOZ) [2]	226	332	120	100	100
Percent of families completing surveys that are satisfied with services [3]	89%	70%	90%	90%	90%

[1] *FY21 figures lower due to: 1) Initial slow-down in referrals from MCPS due to virtual classes; & 2) intensity of needs (& related amount of staff time per case) increasing during pandemic.*

[2] *The 120 families projected to receive services in FY22 represent the number of families/individuals with active, on-going case management cases. The FY21 numbers included one-time service requests/referrals, which would not all result in on-going case management cases.*

[3] *The decrease from FY20 to FY21 was largely attributable to reduced customer satisfaction with program capacity to meet direct financial assistance needs during the pandemic, as opposed to prior years (specifically rent relief). The considerably expanded need during COVID increased the processing and approval time for assistance.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,412,564**	**10.50**
Replace: School and Community Youth Services Therapeutic Recreation Services Previously Funded by ARPA with General Funds	495,000	0.00
Replace: Mental Health Services for MCPS Students Previously Funded by ARPA with General Funds	250,000	0.00
Shift: Mental Health Services for MCPS Students Funded in FY22 by ARPA Moved to General Fund	(250,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	782,438	4.50
FY23 Recommended	**6,690,002**	**15.00**

Child Care Subsidies

The Child Care Subsidies program administers the County's Working Parents Assistance (WPA) program which provides child care subsidies for County residents who are over the income eligibility for the Maryland Child Care-Subsidy Program (CCSP) as well as supplemental payments for those in CCSP.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of families authorized to receive a childcare subsidy [1]	1,333	1,590	1,749	1,750	1,750
Percent of invoices received over vouchers issued [2]	71%	82%	80%	80%	80%

[1] *Provider payment rates and increased income thresholds will allow more families and children to participate in the scholarship and subsidy programs*

[2] *This was a new measure for FY20.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,446,273**	**7.50**

FY23 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.	(114,765)	(1.50)
FY23 Recommended	**3,331,508**	**6.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of children served in foster care [1]	567	547	590	589	575
Number of families receiving in-home services [2]	299	280	272	272	272
Number of newly accepted cases (IR, AR and Non-CPS) [3]	2,413	2,241	2,562	2,949	3,000
Percent of children living in family settings	72%	76%	76%	76%	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	95%	96%	96%	96%	96%

[1] *Not all newly accepted Child Welfare Services cases result in placing children in foster care or families receiving in-home services. Therefore, the trend in the number of newly accepted cases may not align with the trends in the number of children being served in foster care or the number of families receiving in-home services.*

[2] *Not all newly accepted Child Welfare Services cases result in placing children in foster care or families receiving in-home services. Therefore, the trend in the number of newly accepted cases may not align with the trends in the number of children being served in foster care or the number of families receiving in-home services.*

[3] *Not all newly accepted Child Welfare Services cases result in placing children in foster care or families receiving in-home services. Therefore, the trend in the number of newly accepted cases may not align with the trends in the number of children being served in foster care or the number of families receiving in-home services.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**25,724,754**	**206.30**
Enhance: Funding for Child Welfare Services to Meet Program Requirements and Keep Up with Increasing Demand	107,243	1.00
Enhance: Legally Mandated Children, Youth, and Families Translation Services	73,125	0.00
Enhance: Position to Perform Child Protective Service Clearances	70,440	1.00
Enhance: Funding for a Position Created in County Attorneys Office and Charged Back to Child Welfare Services to Administer Child Welfare Cases	60,360	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.	1,545,266	0.00
FY23 Recommended	**27,581,188**	**209.30**

Children's Opportunity Fund

The Children's Opportunity Fund (COF) Non-Departmental Account 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**255,000**	**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.	29,451	0.00
FY23 Recommended	**284,451**	**0.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of children served by the Infants and Toddlers program [1]	4,899	4,004	5,474	5,474	5,474
Percent of customers satisfied with Early Childhood Mental Health	94%	100%	100%	100%	100%
Percent of regulated center-based child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS [2]	53%	23%	51%	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	16%	15%	21%	21%	21%

[1] *Numbers served for FY20 and FY21 were reduced due to the COVID pandemic.*

[2] *Decrease in this measure due to COVID closures.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**11,275,962**	**42.83**
Add: Position to Administer Contract and Coordinate Activities with Early Care and Eduation Coordinating Entity	115,570	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.	902,040	2.00
FY23 Recommended	**12,293,572**	**45.83**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of clients completing surveys reporting satisfaction with services received [1]	98%	97%	90%	90%	90%
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 [2]	73%	N/A	73%	73%	75%

[1] *Projected outcomes reduced for FY22-24 to be in alignment with outcome expectations outlined in RFP.*

[2] *A reduced number of surveys were collected in FY21 due to the disruptions of the pandemic and providing services virtually. Outcomes have not been calculated due to the pandemic disruptions in admin support to aggregate data.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,733,217**	**7.50**
Enhance: Operating Budget Impact for LInkages to Learning Program at Odessa Shannon Middle School	359,427	1.00
Enhance: Operating Budget Impact for Linkages to Learning Program at Gaithersburg Elementary School #8	271,199	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.	3,036,655	0.50
FY23 Recommended	**11,400,498**	**9.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
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) [1]	183%	183%	186%	186%	186%
Number of SNAP Applications Approved [2]	22,845	18,310	18,205	18,205	18,205
Number of Temporary Cash Assistance (TCA) job seekers that entered unsubsidized employment YTD	560	443	690	690	690
Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities [3]	42%	42%	50%	50%	30%
Temporary Cash Assistance (TCA) job retention rate 90 days	95%	95%	95%	95%	95%

[1] *SNAP increased in FY21 due to the Covid-19 emergency. This increase started in the last Quarter of FY20 and continued throughout the entire FY21 period. OESS believes that the Department of Human Service Waivers and unemployment impacted the amount of customers seeking benefits.*

[2] *The SNAP applications for FY21 leveled off as Federal waivers expired. The increased FY20 SNAP application approvals were an anomaly due to the Covid-19 Pandemic, especially during the last four months of the fiscal year. Projections have been revised to aligned with pre-pandemic application approval figures.*

[3] *The 42% is to-date report as the federal fiscal year ends on 9/30/21. Please also note the state indicated in the multi-year (SFY 2022-2024) Partnership Agreement for Self-Sufficiency Plan (PASS Plan) guidelines reducing the workforce participation rate (WPR) from 50% to 30 % in an effort to put people before performance.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**30,738,110**	**266.40**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,359,238	7.70
FY23 Recommended	**32,097,348**	**274.10**

Positive Youth Development

This program focuses on providing culturally-based and healing-informed positive youth development and family strengthening services, including violence prevention; gang prevention; intervention and support for youth and families 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 and complex trauma. 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, youth, and community violence issues throughout the County.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of youth in safe, supervised PYDI programming [1]	3,058	2,675	3,550	4,802	5,255
Percent of clients who are satisfied with the Youth Opportunity Centers and Wellness Centers and would recommend to others [2]	N/A	N/A	99%	99%	99%

[1] *PYD is changing their FY22 and FY23 projections to 3,550 and 4,802, respectively. The original projections were lower due to the initial impact of COVID. The increased projection for FY23 is based on both a full year of the implementation of the Seneca Valley Wellness Center, the YMCA Family Intervention Contract, Therapeutic Recreation, and the 4 New Full-time Newcomer Positions.*

[2] *Due to COVID-19, the program was unable to administer sufficient customer satisfaction surveys in FY21 due to school closures and in-person limitations on home visits.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,637,465**	**20.00**
Replace: Therapeutic Recreation Services Previously Funded by ARPA with General Funds	255,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,965,611	1.00
FY23 Recommended	**10,858,076**	**21.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Early Care and Education Policy Office

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**449,031**	**3.00**

FY23 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.	(449,031)	(3.00)
FY23 Recommended	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Admin - Children, Youth & Families	1,068,312	7.50	5,698,632	14.30
Child & Adolescent School & Community Based Services	5,412,564	10.50	6,690,002	15.00
Child Care Subsidies	3,446,273	7.50	3,331,508	6.00
Child Welfare Services	25,724,754	206.30	27,581,188	209.30
Children's Opportunity Fund	255,000	0.00	284,451	0.00
Early Care and Education Policy Office	449,031	3.00	0	0.00
Early Childhood Services	11,275,962	42.83	12,293,572	45.83
Linkages To Learning	7,733,217	7.50	11,400,498	9.00
Office of Eligibility and Support Services	30,738,110	266.40	32,097,348	274.10
Positive Youth Development	8,637,465	20.00	10,858,076	21.00
Total	**94,740,688**	**571.53**	**110,235,275**	**594.53**

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Public Health Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$93,028,751	570.84

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. James Bridgers of the HHS - Public Health Services at 240.777.4253 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,930,554**	**12.00**
Add: Funding to Support the County's Response to Food Insecurity	4,000,000	0.00
Add: Funding to Support Non-Profit Food Provider, Nourishing Bethesda	250,000	0.00
Decrease Cost: Mobile Health Clinic ARPA Funding Decreases From FY22 Appropriation by $120,859 (Providing $500,000 in ARPA Funding in FY23)	(120,859)	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.	314,832	0.50
FY23 Recommended	**6,374,527**	**12.50**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of new and repeat clients who undergo colonoscopies (CRF-Funded)	131	55	220	200	200
Total number of people encountered at outreach events [1]	6,294	1,460	2,000	2,500	2,500
Number of participants in smoking cessation program	329	424	1,000	980	960
Percent of new clients who undergo colonoscopies	60%	20%	75%	80%	80%
Percent of clients reached who completed smoking cessation program	24%	28%	20%	20%	20%

[1] *Due to COVID restrictions, community outreach events were cancelled limiting our ability for expanded outreach. This will start to recover once the pandemic stabilizes and people feel more comfortable attending in-person outreach events.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,242,694**	**1.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(74,807)	3.70
FY23 Recommended	**1,167,887**	**5.30**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of rabies investigations that occur in Montgomery County monthly by Disease Control Program	511	923	540	540	540
Number of babies born to Hepatitis B infected mothers who complete the recommended protocol	96%	80%	95%	95%	95%
Percent of contacts of smear positive clients diagnosed with latent TB who start preventative treatment	93%	90%	88%	88%	88%
Percent of customers satisfied with STD Services [1]	95%	N/A	95%	95%	95%

[1] *Please note: No data were collected for FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**12,995,656**	**82.80**
Add: One Position to Meet Demands of the Tuberculosis Program	85,666	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,354,499	0.00
FY23 Recommended	**15,435,821**	**83.80**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of pregnant women screened and enrolled in a Managed Care Organization (MCO) for prenatal services	2,551	1,808	2,200	2,200	2,200
Percentage of repeat Maternity Partnership patients who do not delay subsequent pregnancy by 18 months or more (Close Child Spacing) [1]	3%	N/A	5%	5%	5%
Percentage of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program	97%	96%	95%	95%	95%
Percent of Infant at Risk referrals that receive a contact by the Area Health Center staff within 10 days [2]	96%	96%	90%	90%	90%

[1] *Due to changes in procedures due to COVID, we were not able to collect the data during FY21. We are now on track to collect again in FY22.*

[2] *The program aims for a 90% contact rate as the service standard, which is used to set the projections.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,957,839**	**68.65**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	166,308	(5.20)
FY23 Recommended	**9,124,147**	**63.45**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of pediatric dental referrals to outside pediatric specialist [1]	293	137	30	30	50
Percent of appointments that are missed/canceled	28%	11%	20%	20%	20%
Dental Services - Percent of children that complete their dental treatment plan [2]	15%	16%	30%	30%	30%

[1] *Since we began providing in-house pediatric services, there has been a dramatic reduction in the need to refer patients out for pediatric dentistry specialty services. For FY22, we have added a second pediatric dentist from University of Maryland to provide in-house pediatric dentistry services. This should cause a further reduction in the number of pediatric patients referred outside for services over the period from FY22 - FY24.*

[2] *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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,378,607**	**16.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	113,728	0.00

FY23 Recommended Changes	Expenditures	FTEs
FY23 Recommended	**3,492,335**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of low income uninsured County adults who received primary care at one of the participating clinics	23,804	19,777	23,000	26,000	30,000
Number of encounters - Montgomery Cares	61,293	53,336	65,000	75,000	80,000
Percentage of Care for Kids clients who access Oral Health Services	32%	25%	40%	50%	50%
Percent of vulnerable populations that have a primary care visit - Adults	35%	35%	50%	50%	50%
Percent of vulnerable populations that have a primary care visit - Children	80%	80%	85%	85%	85%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**14,158,540**	**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.	290,915	0.00
FY23 Recommended	**14,449,455**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
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	4	2	2	2	2
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]	N/A	0	2	2	2

[1] *This was a new measure for FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**511,412**	**4.00**

FY23 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.	37,695	0.00
FY23 Recommended	**549,107**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of routine inspections of food service facilities [1]	5,740	4,365	6,124	6,307	6,370
Percent of mandated inspections completed	67%	50%	80%	80%	80%
Percentage of nursing homes with actual harm deficiencies [2]	20%	21%	N/A	N/A	N/A
Percentage of swimming pools found to be in compliance upon regular inspection	91%	94%	91%	91%	91%
Percent of food service facilities not having a critical violation upon routine inspection	71%	76%	73%	73%	73%

[1] *Due to the impact of COVID, fewer routine inspections of food service facilities occurred in FY21.*

[2] *Nursing home inspections will no longer occur beyond FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,108,836**	**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.	(436)	0.00
FY23 Recommended	**5,108,400**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of individuals who participated in a Public Health Emergency Preparedness trainings and exercises [1]	938	2,872	300	350	350

[1] *FY20-21 numbers influenced by COVID-19 activities.*

FY23 Recommended Changes	Expenditures	FTEs

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,181,550**	**7.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,153	0.00
FY23 Recommended	**1,210,703**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Immunizations administered to students at SHS Immunization Center and SBHWCs [1]	N/A	3,586	19,000	19,000	19,000
Percent of students that return to class and are ready to learn after a health room visit	91%	84%	91%	91%	91%

[1] *MCPS school closures disrupted the measurement of school-based health services metrics. Measurement will resume in FY22.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**32,829,222**	**303.45**
Enhance: Conversion of Ten-Month School Health Staff to Support Summer Programs	830,253	10.92
Enhance: Add Six Nurses to Address Staffing Shortage and to Meet Staffing Policy	646,547	6.00
Enhance: Funding for School Health Staff at New Gaithersburg Elementary School	175,347	1.88
Enhance: Adding Two Positions to Support Training of School Health Staff	170,959	1.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,464,041	7.74
FY23 Recommended	**36,116,369**	**331.49**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Admin - Public Health	1,930,554	12.00	6,374,527	12.50
Cancer & Tobacco Prevention	1,242,694	1.60	1,167,887	5.30
Communicable Disease & Epidemiology	12,995,656	82.80	15,435,821	83.80
Community Health Services	8,957,839	68.65	9,124,147	63.45
Dental Services	3,378,607	16.00	3,492,335	16.00
Health Care for the Uninsured	14,158,540	4.00	14,449,455	4.00
Health Planning and Epidemiology	511,412	4.00	549,107	4.00
Licensure and Regulatory Services	5,108,836	42.50	5,108,400	42.50

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Public Health Emergency Preparedness & Response Program	1,181,550	7.80	1,210,703	7.80
School Health Services	32,829,222	303.45	36,116,369	331.49
Total	**82,294,910**	**542.80**	**93,028,751**	**570.84**

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Services to End and Prevent Homelessness

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$41,869,935	87.50

RAYMOND L. CROWEL PSY.D., DIRECTOR

FUNCTION

The vision of the staff of Services to End and Prevent Homelessness (SEPH) is a community where all persons have access to safe, affordable housing, and the opportunity to achieve a higher quality of life. The mission of SEPH is to make homelessness a rare, brief, and non-recurring event by operating from a Housing First philosophy. Housing First recognizes that people are most successful when they have choice in housing and seeks to eliminate barriers such as sobriety requirements or treatment compliance. SEPH provides a full continuum of services including housing stabilization, homeless diversion, and permanent housing; and employs evidence-based and promising practices. The mission cannot be achieved without collaborating with public and private partners through the Interagency Commission on Homelessness. Special needs populations include veterans, both individuals and families, persons with behavioral health challenges, individuals with developmental disabilities, 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).

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**516,043**	**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.	344,829	3.00
FY23 Recommended	**860,872**	**6.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement [1]	659	382	370	375	375
Coordinated Entry - Days from housing program assignment to housed	68	33	40	40	40
Percent of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement	96%	89%	91%	95%	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 for FY20 were unusual due to COVID-19, future year projections are based on pre-FY20 trends.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,371,474**	**6.90**
Increase Cost: Homeless Entry Coordinator to Implement New Federal Legal Requirement	104,960	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.	(207,691)	(1.00)
FY23 Recommended	**1,268,743**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of individuals receiving primary care services through Healthcare 4 the Homeless (Mobile Med) [1]	112	180	180	180	180
Number of hospital transfers from year-round shelters (based on 911 emergency calls) [2]	N/A	427	355	284	227

[1] *This measure tracks new patients served.*

[2] *Shelter locations increased and shifted in FY20, in part due to COVID-19, requiring a re-baselining of this measure. Measure resumed reporting in FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,212,175**	**5.00**
Enhance: Additional Health and Psychiatric Services for Increase in Year-Round Clients at Homeless Shelters	600,000	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.	171,391	0.00
FY23 Recommended	**1,983,566**	**5.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of individuals as part of a family unit experiencing homelessness for the first time	451	426	420	420	420
Average length of stay in days by homeless families in emergency shelter [1]	54	73	55	30	30
Percent of households returning to homelessness	11%	10%	8%	5%	5%

[1] *During FY21 the Continuum of Care (CoC) saw an increase in the number of Households with minor children as well as an increase in household size. This created difficulties in getting families housed and out of shelter, resulting in an increase in length-of-time (LOT) in shelter for families.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,240,491**	**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.	101,397	0.00
FY23 Recommended	**3,341,888**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of homeless single adults counted during Annual Point in Time Count	485	480	475	470	465
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing [1]	66	119	100	94	86
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter	36%	41%	40%	42%	44%

[1] *Inflow into the Coordinated Entry system is higher overall and, although the program is housing people using various resources, clients are staying longer in shelter. The Continuum of Care projects that its influx of clients will stabilize and return to the previous LOT for single adults in shelter, outreach, or transitional housing and be more in line with future projections.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,551,917**	**2.00**
Add: Diversion Hotline and Centralized Shelter Intake for Households Without Children	700,000	0.00
Enhance: Pathways Contract to Increase Street Outreach Resources in Silver Spring and Wheaton	180,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,117,123	0.00
FY23 Recommended	**12,549,040**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Housing Initiative Program: Number of clients served	912	1,015	1,000	1,000	1,000
Housing Initiative Program -Days from housing program assignment (to accepted) to housed	70	84	60	45	40
Percent of households who retain permanent housing after 12 months	100%	95%	99%	99%	99%
Decrease in acuity score, measuring the severity of presenting issues impacting housing stability [1]	N/A	25	50	55	60

[1] *Transition to new reporting system (Qlik) impacted FY20 reporting. Measure resumed in FY21. Reported 19% for FY20 retroactively.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**317,105**	**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.	(19,664)	0.00
FY23 Recommended	**297,441**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Dollars brought into the continuum from non-County funds	$30,505,207	$101,660,869	$100,000,000	$75,000,000	$50,000,000
Number of individuals with lived experience participating as ICH Commissioner or on committees	15	15	20	20	20
Number of total homeless individuals counted during the Annual Point in Time Count	670	577	575	565	545

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**111,066**	**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.	(107,066)	(1.00)
FY23 Recommended	**4,000**	**0.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Permanent Supportive Housing: Number of clients served [1]	1,464	2,436	2,400	2,100	2,100
Permanent Supportive Housing - Days from housing program assignment (to accepted) to housed	58	59	60	45	40
Percent of households who retain permanent housing after 12 months	98%	92%	95%	95%	95%
Percent of clients retaining permanent housing	98%	97%	95%	95%	95%
Percent of people that graduate from the program	5%	5%	20%	15%	15%

[1] *Many, additional permanent supportive housing options were available to clients beginning in FY21 due to the increase in COVID funding and other related legislation changes.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,214,810**	**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.	212,102	0.00
FY23 Recommended	**5,426,912**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Households receiving emergency grants to prevent eviction/homelessness (County and State funds) [1]	11,053	5,127	9,060	9,060	9,060
Percent of households who received prevention assistance and within 12 months enter the homeless continuum [2]	9.0%	5.4%	6.0%	5.5%	5.5%

[1] *This measure includes County and State funds. Assistance was still being provided to households in need in FY21, but a different funding stream was used to provide clients with prevention funds (i.e., Treasury funds in place of emergency grants).*

[2] *This measure, by definition, has a one year lag. FY19 is therefore based on cases initiated in FY18.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,140,868**	**54.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	300,762	1.00
FY23 Recommended	**8,441,630**	**55.10**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Rapid Rehousing - Number of clients served [1]	690	812	800	800	800
Cost per positive exit	$11,495	$8,680	$9,000	$9,000	$9,000
Percent of households with Increased income since entering rapid rehousing	22.0%	32%	35%	40%	40%
Percent of exits to permanent housing	67.0%	78%	78%	80%	82%

[1] *COVID-related funds increased the number served.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,101,469**	**0.00**
Enhance: Rapid Rehousing Expansion	2,000,000	0.00
Replace: Rapid Rehousing Previously Funded by ARPA with General Funds	490,000	0.00
Shift: Rapid Rehousing Funded in FY22 by ARPA Moved to General Fund	(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.	41,371	0.00
FY23 Recommended	**3,142,840**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of unique households with an active rental subsidy during the year [1]	1,354	882	1,000	1,750	1,750
Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) [2]	10.0%	17.8%	17.0%	15.0%	12.0%

[1] *Projections for FY23 and FY24 will be applicable if the Rental Assistance Program receives additional funds from the Recordation Tax Premium.*

[2] *This measure, by definition, has a one year lag. FY21 is therefore based on cases initiated in FY20.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,579,784**	**5.50**
Enhance: Rental Assistance Program Expansion	3,000,000	0.00
Replace: Rental Assistance Program Previously Funded by ARPA with General Funds	1,000,000	0.00
Enhance: Rental Assistance Program Administrative Support	64,431	1.00
Decrease Cost: Rental Assistance Program Funded in FY22 by ARPA Moved to General Fund	(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.	(91,212)	(1.00)
FY23 Recommended	**4,553,003**	**5.50**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Admin - Services to End and Prevent Homelessness	516,043	3.00	860,872	6.00
Coordinated Entry	1,371,474	6.90	1,268,743	6.90
Healthcare for the Homeless	1,212,175	5.00	1,983,566	5.00
Homeless Services for Families	3,240,491	3.00	3,341,888	3.00
Homeless Services for Single Adults	8,551,917	2.00	12,549,040	2.00
Housing Initiative Program	317,105	2.00	297,441	2.00
Interagency Commission on Homelessness	111,066	1.00	4,000	0.00
Permanent Supportive Housing	5,214,810	2.00	5,426,912	2.00
Prevention	8,140,868	54.10	8,441,630	55.10
Rapid Rehousing	1,101,469	0.00	3,142,840	0.00
Rental Assistance Program	1,579,784	5.50	4,553,003	5.50
Total	**31,357,202**	**84.50**	**41,869,935**	**87.50**

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Administration and Support

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$63,418,730	167.00

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**240,218**	**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.	143,834	1.00
FY23 Recommended	**384,052**	**3.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**24,259,046**	**91.00**
Enhance: Upgrade Existing Enterprise Integrated Case Management System That is Past End-of Support	1,200,000	0.00
Enhance: Consolidate Existing IT Infrastructure That is Approaching End-of-Support into a Hyper-Converged Infrastructure System That Will Provide More Efficient and Cost Effective System Management	700,000	0.00
Enhance: Additional Staff on the Contract Team and Human Resources Team in the Office of the Chief Operating Officer Due to Increased Workload	246,521	3.00
Increase Cost: Fund Contract for More Accurate Cost Allocation Plan and Random Moment Time Studies	152,000	0.00
Enhance: CivicGov Online Application for License and Regulatory Services	125,000	0.00
Enhance: Crisis Center Phone Upgrade Necessary to Effectively Perform its Mission	50,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,890,568	(2.00)
FY23 Recommended	**28,623,135**	**92.00**

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).

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**10,491,548**	**25.00**
Enhance: Funding to Support Services Provided by the Service Consolidation Hubs	2,601,600	0.00
Enhance: Communications and Public Engagement Team to Enhance Timely Communication With the Public Regarding Services	91,599	1.00
Decrease Cost: Service Consolidation Hubs ARPA Funding Decreases From FY22 Appropriation by $600,000 (Providing $3,000,000 in ARPA Funding in FY23)	(600,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,730,366)	1.00
FY23 Recommended	**10,854,381**	**27.00**

Community Action Agency

The mission of the 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
The number of residents who receive free tax preparation services through the CAA VITA program [1]	1,746	1,025	1,400	1,800	2,200

[1] *The number of residents served annually by VITA is highly dependent upon the number and expertise of volunteers recruited and trained, funding of VITA staff, as well as the size and number of partnership sites when delivering in-person services. Due to Covid, a virtual model (Zoom-based) was initiated in FY21. FY22 assumes a hybrid model with limited in-person services, and a reduction of volunteers, including many seniors who previously volunteered due to their health and Covid concerns, and a reduction of student volunteers. Projections assume level staffing, and increasing volunteer levels in FY23 and FY24, as Covid health impacts hopefully diminish.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,634,764**	**12.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	877,221	2.20
FY23 Recommended	**5,511,985**	**14.20**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of referrals made for Multilingual Health Navigation Line/Interpretation Services [1]	7,623	24,462	15,000	10,000	10,000
Total number of interpretations provided over the phone by our phone interpretation vendor to DHHS staff in order to serve LEP clients	20,225	28,814	23,000	21,000	21,000
Percent of clients satisfied with services for Multilingual Health Navigation Line/interpretation services [2]	94%	98%	90%	90%	90%
Percent of clients able to access services upon referral	83%	90%	84%	85%	85%
Percent of participants of Equity Workshop who will be able to apply behaviors learned [3]	96%	94%	92%	92%	92%

[1] *The considerable uptick in the number of referrals for multilingual/interpretation services is attributable to the following: 1) HHS moving much of its operation virtual, so instead of using in-person interpretation services which is not part of this count, has switched on phone interpretation services which represents this data. 2) Because of new COVID relief programs such as EARP and Rental Relief which created demands from the community.*

[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.*

[3] *Represents participants who marked "agreed" or "strongly agreed" on this question*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,223,221**	**2.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(4,120)	0.00
FY23 Recommended	**1,219,101**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of children in full-day program	540	540	560	578	598
Percent of children in full-day program	83%	83%	89%	92%	100%
Percent of Head Start eligible children served by the Montgomery County Head Start Program	41%	41%	41%	50%	50%
Percent of 3-year olds with demonstrated school readiness [1]	50%	71%	65%	70%	75%
Percent of 4-year olds with demonstrated school readiness [2]	42%	81%	75%	80%	85%

[1] *The FY2021 program year began as a virtual learning platform. The child assessment- reduced from 16 early learning Skills, Knowledge and Behaviors (SKBs) indicators- was modified to focus on four indicators of learning under the math and language and literacy domains. Accordingly, the higher percentage is indicative of readiness in the four main areas.*

[2] *The FY2021 program year began as a virtual learning platform. The child assessment- reduced from 16 early learning Skills, Knowledge and Behaviors (SKBs) indicators- was modified to focus on four indicators of learning under the math and language and literacy domains. Accordingly, the higher percentage is indicative of readiness in the four main areas.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,807,949**	**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.	(41,509)	0.80
FY23 Recommended	**4,766,440**	**2.80**

Minority Programs

The three minority programs - the African American Health Program (AAHP), the Latino Health Initiative (LHI), and the Asian American Health Initiative (AAHI) - 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of individuals served by the Minority Health Initiatives & Program [1]	36,653	28,920	29,579	31,979	32,064
Percent of clients satisfied with services provided by the Minority Health Initiatives & Program	99%	99%	95%	95%	95%
Average percent of respondents who expressed increased confidence due to community capacity building activities [2]	96%	N/A	85%	85%	85%
Average percent increase in wages from time participants entered program until hired as health professionals	190%	169%	150%	150%	150%
Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention)	95%	96%	100%	97%	96%

[1] *FY20's actual figure is higher than FY21 because FY20 included July 2019 - early March 2020, which was "pre-COVID." During that time, the programs conducted outreach as we usually did, which included large-scale in-person events. FY21 was a full "COVID-year." Communities were not hosting large scale in-person events as they did in the pre-COVID era, especially considering that the vaccine did not become more widely available to all adults until April 2021, which was closer to the end of FY21. Both LHI and AAHI had decreases in FY21 outreach, in part due to the decrease in in-person outreach events, and in the increase in virtual events, which do not yield as many participants and attendees.*

[2] *This is a measure tracked by AAHI. Historically, AAHI had set the projection at 85% for the past fiscal years. For FY23, department staff will*

work with the AAHI to align prior data with projections.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,572,380**	**27.00**
Enhance: Increase the FY23 Base Budget for the African American Health Program	2,850,000	0.00
Enhance: Increase the FY23 Base Budget for the Latino Health Initiative	2,235,706	0.00
Enhance: Increase the FY23 Base Budget for the Asian American Health Initiative	1,210,263	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.	191,287	(1.00)
FY23 Recommended	**12,059,636**	**26.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Legal Representation

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of clients served by the grants	106	154	150	150	150
Percent of clients who obtained a favorable legal outcome	27%	46%	50%	50%	50%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**551,100**	**0.00**
Shift: Legal Representation Program from Health and Human Services to Community Engagement Cluster	(551,100)	0.00
FY23 Recommended	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Admin - Office of Community Affairs	240,218	2.00	384,052	3.00
Admin - Office of the Chief Operating Officer	24,259,046	91.00	28,623,135	92.00
Admin - Office of the Director	10,491,548	25.00	10,854,381	27.00
Community Action Agency	4,634,764	12.00	5,511,985	14.20
Equity and Language Access	1,223,221	2.00	1,219,101	2.00
Head Start	4,807,949	2.00	4,766,440	2.80
Legal Representation	551,100	0.00	0	0.00
Minority Programs	5,572,380	27.00	12,059,636	26.00
Total	**51,780,226**	**161.00**	**63,418,730**	**167.00**

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Community Use of Public Facilities

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$10,923,236	30.27

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 (MCPS) or County operations.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of Community Use of Public Facilities is $10,923,236, an increase of $2,420,603 or 28.47 percent from the FY22 Approved Budget of $8,502,633. Personnel Costs comprise 32.50 percent of the budget for 29 full-time position(s) and one part-time position(s), and a total of 30.27 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 67.50 percent of the FY23 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**

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 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.

Measure	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Program Measures					
Hours of paid school use [1]	393,229	200,665	393,229	432,552	475,807
Percent of school, field, and government building users satisfied with the reservation process [2]	95.3%	92.8%	92.8%	95.3%	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]	66	52	100	113	113
Percent of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [4]	95.0%	100.0%	98.0%	98.0%	98.0%
Hours of paid school field use [5]	31,676	64,891	64,891	63,039	63,669
Hours of paid use for government buildings [6]	5,889	806	5,889	6,478	7,126
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza [7]	8,892	5,763	8,892	10,670	11,737
Hours of free use for government buildings [8]	43,424	17,864	43,424	47,766	48,244

[1] *Although very little community use occurred in FY21 because of the COVID-19 pandemic, the majority of hours in this category was attributable to childcare providers operating as learning hubs for students engaged in virtual learning while schools were closed to in-person learning. Community use of schools has resumed in FY22 but is lower than in pre-pandemic years. CUPF hopes to return to FY20 early pandemic hours of use in FY22, and then hopefully increase at a rate of 10% in both FY23 and FY24.*

[2] *In FY21 while the COVID-19 pandemic prevented the vast majority of community use of facilities, only 250 customers responded to CUPF's 5-Star Survey. That is only 6% of the number that responded in FY19, the last pre-pandemic year. Of those 250 respondents, 92.8% rated the reservation process with 3, 4 or 5 out of 5 stars (181 gave 5 stars, 40 gave 4 stars, and 11 gave 3 stars).*

[3] *In FY21, 49 groups were awarded FFAP and 3 groups were awarded CAP. Although community use largely halted during the COVID-19 pandemic, the County Council provided $500,000 in additional FFAP funding specifically for youth sports, enabling increased use of fields.*

[4] *The total number of applicant groups was lower in FY21 due to the COVID-19 pandemic, particularly for CAP funding. In addition to the 52 groups that received funding, 8 groups did not receive funding but are not considered to be rejected applications because while they met all the qualifications to be funded, they sought to rent indoor spaces which was not possible during the pandemic. Had the spaces been available, they would have received funding and will be eligible in the future.*

[5] *While field use was down dramatically in FY20 when all field use was cancelled in the 4th quarter (the heaviest quarter for field use) due to the COVID-19 pandemic, it increased dramatically in FY21 because for almost all of the fiscal year, outdoor fields were the only facilities available to the public. In addition, the County Council appropriated $500,000 to the FFAP to cover the facility fees for youth sports and organizations to make field use more available to them. These funds continue to be spent into FY22.*

[6] *Government building use was down dramatically in FY21 because almost all community use was prohibited due to the COVID-19 pandemic. The majority of use that occurred in this category was the use of a library by a childcare provider operating a learning hub for MCPS students participating in virtual learning.*

[7] *Use of the Silver Spring Civic Building in FY21 was largely by DHHS for COVID-19 testing clinics and vaccination clinics.*

[8] *Departments of county government are the users of free space in government buildings. Record low numbers in FY21 are due to the COVID-19 pandemic when thousands of county employees were teleworking.*

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 access to the facility database for school and County staff; providing information and referrals; and problem and conflict resolution. Working with MCPS staff, Parent Teacher Associations, and community-based groups 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 (CUPF's policy-making authority) and the Citizens' Advisory Committee, and administration for community use operations, including financial processes and budgeting for the Community Use Enterprise Fund.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	2,610,400	2,467,305	2,422,950	2,723,279	10.4 %
Employee Benefits	726,454	714,340	683,693	827,138	15.8 %
Community Use of Public Facilities Personnel Costs	**3,336,854**	**3,181,645**	**3,106,643**	**3,550,417**	**11.6 %**
Operating Expenses	1,136,452	5,320,988	4,059,906	7,372,819	38.6 %
Community Use of Public Facilities Expenditures	**4,473,306**	**8,502,633**	**7,166,549**	**10,923,236**	**28.5 %**
PERSONNEL					
Full-Time	30	30	30	29	-3.3 %
Part-Time	1	1	1	1	—
FTEs	31.27	31.27	31.27	30.27	-3.2 %
REVENUES					
Facility Rental Fees	4,149,548	8,521,854	7,540,700	11,435,470	34.2 %
Investment Income	8,748	0	1,152	46,260	—
Community Use of Public Facilities Revenues	**4,158,296**	**8,521,854**	**7,541,852**	**11,481,730**	**34.7 %**
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	1,621	0	0	0	—
Grant Fund - MCG Expenditures	**1,621**	**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	1,621	0	0	0	%
Grant Fund - MCG Revenues	**1,621**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**4,474,927**	**8,502,633**	**7,166,549**	**10,923,236**	**28.5 %**
Total Full-Time Positions	**30**	**30**	**30**	**29**	**-3.3 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total FTEs	**31.27**	**31.27**	**31.27**	**30.27**	**-3.2 %**
Total Revenues	**4,159,917**	**8,521,854**	**7,541,852**	**11,481,730**	**34.7 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY22 ORIGINAL APPROPRIATION	**8,502,633**	**31.27**
Changes (with service impacts)		
Reduce: Transaction Fee Booking System Cost Difference [Community Access to Public Space]	(25,220)	0.00
Other Adjustments (with no service impacts)		
Restore: COVID-19 Savings Plan Reductions [Community Access to Public Space]	2,526,574	0.00
Increase Cost: Annualization of FY22 Compensation Increases	77,958	0.00
Increase Cost: FY23 Compensation Adjustment	54,677	0.00
Increase Cost: Motor Pool Adjustment	2,098	0.00
Increase Cost: Printing and Mail Adjustment	530	0.00
Decrease Cost: Retirement Adjustment	(27,294)	0.00
Decrease Cost: OPEB Adjustment	(37,960)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(67,612)	0.00
Decrease Cost: Two-Year Term Concluded for Fiscal Assistant Position [Community Access to Public Space]	(83,148)	(1.00)
FY23 RECOMMENDED	**10,923,236**	**30.27**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COMMUNITY USE OF PUBLIC FACILITIES						
EXPENDITURES						
FY23 Recommended	**10,923**	**10,923**	**10,923**	**10,923**	**10,923**	**10,923**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**147**	**147**	**147**	**147**	**147**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,923**	**11,070**	**11,070**	**11,070**	**11,070**	**11,070**

FY23-28 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Community Use of Public Facilities						
FISCAL PROJECTIONS	FY22 ESTIMATE	FY23 REC	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	19.18%	**18.35%**	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	5.4%	**3.0%**	2.3%	2.4%	2.4%	2.3%	2.2%
Investment Income Yield	0.2%	**1.2%**	1.5%	1.5%	1.5%	1.5%	1.5%
BEGINNING FUND BALANCE	**3,263,258**	**2,483,389**	**1,880,748**	**871,672**	**932,614**	**1,278,870**	**1,907,326**
REVENUES							
Charges For Services	7,540,700	**11,435,470**	11,693,912	11,971,058	12,254,772	12,534,181	12,804,919
Miscellaneous	1,162	**46,260**	60,550	62,860	65,250	67,740	70,320
Subtotal Revenuec	**7,541,862**	**11,481,730**	**11,754,462**	**12,033,918**	**12,320,022**	**12,601,921**	**12,875,239**
INTERFUND TRANSFERS (Net Non-CIP)	**(937,347)**	**(1,029,328)**	**(1,066,870)**	**(1,066,508)**	**(1,066,988)**	**(1,066,998)**	**(1,066,718)**
Transfers To Debt Service Fund	(329,777)	(330,162)	(330,134)	(329,672)	(330,162)	(330,162)	(329,882)
Wheaton Redevelopment	(329,777)	(330,162)	(330,134)	(329,672)	(330,162)	(330,162)	(329,882)
Transfers To The General Fund	(767,570)	(859,167)	(885,836)	(885,836)	(885,836)	(885,836)	(885,836)
Indirect Costs	(610,240)	(651,837)	(678,506)	(678,506)	(678,506)	(678,506)	(678,506)
Transfers From The General Fund	160,000	160,000	160,000	160,000	160,000	160,000	160,000
After School	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Elections	135,000	135,000	135,000	135,000	135,000	135,000	135,000
TOTAL RESOURCES	**8,867,784**	**12,845,800**	**12,388,240**	**11,850,082**	**12,186,638**	**12,824,893**	**13,726,848**
CIP CURRENT REVENUE APPROP.	**(178,000)**	**(300,000)**	**(300,000)**	**(300,000)**	**(300,000)**	**(300,000)**	**(300,000)**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(7,166,549)	**(10,823,238)**	(11,070,402)	(10,470,402)	(10,470,402)	(10,470,402)	(10,470,402)
Labor Agreement	n/a	**0**	(147,166)	(147,166)	(147,166)	(147,166)	(147,166)
Subtotal PSP Oper Budget Approp / Exp's	**(7,166,549)**	**(10,823,238)**	**(11,217,568)**	**(10,817,568)**	**(10,817,568)**	**(10,817,568)**	**(10,817,568)**
OTHER CLAIMS ON FUND BALANCE	**(31,816)**	**(31,816)**	**0**	**0**	**0**	**0**	**0**
TOTAL USE OF RESOURCES	**(7,374,365)**	**(11,255,062)**	**(11,617,568)**	**(10,917,568)**	**(10,917,568)**	**(10,917,568)**	**(10,917,568)**
YEAR END FUND BALANCE	**2,483,389**	**1,880,748**	**871,672**	**932,614**	**1,278,870**	**1,907,326**	**2,809,278**
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	**28.3%**	**13.1%**	**7.0%**	**7.9%**	**10.5%**	**14.9%**	**20.5%**

Assumptions:

1. The FY22 Estimate Beginning Fund Balance includes an accounting adjustment of approximately $3.0M, which includes previously undistributed revenue.

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.

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Public Libraries

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$45,884,221	403.60

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 FY23 Operating Budget for the Department of Public Libraries is $45,884,221, an increase of $3,178,614 or 7.44 percent from the FY22 Approved Budget of $42,705,607. Personnel Costs comprise 79.13 percent of the budget for 233 full-time position(s) and 207 part-time position(s), and a total of 403.60 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 20.87 percent of the FY23 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**
- **A Growing Economy**

INITIATIVES

- Reduce Montgomery County Public Library's lapse budget by $1,500,000 which will enable the Department to recruit more librarians and other support staff and improve customer service.
- Increase Montgomery County Public Library's collections budget by $900,000 to reduce wait times for eBooks.
- Equalized library public service hours across all locations and expanded Sunday service hours to eight hours systemwide.
- Partnered with Health and Human Services, Office of Emergency Management and Homeland Security, Department of General Services, and the County Executive's Office to distribute over 800,000 COVID rapid test kits and over 1 million N95 masks to the public from 19 library branch locations.
- Awarded $8 million of American Rescue Plan Act (ARPA) Emergency Connectivity Funds, in partnership with Technology and Enterprise Business Solutions, to provide 20,000 laptop computers to County residents who lack access to an internet connected device.
- Awarded $100,000 from the Maryland State Library through ARPA funds to purchase an outreach van that will allow the Department to bring resources and services to under-served communities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Increased the distribution of marketing messages from 5,468 subscribers to more than 285,000 using the new OrangeBoy Savannah Community Engagement platform beginning November 2021.
- Enhanced the monthly "Check Us Out" eNewsletter with personal video message from the Director.
- Implemented a new model for recruitment and selection within the Department to streamline the process.
- Launched Strategic Plan process in partnership with the County Executive's Innovation Team.
- Partnering with Chesapeake Bay Foundation and Friends of the Library Montgomery County to launch a more relevant Summer Reading program in 2022 that will help children understand and support the health of the Chesapeake Bay.
- Activated outdoor space at the Long Branch Library to respond to community needs.
- The Department developed a wide range of virtual programs for all ages.
- Purchased equipment to support outdoor programming.

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 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 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 three 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.

The Assistant Directors are responsible for Programming, Outreach, Community Partnerships, Facilities Maintenance, ADA Compliance/Oversight, Emergency Management/COOP, Workplace Safety, Technology Management, Data & Performance Analytics, Collection Management, and Digital Strategies.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,343,962**	**23.00**
Increase Cost: Mid-Year Creation of Full-Time Administrative Specialist III Position	98,734	1.00
Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service	20,249	0.00
Increase Cost: Six Percent Inflationary Increase for Nonprofit Contract	8,460	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.	(465,483)	(2.00)
FY23 Recommended	**2,005,922**	**22.00**

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 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; in-house laptops and meeting rooms and collaboration spaces for public use.

The Collection Development Unit provides for the selection, acquisition, cataloging, processing, and delivery of library content and materials, including electronic resources, eBooks, eAudio books, 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of items checked out (circulation) and materials used in a library [1]	10,157,415	9,184,309	10,049,055	11,244,297	12,713,718
Number of public computer and Wi-Fi sessions [2]	13,301,153	2,928,893	7,220,627	9,043,112	11,325,592
Total use of library adult learning programs, services, and events [3]	658,371	641,371	365,237	529,641	795,816
Active library users [4]	199,265	143,016	173,612	202,137	217,562
Number of participants in early literacy programming [5]	90,812	53,281	23,927	28,758	34,564
Library electronic database usage [6]	1,459,556	1,382,395	1,641,684	2,344,324	3,347,694

[1] *The number of borrowed physical items; 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); and select eResource items with "checkout" equivalents. Facilities closure for COVID affected level of use of libraries' physical inventory. "Contactless service" was available July 7, 2020 through June 30, 2021 with branches re-opening for public access in three "rolling" phases, beginning June 1, 2021.*

[2] *Numbers represent aggregate sessions. Facilities closure for COVID affected use of these resources. Branches re-opened for public access in three "rolling" phases, beginning June 1, 2021.*

[3] *"Total use" comprises select eResources, attendance at English conversation clubs, "business and workforce" and "computer/smart technology" in-person and virtual programs where applicable.*

[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. Facilities closure for COVID affected meeting room use by the public. Branches re-opened for public access in three "rolling" phases, beginning June 1, 2021.*

[5] *"Early Literacy Programming" comprises the number of attendees at Storytimes. Facilities closure for COVID affected meeting room use by the public. Branches re-opened for public access in three "rolling" phases, beginning June 1, 2021. Programs continued to be held virtually through FY21.*

[6] *Numbers represent "any action performed by the user in relation to a content item."*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**40,184,310**	**380.06**
Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service	1,479,751	0.00
Enhance: Collections Budget to Reduce Wait Times for eBooks	900,000	0.00
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY23 Capital Improvements Program to FY23 Operating Budget	93,150	0.00
Increase Cost: Shift Differential	81,500	0.00
Enhance: Increase Full-Time Equivalents for Library Technicians in Collection Management Unit	63,332	1.04
Increase Cost: Increase Library Staff Development Grant to FY22 Approved Amount	12,600	0.00
Decrease Cost: Abolish Two Vacant Information Technician III Positions and Create one Information Technology Specialist III Position	(56,373)	(1.00)
Decrease Cost: Abolish Two Vacant Positions - One Part-Time Office Clerk and One Full-Time Supply Technician	(97,928)	(1.50)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,036,413	2.00
FY23 Recommended	**43,696,755**	**380.60**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Attendees at business and workforce development programs [1]	5,039	1,343	3,206	3,561	3,956
Active partnerships with workforce and business development organizations	21	18	21	24	27

[1] *Numbers represent onsite and virtual program attendees. Facilities closure for COVID affected onsite program attendance by the public. Branches re-opened for public access in three "rolling" phases, beginning June 1, 2021.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**177,335**	**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.	4,209	0.00
FY23 Recommended	**181,544**	**1.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	21,613,946	24,954,726	23,926,518	27,054,880	8.4 %
Employee Benefits	8,273,176	8,966,994	8,444,545	9,043,476	0.9 %
County General Fund Personnel Costs	**29,887,122**	**33,921,720**	**32,371,063**	**36,098,356**	**6.4 %**
Operating Expenses	8,014,189	8,530,887	8,530,887	9,520,265	11.6 %
County General Fund Expenditures	**37,901,311**	**42,452,607**	**40,901,950**	**45,618,621**	**7.5 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Full-Time	231	232	232	231	-0.4 %
Part-Time	209	208	208	207	-0.5 %
FTEs	401.31	401.86	401.86	401.40	-0.1 %
REVENUES					
Library Fees	118	19,000	400	400	-97.9 %
Library Fines	26,741	46,000	90,000	90,000	95.7 %
Miscellaneous Revenues	(25,529)	292,500	145,000	145,000	-50.4 %
Parking Fees	18,692	60,000	35,000	35,000	-41.7 %
State Reimbursement: Library Operations	3,458,735	3,509,000	3,509,300	3,632,000	3.5 %
State Reimbursement: Library Staff Retirement	1,830,663	2,120,000	2,120,000	2,120,000	—
County General Fund Revenues	**5,309,420**	**6,046,500**	**5,899,700**	**6,022,400**	**-0.4 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	686,938	147,312	147,312	163,048	10.7 %
Employee Benefits	21,418	44,764	44,764	48,445	8.2 %
Grant Fund - MCG Personnel Costs	**708,356**	**192,076**	**192,076**	**211,493**	**10.1 %**
Operating Expenses	407,180	60,924	60,924	54,107	-11.2 %
Grant Fund - MCG Expenditures	**1,115,536**	**253,000**	**253,000**	**265,600**	**5.0 %**
PERSONNEL					
Full-Time	2	2	2	2	—
Part-Time	0	0	0	0	—
FTEs	3.20	2.20	2.20	2.20	—
REVENUES					
Federal Grants	970,179	0	0	0	—
State Grants	132,688	253,000	253,000	265,600	5.0 %
Grant Fund - MCG Revenues	**1,102,867**	**253,000**	**253,000**	**265,600**	**5.0 %**

DEPARTMENT TOTALS

Total Expenditures	**39,016,847**	**42,705,607**	**41,154,950**	**45,884,221**	**7.4 %**
Total Full-Time Positions	**233**	**234**	**234**	**233**	**-0.4 %**
Total Part-Time Positions	**209**	**208**	**208**	**207**	**-0.5 %**
Total FTEs	**404.51**	**404.06**	**404.06**	**403.60**	**-0.1 %**
Total Revenues	**6,412,287**	**6,299,500**	**6,152,700**	**6,288,000**	**-0.2 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY22 ORIGINAL APPROPRIATION	**42,452,607**	**401.86**
Changes (with service impacts)		
Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service [Library Services to the Public]	1,479,751	0.00
Enhance: Collections Budget to Reduce Wait Times for eBooks [Library Services to the Public]	900,000	0.00
Enhance: Increase Full-Time Equivalents for Library Technicians in Collection Management Unit [Library Services to the Public]	63,332	1.04
Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service [Administration]	20,249	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	747,906	0.00
Increase Cost: FY23 Compensation Adjustment	737,481	0.00
Increase Cost: Mid-Year Creation of Full-Time Administrative Specialist III Position [Administration]	98,734	1.00
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY23 Capital Improvements Program to FY23 Operating Budget [Library Services to the Public]	93,150	0.00
Increase Cost: Shift Differential [Library Services to the Public]	81,500	0.00
Increase Cost: Six Percent Inflationary Increase for Nonprofit Contract [Administration]	8,460	0.00
Increase Cost: Printing and Mail Adjustment	6,070	0.00
Decrease Cost: Motor Pool Adjustment	(18,302)	0.00
Decrease Cost: Abolish Two Vacant Information Technician III Positions and Create one Information Technology Specialist III Position [Library Services to the Public]	(56,373)	(1.00)
Decrease Cost: Abolish Two Vacant Positions - One Part-Time Office Clerk and One Full-Time Supply Technician [Library Services to the Public]	(97,928)	(1.50)
Decrease Cost: Annualization of FY22 Personnel Costs	(283,796)	0.00
Decrease Cost: Retirement Adjustment	(614,220)	0.00
FY23 RECOMMENDED	**45,618,621**	**401.40**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**253,000**	**2.20**
Other Adjustments (with no service impacts)		
Increase Cost: Increase Library Staff Development Grant to FY22 Approved Amount [Library Services to the Public]	12,600	0.00
FY23 RECOMMENDED	**265,600**	**2.20**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	2,343,962	23.00	2,005,922	22.00
Library Services to the Public	40,184,310	380.06	43,696,755	380.60

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Workforce and Business Development	177,335	1.00	181,544	1.00
Total	**42,705,607**	**404.06**	**45,884,221**	**403.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	222,376	1.70	226,800	1.70

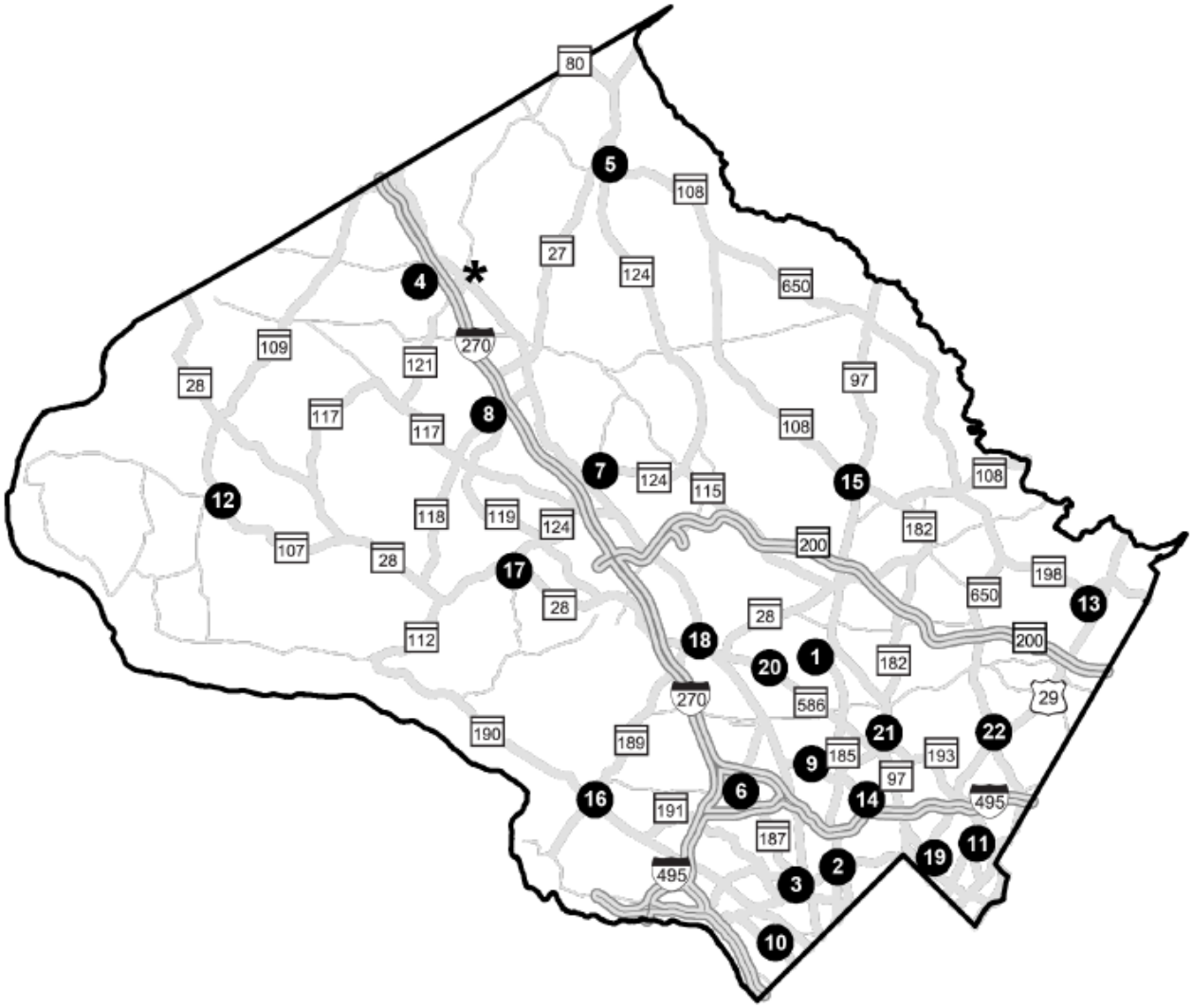
FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**45,619**	**45,619**	**45,619**	**45,619**	**45,619**	**45,619**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**1,762**	**1,762**	**1,762**	**1,762**	**1,762**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**45,619**	**47,381**	**47,381**	**47,381**	**47,381**	**47,381**

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.

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Recreation

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$55,191,084	569.39

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 FY23 Operating Budget for the Department of Recreation is $55,191,084, an increase of $6,477,257 or 13.30 percent from the FY22 Approved Budget of $48,713,827. Personnel Costs comprise 59.79 percent of the budget for 181 full-time position(s) and one part-time position(s), and a total of 569.39 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 40.21 percent of the FY23 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 $10,653,890 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

- Summer School Wrap Around Program (Funded by the Early Care and Education Non-Departmental Account.): A program that creates a pathway between summer school and summer camp, establishing a full day of classroom and experiential opportunities.

- Kids Day Out: A partnership with Montgomery County Public Schools at 13 Recreation Centers across the County. This ongoing initiative was established to address the needs of working families on days when school is not in session by providing safe, affordable, enriching, and well-organized recreation activities.
- PLAYMontgomery: A campaign focusing on equity and access to youth sports, expanding no cost or low-cost opportunities to lifetime leisure sports such as swimming lessons and creating opportunities for youth in underserved communities to try out new sports that may otherwise be unattainable such as lacrosse, volleyball, skateboarding, biking, and kayaking.
- Fit N Fun: A program pairing free swim lessons, skateboard instruction, bike safety, and rock climbing instruction at Long Branch, Plum Gar, White Oak, and Upper County Community Center.
- Fire Fit - Fire Smart: A program for teenage girls providing fitness and wellness activities, fire safety, nutrition, and an opportunity to create an introduction to fire and rescue as a career pathway. Partners included Montgomery County Fire and Rescue and the University of Maryland Nutrition Extension program.
- The Department is participating in a three-year research project and grant opportunity with the American Camp Association to increase career pathways for camp, recreation, and related out-of-school time fields.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Launched a new, fully integrated recreation and parks management software solution in partnership with Community Use of Public Facilities and Montgomery Parks. This new platform is designed to increase efficiency and productivity while providing extensive reporting and statistical data, and a more intuitive and interactive experience for customers.
- Converted the printed Recreation Guide to a more environmentally friendly, cost efficient, and interactive "Build Your Own Guide", creating a more impactful and customizable customer experience.
- Implemented REC ZIP, an improvement strategy designed to digitize and automate several business processes allowing internal and external customers to interact virtually with Recreation's administrative team without delay. Customer refunds, contractor and vendor invoices, and bank deposits are examples of improvements which allowed for seamless continuation of financial services throughout the pandemic. The result is a more customer friendly, environmentally responsible, and financially accountable operation.
- Launched a weekly newsletter to share information about programs and services, and provide health and wellness information.

PROGRAM CONTACTS

Contact Traci Anderson of the Department of Recreation at 240.777.6801 or Shantee Jackson of the Office of Management and Budget at 240.777.2751 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 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of administrative services transactions [1]	20,385	9,135	22,000	22,000	22,000
Number of human resources transactions [2]	1,579	760	1,600	1,700	1,700
Number of seasonal employees [3]	2,140	1,988	1,900	1,900	1,900
Percent of allocated recreation financial assistance dollars used [4]	90.0%	29.6%	65.0%	80.0%	90.0%

[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. The reduced volume of FY21 transactions is related to limitations on the numbers of recreation-specific activities, programs, and services provided due to COVID-19 restrictions. During this period, Department operations were limited to small numbers of programs at pools, virtual programs, and limited outdoor classes. The projected increase is based on expected restoration of programming to FY20 service levels, expansion of Excel Beyond the Bell (EBB) program sites, and implementation of the Youth Sports Initiative.*

[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. The reduced volume FY 21 transactions reflect limitations on Departmental operations, as community recreation centers and senior centers were closed for 10 months during the closed period and operating on a limited basis thereafter. Aquatics services remained open via a reservation system throughout this time, and there were COVID-19 restrictions, which impacted the delivery of recreation-specific programs. The projected increase is based on staffing needs associated with the expected restoration of programming to FY20 service levels, expansion of Excel Beyond the Bell (EBB) program sites, and implementation of the Youth Sports Initiative.*

[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. FY21 changes reflect reductions in hiring and related activities, due to COVID-19 pandemic.*

[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. FY21 changes in the financial dollars used reflects limitations on the numbers of recreation-specific activities, programs, and services provided dur to COVID-19 pandemic.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**10,171,105**	**37.73**
Enhance: Contract Management and Human Resources Support	152,456	2.00
Enhance: Communications Support	86,422	1.00
Enhance: Out-of-School-Time Programming: RecZone High School Program Support	81,394	1.00
Technical Adj: Personnel Costs Charged to Capital Fund	(71,152)	(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.	1,421,920	4.20
FY23 Recommended	**11,842,145**	**45.43**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Revenue generated by aquatics programs [1]	$5,888,685	$1,865,440	$5,000,000	$5,500,000	$6,000,000
Percent of total aquatics programs capacity enrolled [2]	47.5%	34.3%	34.3%	43.0%	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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**9,156,365**	**121.18**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	416,947	5.00
FY23 Recommended	**9,573,312**	**126.18**

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; and measurable decreases in rates of crime and other detrimental activities making our communities safer.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of participants registered in countywide recreation programs [1]	27,163	12,122	12,122	22,000	36,000
Percent of recreation customers who report having a disability [2]	1.39%	0.99%	0.99	1.25%	1.60%
Percent of planned countywide recreation programs completed [3]	52.74%	44.74%	44.74%	52.00%	65.00%

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**8,864,549**	**84.01**
Add: Independence Day Celebrations: Fireworks Display at Germantown and Wheaton	135,198	0.00
Add: Out-of-School-Time Programming: Extended Summer Camp Program	103,750	2.56
Add: Nurse for Summer Camps to Meet State Mandated Health Supervision Requirements	52,853	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.	(1,026,764)	(9.50)
FY23 Recommended	**8,129,586**	**77.57**

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.

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of recreation facility bookings [1]	3,766	38,409*	1,000	2,000	3,500
Percent of planned programs in recreation centers completed [2]	48.29%	48.85%	48.85	54.00%	62.00%

[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. *38,409 total. 37,700 were pool reservations (for laps) and 709 were facility usage (fields and rooms).*

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,938,480**	**104.44**
Enhance: Summer Fun Centers and Enhanced Programming	520,000	0.00
Add: Community Liaison Support	335,120	4.00
Add: Out-of-School-Time Programming: Kids Day Out Program	333,320	7.24
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,743,382	31.21
FY23 Recommended	**9,870,302**	**146.89**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of senior meals served [1]	132,432	194,736	120,000	120,000	120,000
Number of senior program registrants 55 or better [2]	19,891	8,535	8,535	12,000	15,000
Percent of senior program resources leveraged from partners [3]	27.96%	16.36%	16.36%	20.00%	24.00%

[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. FY21 number does not include senior meal delivery programs*

[3] *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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,962,663**	**29.89**
Enhance: Senior Adult Programs	250,000	0.00
Enhance: Senior Programs Support	71,630	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.	96,957	2.50
FY23 Recommended	**3,381,250**	**33.39**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of participants registered in youth development programs [1]	10,990	1,171	1,171	4,000	7,000
Average daily attendance in youth development programs [2]	70.00%	66.86%	66.86%	68.00%	71.00%
Percent of youth development program participants who attend 11 or more sessions [3]	47.94%	81.13%	81.13%	45.00%	50.00%

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**10,620,665**	**121.79**
Enhance: Out-of-School-Time Programming: Excel Beyond the Bell Elementary Program and Support	667,564	8.38
Enhance: Community-Based Program Support	530,000	0.00
Enhance: Excel Beyond the Bell - Expansion	384,891	1.00
Enhance: Excel Beyond the Bell and RecXtra - Reopenings	330,000	0.00
Enhance: Out-of-School-Time Programming: RecZone High School Program and Support	259,631	8.26
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(398,262)	0.50
FY23 Recommended	**12,394,489**	**139.93**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	14,202,227	24,030,928	23,950,142	27,602,162	14.9 %
Employee Benefits	3,787,405	4,846,990	4,923,748	5,241,161	8.1 %
Recreation Personnel Costs	**17,989,632**	**28,877,918**	**28,873,890**	**32,843,323**	**13.7 %**
Operating Expenses	7,691,419	16,156,836	16,676,636	18,593,665	15.1 %
Recreation Expenditures	**25,681,051**	**45,034,754**	**45,550,526**	**51,436,988**	**14.2 %**
PERSONNEL					
Full-Time	148	148	148	181	22.3 %
Part-Time	11	11	11	1	-90.9 %
FTEs	490.38	496.33	496.33	564.98	13.8 %
REVENUES					
Facility Rental Fees	(5,305)	120,000	120,000	120,000	—
Miscellaneous Revenues	63,158	129,597	129,597	129,597	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	—
Property Tax	47,070,414	48,298,521	48,742,128	54,343,542	12.5 %
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	—
Recreation Fees	2,082,888	1,450,000	3,000,000	5,800,000	300.0 %
Recreation Revenues	**49,211,155**	**49,243,350**	**51,236,957**	**59,638,371**	**21.1 %**
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	1,666,493	3,600,000	3,566,694	3,600,000	—
Recreation Non-Tax Supported Expenditures	**1,666,493**	**3,600,000**	**3,566,694**	**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					
Investment Income	589	0	520	3,100	%
Recreation Fees	3,716,462	8,100,000	8,100,000	8,100,000	—
Recreation Non-Tax Supported Revenues	**3,717,051**	**8,100,000**	**8,100,520**	**8,103,100**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	727,653	73,454	73,454	143,145	94.9 %
Employee Benefits	20,513	5,619	5,619	10,951	94.9 %
Grant Fund - MCG Personnel Costs	**748,166**	**79,073**	**79,073**	**154,096**	**94.9 %**
Operating Expenses	14,847	0	0	0	—
Grant Fund - MCG Expenditures	**763,013**	**79,073**	**79,073**	**154,096**	**94.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	2.71	2.71	2.71	4.41	62.7 %
REVENUES					
Federal Grants	760,040	79,073	79,073	154,096	94.9 %
Grant Fund - MCG Revenues	**760,040**	**79,073**	**79,073**	**154,096**	**94.9 %**
DEPARTMENT TOTALS					
Total Expenditures	**28,110,557**	**48,713,827**	**49,196,293**	**55,191,084**	**13.3 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total Full-Time Positions	**148**	**148**	**148**	**181**	**22.3 %**
Total Part-Time Positions	**11**	**11**	**11**	**1**	**-90.9 %**
Total FTEs	**493.09**	**499.04**	**499.04**	**569.39**	**14.1 %**
Total Revenues	**53,688,246**	**57,422,423**	**59,416,550**	**67,895,567**	**18.2 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY22 ORIGINAL APPROPRIATION	**45,034,754**	**496.33**
Changes (with service impacts)		
Add: South County Regional Recreation and Aquatic Center Staffing and Support	2,312,000	28.21
Enhance: Out-of-School-Time Programming: Excel Beyond the Bell Elementary Program and Support [Youth Development]	667,564	8.38
Enhance: Community-Based Program Support [Youth Development]	530,000	0.00
Enhance: Summer Fun Centers and Enhanced Programming [Recreation Community & Neighborhood Centers]	520,000	0.00
Enhance: Excel Beyond the Bell - Expansion [Youth Development]	384,891	1.00
Add: Community Liaison Support [Recreation Community & Neighborhood Centers]	335,120	4.00
Add: Out-of-School-Time Programming: Kids Day Out Program [Recreation Community & Neighborhood Centers]	333,320	7.24
Enhance: Excel Beyond the Bell and RecXtra - Reopenings [Youth Development]	330,000	0.00
Enhance: FY22 Increase for Newcomers Enhancements and Assistance	300,000	1.00
Enhance: Out-of-School-Time Programming: RecZone High School Program and Support [Youth Development]	259,631	8.26
Enhance: Senior Adult Programs [Senior Adult Programs]	250,000	0.00
Enhance: Conversion of Ten Recreation Coordinators from Part-time to Full-time	216,079	3.00
Enhance: Contract Management and Human Resources Support [Administration]	152,456	2.00
Add: Independence Day Celebrations: Fireworks Display at Germantown and Wheaton [Countywide Programs]	135,198	0.00
Add: Out-of-School-Time Programming: Extended Summer Camp Program [Countywide Programs]	103,750	2.56
Enhance: Communications Support [Administration]	86,422	1.00
Enhance: Out-of-School-Time Programming: RecZone High School Program Support [Administration]	81,394	1.00
Enhance: Senior Programs Support [Senior Adult Programs]	71,630	1.00
Add: Nurse for Summer Camps to Meet State Mandated Health Supervision Requirements [Countywide Programs]	52,853	0.50
Other Adjustments (with no service impacts)		
Increase Cost: FY23 Compensation Adjustment	693,880	0.00
Increase Cost: Annualization of FY22 Compensation Increases	378,336	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	146,341	0.00
Increase Cost: Annualization of FY22 Personnel Costs	125,751	0.00
Increase Cost: Risk Management Adjustment	110,479	0.00
Increase Cost: Printing and Mail Adjustment	2,613	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Motor Pool Adjustment	(1,931)	0.00
Technical Adj: Personnel Costs Charged to Capital Fund [Administration]	(71,152)	(0.50)
Decrease Cost: Retirement Adjustment	(262,206)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(1,842,185)	0.00
FY23 RECOMMENDED	**51,436,988**	**564.98**

RECREATION NON-TAX SUPPORTED

FY22 ORIGINAL APPROPRIATION	**3,600,000**	**0.00**
FY23 RECOMMENDED	**3,600,000**	**0.00**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**79,073**	**2.71**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Personnel Costs	75,023	1.70
FY23 RECOMMENDED	**154,096**	**4.41**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	10,171,105	37.73	11,842,145	45.43
Aquatics	9,156,365	121.18	9,573,312	126.18
Countywide Programs	8,864,549	84.01	8,129,586	77.57
Recreation Community & Neighborhood Centers	6,938,480	104.44	9,870,302	146.89
Senior Adult Programs	2,962,663	29.89	3,381,250	33.39
Youth Development	10,620,665	121.79	12,394,489	139.93
Total	**48,713,827**	**499.04**	**55,191,084**	**569.39**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
RECREATION					
Community Use of Public Facilities	Community Use of Public Facilities	29,249	0.20	32,212	0.20
CIP	Capital Fund	70,070	0.50	71,152	0.50
	Total	**99,319**	**0.70**	**103,364**	**0.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
RECREATION						
EXPENDITURES						
FY23 Recommended	**51,437**	**51,437**	**51,437**	**51,437**	**51,437**	**51,437**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**463**	**463**	**463**	**463**	**463**
New positions in the FY23 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 FY23	**0**	**(44)**	**(44)**	**(44)**	**(44)**	**(44)**
Items recommended for one-time funding in FY23, including Communications, Senior Programs, Community Liaison, Contract Management and Human Resources Supports, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**834**	**834**	**834**	**834**	**834**
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**	**1,098**	**1,098**	**1,098**	**1,098**	**1,098**
Subtotal Expenditures	**51,437**	**53,788**	**53,788**	**53,788**	**53,788**	**53,788**
RECREATION NON-TAX SUPPORTED						
EXPENDITURES						
FY23 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**

ANNUALIZATION OF FULL PERSONNEL COSTS

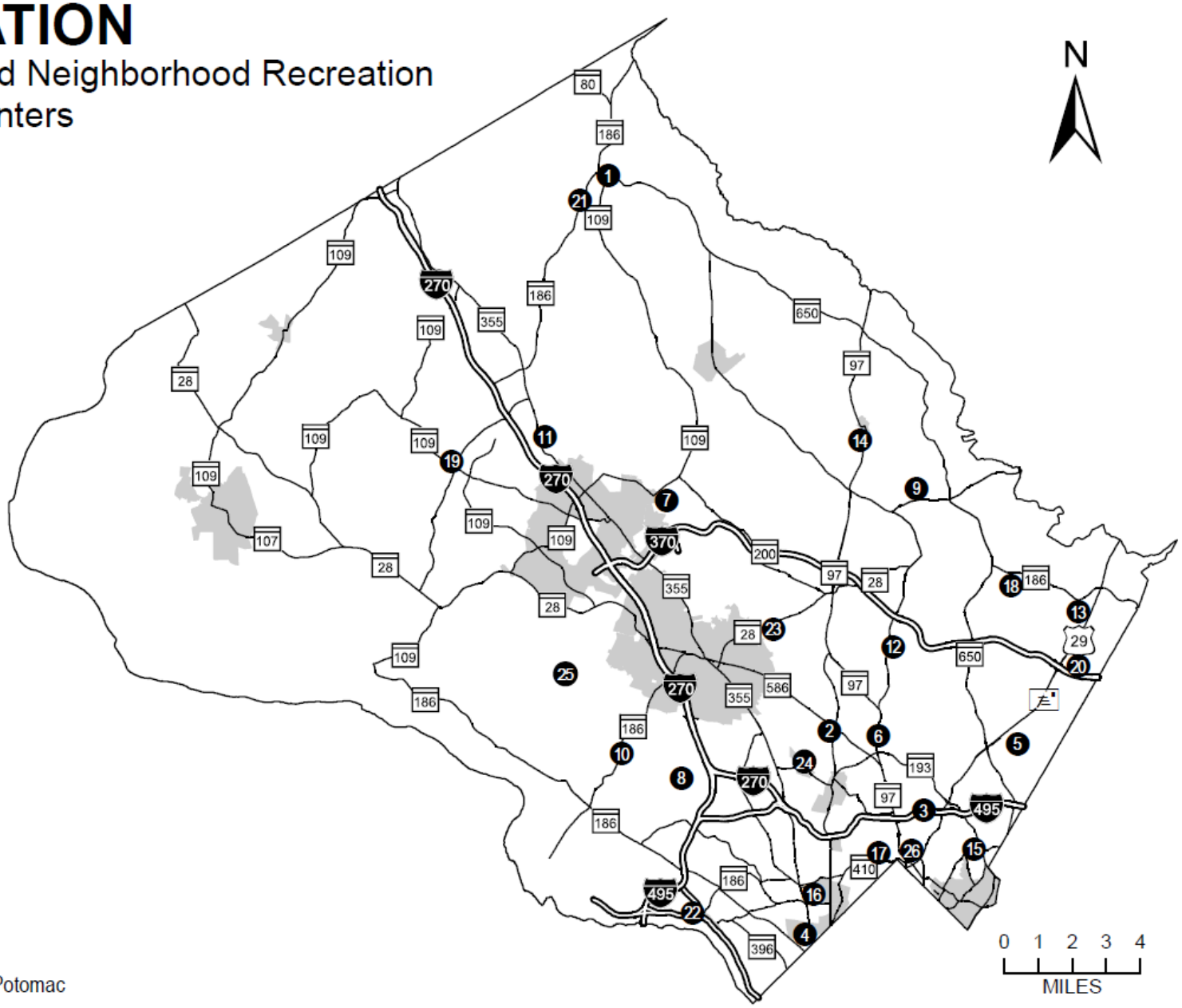
	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Community Liaison Support	302,104	4.00	377,056	4.00
Senior Programs Support	61,747	1.00	101,826	1.00
Contract Management and Human Resources Support	132,690	2.00	220,308	2.00
Communications Support	76,539	1.00	128,614	1.00
Out-of-School-Time Programming: RecZone High School Program Support	75,526	1.00	94,264	1.00
South County Regional Recreation and Aquatic Center Staffing and Support	1,123,000	28.21	1,273,768	28.21
Out-of-School-Time Programming: RecZone High School Program Support	81,394	1.00	101,826	1.00
Out-of-School-Time Programming: Excel Beyond the Bell Elementary Program Support	75,526	1.00	94,264	1.00
Total	**1,928,526**	**39.21**	**2,391,926**	**39.21**

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

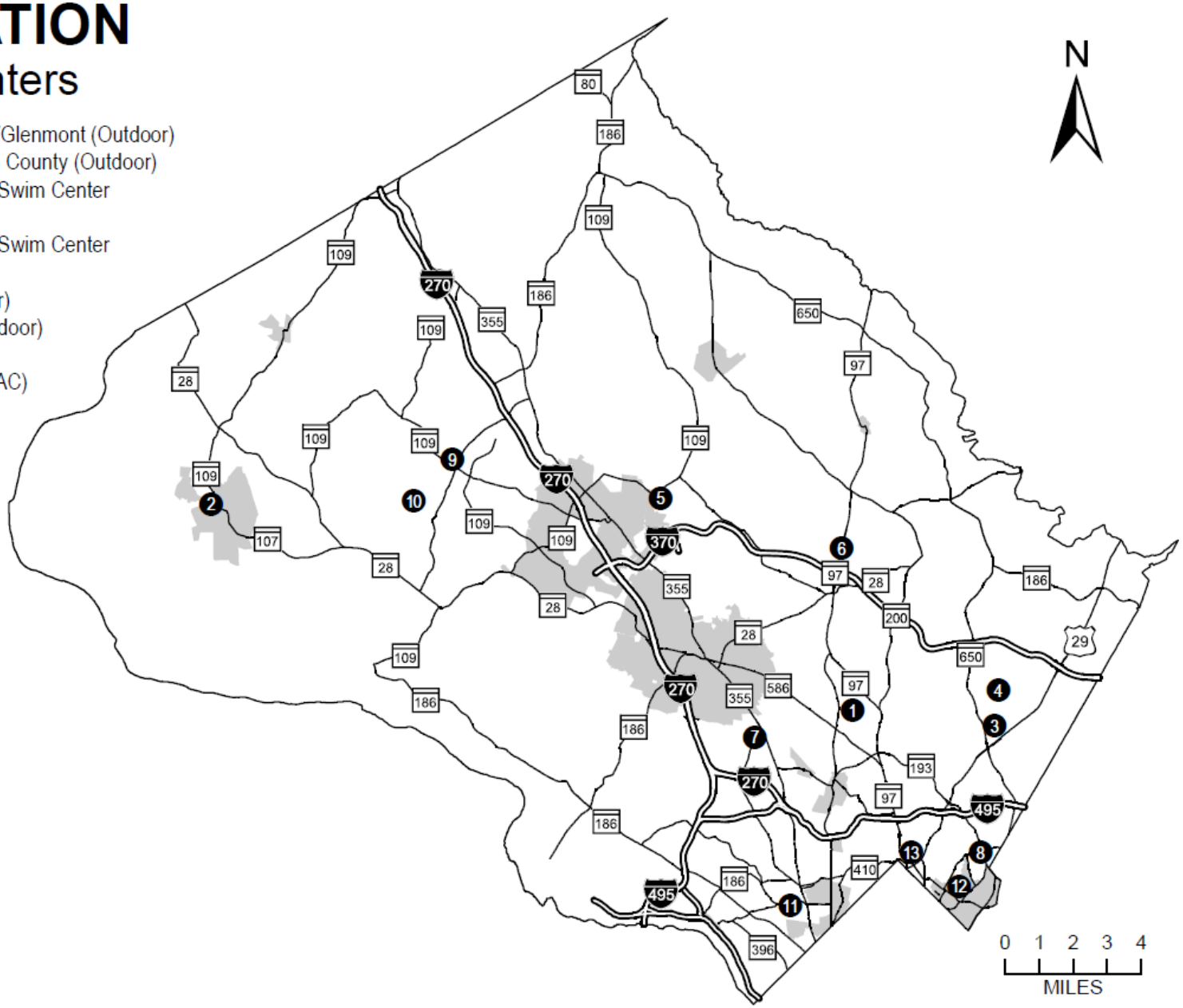


Map produced by: Montgomery County TEBS GIS Team, Jan. 2022

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 TEBS GISTeam, Jan. 2022

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Agriculture

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$1,065,396	5.15

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 FY23 Operating Budget for the Office of Agriculture is $1,065,396, an increase of $46,531 or 4.57 percent from the FY22 Approved Budget of $1,018,865. Personnel Costs comprise 67.19 percent of the budget for ten full-time position(s) and one part-time position(s), and a total of 5.15 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 32.81 percent of the FY23 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**
- **A Growing Economy**
- **Thriving Youth and Families**

INITIATIVES

- Funding provided for the addition of one new Agricultural Business Development Specialist position related to the County's Climate Action Plan. This position will help implement zero waste goals from farm composting, and promote farm to food bank initiatives and agritourism.
- Funding provided for the addition of one new Senior Engineer position related to the County's Climate Action Plan and Water Quality Protection Plan initiatives. While assigned to the Office of Agriculture, this position will be funded through the Water Quality Protection Fund (WQPF).

- The Office of Agriculture is working with members of the County's delegation on legislation that will expand on-farm composting opportunities by increasing the footprint for the composting area without a permit from the Maryland Department of the Environment (MDE).
- Continue to work with the Department of Technology and Enterprise Business Solutions (TEBS) to expand broadband/high speed internet access in rural areas of the County.
- The Office of Agriculture (OAG) partnered with the Department of Environmental Protection and the Sugarloaf Citizens Association to review the Association's agreement with the County seeking an amendment to the agreement that would allow smaller 20-yard dump trucks to deliver leaf grow to table food farmers that are working with the OAG that will improve soil health.
- Montgomery County's Farm to Food Bank program, a partnership between the Montgomery County Food Security Task Force, the Department of Health and Human Services, Manna Food Center, the Montgomery County Food Council, the Montgomery County Office of Agriculture, and the Greater Washington Community Foundation - has collectively invested and committed over $630,000 to support a sustained and resilient local food supply and provide more nutritious and culturally diverse produce to residents who experience hunger. Since July of 2020, over 112,235 pounds of fresh, locally produced food has been purchased or donated to over 30 food assistance providers, providing over 90,000 meals for the Montgomery County community.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Agriculture is working with the Office of Technology Enterprise Business Solutions (TEBS) to find a more efficient way to streamline its client intake process and data collection.

PROGRAM CONTACTS

Contact Jacqueline Arnold of the Office of Agriculture at 301.590.2859 or Derrick Harrigan of the Office of Management and Budget at 240.777.2759 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 financial and technical assistance to farmers; manage agricultural education programs; provide financial and staff support to its 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 the University of Maryland-Extension, the Montgomery Soil Conservation District, the Natural Resource Conservation Service, and the Farm Service Agency.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Technical assistance contacts with farmers	700	1,241	1,000	1,000	1,000

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Acres of land under easements inspected by Agricultural Services	3,927.07	1,032.72	3,000	3,000	3,000
Percent of easement acres under most restrictive easement disallowing development	24.4%	32%	33%	34%	25%
Percent of participants who learned or benefitted from Agricultural Services event, training, or farm tour [1]	100%	N/A	100%	100%	100%

[1] *Data for this measure not collected prior to FY20. OAG cancelled FY21 events due to the pandemic and therefore has no data for FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**613,199**	**2.25**
Add: Agricultural Business Development Specialist	58,479	1.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	4,140	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(25,852)	0.00
FY23 Recommended	**649,966**	**3.25**

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. 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 the County's rural economy/infrastructure with increased regulatory requirements.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Soil conservation contacts with farmers and landowners to provide technical assistance	349	800	800	800	800
Water quality plans completed	46	72	72	72	72
Percent of interagency site visits coordinated within one business day of agricultural complaint	90%	100%	100%	100%	100%
Pounds of nitrogen reduced through conservation and best management practices [1]	20,144	20,000	20,000	20,000	20,000

[1] *The OAG is still awaiting the final approved actual for FY21.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**248,445**	**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.	10,264	0.00
FY23 Recommended	**258,709**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Nutrient management plans completed	109	89	99	99	99
4-H youth development program participants [1]	5,293	319	2,500	5,000	5,000
Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment	49%	0	50%	50%	50%
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] *FY21 decrease due to pandemic.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**157,221**	**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.	(500)	0.00
FY23 Recommended	**156,721**	**0.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	466,511	528,582	478,178	574,703	8.7 %
Employee Benefits	141,392	146,129	129,551	141,145	-3.4 %
County General Fund Personnel Costs	**607,903**	**674,711**	**607,729**	**715,848**	**6.1 %**
Operating Expenses	276,051	344,154	344,154	349,548	1.6 %
County General Fund Expenditures	**883,954**	**1,018,865**	**951,883**	**1,065,396**	**4.6 %**
PERSONNEL					
Full-Time	8	8	8	10	25.0 %
Part-Time	1	1	1	1	—
FTEs	4.15	4.15	4.15	5.15	24.1 %
REVENUES					
Miscellaneous Revenues	20,649	0	0	0	—
Other Intergovernmental	63,064	63,064	63,064	63,064	—
County General Fund Revenues	**83,713**	**63,064**	**63,064**	**63,064**	**—**
GRANT FUND - MCG					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	2,636	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**2,636**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**2,636**	**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	2,636	0	0	0	%
Grant Fund - MCG Revenues	**2,636**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**886,590**	**1,018,865**	**951,883**	**1,065,396**	**4.6 %**
Total Full-Time Positions	**8**	**8**	**8**	**10**	**25.0 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**4.15**	**4.15**	**4.15**	**5.15**	**24.1 %**
Total Revenues	**86,349**	**63,064**	**63,064**	**63,064**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**1,018,865**	**4.15**
Changes (with service impacts)		
Add: Agricultural Business Development Specialist [Agricultural Services]	58,479	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	10,353	0.00
Increase Cost: FY23 Compensation Adjustment	6,995	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Agricultural Services]	4,140	0.00
Increase Cost: Motor Pool Adjustment	1,113	0.00
Increase Cost: Printing and Mail Adjustment	141	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(6,042)	0.00
Decrease Cost: Retirement Adjustment	(28,648)	0.00
FY23 RECOMMENDED	**1,065,396**	**5.15**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Agricultural Services	613,199	2.25	649,966	3.25
Soil Conservation	248,445	1.90	258,709	1.90
University of Maryland-Extension (UMD-Extention)	157,221	0.00	156,721	0.00
Total	**1,018,865**	**4.15**	**1,065,396**	**5.15**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	347,374	2.10	449,240	3.10
CIP	Capital Fund	221,959	2.25	240,403	2.25
	Total	**569,333**	**4.35**	**689,643**	**5.35**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**1,065**	**1,065**	**1,065**	**1,065**	**1,065**	**1,065**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**83**	**83**	**83**	**83**	**83**
New positions in the FY23 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**	**19**	**19**	**19**	**19**	**19**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,065**	**1,167**	**1,167**	**1,167**	**1,167**	**1,167**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Agricultural Business Development Specialist	58,479	1.00	141,433	1.00
Total	**58,479**	**1.00**	**141,433**	**1.00**

Economic Development Fund

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$3,996,325	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 FY23 Operating Budget for the Economic Development Fund is $3,996,325, a decrease of $494,352 or 11.01 percent from the FY22 Approved Budget of $4,490,677. Personnel Costs comprise 4.19 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 95.81 percent of the FY23 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**

PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Felicia Hyatt of the Office of Management and Budget at 240.777.2763 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, Biotechnology Credit Supplement, MOVE Program, Small Business Assistance Program, CyberSecurity Credit Supplement, 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 to enhance financial incentives being offered. 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. Investors in Montgomery County-based biotechnology companies that are certified to receive biotechnology tax credits under the State program are eligible for a supplemental monetary match 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 provides a one-time grant for the initial lease of up to 20,000 square feet of class A and B vacant office space. The program is limited to businesses that are new to the County, including craft breweries, cideries, wineries, and distilleries.
- 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 to receive technical and financial assistance under this program.
- The CyberSecurity Supplement Program awards a monetary supplemental match to qualified investors in Montgomery County-based cybersecurity companies 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 a federal agency and that conducts 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 FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	110,252	128,546	131,779	132,915	3.4 %
Employee Benefits	30,519	33,413	33,131	34,692	3.8 %
Economic Development Fund Personnel Costs	**140,771**	**161,959**	**164,910**	**167,607**	**3.5 %**
Operating Expenses	3,435,809	4,328,718	4,574,624	3,828,718	-11.6 %
Economic Development Fund Expenditures	**3,576,580**	**4,490,677**	**4,739,534**	**3,996,325**	**-11.0 %**
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	38,508	55,000	55,000	55,000	—
Loan Payments	578,068	375,000	131,320	375,000	—
Economic Development Fund Revenues	**616,576**	**430,000**	**186,320**	**430,000**	**—**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY22 ORIGINAL APPROPRIATION	**4,490,677**	**1.00**
Changes (with service impacts)		
Reduce: Microloan Program [Economic Development Fund]	(50,000)	0.00
Reduce: Small Business Assistance Program: Grant Finalized in FY22 [Economic Development Fund]	(450,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Personnel Costs	2,685	0.00
Increase Cost: Annualization of FY22 Compensation Increases	2,161	0.00
Increase Cost: FY23 Compensation Adjustment	802	0.00
FY23 RECOMMENDED	**3,996,325**	**1.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY23 Recommended	**3,996**	**3,996**	**3,996**	**3,996**	**3,996**	**3,996**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
No inflation or compensation change is included in outyear projections.						
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	**3,996**	**4,001**	**4,001**	**4,001**	**4,001**	**4,001**

Housing and Community Affairs

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$68,414,227	104.20

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 FY23 Operating Budget for the Department of Housing and Community Affairs is $68,414,227, an increase of $6,669,758 or 10.80 percent from the FY22 Approved Budget of $61,744,469. Personnel Costs comprise 18.55 percent of the budget for 110 full-time position(s) and no part-time position(s), and a total of 104.20 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 81.45 percent of the FY23 budget.

DHCA expects the total signed agreements for affordable housing projects through the Payment in Lieu of Taxes (PILOT) program to abate $20.6 million in taxes in FY23.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

COUNTY PRIORITY OUTCOMES

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

- **An Affordable, Welcoming County for a Lifetime**
- **A Greener County**
- **Effective, Sustainable Government**

INITIATIVES

- Provide the highest level of affordable housing funding in the County's history by investing nearly $100 million in affordable housing. This includes $57 million in the Montgomery Housing Initiative (MHI) Fund, $36.7 million in the Affordable

Housing Acquisition and Preservation CIP project, and an additional $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.

- Dedicate one-time funding of $40 million to create a new capital project, Preservation of Naturally Occurring Affordable Housing Fund, to support acquisition and preservation of at-risk currently naturally occurring affordable housing (NOAH), including units along the Purple Line and other County transit corridors.
- Continue to protect lower-income residents from rent increases by working with nonprofits to identify and preserve at-risk naturally-occurring affordable housing and actively engaging purchasers with Rental Agreements to preserve affordable rents.
- Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Five developments, including one senior and four family projects, have already been identified for potential funding in FY23. These developments would preserve or produce a total of 815 units, including 317 affordable units.
- Commit additional resources in the Rental Assistance Program to pursue extension of approximately 125 expiring Moderately Priced Dwelling Units for another five years.
- 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. A renewed focus will be on eviction prevention, including targeted assistance and financial literacy seminars in areas experiencing high eviction rates.
- Continue to apply for and receive 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.
- Allocate $2 million from existing resources to explore, subject to the County's collective bargaining laws, a pilot program for down payment assistance to full-time career employees of Montgomery County and Montgomery County Public Schools to help make first time homebuying more affordable in the County.
- Add an Investigator III Position for the Landlord-Tenant Mediation Program to support increasing demand for tenant services.
- Add two positions in the Common Ownership Community Program to enhance staffing capacity and restructure program operations to provide more effective and efficient service delivery.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented the Affordable Housing Opportunity Fund to provide ready capital for acquisition and preservation of at-risk affordable housing. The fund launch in the first calendar quarter of 2022 provides opportunities for affordable housing developers to compete with market purchasers on cost of capital and timely execution to support preservation of affordability.
- Implementing internet-facing support for resident access to information and services, including an affordable housing search application called 'Rental Marketplace' and the Moderately Priced Dwelling Units (MPDU) Portal for applicants. The Rental Marketplace leverages rental survey reporting to provide residents with an intuitive and efficient interface to identify rental properties by rent levels. The MPDU Portal provides secure registration, document submission, training, and processing of applications.
- Produced the online, interactive "Housing and Building Code Enforcement Guide" to support pubic awareness of housing and building standards, and how to obtain support to promote healthy, safe, and thriving communities.
- Responded to COVID impact by implementing the Microenterprise Stabilization Program, creating one of the few CDBG COVID funded programs for businesses implemented nationwide. The Program provided 177 small businesses with up to

$10,000 grants to address COVID business impacts for business owners who met Community Development Block Grant household income eligibility.

PROGRAM CONTACTS

Contact Pofen Salem of the Department of Housing and Community Affairs at 240.777.3728 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 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

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Asset Management - Loan repayments billed / received [1]	$21,218,393	$16,761,478	$17,264,322	$17,782,252	$18,315,720
Department MC311 Service Requests (SR)	20,925	19,328	19,908	20,505	21,120
Department MC311 Service Request success rate	87.1%	91.2%	93.9%	96.8%	99.7%
NACo Awards earned	1	2	1	1	1

[1] *FY20 spike in loan repayments includes several large refinancing payoffs.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,379,713**	**13.70**
Re-align: Create an Information Technology Specialist Position for Cost Efficiency	98,760	1.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	29,766	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.	(176,900)	(0.90)
FY23 Recommended	**2,331,339**	**13.80**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Affordable Housing Program - Number of MC311 Service Requests	1,654	1,170	1,205	1,241	1,278
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	100.0%	99.3%	100.0%	100.0%	100.0%
Number of affordable housing units produced and available for occupancy (at no cost to the County)	79	264	277	291	306
Number of housing units improved/rehabilitated	248	118	125	125	125

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**967,439**	**10.50**
Re-align: Create a Program Manager II Position to Support Implementation of MPDU Requirements	75,781	1.00
Re-align: Abolish a Lapsed Office Services Coordinator Position to Create a Program Manager II Position to Implement MPDU Requirements	0	(1.00)
Re-align: Operating Expenses to Fund the Creation of a Program Manager II Position	(75,781)	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.	(41,583)	(3.00)
FY23 Recommended	**925,856**	**7.50**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
COC Program Customer Service - Number of MC311 Service Requests	757	675	695	716	738
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	99.6%	99.7%	100.0%	100.0%	100.0%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	40.0%	42.0%	42.0%	42.0%	42.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**712,097**	**4.15**
Add: MIII Position for Common Ownership Communities	96,322	1.00
Add: Investigator III Position for Common Ownership Communities	82,475	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.	14,296	0.00
FY23 Recommended	**905,190**	**6.15**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of contracts awarded and monitored	48	25	25	26	25
Funding awarded to CDBG public service contracts	$600,000	$591,067	$630,000	$625,000	$630,000
CDBG public service contract compliance rate	100%	100%	100%	100%	100%
CDBG public service contract non-housing beneficiaries [1]	$6,382	$8,250	$19,612	$10,000	$10,300

[1] *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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**7,097,202**	**5.70**
Increase Cost: Community Development Block Grant (CDBG) Operating Expenses	102,750	0.00
Add: Bethesda Cares, Inc. - Full-time Support to Supervise Volunteers Providing Homeless Services	45,000	0.00
Add: Community Reach of Montgomery County, Inc. - Provides support for the operations of a Diabetes Center	45,000	0.00
Add: Lead4Life, Inc. - Disconnected Youth Intervention	45,000	0.00
Add: Montgomery Housing Partnership - Homework Club Afterschool Enrichment Program	45,000	0.00
Add: Montgomery County Coalition for the Homeless, Inc. - Rapid Exit Specialist	45,000	0.00
Add: Hispanic Business Foundation of Maryland, Inc. - Partnership Youth Initiative	45,000	0.00
Add: Community Reach of Montgomery County, Inc. - Reduce Financial Instability by Providing Case Management Services and Financial Assistance	43,500	0.00
Add: Interfaith Works, Inc. - Empowerment Center to Support Residents Experiencing Homelessness	41,100	0.00
Add: Cornerstone Montgomery Inc. - Provide Nursing Healthcare in Mental Health Residential Facilities	40,500	0.00
Add: EveryMind - Stabilizing Adults through Situational Support	39,131	0.00
Add: ECDC Enterprise Development Group - Small Business Loan Program for Low to Moderate Income People	35,400	0.00
Add: Horizons Greater Washington Inc. - Summer Youth Program to Improve Proficiency in Literacy and Math	35,000	0.00
Add: Community Bridges, Inc. - College Access and Success Program for Young Women from Low Income and/or Minority Backgrounds	35,000	0.00
Add: Latin American Youth Center, Inc. - Maryland Multicultural Youth Center Mental Health	34,619	0.00
Add: Arts for the Aging - Boost Wellness and Connection through the Arts.	26,685	0.00
Add: Mobile Medical Care Inc. - Diabetic Eye Health	24,065	0.00
Increase Cost: Emergency Solutions Grant Operating Expenses	11,158	0.00
Technical Adj: Takoma Park Code Enforcement Contract	1,057	0.00
Decrease Cost: Home Investment Partnership Program (HOME) Grant Operating Expenses	(4,392)	0.00
Decrease Cost: CDBG Grant Adjustments	(625,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,527,863	1.00
FY23 Recommended	**8,735,638**	**6.70**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Affordable housing units produced in the production pipeline	577	313	323	332	342
Number of affordable housing units in the preservation pipeline	58	558	368	379	390
Cost per unit of affordable housing units preserved	7,069	8,623	8,590	8,848	9,114
Cost per unit of affordable housing units produced [1]	$24,801	$56,284	$58,966	$60,735	$62,557
Percent of affordable units created or preserved serving households under 50% AMI [2]	42.7%	30.0%	35.0%	37.5%	40.2%

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**469,121**	**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.	(69,892)	0.00
FY23 Recommended	**399,229**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Housing Code Enforcement inspections	28,253	27,031	30,000	30,900	31,827
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests [1]	6,888	6,428	6,621	6,819	7,.024
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	61.5%	74.3%	76.5%	78.8%	81.2%
Code Enforcement - Number of violations per unit	1.64	1.67	1.67	1.67	1.67
Code Enforcement - Average severity of violations per unit	1.27	1.5	1.5	1.5	2

[1]

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,595,390**	**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.	172,858	0.00
FY23 Recommended	**4,768,248**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of Landlord Tenant meditations	686	610	684	684	684
Landlord Tenant Affairs Program - Number of MC311 Service Requests	7,053	7,049	7,260	7,478	7,703
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.6%	99.7%	100.0%	100.0%	100.0%
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	97.0%	97.2%	97.2%	97.2%	97.2%
Number of evictions prevented due to Landlord & Tenant Affairs' intervention	402	450	450	450	450

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,412,014**	**8.00**
Add: Investigator III Position for the Landlord-Tenant Mediation Program	82,475	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(10,939)	0.00
FY23 Recommended	**1,483,550**	**9.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Licensing and Registration Program - Number of MC311 Service Requests	4,564	3,426	3,529	3,635	3,744
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	100.0%	99.9%	100.0%	100.0%	100.0%
Number of rental licenses issued	114,365	107,626	107,600	107,600	107,600

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**456,256**	**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.	14,597	0.00
FY23 Recommended	**470,853**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of affordable housing units preserved and available for occupancy (County funded)	5,946	6,197	6,381	6,572	6,769
Number of affordable housing units produced and available for occupancy (County funded) [1]	546	650	668	688	929
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	4.25	4.38	4.51	4.64	4.78
Total affordable housing units produced	1,202	1,640	1,306	1,345	1,999
Total affordable housing units preserved [2]	6,004	7,129	7,142	7,357	7,577

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**41,798,198**	**6.90**
Enhance: Operating Expenses to Reflect Adjusted General Fund Transfer to MHI	4,842,120	0.00
Enhance: Rental Assistance Program Due to Increased Revenue Estimates	4,757,190	0.00
Enhance: Operating Expenses to Reflect Adjusted Investment Income Estimates	2,453,820	0.00
Increase Cost: Operating Expenses to Reflect Adjusted Debt Service for Housing CIP	1,534,800	0.00
Increase Cost: HOC Production Fund Contribution to MHI	729,167	0.00
Enhance: Reflect Adjusted Loan Payment Estimates	200,000	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	73,007	0.00
Decrease Cost: Reflect Adjusted Other Financing Sources	(2,420)	0.00
Reduce: Designated Expenditures due to Adjustment of Reserve for Affordable Housing	(3,400,000)	0.00
Reduce: Affordable Housing Projects Based on Land Sale Proceeds Contributed to the MHI	(5,297,750)	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.	(1,170,758)	1.00
FY23 Recommended	**46,517,374**	**7.90**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Focused Neighborhood Assistance Activity (expenditures) [1]	$903,822	$335,287	$727,000	$1,380,000	$600,000
Facade Program - Private dollars leveraged	$0	$0	$0	$300,000	$309,000
Focused Neighborhood Assistance Active projects	5	3	3	3	2
Focused Neighborhood Assistance beneficiaries [2]	191	1,400	1,400	2,200	2,200
Facade Program - Number of businesses benefited	0	0	7	8	10

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,857,039**	**6.60**
Re-align: Abolish a Vacant Planning Specialist III Position in the Neighborhood Revitalization Program to Support Creation of a New IT Specialist Position in the Management Services Program	(98,760)	(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.	118,671	1.90
FY23 Recommended	**1,876,950**	**7.50**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,651,608	5,567,030	5,648,523	6,072,291	9.1 %
Employee Benefits	1,731,608	1,674,106	1,666,856	1,680,888	0.4 %
County General Fund Personnel Costs	**7,383,216**	**7,241,136**	**7,315,379**	**7,753,179**	**7.1 %**
Operating Expenses	1,519,675	1,637,893	1,493,880	1,741,465	6.3 %
County General Fund Expenditures	**8,902,891**	**8,879,029**	**8,809,259**	**9,494,644**	**6.9 %**
PERSONNEL					
Full-Time	106	107	107	110	2.8 %
Part-Time	1	0	0	0	—
FTEs	62.65	62.65	62.65	65.65	4.8 %
REVENUES					
Board of Appeals Fees	(2,250)	8,000	8,000	8,000	—
Common Ownership Community Fees	666,861	722,500	722,500	792,500	9.7 %
Fire Code Enforcement Permits	0	0	0	60,000	—
Landlord-Tennant Fees	5,669,814	7,119,750	7,119,750	7,592,500	6.6 %
Miscellaneous Revenues	(13,790)	6,500	6,500	6,500	—
Other Charges/Fees	(10,780)	74,350	74,350	74,350	—
Other Fines/Forfeitures	23,632	40,000	40,000	40,000	—
Other Licenses/Permits	0	492,000	492,000	492,000	—
County General Fund Revenues	**6,333,487**	**8,463,100**	**8,463,100**	**9,065,850**	**7.1 %**
MONTGOMERY HOUSING INITIATIVE					
EXPENDITURES					
Salaries and Wages	1,347,183	1,849,048	1,258,710	1,989,224	7.6 %
Employee Benefits	375,074	517,828	347,813	507,069	-2.1 %
Montgomery Housing Initiative Personnel Costs	**1,722,257**	**2,366,876**	**1,606,523**	**2,496,293**	**5.5 %**
Operating Expenses	37,749,395	40,755,641	44,610,813	46,569,794	14.3 %
Montgomery Housing Initiative Expenditures	**39,471,652**	**43,122,517**	**46,217,336**	**49,066,087**	**13.8 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	1	—
Part-Time	0	0	0	0	—
FTEs	17.05	17.05	17.05	18.05	5.9 %
REVENUES					
Asset Management Fee	77,540	70,200	70,200	70,200	—
Commitment Fee	0	200,000	200,000	200,000	—
HOC Contributions	0	1,770,833	1,770,833	2,500,000	41.2 %
Investment Income	1,461,522	1,000,000	578,620	3,453,280	245.3 %
Land Sale Proceeds	0	6,797,750	6,797,750	1,500,000	-77.9 %
Loan Payments	12,840,059	3,100,000	3,300,000	3,300,000	6.5 %
MHI Transfer Tax	0	100,000	100,000	100,000	—
Miscellaneous Revenues	3,473,978	75,006	75,006	75,006	—
MPDU Alternative Payments	0	360,000	360,000	360,000	—
MPDU Revenues	2,492,079	1,970,000	1,970,000	1,970,000	—
Other Financing Sources	9,034	49,650	49,650	47,230	-4.9 %
Recordation Tax	16,313,395	14,753,187	19,825,844	19,510,377	32.2 %
Montgomery Housing Initiative Revenues	**36,667,607**	**30,246,626**	**35,097,903**	**33,086,093**	**9.4 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,500,319	1,930,057	1,930,057	1,932,732	0.1 %
Employee Benefits	338,283	551,984	551,984	507,051	-8.1 %
Grant Fund - MCG Personnel Costs	**1,838,602**	**2,482,041**	**2,482,041**	**2,439,783**	**-1.7 %**
Operating Expenses	11,119,945	7,260,882	7,260,882	7,413,713	2.1 %
Grant Fund - MCG Expenditures	**12,958,547**	**9,742,923**	**9,742,923**	**9,853,496**	**1.1 %**
PERSONNEL					
Full-Time	0	0	0	(1)	—
Part-Time	0	0	0	0	—
FTEs	21.00	21.50	21.50	20.50	-4.7 %
REVENUES					
Federal Grants	4,649,706	7,462,246	7,462,246	7,571,762	1.5 %
Investment Income	139,808	0	0	0	—
Loan Payments	3,551,168	2,000,000	2,000,000	2,000,000	—
Other Intergovernmental	21	280,677	280,677	281,734	0.4 %
State Grants	70,335	0	0	0	—
Grant Fund - MCG Revenues	**8,411,038**	**9,742,923**	**9,742,923**	**9,853,496**	**1.1 %**

DEPARTMENT TOTALS

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total Expenditures	**61,333,090**	**61,744,469**	**64,769,518**	**68,414,227**	**10.8 %**
Total Full-Time Positions	**106**	**107**	**107**	**110**	**2.8 %**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**100.70**	**101.20**	**101.20**	**104.20**	**3.0 %**
Total Revenues	**51,412,132**	**48,452,649**	**53,303,926**	**52,005,439**	**7.3 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**8,879,029**	**62.65**
Changes (with service impacts)		
Add: MIII Position for Common Ownership Communities [Common Ownership Community Program]	96,322	1.00
Add: Investigator III Position for Common Ownership Communities [Common Ownership Community Program]	82,475	1.00
Add: Investigator III Position for the Landlord-Tenant Mediation Program [Landlord-Tenant Mediation]	82,475	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	163,925	0.00
Increase Cost: FY23 Compensation Adjustment	138,742	0.00
Increase Cost: Motor Pool Adjustment	71,271	0.00
Increase Cost: Annualization of FY22 Personnel Costs	56,625	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Administration]	29,766	0.00
Increase Cost: Printing and Mail Adjustment	2,535	0.00
Decrease Cost: Retirement Adjustment	(108,521)	0.00
FY23 RECOMMENDED	**9,494,644**	**65.65**
MONTGOMERY HOUSING INITIATIVE		
FY22 ORIGINAL APPROPRIATION	**43,122,517**	**17.05**
Changes (with service impacts)		
Enhance: Operating Expenses to Reflect Adjusted General Fund Transfer to MHI [Multi-Family Housing Programs]	4,842,120	0.00
Enhance: Rental Assistance Program Due to Increased Revenue Estimates [Multi-Family Housing Programs]	4,757,190	0.00
Enhance: Operating Expenses to Reflect Adjusted Investment Income Estimates [Multi-Family Housing Programs]	2,453,820	0.00
Enhance: Reflect Adjusted Loan Payment Estimates [Multi-Family Housing Programs]	200,000	0.00
Reduce: Designated Expenditures due to Adjustment of Reserve for Affordable Housing [Multi-Family Housing Programs]	(3,400,000)	0.00
Reduce: Affordable Housing Projects Based on Land Sale Proceeds Contributed to the MHI [Multi-Family Housing Programs]	(5,297,750)	0.00
Other Adjustments (with no service impacts)		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Operating Expenses to Reflect Adjusted Debt Service for Housing CIP [Multi-Family Housing Programs]	1,534,800	0.00
Increase Cost: HOC Production Fund Contribution to MHI [Multi-Family Housing Programs]	729,167	0.00
Re-align: Create an Information Technology Specialist Position for Cost Efficiency [Administration]	98,760	1.00
Re-align: Create a Program Manager II Position to Support Implementation of MPDU Requirements [Affordable Housing Programs]	75,781	1.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Multi-Family Housing Programs]	73,007	0.00
Increase Cost: Annualization of FY22 Compensation Increases	40,222	0.00
Increase Cost: FY23 Compensation Adjustment	30,545	0.00
Decrease Cost: Reflect Adjusted Other Financing Sources [Multi-Family Housing Programs]	(2,420)	0.00
Decrease Cost: Retirement Adjustment	(17,131)	0.00
Re-align: Operating Expenses to Fund the Creation of a Program Manager II Position [Affordable Housing Programs]	(75,781)	0.00
Re-align: Abolish a Vacant Planning Specialist III Position in the Neighborhood Revitalization Program to Support Creation of a New IT Specialist Position in the Management Services Program [Neighborhood Revitalization]	(98,760)	(1.00)
FY23 RECOMMENDED	**49,066,087**	**18.05**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**9,742,923**	**21.50**
Federal/State Programs		
Add: Lead4Life, Inc. - Disconnected Youth Intervention	45,000	0.00
Add: Hispanic Business Foundation of Maryland, Inc. - Partnership Youth Initiative	45,000	0.00
Add: Bethesda Cares, Inc. - Full-time Support to Supervise Volunteers Providing Homeless Services	45,000	0.00
Add: Montgomery County Coalition for the Homeless, Inc. - Rapid Exit Specialist	45,000	0.00
Add: Community Reach of Montgomery County, Inc. - Provides support for the operations of a Diabetes Center	45,000	0.00
Add: Montgomery Housing Partnership - Homework Club Afterschool Enrichment Program	45,000	0.00
Add: Community Reach of Montgomery County, Inc. - Reduce Financial Instability by Providing Case Management Services and Financial Assistance	43,500	0.00
Add: Interfaith Works, Inc. - Empowerment Center to Support Residents Experiencing Homelessness	41,100	0.00
Add: Cornerstone Montgomery Inc. - Provide Nursing Healthcare in Mental Health Residential Facilities	40,500	0.00
Add: EveryMind - Stabilizing Adults through Situational Support	39,131	0.00
Add: ECDC Enterprise Development Group - Small Business Loan Program for Low to Moderate Income People	35,400	0.00
Add: Community Bridges, Inc. - College Access and Success Program for Young Women from Low Income and/or Minority Backgrounds	35,000	0.00
Add: Horizons Greater Washington Inc. - Summer Youth Program to Improve Proficiency in Literacy and Math	35,000	0.00
Add: Latin American Youth Center, Inc. - Maryland Multicultural Youth Center Mental Health	34,619	0.00
Add: Arts for the Aging - Boost Wellness and Connection through the Arts.	26,685	0.00
Add: Mobile Medical Care Inc. - Diabetic Eye Health	24,065	0.00
Other Adjustments (with no service impacts)		

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Community Development Block Grant (CDBG) Operating Expenses [Grants Administration - Federal Programs]	102,750	0.00
Increase Cost: Emergency Solutions Grant Operating Expenses [Grants Administration - Federal Programs]	11,158	0.00
Technical Adj: Takoma Park Code Enforcement Contract [Grants Administration - Federal Programs]	1,057	0.00
Re-align: Abolish a Lapsed Office Services Coordinator Position to Create a Program Manager II Position to Implement MPDU Requirements [Affordable Housing Programs]	0	(1.00)
Decrease Cost: Home Investment Partnership Program (HOME) Grant Operating Expenses [Grants Administration - Federal Programs]	(4,392)	0.00
Decrease Cost: CDBG Grant Adjustments [Grants Administration - Federal Programs]	(625,000)	0.00
FY23 RECOMMENDED	**9,853,496**	**20.50**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	2,379,713	13.70	2,331,339	13.80
Affordable Housing Programs	967,439	10.50	925,856	7.50
Common Ownership Community Program	712,097	4.15	905,190	6.15
Grants Administration - Federal Programs	7,097,202	5.70	8,735,638	6.70
Housing Administration	469,121	3.95	399,229	3.95
Housing Code Enforcement	4,595,390	38.50	4,768,248	38.50
Landlord-Tenant Mediation	1,412,014	8.00	1,483,550	9.00
Licensing and Registration	456,256	3.20	470,853	3.20
Multi-Family Housing Programs	41,798,198	6.90	46,517,374	7.90
Neighborhood Revitalization	1,857,039	6.60	1,876,950	7.50
Total	**61,744,469**	**101.20**	**68,414,227**	**104.20**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	101,627	1.00	108,638	1.00
Recycling and Resource Management	Solid Waste Disposal	691,391	5.50	707,264	5.50
CIP	Capital Fund	203,663	1.70	165,915	1.70
	Total	**996,681**	**8.20**	**981,817**	**8.20**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**9,495**	**9,495**	**9,495**	**9,495**	**9,495**	**9,495**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**219**	**219**	**219**	**219**	**219**
New positions in the FY23 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**	**317**	**317**	**317**	**317**	**317**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**9,495**	**10,031**	**10,031**	**10,031**	**10,031**	**10,031**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY23 Recommended	**49,066**	**49,066**	**49,066**	**49,066**	**49,066**	**49,066**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**101**	**101**	**101**	**101**	**101**
New positions in the FY23 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**	**82**	**82**	**82**	**82**	**82**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**49,066**	**49,249**	**49,249**	**49,249**	**49,249**	**49,249**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Create a Program Manager II Position to Support Implementation of MPDU Requirements	75,781	1.00	176,823	1.00
Investigator III Position for Common Ownership Communities	82,475	1.00	191,845	1.00
Investigator III Position for the Landlord-Tenant Mediation Program	82,475	1.00	192,442	1.00
Total	**240,731**	**3.00**	**561,110**	**3.00**

FY23-28 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Montgomery Housing Initiative							
FISCAL PROJECTIONS	FY22 APPROVED	FY22 ESTIMATE	FY23 REC	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
ASSUMPTIONS								
Indirect Cost Rate	19.18%	19.18%	**18.35%**	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	1.6%	5.4%	**3.0%**	2.3%	2.4%	2.4%	2.3%	2.2%
Investment Income Yield	0.1%	0.2%	**1.2%**	1.5%	1.5%	1.5%	1.5%	1.5%
BEGINNING FUND BALANCE	**20,635,425**	**47,597,551**	**12,747,400**	**3,276,600**	**823,600**	**582,700**	**334,500**	**394,600**
REVENUES								
Taxes	14,853,187	19,925,844	19,610,377	20,248,308	21,011,408	21,780,993	22,589,703	23,409,166
Charges For Services	70,200	70,200	**70,200**	71,787	73,488	75,230	76,945	78,607
Miscellaneous	15,323,239	15,101,859	**13,405,516**	12,980,236	13,097,956	13,276,756	13,462,356	13,655,026
Subtotal Revenues	**30,246,626**	**35,097,903**	**33,086,093**	**33,300,331**	**34,182,852**	**35,132,979**	**36,129,004**	**37,142,799**
INTERFUND TRANSFERS (Net Non-CIP)	**11,568,462**	**16,720,262**	**14,462,879**	**11,798,765**	**11,886,476**	**7,538,823**	**7,517,848**	**4,196,479**
Transfers To Debt Service Fund	(16,718,400)	(11,566,600)	(15,262,000)	(17,906,600)	(17,798,020)	(22,123,890)	(22,122,599)	(25,421,400)
MHI HOC Housing Opportunity Fund	(3,400,000)	(3,071,100)	(3,073,200)	(3,071,000)	(3,069,500)	(3,072,100)	(3,070,300)	(3,068,800)
MHI Property Acquisition	(13,318,400)	(8,495,500)	(12,188,800)	(14,835,600)	(14,728,520)	(19,051,790)	(19,052,299)	(22,352,600)
Transfers To The General Fund	(453,967)	(453,967)	(458,070)	(477,584)	(498,454)	(520,236)	(542,502)	(565,070)
Indirect Costs	(453,967)	(453,967)	(458,070)	(477,584)	(498,454)	(520,236)	(542,502)	(565,070)
Transfers From The General Fund	28,740,829	28,740,829	30,182,949	30,182,949	30,182,949	30,182,949	30,182,949	30,182,949
General Fund	25,340,829	25,340,829	30,182,949	30,182,949	30,182,949	30,182,949	30,182,949	30,182,949
Designated Reserve for Affordable Housing	3,400,000	3,400,000	0	0	0	0	0	0
TOTAL RESOURCES	**62,450,513**	**99,415,716**	**60,296,372**	**48,375,696**	**46,892,928**	**43,254,501**	**43,981,352**	**41,733,878**
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(43,072,867)	(30,397,146)	**(2,939,743)**	(2,939,743)	(2,939,743)	(2,939,743)	(2,939,743)	(2,939,743)
CPI-Fiscal Year for OE (= OE w/o FC x CPI)	n/a	n/a	**0**	(10,020)	(20,770)	(31,770)	(42,610)	(53,110)
Compensation Adjustment	n/a	n/a	**0**	(106,342)	(220,077)	(338,782)	(460,123)	(583,110)
Debt Service: Other (Non-Tax Funds only)	(49,650)	(49,650)	**(47,230)**	(54,510)	0	0	0	0
Annualizations and One-Time	n/a	n/a	**0**	(101,042)	(101,042)	(101,042)	(101,042)	(101,042)
Rental Assistance Program (RAP)	n/a	(9,770,540)	(19,510,377)	(20,248,308)	(21,011,408)	(21,780,993)	(22,589,703)	(23,409,166)
Affordable Housing Loans	n/a	(4,000,000)	(13,572,750)	(11,096,144)	(9,021,201)	(4,731,684)	(4,457,544)	(1,570,620)
HHS Housing Programs	n/a	n/a	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)
Neighborhoods to Call Home	n/a	0	**(1,289,787)**	(1,289,787)	(1,289,787)	(1,289,787)	(1,289,787)	(1,289,787)
Homeownership Assistance Program	n/a	(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	**(43,122,517)**	**(46,217,336)**	**(49,066,087)**	**(47,552,096)**	**(46,310,228)**	**(42,920,001)**	**(43,586,752)**	**(41,652,778)**
OTHER CLAIMS ON FUND BALANCE	**(17,997,996)**	**(40,450,980)**	**(7,953,685)**	**0**	**0**	**0**	**0**	**0**
TOTAL USE OF RESOURCES	**(61,120,513)**	**(86,668,316)**	**(57,019,772)**	**(47,552,096)**	**(46,310,228)**	**(42,920,001)**	**(43,586,752)**	**(41,652,778)**
YEAR END FUND BALANCE	**1,330,000**	**12,747,400**	**3,276,600**	**823,600**	**582,700**	**334,500**	**394,600**	**81,100**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**2.1%**	**12.8%**	**5.4%**	**1.7%**	**1.2%**	**0.8%**	**0.9%**	**0.2%**

Assumptions:

1. Approximately $100 million will be allocated in affordable housing, including expenditures of $57.0 million reflected in this fund, $22 million for the Affordable Housing Acquisition and Preservation CIP Project #760100, and $6 million for Affordable Housing Opportunity Fund CIP Project #762101. The CIP fund assumes the issuance of $14.89 million of debt, $7.1 million in estimated loan repayments, and $6 million funded with Recordation Tax Premium in FY23. The funding provides a continued high level of support for renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents and mixed-income housing and a variety of services for permanent supportive housing and community development.
2. A supplemental request totaling $14.75 million in Loan Repayments for the Acquisition and Preservation of Affordable Housing CIP Project #760100 was submitted to the Council in January 2022 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. $40 million in cash is dedicated to a new CIP project, Preservation of Naturally Occurring Affordable Housing Fund, P762201, to preserve those NOAH properties in areas at risk of rent escalation to higher market rents, including the Purple Line Corridor and other County transit corridors
4. The six-year CIP includes $25 million in Recordation Tax Premium for the Affordable Housing Acquisition and Preservation (760100) for additional housing acquisition and/or preservation activities in FY24 through FY26.
5. 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 $4.8 million to be transferred from the General Fund to the MHI fund, compared to $25.3 million approved for FY22. A combination totaling $30.2 million transferred from the General Fund, the additional $1.5 million collected from land sale proceeds, and the projected $2.5 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 - FY21)	Avg Resources FY08-FY21	FY22 CC Approved Budget	FY23 Recommended Budget	Projected Creation / Preservation of Affordable Housing (FY23)	Notes
Operating Budget Expenditures						
DHCA - MHI Operating Budget	398,521,561	28,465,826	43,122,517	49,066,087		
DHCA - MHI Debt Service (interest only)	36,604,264	2,614,590	4,563,250	4,787,383		
HHS - General Fund - Housing Programs	137,008,191	9,786,299	16,847,775	23,968,821	2,500	Clients Served
HOC - Non-Departmental Account	87,123,489	6,223,106	6,895,693	7,633,168		
Total Operating Budget	**659,257,505**	**47,089,822**	**71,429,235**	**85,455,459**		
Affordable Housing Acquisition and Preservation Project (CIP)						
MHI	4,775,000	397,917				
HIF Revolving Loan Program	174,783,000	12,484,500	8,751,000	14,896,000		
Loan Repayment Proceeds (actual)	63,697,507	4,549,822	13,249,000	21,854,000		An FY22 supplemental request of $14.75M is pending Council's action.
G.O. Bonds	-	-				
Recordation Tax Premium	4,544,540	568,068	-	-		
DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total	**247,800,047**	**18,000,306**	**22,000,000**	**36,750,000**		
Affordable Housing Opportunity Fund (CIP)	-	-	**14,000,000**	**6,000,000**		Includes Montgomery Housing Inititaive Fund and Capital Improvements Program.
Preservation of Naturally Occurring Affordable Housing (NOAH) Fund	-	-		**40,000,000**	8,653	
DHCA - Payment in Lieu of Taxes (Non-HOC PILOTs)	171,456,722	12,246,909	20,024,034	20,624,755	600	In support of operating costs for Non-profits and Senior housing
DHCA - Payment in Lieu of Taxes (HOC PILOTs)	125,436,849	8,959,775	9,993,954	10,593,592	150	
DGS - Discounted Land Value	49,493,163	8,248,861	6,797,750	1,500,000		Units captured in DHCA
Total Affordable Housing Support	**1,253,444,287**	**94,545,672**	**137,447,223**	**199,423,806**	**11,903**	

Permitting Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$41,067,049	249.03

MITRA PEDOEEM, DIRECTOR

MISSION STATEMENT

The Department of Permitting Services' (DPS) primary mission is to promote the health, safety, welfare, and economic well-being 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 FY23 Operating Budget for the Department of Permitting Services is $41,067,049, an increase of $2,165,072 or 5.57 percent from the FY22 Approved Budget of $38,901,977. Personnel Costs comprise 75.22 percent of the budget for 243 full-time position(s) and no part-time position(s), and a total of 249.03 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 24.78 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Conducted outreach to educate the public on safety and other DPS measures including promoting international Building Safety Month in May, deck safety and other educational webinars.
- The Zoning Division will conduct an outreach campaign to inform the general public, industry professionals and sister government agencies on relevant and timely topics intended to promote health, public safety, general welfare, and goodwill throughout the County.
- Participated in the development of NFPA 915, a new code for remote inspections, and Tiny Homes Guide.
- Implemented a predesign consultation process for residential projects that gives both the customers and staff a better understanding of the project requirements and next steps.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Section Managers monitor the new Commercial Building Dashboard on an hourly basis to identify and, in over 95% of cases, remedy a potential issue prior to becoming a customer complaint.
- DPS cross-trains staff and engineers to cover multiple specialties and functions to expedite plan reviews and ensure service gaps do not occur due to employee leave. Using this strategy DPS has been able to maintain performance goals with limited use of overtime.
- DPS has increased inspection numbers and revenues beyond previous years by using temps to "roll forward" permit conditions to proactively inspect occupancies instead of waiting for payments.
- DPS uses the "red card" method for customers who have expired permits to prompt them to go online and renew permits. This practice is very useful for businesses that may not be open when a DPS inspector arrives.

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 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.

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of screenings passed with fewer than 2 returns to the customer	94%	94%	95%	95%	95%
Percent of inspections passed - all divisions	84%	87%	85%	85%	85%
Percent of customers satisfied with DPS services	84%	98%	85%	90%	90%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**9,980,842**	**22.00**
Add: DPS Information Technology Resources Upgrades	2,000,000	0.00
Increase Cost: Mid-Year Creation of Climate Change Officer Position	26,246	0.13
Increase Cost: IT Maintenance Cost	6,113	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.	(248,460)	2.00
FY23 Recommended	**11,764,741**	**24.13**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of permits receiving final approvals [1]	2,801	10,720	10,500	10,500	10,500
Commercial Permits - Percent of inspections completed on the scheduled day	98.5%	98.7%	98.0%	98.0%	98.0%
Percent of plans receiving a complete first review within 30 days	85.0%	98.8%	95.0%	95.0%	95.0%

[1] *now includes not previously noted combuild pieces such as electrical and mechanical finals.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,871,306**	**51.00**
Add: Climate Action Plan Sustainability Program Manager and Electrification Program Manager	158,948	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.	(106,673)	(1.00)
FY23 Recommended	**6,923,581**	**52.00**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of applications processed (at intake) by permit technicians	62,632	61,293	62,000	62,000	62,000
Percent of screenings completed (plans ready for review) within 2 business days	75.0%	60.0%	75.0%	85.0%	85.0%
Percent of customers satisfied with DPS Customer Service Division	95.6%	94.5%	95.0%	95.0%	95.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,743,705**	**43.90**
Increase Cost: Technical Adjustment FY22 FTE missing from roll over into FY23	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(34,722)	(1.00)
FY23 Recommended	**4,708,983**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of public right of way permits issued (roadside trees, driveways, plats, et al.)	3,214	3,488	3,000	3,000	3,000
Number of Sediment Control inspections completed	14,818	15,239	15,000	15,500	15,500
Number of roadside tree plan reviews	1,111	1,354	1,350	1,350	1,350
Percent of Sediment Control inspections that pass inspection indicating a compliant site	94.3%	95.5%	95.0%	95.0%	95.0%
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management [1]	Yes	N/A	Yes	N/A	Yes

[1] *Sediment Control Delegation reviews are performed biennially.*

FY23 Recommended Changes	Expenditures	FTEs

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,535,373**	**48.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(11,263)	0.00
FY23 Recommended	**6,524,110**	**48.00**

Residential Construction & Fire Code Compliance

The Residential Construction staff is responsible for ensuring public safety through the effective application of residential building, structural, electrical, mechanical, and energy conservation codes. This is accomplished through technical plan review and inspection processes.

The Fire Code Compliance staff is responsible for ensuring compliance with adopted National Fire Codes and Standards, the Montgomery County Fire Code, and the Maryland State Fire Prevention Codes in existing buildings. This is accomplished through reviews and preventive inspection processes for businesses, schools, multi-family buildings, healthcare facilities, places of worship, and all other commercial buildings or occupancies.

The Division staff respond to and investigate code violations and aid in recovery during natural disasters and other incidents.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of service requests completed within 3 business days	97.0%	99.0%	95.0%	95.0%	95.0%
Percent of commercial establishments in compliance with the Fire Code	74.7%	61.3%	65.0%	75.0%	75.0%
Number of inspections performed by Residential and Fire Code Compliance FCC inspectors	44,535	49,599	50,000	50,000	50,000
Number of residential plan reviews performed [1]	6,740	9,657	9,500	9,500	9,500
Residential Permits - Percent of inspections completed on the scheduled day	98.9%	99.0%	98.0%	98.0%	98.0%

[1] *COVID - many home office additions, DIY projects, etc.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,041,878**	**47.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	131,330	(1.00)
FY23 Recommended	**6,173,208**	**46.00**

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 Chapter 59 development and use standards; Maryland-National Capital Park and Planning Commission certified site plan requirements; State and County Well and Septic regulations established by COMAR 26.04 and COMAR 27A; and emergency vehicle access review and approvals. Division Staff perform zoning reviews of plan applications prior to permit issuance, well and septic permit application reviews, conduct inspections and investigations while ensuring compliance of MNCPPC certified site plan projects and responding to all service requests across all disciplines of its authority.

Program Performance Measures	Actual	Actual	Estimated	Target	Target

	FY20	FY21	FY22	FY23	FY24
Number of zoning, well and septic, and fire department access reviews	28,735	33,090	33,000	33,000	33,000
Percent of MNCPPC active site plans in compliance every 10 days	93%	92%	95%	95%	95%
Percent of Zoning service requests started and responded to the customer within 48 hours	90%	96%	95%	95%	95%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,728,873**	**34.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	243,553	1.00
FY23 Recommended	**4,972,426**	**35.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	22,741,365	23,921,593	22,508,465	24,436,707	2.2 %
Employee Benefits	6,616,535	6,677,204	6,315,186	6,454,742	-3.3 %
Permitting Services Personnel Costs	**29,357,900**	**30,598,797**	**28,823,651**	**30,891,449**	**1.0 %**
Operating Expenses	9,670,802	8,303,180	7,754,827	10,175,600	22.6 %
Permitting Services Expenditures	**39,028,702**	**38,901,977**	**36,578,478**	**41,067,049**	**5.6 %**
PERSONNEL					
Full-Time	239	240	240	243	1.3 %
Part-Time	2	0	0	0	—
FTEs	245.90	245.90	245.90	249.03	1.3 %
REVENUES					
Automation Enhancement Fee	1,196	0	0	0	—
Building Permits	25,483,337	19,826,070	29,481,879	28,742,198	45.0 %
Electrical Permits and Licenses	4,444,302	3,654,000	5,261,171	5,130,914	40.4 %
Fire Code Enforcement Permits	2,466,710	2,588,286	2,543,458	3,101,062	19.8 %
Grading/Storm Drains/Paving/Driveway Permits	3,664,235	3,045,000	4,343,582	3,431,353	12.7 %
Information Requests	0	95,700	165,347	165,558	73.0 %
Investment Income	54,538	408,000	48,310	288,370	-29.3 %
Mechanical Construction Permit	1,765,784	1,452,900	1,943,726	1,829,425	25.9 %
Miscellaneous Revenues	368,536	0	0	0	—
Occupancy Permits	664,202	522,000	556,377	583,903	11.9 %
Other Charges/Fees	1,288,636	1,218,000	1,315,997	870,994	-28.5 %
Other Fines/Forfeitures	55,486	78,300	56,350	40,264	-48.6 %
Other Licenses/Permits	209,690	441,825	364,184	300,225	-32.0 %
Sediment Control Permits	2,350,421	2,698,105	3,541,630	3,083,491	14.3 %
Sign Permits	201,570	226,635	283,980	237,701	4.9 %
Special Exception Fee	189,696	210,605	210,605	206,228	-2.1 %
Stormwater Mgmt and Water Quality Plan Fee	279,049	251,268	212,385	270,483	7.6 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Well and Septic	408,224	238,648	368,632	415,414	74.1 %
Permitting Services Revenues	**43,895,612**	**36,955,342**	**50,697,613**	**48,697,583**	**31.8 %**

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	550	0	0	0	—
Grant Fund - MCG Expenditures	**550**	**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	30,430	0	0	0	—
State Grants	(29,880)	0	0	0	—
Grant Fund - MCG Revenues	**550**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**39,029,252**	**38,901,977**	**36,578,478**	**41,067,049**	**5.6 %**
Total Full-Time Positions	**239**	**240**	**240**	**243**	**1.3 %**
Total Part-Time Positions	**2**	**0**	**0**	**0**	**—**
Total FTEs	**245.90**	**245.90**	**245.90**	**249.03**	**1.3 %**
Total Revenues	**43,896,162**	**36,955,342**	**50,697,613**	**48,697,583**	**31.8 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY22 ORIGINAL APPROPRIATION	**38,901,977**	**245.90**
Changes (with service impacts)		
Add: DPS Information Technology Resources Upgrades [Administration]	2,000,000	0.00
Add: Climate Action Plan Sustainability Program Manager and Electrification Program Manager [Commercial Building Construction]	158,948	2.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	645,777	0.00
Increase Cost: FY23 Compensation Adjustment	374,236	0.00
Increase Cost: Risk Management Adjustment	128,806	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Motor Pool Adjustment	27,737	0.00
Increase Cost: Mid-Year Creation of Climate Change Officer Position [Administration]	26,246	0.13
Increase Cost: IT Maintenance Cost [Administration]	6,113	0.00
Increase Cost: Printing and Mail Adjustment	4,884	0.00
Increase Cost: Technical Adjustment FY22 FTE missing from roll over into FY23 [Customer Support & Outreach]	0	1.00
Decrease Cost: OPEB Adjustment	(295,120)	0.00
Decrease Cost: Retirement Adjustment	(366,772)	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(545,783)	0.00
FY23 RECOMMENDED	**41,067,049**	**249.03**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**0**	**0.00**
FY23 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	9,980,842	22.00	11,764,741	24.13
Commercial Building Construction	6,871,306	51.00	6,923,581	52.00
Customer Support & Outreach	4,743,705	43.90	4,708,983	43.90
Land Development	6,535,373	48.00	6,524,110	48.00
Residential Construction & Fire Code Compliance	6,041,878	47.00	6,173,208	46.00
Zoning, Well & Septic and Code Compliance	4,728,873	34.00	4,972,426	35.00
Total	**38,901,977**	**245.90**	**41,067,049**	**249.03**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
PERMITTING SERVICES						
EXPENDITURES						
FY23 Recommended	**41,067**	**41,067**	**41,067**	**41,067**	**41,067**	**41,067**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**53**	**53**	**53**	**53**	**53**
New positions in the FY23 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**	**1,207**	**1,207**	**1,207**	**1,207**	**1,207**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**41,067**	**42,327**	**42,327**	**42,327**	**42,327**	**42,327**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Climate Action Plan Sustainability Program Manager and Electrification Program Manager	158,948	2.00	211,930	2.00
Total	**158,948**	**2.00**	**211,930**	**2.00**

FY23-28 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Permitting Services						
FISCAL PROJECTIONS	FY22 ESTIMATE	FY23 REC	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
ASSUMPTIONS							
CPI (Fiscal Year)	5.4%	3.0%	2.3%	2.4%	2.4%	2.3%	2.2%
Investment Income Yield	0.2%	1.2%	1.5%	1.5%	1.5%	1.5%	1.5%
Enterprise Fund Stabilization Factor (EFSF)	1.05	1.05	0.72	0.95	0.98	0.96	0.94
BEGINNING FUND BALANCE	20,758,919	28,180,602	29,017,814	14,419,254	11,733,124	11,429,987	11,626,584
REVENUES							
Licenses & Permits	49,111,609	47,332,397	48,402,110	49,549,239	50,723,556	51,880,054	53,000,664
Charges For Services	1,481,344	1,036,552	1,059,978	1,085,099	1,110,815	1,136,141	1,160,682
Fines & Forfeitures	56,350	40,264	41,174	42,150	43,149	44,133	45,086
Miscellaneous	48,310	288,370	377,450	391,830	406,760	422,260	438,350
Subtotal Revenues	50,697,613	48,697,583	49,880,712	51,068,318	52,284,280	53,482,588	54,644,782
EFSF Fee Increase	0	0	(15,442,578)	(4,718,975)	(3,550,649)	(4,249,223)	(5,350,543)
INTERFUND TRANSFERS (Net Non-CIP)	(6,740,402)	(6,541,152)	(6,762,575)	(6,761,354)	(6,762,649)	(6,762,649)	(6,761,909)
Transfers To Debt Service Fund	(871,553)	(872,571)	(872,497)	(871,276)	(872,571)	(872,571)	(871,831)
Wheaton Redevelopment	(871,553)	(872,571)	(872,497)	(871,276)	(872,571)	(872,571)	(871,831)
Transfers To The General Fund	(5,868,849)	(5,668,581)	(5,890,078)	(5,890,078)	(5,890,078)	(5,890,078)	(5,890,078)
Indirect Costs	(5,868,849)	(5,668,581)	(5,890,078)	(5,890,078)	(5,890,078)	(5,890,078)	(5,890,078)
TOTAL RESOURCES	64,716,130	70,337,033	72,135,951	58,726,218	57,254,755	58,149,926	59,509,457
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(36,578,478)	(41,067,049)	(41,067,049)	(41,067,049)	(41,067,049)	(41,067,049)	(41,067,049)
FFI - Labor Agreement	n/a	0	(1,207,070)	(1,207,070)	(1,207,070)	(1,207,070)	(1,207,070)
FFI - Retiree Health Insurance Pre-Funding	n/a	n/a	0	0	0	0	0
Subtotal PSP Oper Budget Approp / Exp's	(36,578,478)	(41,067,049)	(42,274,119)	(42,274,119)	(42,274,119)	(42,274,119)	(42,274,119)
OTHER CLAIMS ON FUND BALANCE	42,950	(252,170)	0	0	0	0	0
TOTAL USE OF RESOURCES	(36,535,528)	(41,319,219)	(42,274,119)	(42,274,119)	(42,274,119)	(42,274,119)	(42,274,119)
YEAR END FUND BALANCE	28,180,602	29,017,814	14,419,254	11,733,124	11,429,987	11,626,584	11,884,795
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	43.5%	41.3%	20.0%	20.0%	20.0%	20.0%	20.0%

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 FY23. The EFSF in FY22 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.

Environmental Protection

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$38,534,241	122.48

ADRIANA HOCHBERG, ACTING 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 FY23 Operating Budget for the Department of Environmental Protection is $38,534,241, an increase of $5,562,267 or 16.87 percent from the FY22 Approved Budget of $32,971,974. Personnel Costs comprise 34.64 percent of the budget for 121 full-time position(s) and one part-time position(s), and a total of 122.48 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 65.36 percent of the FY23 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 $10,393,920 is required in FY23 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

- Add two positions to address flooding Countywide, including a general flood program manager and a mapping specialist. In addition, amend the CIP to create a new Flood Control Study project to investigate sub-watershed-level flooding solutions.
- Provide funding and positions to implement a Building Energy Performance Standards program to improve energy efficiency and reduce the greenhouse gas emissions from buildings, one of the largest emitters in the County. This is a cutting edge initiative on which Montgomery County is leading the way.

- Add funding for climate justice efforts, engaging with minority and low-income communities to collaboratively solve locally-felt environmental problems. Funds are also added for the electrification and resiliency of low- and moderate-income housing.
- Initiate enhanced inspection and maintenance of stream restorations and best management practices (BMPs), required under the newly-issued MS4 Permit.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Enhanced coordination and cooperation between General Services and the Department of Environmental Protection (DEP) to allow for transfer of stormwater management facilities built by DGS to DEP for maintenance in a manner that reflects clear information on the condition of the assets. This allows for improved planning and budgeting to ensure these facilities are inspected and maintained.
- Enhanced use of a social justice tool to guide placement of new stormwater management facilities and structures to address equity and ensure that water quality improvements are installed in an equitable manner.

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 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 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, the Maryland National Capital Park and Planning Commission, and the Washington Suburban Sanitary

Commission. The Office develops water and wastewater policies and updates the County's comprehensive water and sewer plan.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,313,828**	**6.85**
Add: Support for Digital and Media Outreach Efforts	100,000	0.00
Enhance: Professional Career/Skill Development - WQPF	50,000	0.00
Shift: Reallocation of Positions Based on Actual Work Activities - General Fund	46,140	0.35
Enhance: Professional Career/Skill Development - General Fund	20,000	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	17,225	0.00
Shift: Reallocation of Positions Based on Actual Work Activities - WQPF	(56,664)	(0.45)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	167,861	2.95
FY23 Recommended	**1,658,390**	**9.70**

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 it 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 Property-Assessed Clean Energy Financing (PACE) and the Green Bank, and manages the Green Business Certification Program which recognizes businesses that adapt practices to enhance sustainability.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of commercial buildings in compliance with the building benchmarking law [1]	91%	87%	88%	88%	88%
Average days to close environmental cases	24	28	28	28	28
Percent of customers rating themselves as satisfied with DEP's response to environmental complaints	80%	81%	80%	80%	80%

[1] *FY21 data as of Aug 2021, CY 2020 reports are still being received.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,222,304**	**8.00**
Add: Building Energy Performance Standards Support	1,013,674	4.00
Add: Funding for New Appliance Electrification Incentive Program	1,000,000	0.00
Add: Efficiency & Climate Resiliency Pilot Program for Low- and Moderate-Income Housing	675,000	0.00
Add: Community Justice Academy and Fund	300,000	0.00
Add: Consultant Support for Sustainability Zoning and Code Review and Recommendations	150,000	0.00
Add: Broadscale Climate + Alert Montgomery Communication Campaign	150,000	0.00
Add: High Road Economic Development Implementation	132,749	1.00
Add: Incentives for Electrification of Lawn Care Equipment	100,000	0.00
Add: Flooding GIS Specialist	86,080	1.00

FY23 Recommended Changes	Expenditures	FTEs
Add: Residential Energy Program Manager	76,578	1.00
Add: Manager of County Flood Program	76,578	1.00
Add: Position for Natural Climate Solutions	75,782	1.00
Add: Project Equity Worker Coop Implementation	50,000	0.00
Add: Agrivoltaic Technical Assistance	50,000	0.00
Add: Decision Support Tool License	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.	(152,288)	(2.00)
FY23 Recommended	**5,026,457**	**15.00**

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 conduct 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; the Villages of Chevy Chase and Friendship Heights; watershed organizations; homeowner 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Pounds of sediment reduced (thousands)	4,386	8,865	9,887	11,494	13,358
Percent of stormwater management triennial inspections completed [1]	100%	94%	90%	95%	100%
Percent of stormwater management facility maintenance work orders completed	91%	82%	89%	90%	100%
Amount of total phosphorus loads reduced or controlled (pounds / year) [2]	9,446	12,101	13,089	14,078	15,066
Percent of the impervious acreage control goal met	100%	100%	100%	100%	100%

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Amount of total nitrogen loads reduced or controlled (pounds / year) [3]	21,358	24,443	25,880	27,317	28,754

[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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**30,435,842**	**95.05**
Increase Cost: Increase for M-NCPPC Programs	244,441	0.00
Add: Inspections and Maintenance of Facilities Transferred from General Services	233,000	0.00
Add: Inspections and Maintenance of Stream Restorations for New MS4 Permit Requirements	162,000	0.00
Add: Maintenance of Glenmont GreenStreet	150,000	0.00
Add: Position and Funding for RainScapes Program (Planning Specialist III)	126,578	1.00
Add: Position for MS4-related Stream Inspections	76,578	1.00
Add: Funding for Senior Engineer (Assigned to the Office of Agriculture)	62,989	1.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	58,696	0.00
Increase Cost: Watershed Grants	50,000	0.00
Add: Contract Costs for Information Technology Service System	26,000	0.00
Increase Cost: Council of Governments Dues	2,000	0.00
Add: Partial Shift of Street Sweeping Budget from Operating Costs to Personnel Costs	0	0.68
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	221,270	(0.95)
FY23 Recommended	**31,849,394**	**97.78**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,431,719	1,737,926	1,748,803	2,395,047	37.8 %
Employee Benefits	396,474	465,752	464,010	630,306	35.3 %
County General Fund Personnel Costs	**1,828,193**	**2,203,678**	**2,212,813**	**3,025,353**	**37.3 %**
Operating Expenses	1,368,705	1,287,605	1,236,701	4,537,953	252.4 %
County General Fund Expenditures	**3,196,898**	**3,491,283**	**3,449,514**	**7,563,306**	**116.6 %**
PERSONNEL					
Full-Time	46	49	49	61	24.5 %
Part-Time	0	0	0	0	—
FTEs	16.29	16.29	16.29	25.64	57.4 %
REVENUES					
Other Charges/Fees	20,469	60,400	60,400	60,400	—
Other Fines/Forfeitures	15,350	15,000	15,000	15,000	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Other Licenses/Permits	14,700	20,000	20,000	20,000	—
Tree Canopy	594,000	750,000	750,000	750,000	—
County General Fund Revenues	**644,519**	**845,400**	**845,400**	**845,400**	**—**

WATER QUALITY PROTECTION FUND

EXPENDITURES					
Salaries and Wages	7,059,075	7,649,003	7,640,884	7,816,284	2.2 %
Employee Benefits	1,950,527	2,306,909	2,206,909	2,504,815	8.6 %
Water Quality Protection Fund Personnel Costs	**9,009,602**	**9,955,912**	**9,847,793**	**10,321,099**	**3.7 %**
Operating Expenses	18,978,045	19,524,779	19,524,069	20,649,836	5.8 %
Water Quality Protection Fund Expenditures	**27,987,647**	**29,480,691**	**29,371,862**	**30,970,935**	**5.1 %**
PERSONNEL					
Full-Time	46	48	48	60	25.0 %
Part-Time	1	1	1	1	—
FTEs	92.11	93.61	93.61	96.84	3.5 %
REVENUES					
Bag Tax	2,754,404	2,500,000	2,500,000	2,500,000	—
Investment Income	51,440	300,000	300,000	500,000	66.7 %
Other Charges/Fees	360,652	47,500	162,979	47,500	—
Water Quality Protection Charge	39,974,205	41,137,400	41,137,400	43,414,720	5.5 %
Water Quality Protection Fund Revenues	**43,140,701**	**43,984,900**	**44,100,379**	**46,462,220**	**5.6 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	11,613	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**11,613**	**0**	**0**	**0**	**—**
Operating Expenses	368,119	0	0	0	—
Grant Fund - MCG Expenditures	**379,732**	**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	38,551	0	0	0	—
Grant Fund - MCG Revenues	**38,551**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**31,564,277**	**32,971,974**	**32,821,376**	**38,534,241**	**16.9 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total Full-Time Positions	**92**	**97**	**97**	**121**	**24.7 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**108.40**	**109.90**	**109.90**	**122.48**	**11.4 %**
Total Revenues	**43,823,771**	**44,830,300**	**44,945,779**	**47,307,620**	**5.5 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**3,491,283**	**16.29**
Changes (with service impacts)		
Add: Building Energy Performance Standards Support [Energy, Climate and Compliance]	1,013,674	4.00
Add: Funding for New Appliance Electrification Incentive Program [Energy, Climate and Compliance]	1,000,000	0.00
Add: Efficiency & Climate Resiliency Pilot Program for Low- and Moderate-Income Housing [Energy, Climate and Compliance]	675,000	0.00
Add: Community Justice Academy and Fund [Energy, Climate and Compliance]	300,000	0.00
Add: Consultant Support for Sustainability Zoning and Code Review and Recommendations [Energy, Climate and Compliance]	150,000	0.00
Add: Broadscale Climate + Alert Montgomery Communication Campaign [Energy, Climate and Compliance]	150,000	0.00
Add: High Road Economic Development Implementation [Energy, Climate and Compliance]	132,749	1.00
Add: Incentives for Electrification of Lawn Care Equipment [Energy, Climate and Compliance]	100,000	0.00
Add: Flooding GIS Specialist [Energy, Climate and Compliance]	86,080	1.00
Add: Residential Energy Program Manager [Energy, Climate and Compliance]	76,578	1.00
Add: Manager of County Flood Program [Energy, Climate and Compliance]	76,578	1.00
Add: Position for Natural Climate Solutions [Energy, Climate and Compliance]	75,782	1.00
Add: Agrivoltaic Technical Assistance [Energy, Climate and Compliance]	50,000	0.00
Add: Project Equity Worker Coop Implementation [Energy, Climate and Compliance]	50,000	0.00
Add: Decision Support Tool License [Energy, Climate and Compliance]	20,000	0.00
Enhance: Professional Career/Skill Development - General Fund [Administration]	20,000	0.00
Other Adjustments (with no service impacts)		
Shift: Reallocation of Positions Based on Actual Work Activities - General Fund [Administration]	46,140	0.35
Increase Cost: Annualization of FY22 Compensation Increases	41,050	0.00
Increase Cost: FY23 Compensation Adjustment	26,349	0.00
Increase Cost: Annualization of FY22 Personnel Costs	21,942	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Administration]	17,225	0.00
Increase Cost: Printing and Mail Adjustment	2,803	0.00
Decrease Cost: Retirement Adjustment	(25,247)	0.00
Decrease Cost: Motor Pool Adjustment	(34,680)	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
FY23 RECOMMENDED	**7,563,306**	**25.64**

WATER QUALITY PROTECTION FUND

FY22 ORIGINAL APPROPRIATION	**29,480,691**	**93.61**
Changes (with service impacts)		
Add: Inspections and Maintenance of Facilities Transferred from General Services [Watershed Restoration]	233,000	0.00
Add: Inspections and Maintenance of Stream Restorations for New MS4 Permit Requirements [Watershed Restoration]	162,000	0.00
Add: Maintenance of Glenmont GreenStreet [Watershed Restoration]	150,000	0.00
Add: Position and Funding for RainScapes Program (Planning Specialist III) [Watershed Restoration]	126,578	1.00
Add: Support for Digital and Media Outreach Efforts [Administration]	100,000	0.00
Add: Position for MS4-related Stream Inspections [Watershed Restoration]	76,578	1.00
Add: Funding for Senior Engineer (Assigned to the Office of Agriculture) [Watershed Restoration]	62,989	1.00
Enhance: Professional Career/Skill Development - WQPF [Administration]	50,000	0.00
Add: Contract Costs for Information Technology Service System [Watershed Restoration]	26,000	0.00
Add: Partial Shift of Street Sweeping Budget from Operating Costs to Personnel Costs [Watershed Restoration]	0	0.68
Other Adjustments (with no service impacts)		
Increase Cost: Increase for M-NCPPC Programs [Watershed Restoration]	244,441	0.00
Increase Cost: Annualization of FY22 Compensation Increases	130,012	0.00
Increase Cost: FY23 Compensation Adjustment	87,291	0.00
Increase Cost: Motor Pool Adjustment	63,005	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Watershed Restoration]	58,696	0.00
Increase Cost: Watershed Grants [Watershed Restoration]	50,000	0.00
Increase Cost: Annualization of FY22 Lapsed Positions	30,434	0.00
Increase Cost: Printing and Mail Adjustment	2,140	0.00
Increase Cost: Council of Governments Dues [Watershed Restoration]	2,000	0.00
Decrease Cost: Retirement Adjustment	(38,973)	0.00
Shift: Reallocation of Positions Based on Actual Work Activities - WQPF [Administration]	(56,664)	(0.45)
Decrease Cost: Annualization of FY22 Personnel Costs	(69,283)	0.00
FY23 RECOMMENDED	**30,970,935**	**96.84**

GRANT FUND - MCG

FY22 ORIGINAL APPROPRIATION	**0**	**0.00**
FY23 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	1,313,828	6.85	1,658,390	9.70
Energy, Climate and Compliance	1,222,304	8.00	5,026,457	15.00
Watershed Restoration	30,435,842	95.05	31,849,394	97.78
Total	**32,971,974**	**109.90**	**38,534,241**	**122.48**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
COUNTY GENERAL FUND					
NDA - Climate Change Planning	General Fund	250,200	3.00	283,021	3.00
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	2,394,741	17.85	2,489,857	18.40
	Total	**2,644,941**	**20.85**	**2,772,878**	**21.40**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**7,563**	**7,563**	**7,563**	**7,563**	**7,563**	**7,563**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**236**	**236**	**236**	**236**	**236**
New positions in the FY23 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 FY23	**0**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
Items recommended for one-time funding in FY23, including funding for agrivoltaic technical assistance and a climate-related zoning and code review, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**95**	**95**	**95**	**95**	**95**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,563**	**7,693**	**7,693**	**7,693**	**7,693**	**7,693**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY23 Recommended	**30,971**	**30,971**	**30,971**	**30,971**	**30,971**	**30,971**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	**0**	**70**	**70**	**70**	**70**	**70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
New positions in the FY23 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**	**270**	**270**	**270**	**270**	**270**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**30,971**	**31,311**	**31,311**	**31,311**	**31,311**	**31,311**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Position for MS4-related Stream Inspections	76,578	1.00	101,752	1.00
Planning Specialist III for Rainscapes Program	76,578	1.00	101,752	1.00
High Road Economic Development Implementation	82,749	1.00	110,378	1.00
Building Energy Performance Standards Stakeholder Engagement/Outreach Program Manager	76,578	1.00	101,752	1.00
Building Energy Performance Standards Compliance Engineer	89,543	1.00	119,874	1.00
Building Energy Performance Standards Admin/Helpline Program Specialist	70,975	1.00	93,920	1.00
Flooding GIS Specialist	86,080	1.00	115,034	1.00
Residential Energy Program Manager	76,578	1.00	101,752	1.00
Manager of County Flood Program	76,578	1.00	101,752	1.00
Building Energy Performance Standards Multifamily/Affordable Housing Manager	76,578	1.00	101,752	1.00
Position for Natural Climate Solutions	75,782	1.00	100,956	1.00
Funding for Senior Engineer (Assigned to the Office of Agriculture)	62,989	1.00	82,737	1.00
Total	**927,586**	**12.00**	**1,233,411**	**12.00**

FY22-28 PUBLIC SERVICES PROGRAM: FISCAL PLAN							
FISCAL PROJECTIONS	FY22 Estimate	FY23 CE Rec	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	19.18%	18.35%	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	5.37%	3.04%	2.26%	2.37%	2.37%	2.28%	2.16%
Investment Income Yield	0.20%	1.15%	1.45%	1.45%	1.45%	1.45%	1.45%
Number of Equivalent Residential Units (ERUs) Billed	367,400	368,000	368,000	368,000	368,000	368,000	368,000
Water Quality Protection Charge ($/ERU)	$113.50	$119.50	$123.00	$129.50	$141.00	$147.00	$148.00
Target Debt Service Coverage Ratio	125.0%	125.0%	125.0%	125.0%	125.0%	125.0%	125.0%
BEGINNING FUND BALANCE	**16,763,728**	**6,319,238**	**6,384,683**	**6,237,039**	**6,581,554**	**7,578,360**	**8,967,275**
REVENUES							
Charges For Services	41,137,400	43,414,720	44,696,280	47,076,320	51,287,160	53,484,120	53,796,680
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	462,979	547,500	547,500	547,500	547,500	547,500	547,500
Subtotal Revenues	**44,100,379**	**46,462,220**	**47,743,780**	**50,123,820**	**54,334,660**	**56,531,620**	**56,844,180**
INTERFUND TRANSFERS (Net Non-CIP)	**(11,312,530)**	**(12,287,840)**	**(13,133,110)**	**(15,140,990)**	**(18,502,540)**	**(20,306,390)**	**(20,441,265)**
Transfers To General Fund	(1,876,810)	(1,893,920)	(1,893,920)	(1,893,920)	(1,893,920)	(1,893,920)	(1,881,770)
Transfers to Debt Service Fund (Non-Tax)	(9,435,720)	(10,393,920)	(11,239,190)	(13,247,070)	(16,608,620)	(18,412,470)	(18,559,495)
TOTAL RESOURCES	**49,551,576**	**40,493,618**	**40,995,353**	**41,219,869**	**42,413,674**	**43,803,590**	**45,370,190**
CIP CURRENT REVENUE APPROPRIATION	**(4,917,000)**	**(3,138,000)**	**(3,447,000)**	**(3,327,000)**	**(3,524,000)**	**(3,525,000)**	**(3,708,000)**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(29,371,862)	(30,970,935)	(30,970,935)	(30,970,935)	(30,970,935)	(30,970,935)	(30,904,710)
Annualizations and One-Time (PC)	0	0	(70,096)	(70,096)	(70,096)	(70,096)	(70,096)
Labor Contracts	0	0	(282,164)	(282,164)	(282,164)	(282,164)	(282,164)
Labor Contracts Other	0	0	11,881	11,881	11,881	11,881	11,881
Subtotal PSP Oper Budget Approp / Exp's	**(29,371,862)**	**(30,970,935)**	**(31,311,315)**	**(31,311,315)**	**(31,311,315)**	**(31,311,315)**	**(31,245,090)**
OTHER CLAIMS ON FUND BALANCE	**(8,943,476)**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL USE OF RESOURCES	**(43,232,338)**	**(34,108,935)**	**(34,758,315)**	**(34,638,315)**	**(34,835,315)**	**(34,836,315)**	**(34,953,090)**
YEAR END FUND BALANCE	**6,319,238**	**6,384,683**	**6,237,039**	**6,581,554**	**7,578,360**	**8,967,275**	**10,417,101**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**12.8%**	**15.8%**	**15.2%**	**16.0%**	**17.9%**	**20.5%**	**23.0%**
NET REVENUE	**12,851,707**	**13,597,365**	**14,538,546**	**16,918,586**	**21,129,426**	**23,326,386**	**23,717,321**
DEBT SERVICE COVERAGE RATIO	**1.36**	**1.31**	**1.29**	**1.28**	**1.27**	**1.27**	**1.28**

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 FY23 and FY28 have been incorporated in the future fiscal impact (FFI) rows.
4. The operating budget includes planning and implementation costs for compliance with the new Municipal Separate Storm Sewer System (MS-4) permit issued by the Maryland Department of the Environment in 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 FY23-28 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 FY24. 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.
6. The Water Quality Protection fund balance minimum policy target is 5% of resources.

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Recycling and Resource Management

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$142,634,597	113.61

ADRIANA HOCHBERG, ACTING 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 FY23 Operating Budget for the Recycling and Resource Management is $142,634,597, an increase of $7,365,074 or 5.44 percent from the FY22 Approved Budget of $135,269,523. Personnel Costs comprise 9.39 percent of the budget for 77 full-time position(s) and one part-time position(s), and a total of 113.61 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 90.61 percent of the FY23 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

- Implement a Save-as-You-Throw pilot program to gauge the feasibility of the program in Montgomery County. If successful, it could greatly increase the material sent for recycling rather than refuse disposal.
- Expand the commercial food scraps recycling program and recruit additional large-scale commercial generators of food scraps, and expand the single-family residential food scraps collection pilot started in FY22 to include an additional 1,700 homes in FY23 added to the initial 1,700 homes already participating in the curbside pilot.

- Improve the processing efficiency at the composting facility using software that maximizes compost process efficiency. A new Load Scan system increases the availability of Leafgro by creating accurate load measurement for bulk shipments of Leafgro. Leafgro is compost sold by the County from yard trim collected from single family homes throughout the County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Collection Section of Recycling and Resource Management (RRM) reconfigured collection routes in Service Areas 10, 11, 12, and 13 to re-balance routes that had become unbalanced due to new residential construction in these areas and necessitated longer work hours and increased driving to service them.
- Due to the continuing effects of COVID-19, many education, training, and outreach events were conducted either virtually or online. This has resulted in some cost savings because in-person education and training events were not held at various meeting venues.
- The contractors and the County staff overseeing operations at the Transfer Station continue to increase safety and compliance at the facility. Due diligence by County staff to inspect trash loads for recyclable materials has raised awareness and compliance with Chapter 48, forbidding recyclable material from being disposed of as trash, and helps increase recycling rates.

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 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 and Support

Administration and Support provides support to the Department of Environmental Protection Recycling and Resource Management Division's operations, programs, and mission, and overall financial management and policy direction. The work of the program includes the following focus areas:

- Maintain the solid waste enterprise funds in a financially prudent manner and maintain structural stability given the responsibilities and risks associated with the operations of an integrated solid waste management system.
- Develop and evaluate CIP and operating budgets in a strategic and economically responsible manner.
- Perform detailed financial analysis during the annual rate calculation process for a more equitable rate structure, structural stability, budget flexibility, and financial risk mitigation.
- Review and develop policies and procedures that strengthen internal controls.

- Collaborate with organization stakeholders using metrics that assess the strategic health of the business, the alignment of programs with the business strategy, and the balance of the program relative to business needs.
- Use quantitative and financial models and forecasting tools to analyze the fiscal impact of proposed changes to solid waste management activities.
- Assist with execution of procurement actions on a timely basis and at the best possible value.
- Facilitate funding for the maintenance of computer/automation equipment, and related technologies in a cost effective and efficient manner.

The Department of Housing and Community Affairs provides staff to respond to resident complaints dealing with: storage and removal of solid waste; illegal solid waste dumping 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 review reports of air monitoring of the Resource Recovery Facility (RRF).

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,761,152**	**39.16**
Increase Cost: Debt Service - Disposal Fund	1,629,474	0.00
Increase Cost: Automation - Disposal	110,157	0.00
Increase Cost: Reallocation of Positions Based on Actual Work Activities - Disposal Fund	33,837	0.35
Increase Cost: Reallocation of Positions Based on Actual Work Activities - Collection Fund	30,986	0.30
Increase Cost: Increased Staffing Cost	2,221	0.00
Decrease Cost: Miscellaneous Charges - Disposal	(159)	0.00
Decrease Cost: Miscellaneous Changes - Collection	(1,313)	0.00
Decrease Cost: Administration - Disposal	(52,390)	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.	1,154,559	1.00
FY23 Recommended	**9,668,524**	**40.81**

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 the 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 stormwater 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Residential, single family, and townhouse communities	221,564	208,462	215,881	218,039	220,220
Number of tons of County-wide yard trim and leaves collected	207,080	175,821	187,845	189,723	191,621
Number of tons of County-wide Commingled Recycling collected	28,190	40,136	34,100	34,441	34,786
Number of tons of County-wide Mixed Paper collected	114,538	98,788	110,408	111,512	112,627
Number of tons of County-wide Food Waste collected	7,543	3,269	4,200	8,400	14,200
Number of tons of County-wide Household Hazardous Waste collected	2,146	3,083	3,015	3,045	3,075

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**65,626,411**	**21.15**
Increase Cost: Transfer Station Power Infrastructure	1,700,000	0.00
Increase Cost: Oaks Landfill Capital Equipment and Monitoring	1,596,650	0.00
Increase Cost: Out-of-County Haul During Recycling Center Upgrade	326,303	0.00
Add: Beantown Dump Remediation	250,000	0.00
Increase Cost: Household Hazardous Waste Operations and Capital Equipment	89,930	0.00
Add: Mid-year Part-time to Full-time Upgrade for Code Enforcement Inspector Position	71,582	0.50
Increase Cost: Site 2 Maintenance	50,057	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	9,895	0.00
Decrease Cost: Various Smaller Changes	(4,705)	0.00
Decrease Cost: Staff turnover	(45,722)	0.00
Decrease Cost: Transfer Station Maintenance and Capital Equipment	(169,968)	0.00
Decrease Cost: Resource Recovery Facility Operations	(5,587,287)	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.	(608,569)	0.00
FY23 Recommended	**63,304,577**	**21.65**

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 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 the 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 Materials Recovery Facility (MRF, aka the Recycling Center). 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Commercial and multi-family buildings	203,294	202,671	210,201	212,303	214,426
Number of business site visits to provide guidance and recycling support	2,622	413	1,100	5,000	10,000
Number of Multi-Family Building site visits to provide guidance and recycling support	1,460	461	1,300	1,700	2,500
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	8.0	9.0	10.0	10.0	10.0
Average number of recycling collections missed per week, not picked up within 24 hours	13.0	51.0	20.0	15.0	15.0

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**62,881,960**	**51.75**
Increase Cost: Recycling Programs	7,614,382	0.00
Add: Save-as-you-Throw Pilot	416,910	0.00
Increase Cost: Collection Contract Adjustments	380,952	0.00
Increase Cost: Reallocation of Positions Based on Actual Work Activities - Disposal Fund	39,504	0.40
Increase Cost: Increased Staffing Cost	19,068	0.00
Increase Cost: Recycling Outreach and Education	6,517	0.00
Increase Cost: Other various smaller items	4,139	0.00

FY23 Recommended Changes	Expenditures	FTEs
Decrease Cost: Savings due to turnover	(14,109)	0.00
Decrease Cost: Food Waste	(198,193)	0.00
Decrease Cost: Recycling Center Operations and Capital Equipment	(458,324)	0.00
Decrease Cost: Compost Facility - Capital Equipment	(899,839)	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.	(131,471)	(1.00)
FY23 Recommended	**69,661,496**	**51.15**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	9,128,570	8,783,570	8,393,948	9,104,945	3.7 %
Employee Benefits	2,386,857	2,611,188	2,500,810	2,601,275	-0.4 %
Solid Waste Disposal Personnel Costs	**11,515,427**	**11,394,758**	**10,894,758**	**11,706,220**	**2.7 %**
Operating Expenses	114,524,981	110,956,615	109,786,615	115,718,515	4.3 %
Capital Outlay	1,953,916	2,291,444	2,291,444	2,315,605	1.1 %
Debt Service Other	0	0	0	1,629,474	—
Solid Waste Disposal Expenditures	**127,994,324**	**124,642,817**	**122,972,817**	**131,369,814**	**5.4 %**
PERSONNEL					
Full-Time	79	79	79	73	-7.6 %
Part-Time	2	2	2	1	-50.0 %
FTEs	99.78	100.28	100.28	101.53	1.3 %
REVENUES					
Investment Income	112,092	1,229,230	99,290	592,670	-51.8 %
Miscellaneous Revenues	1,464,812	221,778	1,841,432	55,000	-75.2 %
Other Charges/Fees	219,999	224,466	209,242	209,242	-6.8 %
Other Fines/Forfeitures	21,550	43,440	30,090	30,090	-30.7 %
Other Licenses/Permits	10,597	9,435	10,111	10,111	7.2 %
Property Rentals	10,198	16,558	10,198	10,198	-38.4 %
Sale of Recycled Materials	5,143,886	4,412,404	5,477,987	4,961,166	12.4 %
Solid Waste Disposal Fees/Operating Revenues	37,075,106	29,363,397	41,318,240	30,497,324	3.9 %
Systems Benefit Charge	60,113,506	77,985,100	67,381,319	89,050,632	14.2 %
Solid Waste Disposal Revenues	**104,171,746**	**113,505,808**	**116,377,909**	**125,416,433**	**10.5 %**
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	1,256,619	1,246,684	1,230,690	1,329,210	6.6 %
Employee Benefits	240,300	361,678	357,672	358,168	-1.0 %
Solid Waste Collection Personnel Costs	**1,496,919**	**1,608,362**	**1,588,362**	**1,687,378**	**4.9 %**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Operating Expenses	8,374,029	9,018,344	8,668,344	9,577,405	6.2 %
Solid Waste Collection Expenditures	**9,870,948**	**10,626,706**	**10,256,706**	**11,264,783**	**6.0 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	11.78	11.78	11.78	12.08	2.6 %
REVENUES					
Investment Income	4,682	70,610	4,150	24,770	-64.9 %
Miscellaneous Revenues	23,173	0	15,000	0	—
Systems Benefit Charge	9,886,990	10,851,750	10,786,464	11,890,756	9.6 %
Solid Waste Collection Revenues	**9,914,845**	**10,922,360**	**10,805,614**	**11,915,526**	**9.1 %**

DEPARTMENT TOTALS

Total Expenditures	**137,865,272**	**135,269,523**	**133,229,523**	**142,634,597**	**5.4 %**
Total Full-Time Positions	**83**	**83**	**83**	**77**	**-7.2 %**
Total Part-Time Positions	**2**	**2**	**2**	**1**	**-50.0 %**
Total FTEs	**111.56**	**112.06**	**112.06**	**113.61**	**1.4 %**
Total Revenues	**114,086,591**	**124,428,168**	**127,183,523**	**137,331,959**	**10.4 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY22 ORIGINAL APPROPRIATION	**124,642,817**	**100.28**
Changes (with service impacts)		
Add: Save-as-you-Throw Pilot [Materials and Collection]	416,910	0.00
Add: Beantown Dump Remediation [Disposal]	250,000	0.00
Add: Mid-year Part-time to Full-time Upgrade for Code Enforcement Inspector Position [Disposal]	71,582	0.50
Other Adjustments (with no service impacts)		
Increase Cost: Recycling Programs [Materials and Collection]	7,614,382	0.00
Increase Cost: Transfer Station Power Infrastructure [Disposal]	1,700,000	0.00
Increase Cost: Debt Service - Disposal Fund [Administration and Support]	1,629,474	0.00
Increase Cost: Oaks Landfill Capital Equipment and Monitoring [Disposal]	1,596,650	0.00
Increase Cost: Risk Management Adjustment	538,471	0.00
Increase Cost: Out-of-County Haul During Recycling Center Upgrade [Disposal]	326,303	0.00
Increase Cost: Annualization of FY22 Compensation Increases	207,793	0.00
Increase Cost: FY23 Compensation Adjustment	143,484	0.00
Increase Cost: Automation - Disposal [Administration and Support]	110,157	0.00
Increase Cost: Household Hazardous Waste Operations and Capital Equipment [Disposal]	89,930	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Site 2 Maintenance [Disposal]	50,057	0.00
Increase Cost: Reallocation of Positions Based on Actual Work Activities - Disposal Fund [Materials and Collection]	39,504	0.40
Increase Cost: Reallocation of Positions Based on Actual Work Activities - Disposal Fund [Administration and Support]	33,837	0.35
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Disposal]	9,895	0.00
Increase Cost: Motor Pool Adjustment	9,496	0.00
Increase Cost: Annualization of FY22 Lapsed Positions	8,647	0.00
Increase Cost: Recycling Outreach and Education [Materials and Collection]	6,517	0.00
Increase Cost: Other various smaller items [Materials and Collection]	4,139	0.00
Increase Cost: Printing and Mail Adjustment	1,395	0.00
Increase Cost: Annualization of FY22 Personnel Costs	751	0.00
Decrease Cost: Miscellaneous Charges - Disposal [Administration and Support]	(159)	0.00
Decrease Cost: Various Smaller Changes [Disposal]	(4,705)	0.00
Decrease Cost: Savings due to turnover [Materials and Collection]	(14,109)	0.00
Decrease Cost: Staff turnover [Disposal]	(45,722)	0.00
Decrease Cost: Administration - Disposal [Administration and Support]	(52,390)	0.00
Decrease Cost: OPEB Adjustment	(95,520)	0.00
Decrease Cost: Retirement Adjustment	(134,305)	0.00
Decrease Cost: Transfer Station Maintenance and Capital Equipment [Disposal]	(169,968)	0.00
Decrease Cost: Food Waste [Materials and Collection]	(198,193)	0.00
Decrease Cost: Recycling Center Operations and Capital Equipment [Materials and Collection]	(458,324)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(471,856)	0.00
Decrease Cost: Compost Facility - Capital Equipment [Materials and Collection]	(899,839)	0.00
Decrease Cost: Resource Recovery Facility Operations [Disposal]	(5,587,287)	0.00
FY23 RECOMMENDED	**131,369,814**	**101.53**

SOLID WASTE COLLECTION

FY22 ORIGINAL APPROPRIATION	**10,626,706**	**11.78**
Other Adjustments (with no service impacts)		
Increase Cost: Collection Contract Adjustments [Materials and Collection]	380,952	0.00
Increase Cost: Risk Management Adjustment	178,308	0.00
Increase Cost: Reallocation of Positions Based on Actual Work Activities - Collection Fund [Administration and Support]	30,986	0.30
Increase Cost: Annualization of FY22 Compensation Increases	25,914	0.00
Increase Cost: Increased Staffing Cost [Materials and Collection]	19,068	0.00
Increase Cost: FY23 Compensation Adjustment	16,168	0.00
Increase Cost: Motor Pool Adjustment	5,943	0.00
Increase Cost: Increased Staffing Cost [Administration and Support]	2,221	0.00
Increase Cost: Annualization of FY22 Personnel Costs	189	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Printing and Mail Adjustment	71	0.00
Decrease Cost: Miscellaneous Changes - Collection [Administration and Support]	(1,313)	0.00
Decrease Cost: OPEB Adjustment	(4,900)	0.00
Decrease Cost: Retirement Adjustment	(15,530)	0.00
FY23 RECOMMENDED	**11,264,783**	**12.08**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration and Support	6,761,152	39.16	9,668,524	40.81
Disposal	65,626,411	21.15	63,304,577	21.65
Materials and Collection	62,881,960	51.75	69,661,496	51.15
Total	**135,269,523**	**112.06**	**142,634,597**	**113.61**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY22 Total$	FY22 FTEs	FY23 Total$	FY23 FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	300,743	0.00	322,697	0.00
Parking District Services	Bethesda Parking	65,281	0.00	70,046	0.00
Parking District Services	Silver Spring Parking	126,481	0.00	135,714	0.00
Parking District Services	Wheaton Parking	12,240	0.00	13,134	0.00
Alcohol Beverage Services	Liquor	16,589	0.00	17,800	0.00
	Total	**521,334**	**0.00**	**559,391**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY23 Recommended	**131,370**	**131,370**	**131,370**	**131,370**	**131,370**	**131,370**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**(3,450)**	**(3,450)**	**(3,450)**	**(3,450)**	**(3,450)**	**(3,450)**
Items recommended for one-time funding in FY23, including funding for capital equipment at the Oaks Landfill and for electrical power infrastructure at the Transfer Station, will be eliminated from the base in the outyears.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
Labor Contracts	**0**	**461**	**461**	**461**	**461**	**461**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**127,920**	**128,381**	**128,381**	**128,381**	**128,381**	**128,381**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY23 Recommended	**11,265**	**11,265**	**11,265**	**11,265**	**11,265**	**11,265**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**56**	**56**	**56**	**56**	**56**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,265**	**11,322**	**11,322**	**11,322**	**11,322**	**11,322**

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY23-28

Assumptions:

- In FY23, the County Executive recommends the following solid waste system service charges:

  Single-Family: $288.20
  Multi-Family: $17.83
  Non-Residential: $664.71
  (Medium category)

- Refuse collection services are maintained at their current levels, with the annual collection charge increasing $10.00 (8.5%) from $117.00/ household in FY22 to $127.00/household in FY23.

- 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 remain at $76 per ton. Tipping fees for concrete rubble will remain at $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.

FY23 - FY28 Solid Waste Refuse Collection: Net Asset Balance and Collection Charge Calculation

	FY22 Estimate	FY23 CE Rec	FY24 Projection	FY25 Projection	FY26 Projection	FY27 Projection	FY28 Projection
ASSUMPTIONS							
Indirect Cost Rate	19.18%	18.35%	18.35%	18.35%	18.35%	18.35%	18.35%
CPI (Fiscal Year)	1.62%	3.04%	2.26%	2.37%	2.37%	2.28%	2.16%
Number of Households (mid-FY)	93,339	93,628	93,917	94,206	94,568	95,001	95,435
Charge Per Household	**$ 117.00**	**$ 127.00**	**$ 137.00**	**$ 147.00**	**$ 157.00**	**$ 167.00**	**$ 177.00**
Percent Rate Increase (Decrease)	9.35%	8.55%	7.87%	7.30%	6.80%	6.37%	5.99%
Beginning Cash	1,721,560	1,931,379	1,456,883	1,706,431	2,156,237	1,322,039	1,030,506
Revenues	10,790,614	11,915,526	12,899,049	13,881,942	14,882,116	15,901,437	16,929,645
Loans							
Expenses	(10,267,311)	(11,275,388)	(11,521,677)	(12,290,204)	(14,559,658)	(15,021,264)	(15,348,700)
Transfers	(313,484)	(314,634)	(327,824)	(341,932)	(356,656)	(371,706)	(386,961)
Change in Asset/Liability Accounts							
Loan Payoff		(800,000)	(800,000)	(800,000)	(800,000)	(800,000)	
Ending Cash Balance	1,931,379	1,456,883	1,706,431	2,156,237	1,322,039	1,030,506	2,224,490
BEGINNING NET ASSETS	(3,325,006)	(3,100,187)	(2,774,683)	(1,725,135)	(475,329)	(509,527)	(1,060)
REVENUES							
Charges for Services	10,786,464	11,890,756	12,866,629	13,848,282	14,847,176	15,865,167	16,891,995
Investment Income (per Dept. of Finance)	4,150	24,770	32,420	33,660	34,940	36,270	37,650
Miscellaneous	15,000						
Subtotal Revenues	**10,805,614**	**11,915,526**	**12,899,049**	**13,881,942**	**14,882,116**	**15,901,437**	**16,929,645**
INTERFUND TRANSFERS (Net Non-CIP)	**(313,484)**	**(314,634)**	**(327,824)**	**(341,932)**	**(356,656)**	**(371,706)**	**(386,961)**
OMB Transfer Change	-	-	-	-	-		
TOTAL RESOURCES	**7,167,124**	**8,500,705**	**9,796,542**	**11,814,875**	**14,050,131**	**15,020,204**	**16,541,624**
OPERATING BUDGET APPROP/EXPENSES							
Personnel Costs	(1,588,362)	(1,687,378)	(1,759,260)	(1,836,140)	(1,916,379)	(1,998,400)	(2,081,534)
OMB Adjustments - Labor Adjustments							
OMB Adjustments Labor Contracts other							
Refuse Collection Contracts	(8,338,271)	(9,075,167)	(9,248,828)	(9,928,303)	(12,105,057)	(12,472,371)	(12,704,782)
Other Operating Costs	(330,073)	(502,238)	(513,589)	(525,761)	(538,222)	(550,493)	(562,384)
OMB Adjustments - Retiree Health Insurance OPEB	(10,605)	(10,605)					
OPEB Prepaid							
Other Claims against Net Assets	-	-					
Subtotal PSP Oper. Budget Approp / Exp.	**(10,267,311)**	**(11,275,388)**	**(11,521,677)**	**(12,290,204)**	**(14,559,658)**	**(15,021,264)**	**(15,348,700)**
TOTAL USE OF RESOURCES	**(10,267,311)**	**(11,275,388)**	**(11,521,677)**	**(12,290,204)**	**(14,559,658)**	**(15,021,264)**	**(15,348,700)**
YEAR END - NET ASSETS*	**(3,100,187)**	**(2,774,683)**	**(1,725,135)**	**(475,329)**	**(509,527)**	**(1,060)**	**1,192,924**
End-of-Year Earnings as a % of Resources	**-43.3%**	**-32.6%**	**-17.6%**	**-4.0%**	**-3.6%**	**0.0%**	**7.2%**

FY23-28 DIVISION OF RECYCLING AND RESOURCE MANAGEMENT							
FISCAL PROJECTIONS	ESTIMATED FY22	CE Rec FY23	PROJECTED FY24	PROJECTED FY25	PROJECTED FY26	PROJECTED FY27	PROJECTED FY28
Single-Family Charges ($/Household)	244.78	288.20	316.29	343.75	368.95	386.33	406.10
% change in rate from previous year	9.8%	17.7%	9.7%	8.7%	7.3%	4.7%	5.1%
Multi-Family Charges ($/Dwelling Unit)	17.29	17.83	18.63	19.36	20.18	21.48	23.77
% change in rate from previous year	6.4%	3.2%	4.4%	3.9%	4.2%	6.5%	10.6%
Nonresidential Charges (medium "category" charge)	644.61	664.71	692.54	707.14	733.80	757.17	803.33
% change in rate from previous year	5.9%	3.1%	4.2%	2.1%	3.8%	3.2%	6.1%

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	28,269,206	29,237,262	29,305,726	29,373,982	29,330,637	29,285,459	29,220,751
Charges for Services/SBC	67,381,319	78,181,938	85,793,159	93,163,195	100,647,695	106,306,120	113,923,536
Miscellaneous	20,628,247	17,404,563	17,990,420	18,211,988	18,491,309	18,739,053	19,033,766
Investment Income	99,290	592,670	775,750	805,300	835,980	867,830	900,890
Subtotal Revenues	**116,378,061**	**125,416,433**	**133,865,055**	**141,554,465**	**149,305,621**	**155,198,462**	**163,078,943**
INTERFUND TRANSFERS	**215,596**	**(273,126)**	**(176,067)**	**(369,693)**	**(184,805)**	**(348,193)**	**(412,645)**
EXPENDITURES							
Personnel Costs	(10,894,758)	(11,706,220)	(12,204,905)	(12,738,259)	(13,294,921)	(13,863,944)	(14,440,684)
Operating Expenses	(109,786,615)	(117,347,989)	(117,866,635)	(123,738,174)	(131,681,236)	(135,755,540)	(142,312,236)
Capital Outlay	(2,291,444)	(2,315,605)	(1,172,998)	(956,488)	(1,351,706)	(1,384,183)	(1,884,183)
Subtotal Expenditures	**(122,972,817)**	**(131,369,814)**	**(131,244,538)**	**(137,432,921)**	**(146,327,863)**	**(151,003,667)**	**(158,637,103)**
CURRENT RECEIPTS TO CIP	**(24,801,563)**	**(1,845,000)**	-	-	-	-	-
OTHER CLAIMS ON FUND BALANCE - OPEB	**(84,842)**	**(84,842)**	-	-	-	-	-
REMOVAL OF ONE-TIME ITEMS	-	**3,450,000**	**3,450,000**	**3,450,000**	**3,450,000**	**3,450,000**	**3,450,000**
POTENTIAL FUTURE EXPENDITURES - LABOR CONTRACT	-	**(460,889)**	**(460,889)**	**(460,889)**	**(460,889)**	**(460,889)**	**(460,889)**
PAYOUT OF GUDE REMEDIATION	**18,329,000**	**1,584,034**	-	-	-	-	-
PAYOUT OF CLOSURE COSTS (Non-CIP)	**2,071,036**	**2,290,056**	**2,329,424**	**2,233,747**	**2,289,469**	**2,344,989**	**2,388,551**
CY ACCRUED CLOSURE COSTS	**(25,755)**	**(65,168)**	**(54,017)**	**(57,566)**	**(55,401)**	**(54,769)**	**(53,331)**
NET CHANGE	**(10,891,284)**	**(1,358,316)**	**7,708,968**	**8,917,144**	**8,016,132**	**9,125,933**	**9,353,526**

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	28,407,453	29,907,428	30,308,173	35,183,373	40,681,325	41,534,913	51,170,691
Restricted Cash	36,686,761	36,689,366	40,286,012	43,267,107	43,481,048	44,324,496	40,739,679
Subtotal Cash & Investments	**65,094,214**	**66,596,794**	**70,594,185**	**78,450,480**	**84,162,373**	**85,859,409**	**91,910,370**
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(27,368,711)	(27,003,138)	(28,291,984)	(30,145,305)	(31,119,889)	(32,709,855)	(32,709,855)
Debt Service Reserve	(2,204,500)	(2,141,000)	(2,063,500)	(1,983,000)	(1,899,500)	(1,812,500)	(1,812,500)
Renewal & Replacement Reserve	(4,521,882)	(4,659,348)	(4,764,648)	(4,877,570)	(4,993,169)	(5,107,013)	(5,217,324)
Stability Reserve	(2,591,668)	(2,885,880)	(5,165,880)	(6,261,232)	(5,468,490)	(4,695,128)	(1,000,000)
Subtotal Reserve Requirements	**(36,686,761)**	**(36,689,366)**	**(40,286,012)**	**(43,267,107)**	**(43,481,048)**	**(44,324,496)**	**(40,739,679)**
Closure/Postclosure Liability	(19,360,188)	(17,196,228)	(14,981,749)	(12,866,495)	(10,693,355)	(8,464,063)	(6,189,771)
Gude Remediation Liability	(40,630,034)	(39,046,000)	(39,046,000)	(39,046,000)	(39,046,000)	(39,046,000)	(39,046,000)
Subtotal Reserve & Liability Requirements	**(96,676,983)**	**(92,931,594)**	**(94,313,761)**	**(95,179,602)**	**(93,220,403)**	**(91,834,559)**	**(85,975,450)**
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	**(31,582,769)**	**(26,334,800)**	**(23,719,576)**	**(16,729,122)**	**(9,058,030)**	**(5,975,150)**	**5,934,920**

Net Assets

ENDING NET ASSETS	42,000,673	44,156,361	53,181,713	64,031,825	73,164,289	78,368,362	89,238,027
Less: Reserve Requirements	**(36,686,761)**	**(36,689,366)**	**(40,286,012)**	**(43,267,107)**	**(43,481,048)**	**(44,324,496)**	**(40,739,679)**
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	**5,313,912**	**7,466,995**	**12,895,701**	**20,764,718**	**29,683,241**	**34,043,866**	**48,498,348**

FY23 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

FY23 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		0.81933		$ 49.16		$ 40.15		$ 198.89		$ 127.00		$ 118.67		$ 533.87
Outside Leaf Vacuuming District	$ 60.00		0.81933		$ 49.16		$ 40.15		$ 198.89		$ 127.00				$ 415.20
Incorporated							$ 40.15								$ 40.15
SUBDISTRICT B SINGLE-FAMILY**															
Incorporated							$ 40.15								$ 40.15
Inside Leaf Vacuuming District															
Unincorporated	$ 60.00		0.81933		$ 49.16		$ 40.15		$ 198.89				$ 118.67		$ 406.87
Outside Leaf Vacuuming District															
Unincorporated	$ 60.00		0.81933		$ 49.16		$ 40.15		$ 198.89						$ 288.20
MULTI-FAMILY RESIDENTIAL**															
Incorporated							$ 6.23		$ 11.60						$ 17.83
Unincorporated															
Outside Leaf Vacuuming District							$ 6.23		$ 11.60						$ 17.83
Inside Leaf Vacuuming District							$ 6.23		$ 11.60				$ 4.43		$ 22.26
NONRESIDENTIAL - $/2,000 SQ. FT. * **															
Code Reference															
Waste Generation Categories															
Low							$ 106.81		$ 26.13						$ 132.94
Medium Low							$ 320.43		$ 78.40						$ 398.83
Medium							$ 534.04		$ 130.67						$ 664.71
Medium High							$ -		$ -						
High							$ 961.27		$ 235.21						$ 1,196.48

OTHER FY23 SOLID WASTE FEES

Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee") $ 60.00 / disposal ton	Concrete/dirt rubble delivered for disposal $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 & declared C&D $ 76.00 / disposal ton	Miscellaneous (48-31(f)): Compost Bins $0.00 each

* Note: Base Systems Benefit Charges are set to cover County Base Systems Costs net of Disposal Charges.

** With respect to Base and Incremental Systems Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

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Alcohol Beverage Services

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$68,265,868	428.80

KATHIE DURBIN, 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 FY23 Operating Budget for the Alcohol Beverage Services is $68,265,868, an increase of $1,917,793 or 2.89 percent from the FY22 Approved Budget of $66,348,075. Personnel Costs comprise 57.38 percent of the budget for 334 full-time position(s) and 127 part-time position(s), and a total of 428.80 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 42.62 percent of the FY23 budget.

In FY23, Alcohol Beverage Services will transfer $35 million to the General Fund and make $8.9 million in debt service payments on Liqour Control Revenue Bonds for a total contribution of $43.8 million.

The above projections and proposed expenditures form the basis for working capital decisions concerning the ABS Enterprise Fund.

The following information is provided to facilitate County Council and public input for final County Executive decisions on the determination of adequate working capital within, and use of resources in, the Liquor Enterprise Fund and net proceeds to be deposited to the General Fund. Consistent with Article 2B, Section 15-207, the County Executive must make resource allocation decisions for the Fund.

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**
- **Safe Neighborhoods**
- **A Growing Economy**

INITIATIVES

- Maryland Local Program - Targeted towards helping small Maryland distilleries, wineries, and breweries build distribution and sales and partnering with them to ensure long term success.
- Update all store point of sale register systems to remove technology barriers and enable ABS to do things like curbside pickup, buy online and pick up in store, and queue line checkout.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded business education through virtual trainings.
- Opened a new retail concept and flagship store, Oak Barrel & Vine, now live at Cabin John which will be used as a prototype to remodel all stores.
- Initiated business outreach to assist with restaurant recovery.

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 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 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total sales overall	$304,492,379	$303,901,776	$303,947,986	$305,467,725	$306,995,065
Transfer to General Fund	$26,474,980	$27,926,172	$28,000,000	$31,000,000	$31,000,000
Gross profit	$95,300,046	$93,186,736	$97,109,283	$99,051,469	$99,794,355
Average licensee satisfaction score from annual survey (scale of 1-5) [1]	3.7	3.6	3.7	3.7	3.8

[1] *The Annual Licensee Customer Satisfaction Survey (FY18-FY21) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to licensees in FY22-FY23.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**16,506,306**	**23.20**
Enhance: New Retail Point of Sale System	2,000,000	0.00
Increase Cost: IT Contracts	222,451	0.00
Decrease Cost: Debt Service	(1,970,060)	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.	(2,240,269)	1.00
FY23 Recommended	**14,518,428**	**24.20**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of unique licensees affected by a delivery discrepancy (monthly average) - licensees only	418	479	450	425	400
Number of unique licensees affected by a delivery discrepancy of stock items (monthly average) - licensees only	381	441	400	375	350
Number of unique licensees affected by a delivery discrepancy of special order items (monthly average) - licensees only	179	203	200	175	150
Percent of items shipped on time and intact - licensees only	97.8%	96.1%	98.0%	98.0%	99.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,602,136**	**77.00**
Enhance: Six New Delivery Trucks	900,000	0.00
Decrease Cost: Mid-Year Abolishment - Pooled Truck Driver	0	(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.	(565,043)	2.23
FY23 Recommended	**6,937,093**	**76.23**

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, and 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of annual alcohol compliance checks to minors (under 21) [1]	88	0	400	400	400
Number of licensed business inspections	333	3,707	4,000	4,000	4,000
Number of valid licensed businesses registered with ABS	1,028	1,033	1,045	1,045	1,045
Percent of licensees that fail compliance checks (Number of establishments that fail / Number of total compliance checks)	26.0%	0.0%	20.0%	20.0%	20.0%
Rating of licensed businesses satisfied with ALERT training (scale of 1-5)	4.8	4.9	5.0	5.0	5.0
Rating of licensees satisfied with Licensing Application Process (scale of 1-5)	4.8	4.9	5.0	5.0	5.0

[1] *Decreases in FY20-21 are due to the limited in-person dining and on-premise alcohol sales caused by the COVID-19 virus.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,881,239**	**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.	18,487	0.00
FY23 Recommended	**1,899,726**	**10.39**

Marketing

This program leads the marketing efforts for the department, including design and branding, advertising, internal and external communications, events, and promotions.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**700,859**	**2.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(29,992)	0.00
FY23 Recommended	**670,867**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total retail stores sales	$139,790,523	$137,680,088	$139,563,892	$140,959,531	$141,664,328
Same store sales year over year	$139,790,523	$137,680,088	$139,563,892	$140,959,531	$141,664,328
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-FY21) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to licensees in FY22-FY23.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**30,623,740**	**229.98**
Increase Cost: Retail Store Leases	257,282	0.00
Technical Adj: Midyear Position Adjustment	0	1.00
Decrease Cost: Flex Clerk Conversions	(765,031)	(13.00)

FY23 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.	3,016,411	(1.00)
FY23 Recommended	**33,132,402**	**216.98**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of shipped items returned	0.6%	0.5%	0.5%	0.5%	0.5%
Percent of items shipped on time and intact - stock products - licensees only	97.9%	96.1%	98.0%	98.0%	99.0%
Percent of items shipped on time and intact - special order products - licensees only	95.9%	96.7%	97.0%	97.0%	98.0%
Average licensee satisfaction score from annual survey - Wholesale Operations (scale of 1-5) [1]	3.8	3.8	3.8	3.8	3.9

[1] *The Annual Licensee Customer Satisfaction Survey (FY18-FY21) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to licensees in FY22-FY23.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**10,033,795**	**101.23**
Increase Cost: New Material Handling Equipment	120,000	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.	953,557	(2.23)
FY23 Recommended	**11,107,352**	**99.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	29,577,132	28,543,742	26,822,337	29,147,659	2.1 %
Employee Benefits	9,108,989	9,926,722	9,177,202	10,023,992	1.0 %
Liquor Control Personnel Costs	**38,686,121**	**38,470,464**	**35,999,539**	**39,171,651**	**1.8 %**
Operating Expenses	20,024,119	16,795,811	17,914,425	19,112,477	13.8 %
Capital Outlay	866,281	250,800	250,800	1,120,800	346.9 %
Debt Service Other	8,704,806	10,831,000	9,237,460	8,860,940	-18.2 %
Liquor Control Expenditures	**68,281,327**	**66,348,075**	**63,402,224**	**68,265,868**	**2.9 %**
PERSONNEL					
Full-Time	312	332	332	334	0.6 %
Part-Time	144	130	130	127	-2.3 %
FTEs	442.50	443.80	443.80	428.80	-3.4 %
REVENUES					
Bag Tax	6,687	0	0	0	—

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Investment Income	14,379	91,900	11,790	70,380	-23.4 %
Liquor Licenses	137,820	1,206,955	1,206,955	1,206,955	—
Liquor Sales	95,978,072	99,717,348	97,109,283	99,051,469	-0.7 %
Miscellaneous Revenues	1,006,842	0	0	0	—
Other Charges/Fees	716	23,887	23,887	23,887	—
Other Fines/Forfeitures	52,834	63,383	63,383	63,383	—
Other Licenses/Permits	61,801	117,600	117,600	117,600	—
Liquor Control Revenues	**97,259,151**	**101,221,073**	**98,532,898**	**100,533,674**	**-0.7 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	3,764	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**3,764**	**0**	**0**	**0**	**—**
Operating Expenses	156,410	0	0	0	—
Grant Fund - MCG Expenditures	**160,174**	**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	160,174	0	0	0	—
Grant Fund - MCG Revenues	**160,174**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**68,441,501**	**66,348,075**	**63,402,224**	**68,265,868**	**2.9 %**
Total Full-Time Positions	**312**	**332**	**332**	**334**	**0.6 %**
Total Part-Time Positions	**144**	**130**	**130**	**127**	**-2.3 %**
Total FTEs	**442.50**	**443.80**	**443.80**	**428.80**	**-3.4 %**
Total Revenues	**97,419,325**	**101,221,073**	**98,532,898**	**100,533,674**	**-0.7 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY22 ORIGINAL APPROPRIATION	**66,348,075**	**443.80**
Changes (with service impacts)		
Enhance: New Retail Point of Sale System [Administration]	2,000,000	0.00
Enhance: Six New Delivery Trucks [Delivery Operations]	900,000	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	883,824	0.00
Increase Cost: FY23 Compensation Adjustment	766,922	0.00
Increase Cost: Risk Management Adjustment	271,621	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	257,282	0.00
Increase Cost: IT Contracts [Administration]	222,451	0.00
Increase Cost: New Material Handling Equipment [Warehouse Operations]	120,000	0.00
Increase Cost: Motor Pool Adjustment	85,340	0.00
Increase Cost: Annualization of FY22 Personnel Costs	53,166	0.00
Increase Cost: Printing and Mail Adjustment	18,782	0.00
Decrease Cost: Mid-Year Abolishment - Pooled Truck Driver [Delivery Operations]	0	(3.00)
Technical Adj: Midyear Position Adjustment [Retail Sales Operations]	0	1.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(150,000)	0.00
Decrease Cost: Retirement Adjustment	(237,694)	0.00
Decrease Cost: OPEB Adjustment	(538,810)	0.00
Decrease Cost: Flex Clerk Conversions [Retail Sales Operations]	(765,031)	(13.00)
Decrease Cost: Debt Service [Administration]	(1,970,060)	0.00
FY23 RECOMMENDED	**68,265,868**	**428.80**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Administration	16,506,306	23.20	14,518,428	24.20
Delivery Operations	6,602,136	77.00	6,937,093	76.23
Licensure, Regulation and Education	1,881,239	10.39	1,899,726	10.39
Marketing	700,859	2.00	670,867	2.00
Retail Sales Operations	30,623,740	229.98	33,132,402	216.98
Warehouse Operations	10,033,795	101.23	11,107,352	99.00
Total	**66,348,075**	**443.80**	**68,265,868**	**428.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
LIQUOR CONTROL						
EXPENDITURES						
FY23 Recommended	**68,266**	**68,266**	**68,266**	**68,266**	**68,266**	**68,266**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
Elimination of One-Time Items Recommended in FY23	**0**	**(3,815)**	**(3,815)**	**(3,815)**	**(3,815)**	**(3,815)**
Items recommended for one-time funding in FY23, including Retail Point of Sale System, New Delivery Trucks, and New Material Handling Equipment, will be eliminated from the base in the outyears.						
Debt Service	**0**	**(207)**	**(269)**	**(622)**	**965**	**963**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Labor Contracts	**0**	**2,249**	**2,249**	**2,249**	**2,249**	**2,249**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**68,266**	**66,493**	**66,431**	**66,078**	**67,665**	**67,663**

FY23-28 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Alochol Beverage Services						
FISCAL PROJECTIONS	FY22 ESTIMATE	FY23 CE Recommended	FY24 PROJECTION	FY25 PROJECTION	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	10.00%	**10.00%**	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	4.0%	**3.3%**	2.5%	2.4%	2.4%	2.3%	2.2%
Investment Income Yield	0.1%	**0.6%**	1.1%	1.3%	1.5%	1.5%	1.5%
BEGINNING FUND BALANCE	**18,614,396**	**19,067,854**	**15,528,774**	**11,573,803**	**8,362,163**	**5,790,886**	**419,227**
REVENUES							
Taxes	0	**0**	**0**	**0**	**0**	**0**	**0**
Licenses & Permits	1,324,555	**1,324,555**	1,357,802	1,390,796	1,424,036	1,456,932	1,489,276
Charges For Services	23,887	**23,887**	24,487	25,082	25,681	26,274	26,857
Fines & Forfeitures	63,383	**63,383**	64,974	66,553	68,144	69,718	71,266
Miscellaneous	97,121,073	**99,121,849**	101,124,618	103,148,778	105,213,481	107,319,555	109,467,805
Subtotal Revenues	**98,532,898**	**100,533,674**	**102,571,881**	**104,631,209**	**106,731,342**	**108,872,479**	**111,055,204**
INTERFUND TRANSFERS (Net Non-CIP)	**(31,779,243)**	**(34,917,233)**	**(35,142,142)**	**(35,142,142)**	**(35,142,142)**	**(35,142,142)**	**(35,142,142)**
Transfers To The General Fund	(31,779,243)	(34,917,233)	(35,142,142)	(35,142,142)	(35,142,142)	(35,142,142)	(35,142,142)
Indirect Costs	(3,853,071)	(3,917,233)	(4,142,142)	(4,142,142)	(4,142,142)	(4,142,142)	(4,142,142)
Earnings Transfer	(27,926,172)	(31,000,000)	(31,000,000)	(31,000,000)	(31,000,000)	(31,000,000)	(31,000,000)
TOTAL RESOURCES	**85,368,051**	**84,684,295**	**82,958,513**	**81,062,871**	**79,951,363**	**79,521,223**	**76,332,289**
CIP CURRENT REVENUE APPROP.	**(3,052,000)**	**(522,000)**	**(2,720,000)**	**(1,783,000)**	**(1,213,000)**	**(2,144,000)**	**(2,200,000)**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(54,164,764)	**(59,404,928)**	(61,576,804)	(63,891,902)	(66,273,971)	(68,697,490)	(71,153,635)
Debt Service: Other (Non-Tax Funds only)	(9,237,460)	**(8,860,940)**	(8,653,590)	(8,591,490)	(8,239,190)	(9,826,190)	(9,824,240)
Labor Agreement	n/a	**0**	(2,249,096)	(2,249,096)	(2,249,096)	(2,249,096)	(2,249,096)
Annualizations and One-Time	n/a	**n/a**	3,814,780	3,814,780	3,814,780	3,814,780	3,814,780
Subtotal PSP Oper Budget Approp / Exp's	**(63,402,224)**	**(68,265,868)**	**(68,664,710)**	**(70,917,708)**	**(72,947,477)**	**(76,957,996)**	**(79,412,191)**
OTHER CLAIMS ON FUND BALANCE	**154,027**	**(367,653)**	**0**	**0**	**0**	**0**	**0**
TOTAL USE OF RESOURCES	**(66,300,197)**	**(69,155,521)**	**(71,384,710)**	**(72,700,708)**	**(74,160,477)**	**(79,101,996)**	**(81,612,191)**
YEAR END FUND BALANCE	**19,067,854**	**15,528,774**	**11,573,803**	**8,362,163**	**5,790,886**	**419,227**	**(5,279,902)**
END-OF-YEAR RESERVES AS A							
PERCENT OF RESOURCES	**22.3%**	**18.3%**	**14.0%**	**10.3%**	**7.2%**	**0.5%**	**-6.9%**

Assumptions:

1.These projections are based on the Executive's recommended budget. The projected future expenditures, revenues and fun balances may vary based on changes not assumed here to fee or tax rated, 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 forecast.

4. Other claims on fund balance include the OPEB liability 5 year allocation in FY20-FY23.

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Cable Television Communications Plan

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$15,227,385	29.55

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); FiberNet programs; Community Technology; Community Engagement; Digital Equity; 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 and Enterprise Business Solutions' (TEBS) budget. Digital Equity initiatives are supported by the TEBS and Cable Fund budgets.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of Broadband Programs is $15,227,385, a decrease of $2,242,226 or 12.84 percent from the FY22 Approved Budget of $17,469,611. Personnel Costs comprise 30.12 percent of the budget for 19 full-time position(s) and no part-time position(s), and a total of 29.55 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 69.88 percent of the FY23 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **Easier Commutes**
- **A Greener County**

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

INITIATIVES

- Deploy 40,000 free computers to low-income residents and seek grant funding to expand additional digital equity programs including offering assistance to low-income residents to enroll in home broadband subsidy programs, expanding Senior Planet Montgomery to affordable housing developments, and expanding Senior Planet Montgomery through licensing for working parents.
- Leverage County funding and seek additional grant funding to expand MoCoNet, the County's residential broadband network at affordable housing developments. In addition, receive grant funding to develop constituent-facing technology resources, launch pilot programs to train technology ambassadors, and expand access to technology training for MoCoNet subscribers to improve consumer technology knowledge and confidence, and reduce technology assistance calls to the County.
- Leverage FY22 Community Communications Survey findings to strategically deploy County Cable Montgomery (CCM) resources. The goal is to provide communications over preferred communications platforms, in formats and languages that enable the County to reach more residents with information, especially those communities that are not currently engaging with the County.
- Leverage caption encoders with Artificial Intelligence (AI) technology to improve the quality of multilingual captioning for County Cable Montgomery live and video on demand programming. The encoders provide multi-lingual captioning support. AI technology enables customized machine learning of County specific names, terms, and phrases to improve captioning accuracy. In addition, the encoders will create cost-efficiencies by reducing schedule and set-up time.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Winner of National Association of Counties Best in the Nation Award for transforming Senior Planet Montgomery from an in-person training program serving 800 people per year to offering lectures and courses via Zoom to serve 7,000 seniors per year.
- Expanded MoCoNet residential broadband service to three new affordable housing locations.
- Reconfigured the County Council hearing room to effectively support hybrid meetings (Zoom and in-person combined) that can be cast to cable channels, Facebook and YouTube. Upgrading the video Storage Area Network (SAN) local area network video file sharing platform to improve efficiency of Council and Public Information Office (PIO) producers and editors to cost-effectively support demand for video communications among a new 11-member County Council.

PROGRAM CONTACTS

Contact Michele Crane of the Department of Technology Services at 240.777.2845 or Julie Knight of the Office of Management and Budget at 240.777.2760 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

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**943,204**	**0.00**
Increase Cost: Connect Montgomery Alliance Coordinator Contractor	50,000	0.00
Increase Cost: County Office Building Television and Webstreaming Studio Equipment	35,250	0.00
Increase Cost: Public, Education, Government Television Equipment Support and Warranties	25,000	0.00
FY23 Recommended	**1,053,454**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Hours of first-run locally produced and acquired Montgomery College MC-ITV programming [1]	188	278	220	280	300
Hours of Montgomery College student-assisted original programming [2]	122	84	125	145	180

[1] *In FY21, original first-run and student-assisted programming declined due to reduction of in-person events (including sports), and faculty and students not having access to facilities. Also, short-form programming took priority over long-form. However, we were able to acquire more programming than we normally would outside of the pandemic.*

[2] *In FY21, student-assisted hours of original programs declined due to both the pandemic's impact on in-person events, as well as the need for short-form promos and PSAs.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
FY23 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming [1]	427	362	380	399	419

[1] *In-person production stories were reduced due to covid restrictions.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
FY23 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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming [1]	2,765	2,257	2,257	3,164	3,164
Video communications produced for social media and cable	1,419	1,443	1,570	1,582	1,602
Percent of productions completed within agreed-upon timeline	100%	100%	100%	100%	100%
Engagements with video communications	2,058,630	2,202,734	2,356,925	2,521,910	2,698,444

[1] *Production of feature stories and Council hearings were significantly reduced in FY20 and FY21 because of COVID-19 and did not return to pre-pandemic levels in FY22. Production of live meeting via Zoom significantly increased.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,865,124**	**11.50**
Decrease Cost: Public Information Officer Positions	(257,978)	(2.20)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	403	0.00
FY23 Recommended	**1,607,549**	**9.30**

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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming [1]	2,646	1,510	2,100	2,310	2,540

[1] *MCM facilities were closed to volunteers in FY21 and part of FY22 due to COVID-19.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,829,061**	**0.00**
Increase Cost: MCM Operating Cost Increase	144,798	0.00
FY23 Recommended	**2,973,859**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,563,900**	**0.00**
Increase Cost: Maryland Municipal League Funding Exchange Offset by Revenue	500,000	0.00
Decrease Cost: Municipal Pass Thru Support	(438,862)	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.	(150)	0.00
FY23 Recommended	**3,624,888**	**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, Public Information Office (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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours	6.00%	8.00%	10.00%	12.50%	12.50%
Percent of English language first-run programs closed captioned in Spanish	0%	75%	95%	100%	100%
Percent of English and Spanish language first-run programs closed captioned in English	100%	100%	100%	100%	100%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,186,203**	**5.00**
Increase Cost: County Cable Montgomery Public Events Engineer	46,500	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.	(8,514)	0.00
FY23 Recommended	**1,224,189**	**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 FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Transmission facility applications processed	209	350	350	350	350
Cable infrastructure inspections [1]	70,000	178,327	100,000	125,000	125,000
Average number of days to process applications for siting wireless towers	31	35	35	35	35
Percent of customers satisfied with Community Technology complaint handling	94.0%	95.1%	94.0%	94.0%	94.0%

[1] *Community Technology staff is supporting MoCoNet residential broadband installations to provide digital equity services. This has reduced staff available to perform proactive inspections. Staffing in FY22 has also been negatively impacted by covid and extended medical leave among inspection staff.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,622,426**	**5.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,123	0.00
FY23 Recommended	**1,635,549**	**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 TEBS budget for additional funding provided by TEBS to support digital equity as part of the ultraMontgomery program. This program was formerly part of the County Cable Montgomery program.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total Senior Planet Montgomery participants [1]	552	10,354	7,408	4,900	2,000
Percent of Senior Planet Montgomery participants who rated the quality of their instruction "high" or "very high"	91%	94%	87%	90%	90%
Percent of Senior Planet Montgomery participants whose quality of life improved	71%	83%	80%	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.*

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**200,000**	**0.00**
Shift: Funding from FY22 ARPA Funds for Digital Equity Initiative to Cable Fund	100,000	0.00
Shift: Community Grants moved from Community Grants NDA to Cable Fund Base Budget	2,650	0.00
Shift: Funding from FY22 ARPA Funds for Digital Equity Initiative	(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.	483,431	1.00
FY23 Recommended	**686,081**	**1.00**

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.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
New sites added to FiberNet	155	619	625	626	627

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,259,693**	**8.75**
Shift: Montgomery Connects Digital Equity Programs from TEBS to the Cable Fund	300,941	1.00
Shift: Digital Equity from TEBS to Cable Fund	182,340	0.00
Decrease Cost: Transfer Two Positions Charging FiberNet CIP to General Fund	0	(2.00)
Shift: Funding from FY22 ARPA Funds for FiberNet3 Build Out	(700,000)	0.00
Shift: FiberNet Network Operations Center from the Cable Fund to TEBS	(910,000)	0.00
Shift: FiberNet Operating Expenses from the Cable Fund to TEBS	(1,391,262)	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.	(319,896)	1.00
FY23 Recommended	**2,421,816**	**8.75**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	3,149,492	3,510,326	3,162,289	3,731,616	6.3 %
Employee Benefits	875,545	955,622	846,711	855,374	-10.5 %
Cable Television Personnel Costs	**4,025,037**	**4,465,948**	**4,009,000**	**4,586,990**	**2.7 %**
Operating Expenses	12,167,722	12,203,663	12,557,382	10,640,395	-12.8 %
Cable Television Expenditures	**16,192,759**	**16,669,611**	**16,566,382**	**15,227,385**	**-8.7 %**
PERSONNEL					
Full-Time	18	18	18	19	5.6 %
Part-Time	0	0	0	0	—
FTEs	30.75	30.75	30.75	29.55	-3.9 %
REVENUES					
Franchise Fees	14,667,465	13,767,962	14,783,280	14,358,470	4.3 %
Investment Income	14,518	153,000	12,860	76,760	-49.8 %
Miscellaneous Revenues	75,223	0	0	1,000,000	—
PEG Capital Revenue	5,393,495	5,253,586	5,398,706	5,302,621	0.9 %
PEG Operating Revenue	3,376,575	3,444,164	3,471,262	3,312,461	-3.8 %
Tower Application Fees	142,500	250,000	225,000	250,000	—
Cable Television Revenues	**23,669,776**	**22,868,712**	**23,891,108**	**24,300,312**	**6.3 %**
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	0	800,000	800,000	0	-100.0 %
Grant Fund - MCG Expenditures	**0**	**800,000**	**800,000**	**0**	**-100.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
American Rescue Plan Act	0	800,000	800,000	0	-100.0 %
Grant Fund - MCG Revenues	**0**	**800,000**	**800,000**	**0**	**-100.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**16,192,759**	**17,469,611**	**17,366,382**	**15,227,385**	**-12.8 %**
Total Full-Time Positions	**18**	**18**	**18**	**19**	**5.6 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Total FTEs	**30.75**	**30.75**	**30.75**	**29.55**	**-3.9 %**
Total Revenues	**23,669,776**	**23,668,712**	**24,691,108**	**24,300,312**	**2.7 %**

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY22 ORIGINAL APPROPRIATION	**16,669,611**	**30.75**
Other Adjustments (with no service impacts)		
Increase Cost: Maryland Municipal League Funding Exchange Offset by Revenue [Municipal Support]	500,000	0.00
Shift: Montgomery Connects Digital Equity Programs from TEBS to the Cable Fund [OBP Fibernet (CF)]	300,941	1.00
Shift: Digital Equity from TEBS to Cable Fund [OBP Fibernet (CF)]	182,340	0.00
Increase Cost: Annualization of FY22 Personnel Costs	151,482	2.00
Increase Cost: MCM Operating Cost Increase [Montgomery Community Media]	144,798	0.00
Shift: Funding from FY22 ARPA Funds for Digital Equity Initiative to Cable Fund [OBP Digital Equity (Cable Fund)]	100,000	0.00
Increase Cost: Annualization of FY22 Compensation Increases	73,965	0.00
Increase Cost: Connect Montgomery Alliance Coordinator Contractor [Connect Montgomery Alliance]	50,000	0.00
Increase Cost: County Cable Montgomery Public Events Engineer [OBP Community Engagement]	46,500	0.00
Increase Cost: FY23 Compensation Adjustment	41,899	0.00
Increase Cost: County Office Building Television and Webstreaming Studio Equipment [Connect Montgomery Alliance]	35,250	0.00
Increase Cost: Public, Education, Government Television Equipment Support and Warranties [Connect Montgomery Alliance]	25,000	0.00
Shift: Community Grants moved from Community Grants NDA to Cable Fund Base Budget [OBP Digital Equity (Cable Fund)]	2,650	0.00
Increase Cost: Printing and Mail Adjustment	318	0.00
Decrease Cost: Transfer Two Positions Charging FiberNet CIP to General Fund [OBP Fibernet (CF)]	0	(2.00)
Decrease Cost: Retirement Adjustment	(99,267)	0.00
Decrease Cost: Public Information Officer Positions [Media - PIO, Council, M-NCPPC]	(257,978)	(2.20)
Decrease Cost: Municipal Pass Thru Support [Municipal Support]	(438,862)	0.00
Shift: FiberNet Network Operations Center from the Cable Fund to TEBS [OBP Fibernet (CF)]	(910,000)	0.00
Shift: FiberNet Operating Expenses from the Cable Fund to TEBS [OBP Fibernet (CF)]	(1,391,262)	0.00
FY23 RECOMMENDED	**15,227,385**	**29.55**
GRANT FUND - MCG		
FY22 ORIGINAL APPROPRIATION	**800,000**	**0.00**
Other Adjustments (with no service impacts)		
Shift: Funding from FY22 ARPA Funds for Digital Equity Initiative [OBP Digital Equity (Cable Fund)]	(100,000)	0.00

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Funding from FY22 ARPA Funds for FiberNet3 Build Out [OBP Fibernet (CF)]	(700,000)	0.00
FY23 RECOMMENDED	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Connect Montgomery Alliance	943,204	0.00	1,053,454	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	1,865,124	11.50	1,607,549	9.30
Montgomery Community Media	2,829,061	0.00	2,973,859	0.00
Municipal Support	3,563,900	0.00	3,624,888	0.00
OBP Community Engagement	1,186,203	5.00	1,224,189	5.00
OBP Community Technology	1,622,426	5.50	1,635,549	5.50
OBP Digital Equity (Cable Fund)	200,000	0.00	686,081	1.00
OBP Fibernet (CF)	5,259,693	8.75	2,421,816	8.75
Total	**17,469,611**	**30.75**	**15,227,385**	**29.55**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
CABLE TELEVISION						
EXPENDITURES						
FY23 Recommended	**15,227**	**15,227**	**15,227**	**15,227**	**15,227**	**15,227**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY23	**0**	**(74)**	**(74)**	**(74)**	**(74)**	**(74)**
Items recommended for one-time funding in FY23, including COB equipment costs and one-time vehicle, computer and tool costs, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**146**	**146**	**146**	**146**	**146**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,227**	**15,298**	**15,298**	**15,298**	**15,298**	**15,298**

FY23 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in $000's)

		ACT	APP	EST	CE REC	Proj.	Proj.	Proj.	Proj.	Proj.
		FY21	FY22	FY22	FY23	FY24	FY25	FY26	FY27	FY28
1	BEGINNING FUND BALANCE	1,844	2,711	1,456	11	164	(81)	(812)	(1,354)	(2,085)
2	REVENUES									
3	Franchise Fees	14,667	13,768	14,783	14,358	13,913	13,534	13,305	13,180	13,073
4	PEG Operating Grant	3,377	3,444	3,471	3,312	3,117	2,921	2,780	2,669	2,540
5	PEG Capital Grant	5,393	5,254	5,399	5,303	5,231	5,199	5,203	5,239	5,304
6	Interest Earned	15	153	13	77	100	104	104	112	117
7	TFCG Application Review Fees	143	250	225	250	250	250	250	250	250
8	Miscellaneous	75	-	-	1,000	1,000	1,000	-	-	-
9	TOTAL ANNUAL REVENUES	23,670	22,869	23,891	24,300	23,611	23,009	21,643	21,450	21,284
10	TOTAL RESOURCES-CABLE FUND	25,514	25,580	25,347	24,312	23,775	22,928	20,831	20,096	19,198
11	MUNICIPAL SUPPORT									
12	Municipal Franchise Fee Distribution									
13	City of Rockville	656	739	661	642	622	605	595	590	656
14	City of Takoma Park	208	227	210	204	197	192	189	187	208
15	Other Municipalities	243	250	245	238	231	224	221	219	243
16	SUBTOTAL	1,108	1,216	1,116	1,084	1,051	1,022	1,005	995	1,108
17	Municipal Capital Support									
18	Rockville Equipment	788	847	771	740	747	743	743	748	788
19	Takoma Park Equipment	184	198	180	177	174	173	173	175	184
20	Municipal League Equipment	183	198	180	177	174	173	173	175	183
21	MUNICIPAL PEG/INET CAPITAL SUBTOTAL	1,155	1,243	1,131	1,093	1,096	1,089	1,090	1,098	1,155
22	Municipal Operating Support									
23	Rockville PEG Support	224	250	222	212	199	187	178	171	224
24	Takoma Park PEG Support	395	428	386	368	346	325	309	297	395
25	Muni. League PEG Support	395	428	386	868	846	825	309	297	395
26	SUBTOTAL	1,015	1,105	993	1,448	1,392	1,336	795	764	1,015
27	MUNICIPAL SUPPORT SUBTOTAL	3,278	3,564	3,241	3,625	3,538	3,447	2,890	2,857	3,278
28	OBP OPERATING									
29	Operating	26	-	-	-					
30	SUBTOTAL	26	-	-	-					
31	OBP FIBERNET OPERATING									
32	FiberNet - OBP Personnel Charges	866	1,385	831	1,385	1,385	1,385	1,385	1,385	1,385
33	FiberNet - OBP Engineering & Operations	1,886	1,391	2,110	-	-	-	-	-	-
34	FiberNet - OBP Network Operations Center	1,263	910	1,064	-	-	-	-	-	-
35	FiberNet - DOT Personnel Charges	98	95	95	95	95	95	95	95	95
36	FiberNet - DOT Operations & Maintenance	854	488	488	488	488	488	488	488	488
37	FiberNet - DOT Miss Utility	238	291	291	291	291	291	291	291	291
38	SUBTOTAL	5,206	4,560	4,879	2,258	2,258	2,258	2,258	2,258	2,258
39	OBP COMMUNITY TECHNOLOGY									
40	TFCG Application Review	364	230	230	230	250	250	250	250	250
41	Personnel Costs - OBP Community Technology	919	662	771	662	662	662	662	662	662
42	Personnel Costs - Charges for County Atty	113	111	111	111	111	111	111	111	111
43	Operating	247	144	144	144	144	144	144	144	144
44	Legal and Professional Services	776	475	350	475	475	475	475	475	475
45	SUBTOTAL	2,419	1,622	1,607	1,622	1,642	1,642	1,642	1,642	1,642
46	OBP DIGITAL EQUITY									
47	Personnel Costs	177	-	-	211	211	211	211	211	211
48	Digital Equity Programs				375	375	375	375	375	375
49	Youth and Arts Community Media	31	100	100	100	100	100	100	100	100
50	SUBTOTAL	208	100	100	686	686	686	686	686	686
51	OBP COMMUNITY ENGAGEMENT									
52	Personnel Costs	655	746	663	746	746	746	746	746	746
53	Operating Expenses	152	99	99	145	145	145	145	145	145
54	Contracts - TV Production	100	87	87	87	87	87	87	87	87
55	Community Engagement Productions	64	91	91	91	91	91	91	91	91
56	Closed Captioning	283	163	163	163	163	163	163	163	163
57	SUBTOTAL	1,254	1,186	1,103	1,233	1,233	1,233	1,233	1,233	1,233
58	MEDIA - PIO, COUNCIL, M-NCPPC									
59	Public Information Office									
60	Personnel Costs	629	799	799	541	541	541	541	541	541
61	Operating Expenses	4	11	11	11	11	11	11	11	11
62	SUBTOTAL	632	810	810	552	552	552	552	552	552
63	County Council									
64	Personnel Costs	666	669	669	669	669	669	669	669	669
65	Operating Expenses	10	11	11	11	11	11	11	11	11
66	Contracts - TV Production	385	253	253	253	253	253	253	253	253
67	SUBTOTAL	1,062	932	932	932	932	932	932	932	932
68	Park & Planning									
69	Operating Expenses	24	24	24	24	24	24	24	24	24
70	Contracts - TV Production	76	99	99	99	99	99	99	99	99
71	SUBTOTAL	100	123	123	123	123	123	123	123	123
72	SUBTOTAL	1,794	1,865	1,865	1,607	1,607	1,607	1,607	1,607	1,607

FY23 CE RECOMMENDED CABLE COMMUNICATIONS PLAN (in $000's)

		ACT	APP	EST	CE REC	Proj.	Proj.	Proj.	Proj.	Proj.
		FY21	FY22	FY22	FY23	FY24	FY25	FY26	FY27	FY28
73	MEDIA - CONNECT MONTGOMERY ALLIANCE									
74	PEG Equipment	914	759	759	794	794	794	794	794	794
75	Operating & Marketing Expenses	178	185	185	260	260	260	260	260	260
76	SUBTOTAL	1,091	943	943	1,053	1,053	1,053	1,053	1,053	1,053
77	MEDIA - MONTGOMERY COMMUNITY MEDIA									
78	Personnel Costs	2,260	2,392	2,394	2,537	2,537	2,537	2,537	2,537	2,537
79	Operating Expenses	180	54	52	54	54	54	54	54	54
80	Rent & Utilities	389	383	383	383	383	383	383	383	383
81	SUBTOTAL	2,829	2,829	2,829	2,974	2,974	2,974	2,974	2,974	2,974
82	ADJUSTMENTS									
83	Compensation Adjustment				168	-	-	-	-	-
84	MCG Multi-Program Adjustments	472	-		0	-	-	-	-	-
85	SUBTOTAL	472	-	-	168	-	-	-	-	-
86	GENERAL FUND TRANSFERS									
87	MEDIA - MONTGOMERY COLLEGE									
88	Personnel Costs	1,588	1,588	1,588	1,588	1,588	1,588	1,588	1,588	1,588
89	Operating Expenses	209	209	209	209	209	209	209	209	209
90	SUBTOTAL	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797	1,797
91	MEDIA - MONTGOMERY CO PUBLIC SCHOOLS									
92	Personnel Costs	1,648	1,694	1,694	1,694	1,694	1,694	1,694	1,694	1,694
93	Operating Expenses	121	76	76	76	76	76	76	76	76
94	SUBTOTAL	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770	1,770
95	ADDITIONAL TRANSFERS									
96	Indirect Costs Transfer to Gen Fund	843	831	831	856	856	856	856	856	856
97	Transfer to the General Fund	0		-		-	-	-	-	-
98	Transfer to the Gen Fund-M-NCPPC	0	100	100	100	100	100	100	100	100
99	SUBTOTAL	843	931	931	956	956	956	956	956	956
100	CAPITAL IMPROVEMENT PROJECTS									
101	FiberNet - CIP	3,081	3,592	3,592	3,718	3,661	3,636	2,639	2,668	2,675
102	ultraMontgomery - CIP	680	680	680	680	680	680	680	680	680
103	EXPENDITURE SUMMARY									
104	DIRECT BUDGET EXPENDITURES	16,193	16,670	16,566	15,227	14,992	14,901	14,344	14,310	14,731
105	GENERAL FUND TRANSFERS	4,410	4,497	4,497	4,522	4,522	4,522	4,522	4,522	4,522
106	CIP TRANSFERS	3,761	4,272	4,272	4,398	4,341	4,316	3,319	3,348	3,355
107	TOTAL EXPENDITURES	24,363	25,439	25,336	24,148	23,856	23,740	22,186	22,181	22,609
108	BALANCE RESOURCES MINUS EXPENDITURES	1,151	141	11	164	(81)	(812)	(1,354)	(2,085)	(3,411)
109	ADJUSTMENTS									
110	Prior Year Adjustments	(305)	-	-		-	-	-	-	-
111	Encumbrance Adjustment	0	-			-	-	-	-	-
112	TOTAL ADJUSTMENTS	(305)	-	-	-	-	-	-	-	-
113	FUND BALANCE	1,456	141	11	164	(81)	(812)	(1,354)	(2,085)	(3,411)
114	FUND BALANCE PER POLICY GUIDANCE	1,186	1,134	1,202	1,175	1,141	1,111	1,093	1,083	1,075
115	Cable Fund Direct Expenditures	16,193	16,670	16,566	15,227	14,992	14,901	14,344	14,310	14,731
116	Cable Fund Personnel	4,025	4,466	3,938	4,587	4,419	4,419	4,419	4,419	4,419
117	Cable Fund Operating	12,168	12,204	12,629	10,640	10,573	10,482	9,925	9,892	10,313
118	Cable Fund Restricted Capital Expenditures	5,830	6,274	6,162	6,285	6,231	6,199	5,203	5,239	5,304
119	Cable Fund Media Production Expenditures	10,636	10,737	10,542	11,088	11,032	10,976	10,435	10,404	10,654
120	Annual Impact - Revenue Minus Expenditures	(693)	(2,570)	(1,445)	153	(245)	(731)	(543)	(731)	(1,325)

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 onchanges 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).

These projections for the Cable TV Fund incorporate assumptions of annual resources and resource usage as well as projected end-of-year reserves available based on these assumptions. This scenario assumes that operating expenditures will experience net increases as a trend. Factors contributing to the assumed rate of increase include compensation adjustments, program and productivity improvements, and cost increases driven by inflation. The County Executive presents these fiscal projections as a tool for thinking about the future fiscal policy implications of the recommended program of expenditures and resources. Other scenarios would occur if the County Executive and County Council adopted a different program plan or if the future brings different trends than presumed in the incorporated assumptions.

Non-Departmental Accounts

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$330,025,234	43.34

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 FY23, 55 NDAs are funded. Three new NDAs are established: Guaranteed Income, Police Accountability Board, and Montgomery County Green Bank. 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 FY23 Operating Budget for the Non-Departmental Accounts is $330,025,234, a decrease of $13,306,127 or 3.88 percent from the FY22 Approved Budget of $343,331,361. Personnel Costs comprise 3.75 percent of the budget for 23 full-time position(s) and no part-time position(s), and a total of 43.34 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 96.25 percent of the FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,707,506**	**0.00**
Increase Cost: FY23 Increase to Arts and Humanities Council NDA	492,450	0.00
FY23 Recommended	**6,199,956**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**47,750**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,150**	**0.00**
Reduce: Charter Review Commission - Biennial Workload Adjustment	(1,000)	0.00
FY23 Recommended	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**375,000**	**0.00**
Enhance: Imagination Library Partnership in Montgomery County	50,000	0.00
FY23 Recommended	**425,000**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**650,200**	**3.00**
Increase Cost: Annualization of New Positions Created in FY22	52,475	0.00
Add: Mid-year Creation of Climate Change Officer	10,225	0.05
Increase Cost: FY23 Compensation Adjustment	615	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(21,838)	0.00
FY23 Recommended	**691,677**	**3.05**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**2,884,990**	**0.00**
FY23 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 all received a 6% inflationary increase to their FY22 Approved funding level. The Community Grants NDA also includes three new pools of funding for nonprofit organizations and their communities. The application and awarding processes for this new funding will be administered by the new Office of Grants Management during FY23.

In addition, 46 community grants funded as part of the FY22 budget (totaling $2.3 million) have moved into the base budgets of departments. Shifting programs also received a 6% inflationary increase over their FY22 Approved funding level. The list of the programs and funding amounts shifting into department base budgets can be found on page 79-1 of this publication.

The overall $10,350,372 within the Community Grants NDA includes:

- Community Grants: Funding will be provided to organizations that leverage Federal, State, and/or private funding or improve the quality of life for County residents - the FY22 Community Grants total $8,289,385.
- Underserved Communities Nonprofit Children, Youth, and Families Grants: $750,000 will be available to nonprofit organizations from underserved communities who have unique insights into their local challenges and can develop the best programmatic solutions address them.
- Nonprofit Technical Assistance and Management Support Grants: $750,000 will be available to strengthen County nonprofit organizations with a prioritization of organizations based in underserved communities.
- Business District Development Grants: $500,000 will be available to support the operations necessary to establish a

nonprofit commercial district management entity to conduct place making, place management, branding, and economic development activities in a neighborhood.

- Community Services Grants: In FY23 these one-time grants for capital purchases that support health and human service activities are funded at the FY22 level of $60,987.

Approved for Community Grants, but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) are listed the following that total $3,000,000.

A Wider Circle, Inc: $115,000; Adventist Community Services of Greater Washington, Inc.: $20,500; Adventist Health Care, Inc.: $63,000; Aish Center of Greater Washington: $5,200; American Diversity Group, Inc.: $28,023; Arts on the Block: $25,000; Audubon Naturalist Society of the Central Atlantic States, Inc.: $170,000; Bender JCC of Greater Washington, Inc. A/K/A Bender JCC of Greater Washington: $100,000; Blackrock Center for the Arts: $100,000; Boyds Clarksburg Historical Society, Inc.: $5,000; Catholic Charities of the Archdiocese of Washington, Inc.: $87,537; CCI Health Services: $250,000; Chinese Culture and Community Service Center, Inc.: $25,000; CKC Farming: $36,000; Docs in Progress, Incorporated: $26,000; Easter Seals Servicing DC/MD/VA, Inc.: $175,000; Friends House Retirement Community, Inc.: $250,000; Gaithersburg HELP, Inc.: $3,375; GapBuster, Inc.: $40,000; Glen Echo Park Partnership for Arts and Culture, Inc.: $67,276; Great and Small, Inc. A/K/A Great and Small: $12,000; Jewish Foundation for Group Homes, Inc.: $75,000; Madison House Autism Foundation, Inc.: $25,000; The Menare Foundation, Inc.: $20,000; Metropolitan Ballet Theatre and Academy.: $6,387; Montgomery County Muslim Foundation, Inc.: $400,000; The Muslim Community Center, Inc.: $125,000; OASIS, Inc.: $54,537; Peerless Rockville Historic Preservation, Ltd.: $100,000; Red Wiggler Community Farm: $7,665; Sandy Spring Museum: $250,000; The Ivymount School, Inc.: $100,000; The Jubilee Association Of Maryland, Inc.: $25,000; The Writer's Center, Inc.: $95,000; WUMCO Help, Inc.: $12,500; Yad Yehuda of Greater Washington: $100,000.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**9,705,874**	**0.00**
Add: Business District Development Grants	500,000	0.00
Add: Community Grant: A Wider Circle, Inc. (Provide support for the Workforce Development Program.)	47,700	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.)	53,000	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.)	10,600	0.00
Add: Community Grant: African Communities Together, Inc. (Provide for a comprehensive citizenship program for immigrants from Africa.)	26,500	0.00
Add: Community Grant: American Diversity Group, Inc. (Provide oral health treatment and education for elementary school students and the parents.)	26,898	0.00
Add: Community Grant: American Muslim Senior Society, Inc. (Provide tools, resources, and technical expertise for senior adults from diverse communities.)	37,100	0.00
Add: Community Grant: Asbury Foundation, Inc. (Provide support for the Gaithersburg Beloved Community Initiative.)	18,020	0.00
Add: Community Grant: Asian American LEAD Leadership, Empowerment and Development for Youth and Family, Inc. (Provide social programs and academic development forlow-income/underserved youth in the Asian Pacific American community.)	90,100	0.00

FY23 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Asian Indians for Community Service, Inc. (Address vital needs and well-being of seniors in Asian-American community.)	15,900	0.00
Add: Community Grant: Asian Indians for Community Service, Inc. (Provide diabetes self-management training to residents within the Asian American community who are diabetic, pre-diabetic, care-givers and family members through workshops.)	15,900	0.00
Add: Community Grant: Asian Pacific American Legal Resource Center (Provide legal assistance to low-income immigrants in the Asian American community who are seeking immigration relief.)	31,800	0.00
Add: Community Grant: AsylumWorks Inc. (Provide a social service program to ensure asylum-seeking Montgomery County residents are able to meet their basic needs.)	37,100	0.00
Add: Community Grant: Audubon Naturalist Society of the Central Atlantic States, Inc. (Provide after-school nature education programs for Title 1 schools.)	19,080	0.00
Add: Community Grant: Bender JCC of Greater Washington, Inc. (Provide kosher nutrition, health and wellness services, and socialization to at-risk seniors.)	42,400	0.00
Add: Community Grant: Bethesda Green, Inc. (Provide support for the Be Impact Initiative, a sustainable impact management program.)	10,600	0.00
Add: Community Grant: Big Brothers Big Sisters of the National Capital Area, Inc. (Provide a one-to-one mentoring program.)	37,100	0.00
Add: Community Grant: Boys & Girls Clubs of Greater Washington, Inc (Provide support for the Watkins Mill Boys & Girls Branch.)	84,800	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.)	26,500	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.)	47,700	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.)	20,140	0.00
Add: Community Grant: C&O Canal Trust, Inc. (Provide educational, recreational, and volunteer opportunities for county residents at the C&O Canal National Historical Park.)	31,800	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.)	21,200	0.00
Add: Community Grant: CASA, Inc. (Provide financial assistance to support citizenship-eligible legal permanent residents in attaining citizenship.)	53,000	0.00
Add: Community Grant: CASA, Inc. (Provide low-income primarily immigrant workers with vocational and workplace safety and health training that increases their employability and earning potential.)	47,700	0.00
Add: Community Grant: CASA, Inc. (Provide outreach and education on the naturalization process, application assistance, and wraparound financial services to promote civic and economic integration.)	31,800	0.00
Add: Community Grant: CASA, Inc. (Provide outreach, training, mentoring, and counseling to support current and aspiring business owners in formalizing and/or strengthening their businesses.)	106,000	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.)	51,862	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.)	59,462	0.00
Add: Community Grant: Catholic Charities of the Archdiocese of Washington, Inc. (Provide employment referrals and job readiness workshops to residents in the Latino community and new-immigrant residents.)	57,811	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.)	42,663	0.00
Add: Community Grant: Center for Adoption Support and Education Inc. (Provide support services to biological families during court-ordered trial home visits.)	42,400	0.00

FY23 Recommended Changes	Expenditures	FTEs
Add: Community Grant: CentroNia, Inc. (Provide high-quality, full-day early childhood education to underserved children in Takoma Park, Maryland.)	58,300	0.00
Add: Community Grant: Charles Koiner Center for Urban Farming (Provide hands-on learning opportunities for students at the Koiner Farm.)	21,200	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.)	24,380	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide support for the STOP B Program.)	127,200	0.00
Add: Community Grant: Chinese Culture and Community Service Center, Inc. (Provide culturally competent mental health education and direct services to the Asian immigrants community.)	68,900	0.00
Add: Community Grant: Circle of Rights, Inc. (Provide stroke prevention information to low-income County residents.)	19,080	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.)	349,800	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.)	79,500	0.00
Add: Community Grant: Columbia Lighthouse for the Blind, Inc. (Provide comprehensive rehabilitation services and Support Service Provider to Montgomery County residents who are deaf/blind.)	26,500	0.00
Add: Community Grant: Columbia Lighthouse for the Blind, Inc. (Provide independent living skills training to Montgomery County seniors suffering from vision loss.)	10,600	0.00
Add: Community Grant: Comfort Cases, Inc. (Provide new essential and comfort items to youth in foster care.)	26,500	0.00
Add: Community Grant: Community Clinic, Inc. (Provide funding for electronic diagnostic equipment.)	46,325	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.)	47,700	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.)	53,000	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.)	63,600	0.00
Add: Community Grant: Community Reach of Montgomery County, Inc. (Enhancing access to healthcare through patient navigation, specialty care referrals, and health education.)	68,900	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.)	29,680	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.)	14,056	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.)	39,008	0.00
Add: Community Grant: Conflict Resolution Center of Montgomery County (Provides for an increase in conflict resolution services to inmates and their families.)	15,900	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.)	17,702	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.)	10,600	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.)	10,600	0.00

FY23 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.)	31,800	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.)	28,620	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.)	58,300	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.)	74,200	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.)	106,000	0.00
Add: Community Grant: Equipment Connections for Children, Inc. (Provide support for the Equipment Donation Program for children with disabilities.)	17,490	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.)	21,200	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.)	31,800	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.)	47,700	0.00
Add: Community Grant: FAIR Girls, Inc. (Provide trafficking victims client-centered, trauma-informed case management, including safe housing, training community partners to create referral pathways.)	31,800	0.00
Add: Community Grant: Family Services, Inc. (Provide support for the Thriving Germantown Community HUB.)	84,800	0.00
Add: Community Grant: Fenton Village, Inc. (Provide enhanced public awareness of the business community in Fenton Village.)	21,200	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.)	5,300	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.)	15,900	0.00
Add: Community Grant: Future Link, Inc. (Provide an extensive outreach program with individualized academic and career supports for at-risk youth.)	41,446	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.)	28,938	0.00
Add: Community Grant: Gaithersburg HELP, Inc. (Provide free rides to medical appointments and other essential destinations for seniors and persons with disabilities.)	8,480	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.)	47,700	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.)	106,000	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.)	21,200	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.)	15,900	0.00
Add: Community Grant: Great and Small, Inc. (Provide operating support for equine-assisted activities serving individuals with special needs.)	20,140	0.00

FY23 Recommended Changes	Expenditures	FTEs
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.)	47,700	0.00
Add: Community Grant: Hebrew Home of Greater Washington, Inc. (Provide operating support for the ElderSAFE Center.)	53,000	0.00
Add: Community Grant: Heritage Tourism Alliance of Montgomery County, Inc. (Provide operating support for Heritage Montgomery.)	106,000	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.)	31,800	0.00
Add: Community Grant: Hispanic Business Foundation of Maryland, Inc. (Provides for operating support for BEST Business Empowerment Center.)	23,320	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.)	42,400	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.)	26,500	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.)	39,220	0.00
Add: Community Grant: Imagination Library of Montgomery County, Maryland, Inc. (Provides for mailing free, age-appropriate books to children from birth to age five.)	13,780	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.)	31,800	0.00
Add: Community Grant: Impact Silver Spring, Inc. (Provide high quality and accessible recreational sports programs in Long Branch, Wheaton and Aspen Hill)	103,350	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.)	10,600	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Interfaith Clothing Center.)	347,600	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Interfaith Works Connections program.)	42,400	0.00
Add: Community Grant: Interfaith Works, Inc. (Provide support for the Vocational Services Program.)	225,960	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.)	31,800	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.)	17,808	0.00
Add: Community Grant: Japanese Americans' Care Fund, Inc. (Provide support for the library of Japanese language media and activities for all age groups in the Japanese American community, especially the elderly.)	31,800	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.)	42,400	0.00
Add: Community Grant: Jewish Council for the Aging of Greater Washington, Inc. (Provide support for the 50+ Employment Expo.)	79,500	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.)	42,400	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.)	42,400	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.)	45,050	0.00

FY23 Recommended Changes	Expenditures	FTEs
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.)	43,672	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.)	59,954	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.)	26,500	0.00
Add: Community Grant: Just Neighbors Ministry, Inc. (To provide high-quality immigration legal services to low-income immigrants.)	21,200	0.00
Add: Community Grant: KEEN Greater DC, LLC (Provide free, non-competitive one-to-one programs of exercise, fitness and fun to youth with significant disabilities.)	10,600	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.)	53,000	0.00
Add: Community Grant: KindWorks, Inc. (Provide for operating support.)	31,800	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 residents in the Asian American community and immigrant residents.)	21,200	0.00
Add: Community Grant: Korean Community Service Center Of Greater Washington, Inc. (Provide for KCSCâ€™s Senior Empowerment Program to assist low-income seniors within the Asian American community who reside in Eastern Montgomery County.)	21,200	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.)	47,700	0.00
Add: Community Grant: Latin American Youth Center, Inc. (Provide a mentoring program for middle school boys of color.)	58,300	0.00
Add: Community Grant: Latino Child Care Association of Maryland, Inc. (Provides for operating support.)	53,000	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.)	26,500	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.)	42,400	0.00
Add: Community Grant: League of Women Voters of Montgomery County, MD, Inc. (Publish a Spanish edition of the general election Votersâ€™ Guide.)	10,600	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.)	42,400	0.00
Add: Community Grant: Leveling The Playing Field, Inc. (Provide for operating support.)	21,200	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.)	26,500	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.)	148,930	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.)	10,600	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.)	37,100	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)	53,000	0.00

FY23 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.)	26,500	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.)	47,700	0.00
Add: Community Grant: Maryland Senior Olympics Commission, LTD (Provide for operating support.)	26,500	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.)	15,900	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.)	42,400	0.00
Add: Community Grant: MentorPrize, Incorporated (Recruit adult mentors to form quality relationships with underserved individuals.)	15,900	0.00
Add: Community Grant: Mercy Health Clinic, Inc. (Provide primary and specialty care for low-income, uninsured patients, and patients with Medicaid.)	90,100	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.)	37,100	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Partially fund MobileMedâ€™s Specialty Care Coordinator to help low-income, uninsured patients access and navigate essential specialty health resources.)	31,800	0.00
Add: Community Grant: Mobile Medical Care, Inc. (Provide for development of a Quality Improvement program.)	63,600	0.00
Add: Community Grant: MOCO KIDSCO, Inc. dba KID Museum (Provide operating support for the KID Museum.)	206,700	0.00
Add: Community Grant: Montgomery Countryside Alliance, Inc. (Provide for operating support.)	26,500	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (Provide services to seniors to meet their social, intellectual, mental, and physical health needs.)	74,200	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (Provide support for Youth Empowerment Program.)	12,720	0.00
Add: Community Grant: Montgomery County Muslim Foundation, Inc. (Provide Food assistance to needy and low income residents of Montgomery County.)	116,600	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.)	194,741	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide clinical case management for Medicare, Medicaid and uninsured Montgomery County residents.)	42,400	0.00
Add: Community Grant: Muslim Community Center, Inc. (Provide for implementation of quality measures consistent with the standard of care for controlling diabetes and other chronic diseases.)	36,040	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.)	26,436	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.)	63,905	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.)	93,623	0.00
Add: Community Grant: Nonprofit Montgomery, Inc. (Provide collaborative education and promotion of early care for children.)	53,000	0.00
Add: Community Grant: One Montgomery Green, Inc. (Provide for operating support.)	58,300	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.)	6,561	0.00

FY23 Recommended Changes	Expenditures	FTEs
Add: Community Grant: Passion for Learning, Inc. (Provide Information and Communication Technology (ICT) and college readiness programs for low-income middle school students.)	53,000	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.)	53,000	0.00
Add: Community Grant: Poolesville Area Senior Center, Inc. (Provide for operating support.)	26,500	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.)	5,300	0.00
Add: Community Grant: Queens Royal Priest Hood, Inc. (Provide utoring, homework assistance, intro to robotics, games, and group activities to help students improve social skills while encouraging team work.)	10,600	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.)	10,600	0.00
Add: Community Grant: Rosaria Communities Foundation, Inc. (Provide independent living opportunities for people with intellectual and physical disabilities within an involved community.)	31,800	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.)	47,700	0.00
Add: Community Grant: So What Else, Inc. (Provide educational and recreational after-school programs each semester for underserved East County youth.)	37,100	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.)	15,900	0.00
Add: Community Grant: Spirit Club Foundation, Inc. (Provide operating funds to develop and implement supportive exercise and fitness programs for people with disabilities.)	26,500	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.)	47,212	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.)	10,600	0.00
Add: Community Grant: The Latino Student Fund (Provide academic support for PreK-12th grade Hispanic youth and their adult family members.)	31,800	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.)	20,988	0.00
Add: Community Grant: The Shepherd's Table, Inc. (Provide daily meals for individuals experiencing homelessness, food insecurity, or in need of nourishment.)	37,100	0.00
Add: Community Grant: TLC-The Treatment and Learning Centers, Inc. (Provide employment readiness skills for youth with disabilities.)	8,240	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)	79,500	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.)	37,100	0.00
Add: Community Grant: Unity Christian Fellowship, Inc. (Provide support for the Game Changer Conference for Young Males.)	18,020	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.)	79,500	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.)	42,400	0.00

FY23 Recommended Changes	Expenditures	FTEs
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.)	42,400	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide improvemed health care access to the Vietnamese community in Montgomery County.)	53,424	0.00
Add: Community Grant: Vietnamese Americans Services, Inc. (Provide services to seniors in the Vietnamese community and sustain the first adult day care center for the Vietnamese community in Montgomery County.)	53,000	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.)	5,300	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.)	31,800	0.00
Add: Community Grant: Washington Youth Foundation, Inc. (Provide educational and academic support for low-income immigrant students.)	53,000	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.)	18,550	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.)	42,400	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.)	74,200	0.00
Add: Community Grant: YMCA of Metropolitan Washington, Inc. (To establish Long Branch Collective Action for Youth initiative, a collaborative effort to improve agency coordination and outcomes for youth.)	90,100	0.00
Add: Community Services Grant: Funding for Community Services Grants (Funding for Community Services Grants)	60,987	0.00
Add: Nonprofit Technical Assistance and Management Support Grants	750,000	0.00
Add: Underserved Communities Nonprofit Children, Youth, and Families Grants	750,000	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(9,705,874)	0.00
FY23 Recommended	**10,350,372**	**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 FY23.

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**4,167,600**	**1.13**
Increase Cost: Health Insurance Cost Share adjustment	6,302,265	0.00
Increase Cost: Annualization of FY22 Personnel Costs	3,734	0.05
Increase Cost: FY23 Compensation Adjustment	1,955	0.00
Decrease Cost: MLS/PLS Pay for Performance	(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.	8,311	0.00
FY23 Recommended	**9,483,865**	**1.18**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,632,834**	**0.00**
Replace: Hotel/ Motel Tax Revenue Previously Funded by ARPA with General Funds	804,200	0.00
Enhance: Destination Management	500,000	0.00
Shift: FY22 ARPA One-Time Funding	(804,200)	0.00
FY23 Recommended	**2,132,834**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**590,420**	**1.00**
Increase Cost: FY23 Compensation Adjustment	788	0.00
Decrease Cost: Annualization of FY22 Personnel Costs	(17,886)	0.00
Decrease Cost: Conference Center - Biannual Management Audit	(50,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,573	0.00
FY23 Recommended	**525,895**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,608,000**	**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.	(3,904,000)	0.00
FY23 Recommended	**1,704,000**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**73,048,269**	**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.	(15,623,592)	0.00
FY23 Recommended	**57,424,677**	**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).

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**74,728**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**12,225,751**	**0.00**
Increase Cost: Microsoft Enterprise Agreement Annual Renewal	439,800	0.00
Technical Adj: Shift Funds for Power Platform Licenses	161,303	0.00
Add: ServiceNow Change Management and Asset Management Modules	156,000	0.00
Increase Cost: ServiceNow Incident Management Licenses	137,771	0.00
Technical Adj: Transfer of EndPoint Management Contractor from DCM to CIO/SCCM	(120,640)	0.00
FY23 Recommended	**12,999,985**	**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 4, there is a focus on increasing the supply of child care, reducing costs for early educators, increasing quality programming, and subsidizing the costs of child care for families.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**10,992,589**	**6.00**
Shift: Existing Expense from Operating Expense to Personnel Cost To Reflect Addition of Two Merit Staff Positions That Will Support the Early Care and Education Initiative	0	2.00
Shift: Recreation Summer School Wrap Around Program to Early Care and Education NDA	0	9.96
FY23 Recommended	**10,992,589**	**17.96**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**20,000,000**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**28,020**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**50,618,652**	**0.00**
Decrease Cost: Utilization of OPEB Trust Funds	(20,000,000)	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.	(1,690,215)	0.00
FY23 Recommended	**28,928,437**	**0.00**

Guaranteed Income

The Guaranteed Income Non-Departmental Account will fund a three-year pilot of the Guaranteed Income program, whose purpose is to provide direct, recurring cash payments to targeted groups of people without strings attached. The goals of the program are to alleviate poverty, provide a form of financial stability, and give people the ability to make their own choices to improve their economic position. Guaranteed Income is seen as one strategy to address income and wealth inequality.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
Add: Year Two Guaranteed Income Pilot Expenses	2,563,502	1.00
FY23 Recommended	**2,563,502**	**1.00**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**150,000**	**0.00**
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	9,000	0.00
FY23 Recommended	**159,000**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**62,089**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**6,895,693**	**0.00**
Increase Cost: Incremental FY23 Compensation	699,264	0.00
Increase Cost: FY23 Rental License Fees	38,211	0.00
FY23 Recommended	**7,633,168**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
Add: Funding for 2022 Election	50,000	0.00
FY23 Recommended	**50,000**	**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 (owned by the County), the Rockville Innovation Center (RIC) in Rockville Town Square (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 (owned by the County), a partnership between the National Institute of Standards and Technology (NIST), the State of Maryland, and Montgomery County. The NDA also provides support for the NonProfit Village, a non-profit incubator, for operational, organizational, equipment and training support services.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,037,891**	**2.00**
Increase Cost: Increase Staffing Capacity to Support the Development and Entrepreneurial Ecosystem and Manage all Programming and Portfolio Management Duties at SSIC, RIC and GIC.	74,915	3.00
Increase Cost: FY23 Compensation Adjustment	4,926	0.00
Increase Cost: Annualization of FY22 Personnel Costs	1,756	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,134	0.00
FY23 Recommended	**3,126,622**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**426,782**	**0.33**
Increase Cost: Contractual Services	33,170	0.00
Increase Cost: Annualization of FY22 Personnel Costs	576	0.00
Increase Cost: FY23 Compensation Adjustment	201	0.00
Shift: Adjust Audit Contract Manager Position	(33,170)	(0.18)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	323	0.00
FY23 Recommended	**427,882**	**0.15**

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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,000**	**0.00**
FY23 Recommended	**3,000**	**0.00**

KID Museum

KID Museum is a Montgomery County-based non-profit organization that provides experiential Science, Technology,

Engineering, and Mathematics (STEM), and cultural learning for children and families in the region. In close collaboration with Montgomery County Public Schools (MCPS) and local youth development organizations, KID Museum has developed an innovative and highly effective array of educational programs to support youth of diverse backgrounds to gain critical academic and social-emotional skills, with a focus on STEM, multiculturalism, and the future of work. KID Museum's team of professional educators deliver programs directly to youth, and supports classroom teachers with curriculum and professional development to bring innovative approaches to teaching and learning into the classroom and out-of-school time settings.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,200,000**	**0.00**
Increase Cost: Funding to Support KID Museum	372,000	0.00
FY23 Recommended	**1,572,000**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**100,000**	**0.00**
FY23 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 FY23, approximately 75 leased facilities are budgeted. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**18,855,474**	**0.00**
Increase Cost: New Leases Net Charges	782,491	0.00
Increase Cost: Maintenance for Additional Lease Space for Fire and Rescue Service Operations	67,520	0.00
Decrease Cost: Net Chargebacks of Facility Leases	(1,591,767)	0.00
Decrease Cost: FY23 Leases	(2,442,384)	0.00
FY23 Recommended	**15,671,334**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,435,295**	**9.00**
Increase Cost: Operating Expenses	250,370	0.00
Add: Funding for Two Public Information Officers	192,863	2.00
Add: Funding for Two Information Technology Positions	172,044	2.00
Increase Cost: FY23 Compensation Adjustment	13,871	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.	77,709	0.00
FY23 Recommended	**2,142,152**	**13.00**

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 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,684,519**	**0.00**
FY23 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 classes. Additionally, MCAEL receives operating funding to fully support the network by: providing technical assistance, coordinating new program initiatives, and developing training and networking opportunities for over 60 community organizations. MCAEL convenes the ESOL community, connects with businesses and other organizations, and leverages funding to improve program quality and coordination. MCAEL also provides critical information for the community to educate and engage them about the need for and benefits from adult English classes. The County's contribution is implemented by a contract between the Department of Public Libraries and MCAEL.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,957,058**	**0.00**

FY23 Recommended Changes	Expenditures	FTEs
Increase Cost: MCAEL Operating and Grant Expenses	117,424	0.00
FY23 Recommended	**2,074,482**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,007,750**	**0.00**
Increase Cost: Funding for Activities and Outcomes	1,192,250	0.00
FY23 Recommended	**6,200,000**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
FY23 Recommended	**0**	**0.00**

Montgomery County Green Bank

The Montgomery County Green Bank seeks to leverage public and private investments to reduce greenhouse gas emissions and is funded with both County and private money. Residents and businesses can obtain financing for things like weatherization, high efficiency HVAC systems, and renewable and clean energy projects. Bill 44-21 requires the County to appropriate 10 percent of the revenue received by the County from the fuel energy tax each year to the Montgomery County Green Bank. The amount reflected below represents 10 percent of the estimated energy tax revenue to be collected in FY23.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
Increase Cost: Montgomery County Green Bank	18,647,957	0.00
FY23 Recommended	**18,647,957**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**87,032**	**0.00**
Add: Correction and Rehabilitation - Two Perimeter Patrol Vehicles	66,490	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.	(87,032)	0.00
FY23 Recommended	**66,490**	**0.00**

Payments to Municipalities

The Montgomery County Municipal Revenue 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 of the Tax-Property Article, which requires the County to provide to municipalities only the Property Tax-funded portion of those costs. The County Executive negotiated a new formula with the County's municipal partners over the course of 2021. Changes to the calculation formula were adopted by the County Council on March 1, 2022, with the enactment of Expedited Bill 2-22.

Under Expedited Bill 2-22, a municipality would be reimbursed by the County based upon the County Executive's approximation of the costs that the County would incur if it were to provide the municipality with transportation, police, crossing guards, and park maintenance services. 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. The new law also provides for a phased-in implementation of the new formula calculation for FY23 (80 percent of the calculation), FY24 (90 percent of the calculation), and FY25 (100 percent of the calculation). The amounts included in the FY23 budget for this program reflect the required 80 percent phased-in payment.

Finally, the new calculation formula incorporates payments to Takoma Park under the separate Takoma Park Police Rebate Non-Departmental Account into this budget beginning in FY23.

Payment to Municipalities - FY23 Recommended	
Municipality	**FY23Payment**
Brookeville	15,186
Chevy Chase, Sec. III	55,648
Chevy Chase View	77,527
Chevy Chase Village	275,985
Town of Chevy Chase	237,650
Drummond	8,665
Friendship Heights	108,511
Gaithersburg	3,498,978
Garrett Park	91,049
Glen Echo	38,992
Kensington	266,908
Laytonsville	44,373
Martin's Additions	50,393
North Chevy Chase	47,428
Oakmont	6,157
Poolesville	529,829
Rockville	6,593,160
Somerset	105,600
Takoma Park	5,133,285
Washington Grove	84,368
TOTAL	**$17,269,690**

This does not include the estimated Municipalities' Speed Camera Allocation of $129,344

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**9,122,411**	**0.00**
Increase Cost: New Bill 2-22 Municipal Tax Duplication	8,147,279	0.00
FY23 Recommended	**17,269,690**	**0.00**

Police Accountability Board

This NDA provides funding for the Police Accountability Board (PAB) and the Administrative Charging Committee (ACC) in accordance with the Maryland Police Accountability Act of 2021. The purpose of the PAB and the ACC is to review police data, and adjudicate on law enforcement officers being investigated or charged for disciplinary infractions. At the time of this budget development, local enabling legislation had not been fully executed by the County Council and, therefore, this NDA will likely need to be adjusted in the future. Funding in the NDA would accommodate the projected administrative needs of the anticipated nine PAB members and five ACC members. Administrative and operating costs incurred by those bodies include expenses for annual meetings, staffing support, compensation for ACC members, office supplies, printing, interpreter services, and dependent care for board and committee members. The NDA will also accommodate training costs for board and committee members, however until those costs can be finalized by the Maryland Police Training and Standards Commission (MPTSC) an estimate consistent with other certifications provided by MPTSC was used. The operations of the Police Accountability Board and the Administrative Charging Committee are independent of the Montgomery County Police Department (MCPD) and MCPD leadership.

FY23 Recommended Changes	Expenditures	FTEs

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**0**	**0.00**
Add: Police Accountability Board	100,510	0.00
FY23 Recommended	**100,510**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**20,000**	**0.00**
FY23 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 Public Election Fund Committee.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,000,000**	**0.00**
Enhance: Public Election Fund	2,500,000	0.00
Reduce: Prior Year Appropriation	(3,000,000)	0.00
FY23 Recommended	**2,500,000**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,000**	**0.00**
FY23 Recommended	**5,000**	**0.00**

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, is a prudent and responsible approach that will result in significant savings over the long-term.

The County's approach to address retiree health benefits funding has been 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 $65.9 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 has been to pay the full amount of ADC each year. In FY11, the County Council enacted Bill 17-11 which established the Consolidated Retiree Health Benefits Trust. The Bill amended existing law and provided a funding mechanism to pay for other post employment benefits (OPEB) for employees of MCPS and MC. In FY15, the County and all other agencies implemented the Medicare Part D Employer Group Waiver Program for Medicare eligible retirees/survivors effective January 1, 2015. This has reduced retiree drug insurance costs and the County's OPEB liability. The County achieved full pre-funding in FY15, consistent with Council resolution No. 16-555. In FY22, these contributions were budgeted at $10.8 million (County General Fund), $73.0 million (MCPS Consolidated Trust), and $5.6 million (MC Consolidated Trust).

In planning for FY23, actuarial analysis assumed a utilization of Trust assets due to the funded status of plan, and the pay-as-you-go amount was determined to be higher than the ADC. The County Executive has determined that the magnitude of the assets in the OPEB Trust requires a shift from the policy of paying the full amount of the ADC each year, to a policy that utilizes the Trust to pay a portion of the retiree health benefits while maintaining the assets necessary to support consistent and continued utilization through sustained investment growth and contributions as required.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**10,829,980**	**0.00**
Decrease Cost: County Contribution Based on Actuarial Valuation	(10,829,980)	0.00

FY23 Recommended Changes	Expenditures	FTEs
FY23 Recommended	**0**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**23,260,695**	**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.	2,477,292	0.00
FY23 Recommended	**25,737,987**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**418,000**	**0.00**
Increase Cost: Contribution Cost to City of Rockville	1,900	0.00
FY23 Recommended	**419,900**	**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 administers these funds that will provide experiential learning engagement opportunities that give low-income youth access to STEAM programming.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**256,000**	**0.00**
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	15,360	0.00
FY23 Recommended	**271,360**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**60,756**	**0.00**
FY23 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 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,565,615**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**3,754**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**176,742**	**0.00**
Decrease Cost: FY23 Reimbursement Calculation Decrease	(8,831)	0.00
FY23 Recommended	**167,911**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**5,356,382**	**0.00**
FY23 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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**180,171**	**1.00**
Increase Cost: Annualization of FY22 Personnel Costs	5,186	0.00
Increase Cost: FY23 Compensation Adjustment	1,764	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.	2,442	0.00
FY23 Recommended	**189,563**	**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. The amount reflected for FY23 reflects utilization of $25 million in funding the County received from the American Rescue Plan Act.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**45,105,090**	**0.00**
FY23 Recommended	**45,105,090**	**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.

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,445,594**	**0.00**
Add: Employment & Training Services for Immigrants	350,000	0.00
Add: Re-Entry: Coding Our Way Home	317,000	0.00
Enhance: Summer Rise Increase	60,000	0.00
FY23 Recommended	**2,172,594**	**0.00**

REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

Takoma Park Police Rebate

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	**1,263,255**	**0.00**
Decrease Cost: Beginning in FY23 Payments to Takoma Park Under this NDA are Now Included In the Payments to Municipalities NDA in Accordance with Expedited Bill 2-22	(1,263,255)	0.00
FY23 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,057,480	4,198,160	1,759,483	4,148,627	-1.2 %
Employee Benefits	265,816	524,466	435,463	7,221,462	1276.9 %
County General Fund Personnel Costs	**1,323,296**	**4,722,626**	**2,194,946**	**11,370,089**	**140.8 %**
Operating Expenses	313,580,486	291,804,535	357,095,541	272,655,145	-6.6 %
County General Fund Expenditures	**314,903,782**	**296,527,161**	**359,290,487**	**284,025,234**	**-4.2 %**
PERSONNEL					
Full-Time	21	21	21	23	9.5 %
Part-Time	1	1	1	0	-100.0 %
FTEs	12.51	23.46	23.46	43.34	84.7 %
REVENUES					
Conference Center - Net Proceeds	0	1,500,000	0	1,000,000	-33.3 %
Conference Center - Rental Income	345,692	319,100	319,100	319,100	—
Indirect Costs: Grants	18,086	0	0	0	—
Miscellaneous Revenues	693,345	431,171	431,171	431,171	—
Property Rentals	5,290,428	3,900,000	3,900,000	3,900,000	—
County General Fund Revenues	**6,347,551**	**6,150,271**	**4,650,271**	**5,650,271**	**-8.1 %**
GRANT FUND - MCG					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	600	1,000,000	1,000,000	1,000,000	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**600**	**1,000,000**	**1,000,000**	**1,000,000**	**—**
Operating Expenses	69,865,707	45,804,200	45,804,200	45,000,000	-1.8 %
Grant Fund - MCG Expenditures	**69,866,307**	**46,804,200**	**46,804,200**	**46,000,000**	**-1.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
American Rescue Plan Act	0	25,804,200	25,804,200	25,000,000	-3.1 %
Federal Grants	53,375,646	0	0	0	—
State Grants	(508,853)	20,000,000	20,000,000	20,000,000	—
Grant Fund - MCG Revenues	**52,866,793**	**45,804,200**	**45,804,200**	**45,000,000**	**-1.8 %**

DEPARTMENT TOTALS

Total Expenditures	**384,770,089**	**343,331,361**	**406,094,687**	**330,025,234**	**-3.9 %**
Total Full-Time Positions	**21**	**21**	**21**	**23**	**9.5 %**
Total Part-Time Positions	**1**	**1**	**1**	**0**	**-100.0 %**
Total FTEs	**12.51**	**23.46**	**23.46**	**43.34**	**84.7 %**
Total Revenues	**59,214,344**	**51,954,471**	**50,454,471**	**50,650,271**	**-2.5 %**

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Arts and Humanities Council	5,707,506	0.00	6,199,956	0.00
Boards, Committees and Commissions	47,750	0.00	47,750	0.00
Charter Review Commission	1,150	0.00	150	0.00
Children's Opportunity Fund	375,000	0.00	425,000	0.00
Climate Change Planning	650,200	3.00	691,677	3.05
Community Grants	9,705,874	0.00	10,350,372	0.00
Compensation and Employee Benefit Adjustments	4,167,600	1.13	9,483,865	1.18
Conference and Visitors Bureau	1,632,834	0.00	2,132,834	0.00
Conference Center	590,420	1.00	525,895	1.00
Consolidated Retiree Health Benefit Trust - College	5,608,000	0.00	1,704,000	0.00
Consolidated Retiree Health Benefit Trust - MCPS	73,048,269	0.00	57,424,677	0.00
County Associations	74,728	0.00	74,728	0.00
Device Client Management	12,225,751	0.00	12,999,985	0.00

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Early Care and Education	10,992,589	6.00	10,992,589	17.96
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	50,618,652	0.00	28,928,437	0.00
Guaranteed Income	0	0.00	2,563,502	1.00
Historical Activities	150,000	0.00	159,000	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	6,895,693	0.00	7,633,168	0.00
Inauguration and Transition	0	0.00	50,000	0.00
Incubator Programs - Economic Development Partnership	3,037,891	2.00	3,126,622	5.00
Independent Audit	426,782	0.33	427,882	0.15
Interagency Technology, Policy, and Coordination Commission	3,000	0.00	3,000	0.00
KID Museum	1,200,000	0.00	1,572,000	0.00
Labor Management Relations Committee	100,000	0.00	100,000	0.00
Leases	18,855,474	0.00	15,671,334	0.00
Legislative Branch Communications Outreach	1,435,295	9.00	2,142,152	13.00
Metro Washington Council of Governments	1,684,519	0.00	1,684,519	0.00
Montgomery Coalition for Adult English Literacy	1,957,058	0.00	2,074,482	0.00
Montgomery County Economic Development Corporation	5,007,750	0.00	6,200,000	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Montgomery County Green Bank	0	0.00	18,647,957	0.00
Motor Pool Fund Contribution	87,032	0.00	66,490	0.00
Payments to Municipalities	9,122,411	0.00	17,269,690	0.00
Police Accountability Board	0	0.00	100,510	0.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	3,000,000	0.00	2,500,000	0.00
Public Technology, Inc.	5,000	0.00	5,000	0.00
Retiree Health Benefits Trust	10,829,980	0.00	0	0.00
Risk Management (General Fund)	23,260,695	0.00	25,737,987	0.00
Rockville Parking District	418,000	0.00	419,900	0.00
Skills for the Future	256,000	0.00	271,360	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	176,742	0.00	167,911	0.00
Takoma Park Police Rebate	1,263,255	0.00	0	0.00
Telecommunications	5,356,382	0.00	5,356,382	0.00
Vision Zero	180,171	1.00	189,563	1.00

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Working Families Income Supplement	45,105,090	0.00	45,105,090	0.00
WorkSource Montgomery, Inc	1,445,594	0.00	2,172,594	0.00
Total	**343,331,361**	**23.46**	**330,025,234**	**43.34**

Utilities

RECOMMENDED FY23 BUDGET	FULL TIME EQUIVALENTS
$25,262,597	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 FY23 Recommended Budget for the tax-supported Utilities NDA is $25,262,597 an increase of $1,546,102 or 6.5 percent from the FY22 Approved Budget of $23,716,495. Allocation of these utilities expenditures is approximately: electricity, 74.5 percent; natural gas, 10.4 percent; water and sewer, 9.6 percent. Renewable energy and other expenses total 5.5 percent.

The FY23 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, WSSC Water, and the Maryland-National Capital Park and Planning Commission (M-NCPPC). The total budget request for these outside agencies is $70,918,478, which includes the entire bi-county area of WSSC Water.

The FY23 Recommended tax supported budget for Utilities Management, including both the General Fund NDA ($25,262,597) and the other tax supported funds ($4,604,165), is $29,866,762, an increase of $2,549,495 or approximately 9.3 percent above the FY22 Approved utilities budget. The FY23 Recommended Budget for non-tax supported utilities expenditures is $4,406,111, an increase of $4,491 above the FY22 Approved Budget.

Increased utilities expenditures result primarily from greater consumption due to new facilities or services, facilities reopening after COVID closures, 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.

COUNTY PRIORITY OUTCOMES

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

- **Easier Commutes**
- **A Greener County**

PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services/Utilities Management at 240.777.6028 or Anita Aryeetey of the Office of Management and Budget at 2407772784 for more information regarding this department's operating budget.

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
County General Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	22,600,087	23,716,495	23,716,495	25,262,597	6.5 %
County General Fund Expenditures	**22,600,087**	**23,716,495**	**23,716,495**	**25,262,597**	**6.5 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	**23,716,495**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Operating Expenses	1,546,102	0.00
FY23 RECOMMENDED	**25,262,597**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	**25,263**	**25,263**	**25,263**	**25,263**	**25,263**	**25,263**
No inflation or compensation change is included in outyear projections.						
Brookville Microgrid Payments	**0**	**1,155**	**2,136**	**2,371**	**2,371**	**2,371**
These payments fund the solar microgrid installation at the Brookville Bus Depot in Silver Spring. In the future, a portion of these costs will be charged to the Transit budget where there will also be offsetting fuel cost savings. The exact cost allocations will vary based on the pace and scope of bus fleet electrification.						
Subtotal Expenditures	**25,263**	**26,418**	**27,399**	**27,634**	**27,634**	**27,634**

EXPENDITURES BY DEPARTMENT/AGENCY						
	ACTUAL FY20	ACTUAL FY21	APPROVED FY22	RECOMMENDED FY23	CHANGE BUD/REC	% CHANGE BUD/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Facilities	15,684,882	15,270,604	17,290,948	18,837,050	1,546,102	8.9%
Traffic Signals and Streetlighting	8,350,406	7,232,053	6,425,547	6,425,547	0	0.0%
GENERAL FUND NDA EXPENDITURES	**24,035,288**	**22,502,657**	**23,716,495**	**25,262,597**	**1,546,102**	**6.52%**
OTHER TAX SUPPORTED OPERATIONS						
Transit Services	301,264	371,501	201,200	201,200	0	0.0%
Recreation	3,062,654	2,877,105	3,399,572	4,402,965	1,003,393	29.5%
SUBTOTAL	3,363,918	3,248,606	3,600,772	4,604,165	1,003,393	27.9%
TOTAL TAX SUPPORTED	**27,399,207**	**25,751,263**	**27,317,267**	**29,866,762**	**2,549,495**	**9.33%**
COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS						
Fleet Management Services	902,966	827,696	1,630,392	1,630,392	0	0.0%
Parking Districts	1,666,666	1,319,048	1,863,700	1,863,700	0	0.0%
Alcohol Beverage Services	467,333	514,972	725,810	725,810	0	0.0%
Environmental Protection (Recycling and Resource Management)	150,693	194,018	181,718	186,209	4,491	2.5%
TOTAL NON-TAX SUPPORTED	**3,187,657**	**2,855,734**	**4,401,620**	**4,406,111**	**4,491**	**0.10%**
SUMMARY - COUNTY GOVERNMENT						
TOTAL TAX SUPPORTED	27,399,207	25,751,263	27,317,267	29,866,762	2,549,495	9.3%
TOTAL NON-TAX SUPPORTED	3,187,657	2,855,734	4,401,620	4,406,111	4,491	0.1%
TOTAL COUNTY GOVERNMENT	**30,586,864**	**28,606,997**	**31,718,887**	**34,272,873**	**2,553,986**	**8.05%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Montgomery County Public Schools	33,493,460	32,558,896	39,175,590	39,744,415	568,825	1.5%
Montgomery College	6,287,782	5,292,575	7,155,720	8,073,607	917,887	12.8%
Washington Suburban Sanitary Commission	15,755,410	18,435,744	18,722,400	19,058,619	336,219	1.8%
M-NCPPC	2,872,503	3,102,025	4,018,017	4,041,837	23,820	0.6%
TOTAL OTHER AGENCIES EXPENDITURES	**58,409,155**	**59,389,240**	**69,071,727**	**70,918,478**	**1,846,751**	**2.67%**
TOTAL UTILITIES EXPENDITURES	**88,996,019**	**87,996,237**	**100,790,614**	**105,191,351**	**4,400,737**	**4.37%**

EXPENDITURES BY ENERGY SOURCE						
	ACTUAL FY20	ACTUAL FY21	APPROVED FY22	RECOMMENDED FY23	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Electricity	18,857,369	17,091,175	17,507,954	18,809,445	1,301,491	7.4%
Water & Sewer	2,145,924	2,110,017	2,412,325	2,412,325	0	0.0%
Fuel Oil	50,313	33,466	33,833	33,833	0	0.0%
Natural Gas	2,259,007	2,519,352	2,491,468	2,636,079	144,611	5.8%
Propane	18,047	23,504	16,872	16,872	0	0.0%
Renewable Energy	228,158	220,607	228,158	228,158	0	0.0%
Other	476,471	504,536	1,025,885	1,125,885	100,000	9.7%
GENERAL FUND NDA EXPENDITURES	**24,035,288**	**22,502,657**	**23,716,495**	**25,262,597**	**1,546,102**	**6.52%**
OTHER TAX SUPPORTED OPERATIONS						
Electricity	2,059,053	1,989,849	2,339,340	2,707,598	368,258	15.7%
Water & Sewer	511,618	586,619	533,822	674,957	141,135	26.4%
Fuel Oil	3,066	0	9,628	9,628	0	0.0%
Natural Gas	12,965	595,840	616,679	616,679	0	0.0%
Propane	39,819	32,906	57,910	57,910	0	0.0%
Renewable Energy	694,004	0	0	0	0	0.0%
Other	43,393	43,393	43,393	537,393	494,000	1138.4%
SUBTOTAL	3,363,918	3,248,606	3,600,772	4,604,165	1,003,393	27.9%
TOTAL TAX SUPPORTED	**27,399,207**	**25,751,263**	**27,317,267**	**29,866,762**	**2,549,495**	**9.33%**
NON-TAX SUPPORTED OPERATIONS						
Electricity	2,637,457	2,210,435	3,766,876	3,768,687	1,811	0.0%
Water & Sewer	144,988	295,765	223,234	224,341	1,107	0.5%
Fuel Oil	2,904	3,702	4,162	4,289	127	3.1%
Natural Gas	289,893	284,078	358,727	358,727	0	0.0%
Propane	61,577	0	1,040	1,040	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	50,840	61,754	47,581	49,027	1,446	3.0%
TOTAL NON-TAX SUPPORTED	**3,187,657**	**2,855,734**	**4,401,620**	**4,406,111**	**4,491**	**0.10%**
SUMMARY - COUNTY GOVERNMENT						
Electricity	23,553,879	21,291,459	23,614,170	25,285,730	1,671,560	7.1%
Water & Sewer	2,802,530	2,992,401	3,169,381	3,311,623	142,242	4.5%
Fuel Oil	56,283	37,168	47,623	47,750	127	0.3%
Natural Gas	2,561,864	3,399,270	3,466,874	3,611,485	144,611	4.2%
Propane	119,442	56,410	75,822	75,822	0	0.0%
Renewable Energy	922,162	220,607	228,158	228,158	0	0.0%
Other	570,704	609,683	1,116,859	1,712,305	595,446	53.3%
TOTAL COUNTY GOVERNMENT	**30,586,864**	**28,606,997**	**31,718,887**	**34,272,873**	**2,553,986**	**8.05%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Electricity	45,442,336	47,282,473	53,058,031	53,858,117	800,086	1.5%
Water & Sewer	5,909,604	4,880,570	8,236,998	8,718,333	481,335	5.8%
Fuel Oil	81,994	84,993	178,028	167,775	(10,253)	-5.8%
Natural Gas	6,684,781	6,671,850	6,930,431	7,422,468	492,037	7.1%
Propane	192,095	190,674	293,965	241,247	(52,718)	-17.9%
Renewable Energy	98,345	98,346	96,736	233,000	136,264	140.9%
Other	0	180,334	277,538	277,538	0	0.0%
SUBTOTAL	**58,409,155**	**59,389,240**	**69,071,727**	**70,918,478**	**1,846,751**	**2.67%**
TOTAL UTILITIES EXPENDITURES						
Electricity	68,996,215	68,573,932	76,672,201	79,143,847	2,471,646	3.2%
Water & Sewer	8,712,134	7,872,971	11,406,379	12,029,956	623,577	5.5%
Fuel Oil	138,277	122,161	225,651	215,525	(10,126)	-4.5%
Natural Gas	9,246,645	10,071,120	10,397,305	11,033,953	636,648	6.1%
Propane	311,537	247,084	369,787	317,069	(52,718)	-14.3%
Renewable Energy	1,020,507	318,953	324,894	461,158	136,264	41.9%
Other	570,704	790,017	1,394,397	1,989,843	595,446	42.7%
TOTAL UTILITIES EXPENDITURES	**88,996,019**	**87,996,237**	**100,790,614**	**105,191,351**	**4,400,737**	**4.37%**

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 Officer, at 240-620-3005, or Patrice Bubar, Deputy Director of the Department of Environmental Protection at 240.777.2786 for more information.

What's New for FY23:

Address Flooding Issues

- The Department of Environmental Protection (DEP) is gaining a Flood Program Manager, a Flood GIS Specialist, and a new Flood Control Study capital project is proposed by the County Executive. These new resources will support the development of a Flood Management Program for the County, including development of comprehensive strategies for planning for, responding to, and communicating about, flooding issues; and identification of areas at high risk of flooding due to the built environment.

Enhance Climate Adaptation and Preparedness

- The Office of Emergency Management and Homeland Security is gaining a Climate Adaptation Program Manager to provide climate adaptation and preparedness education and outreach with vulnerable communities, address inequities in access to County resources, and work on resilience hubs.

Conduct Equitable Community Engagement

- DEP is receiving resources to support the development of a Community Justice Academy, with Community Ambassadors who will co-create integrated health, equity and quality-of-life solutions that center on the needs and desires of low-income and Black, Indigenous, and Other People of Color communities in the County.
- DEP is receiving resources to launch a Community Justice Fund to advance small projects co-conceived and co-created by Community Ambassadors in cooperation with their respective community members and County staff.

Implement Building Energy Performance Standards

- In anticipation of the passage of a Building Energy Performance Standards law, the DEP is receiving operating funding to support the Building Energy Performance Standards (BEPS) program, and gaining four new BEPS positions: a multi-family/affordable housing manager; a technical compliance engineer; a stakeholder engagement and outreach manager; and an administrative support staff member.

Support Greenhouse Gas Reduction and Adaptation Measures in Low Income Housing

- DEP is receiving resources to launch an Efficiency & Climate Resiliency Pilot Program for low-and-moderate housing to support energy efficiency and climate resiliency projects for low-and-moderate income Montgomery County residents.

Enhance the County's Climate Governance Capacity

- The County Executive's Office is gaining a Climate Funding and Performance Specialist who will identify funding opportunities for climate initiatives, develop grant proposals, and track and report on the progress of climate initiatives.

Accelerate Nature-based Carbon Sequestration

- MCDOT's Urban Forest program is being expanded to address the tree maintenance backlog and increase the number of street trees planted to improve the urban forest health.
- DEP is gaining a Natural Climate Solutions Program Manager to initiate and accelerate implementation of carbon sequestration and reforestation projects as identified in the County's Climate Action Plan.
- DEP is also receiving resources to purchase or develop a tool to help the County make land use decisions using overlay data such as flood zones, equity priority areas, tree canopy, and impervious surfaces to reveal and measure the broad environmental, health, economic, and equity-related co-benefits of natural climate solutions and help prioritize projects that maximize nature-based benefits.

Support Greenhouse Gas Reduction in New Buildings

- The Department of Permitting Services will gain two new positions: a Sustainability Program Manager and an Electrification Program Manager. The Sustainability Program Manager will work directly on the development of the energy and green building code amendments in alignment with the Climate Action Plan. The Electrification Program Manager will develop and implement code amendments for the electrification of both the commercial and residential building sectors, focusing on solar photovoltaic implementation/compliance, onsite energy storage compliance, and electric vehicle charging compliance.
- DEP is gaining resources to review the Climate Action Plan and Thrive 2050 and recommend changes to County zoning and code to conform with the County's goals.

Support Greenhouse Gas Reduction in Existing Residential Buildings

- DEP is gaining a Residential Energy Program Manager to design and implement policies that improve energy efficiency in residential buildings.
- DEP is also receiving resources to launch a New Electrification Incentive Program to incent electrification in existing residential homes, multifamily, and commercial buildings.

Implement Equitable Climate Economy Recommendations

- DEP is gaining a new position to begin implementing recommendations in the High Road Economic Inclusion Framework, an analysis being completed in 2022 that integrates climate, equity, and economic development in the County. This new position will also provide support to businesses that wish to explore the transition to employee ownership (e.g., worker cooperative).

Support Greenhouse Gas Reduction in the Transportation Sector

- The Capital Bikeshare program is gaining additional resources for station maintenance.
- MCDOT's Transportation Demand Management program is gaining resources to support the NextGen Transportation Demand Management Program; the White Oak Transportation Management District; and countywide efforts. Funds will also be used to install micromobility corrals for e-scooters and bikes.
- MCDOT's Transit Division is gaining resources to expand its part-time operator complement by 20 positions.
- MCDOT's TravelSmart Ambassador Program is gaining a new outreach position to ensure that residents, businesses, employees, organizations, and visitors are aware of all transportation programs and services with special emphasis on equity to ensure that under-served and vulnerable populations are reached.
- MCDOT is gaining a new position to support new service expansions such as eXtra and Flex.

Undertake Climate Communications Campaigns

- DEP is receiving resources to launch a Broadscale Climate + Alert Montgomery Communication Campaign, drawing on evidence-based research to determine target behaviors and identify target audiences.

Support Clean Energy Efforts

- The Office of Agriculture is gaining an Agricultural Business Development Specialist who will assist with on-farming composting and urban agriculture initiatives; food security; agrivoltaic farming, and regenerative farming; racial equity and social justice initiatives; and farm alcohol production and agritourism.
- DEP is receiving resources for Agrivoltaic Technical Assistance through a partnership with the University of Maryland to assess the viability of growing table crops beneath ground-mounted solar arrays.

Ongoing Work of County Departments:

Department of Housing and Community Affairs
The Energy Efficiency 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 Permitting Services (DPS)
Through Green Building program reviews, DPS enforces the County's requirement for new construction, additions, and alterations to conform to the International Energy Construction Code. New commercial construction and additions of 5,000 square feet or greater must conform to the International Green Construction Code.

Department of Transportation (MCDOT)
MCDOT continues to build an extensive network of bikeway facilities including protected bike lanes, particularly in areas associated with the Purple Line and Bethesda Metro Station projects, and those in BiPPA and master plan areas. Capital Bikeshare offers stations throughout the County, providing a low-carbon alternative for short trips; Bikeshare is gaining additional resources in FY23 for station maintenance. The shared E-bike and E-scooter Pilot Program provides additional low-carbon, low-cost options for residents, employees, and visitors for short trips and to connect with transit; additional funding will enable many more micromobility corrals to be installed in FY23 to encourage proper parking for that program's shared vehicles as well as for personal bikes and scooters.

Ride On, the county's public bus system, provides an affordable alternative to driving. MCDOT facilitates and encourages the use of public transportation with programs like FareShare, which works through employers to assist employees with their commuting costs, and the Commuter Choice Tax Credit. These programs provide incentives for employers to buy-down the cost of transit and vanpooling for their employees.

Express bus programs including FLASH and Ride On Route 101 provide fast, reliable bus service along major County corridors.

Office of Emergency Management and Homeland Security (OEMHS)
OEMHS is working closely with County departments to prepare for the current and future impacts climate change will have on weather-related disasters. As climate change increases the intensity of rain events, OEMHS has a hydrologist position to help identify areas that will become prone to flooding and help the County prepare for, mitigate, and respond to the impacts. OEMHS assists DEP and other County agencies pursue State and Federal grants to prepare for the effects of climate change. OEMHS identifies critical infrastructure that may be vulnerable to climate change and working with owners of the infrastructure to prepare and mitigate those vulnerabilities (including dams, roads, etc).

Office of Agriculture (OAG)
OAG 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. OAG promotes Best Management Practices (BMP) such as cover crop to help sequester carbon. The Soil Conservation 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 use of equipment that produces greenhouse gases. In addition, the Soil Amendment Program offers free delivery of Leafgro to farmers to increase the organic material in the soil, retain moisture, and promote soil health.

Office of the County Executive
The Climate Change Officer leads the County-wide implementation of the Climate Action Plan.

Department of Environmental Protection
DEP provides leadership for the County's actions leading towards reducing greenhouse gas emissions. DEP administers the County's Benchmarking Law, whereby building owners with properties greater than 50,000 square feet use a standard metric to measure energy usage, identifying energy savings opportunities. DEP manages residential energy programs to assist county

residents with energy efficiency opportunities. DEP also administers the Montgomery Energy Connection, a merger-funded program whose goal is to be a trusted source of information about home energy efficiency and renewable energy options for residents.

DEP administers the 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 MCDOT.

DEP provides curbside collection services to all single family residences for recyclables including cardboard and paper, commingled material such as plastics, glass, and yard trim. These materials are then sorted and marketed to recycling processors or turned into compost material and sold to customers, keeping large volumes of material out of the waste stream.

Department of General Services
DGS' Office of Energy and Sustainability ensures County operations are environmentally sensitive and integrates sustainability into County decision making. Over 7.6 megawatts (MW) of electricity are generated from solar panels on County facilities. A 6.0 MW installation is planned for the decommissioned Oaks Landfill and in FY23 DGS will complete Phase I of the Brookville Bus Depot electric bus charging station installation which will include a 2.0 MW solar installation and microgrid. DGS also leads the initiative to transition to a zero emissions fleet of County vehicles and buses.

Climate Change Non-Departmental Account (NDA)
Funds in this NDA are used to implement the Climate Action Plan. This NDA includes costs for three positions within DEP to focus on Electric Vehicle (EV) adoption, equitable community engagement, and a State-level energy policy. FY23 uses of the Climate Change NDA include support for equitable community outreach; continued implementation of Community Choice Energy; Building Energy Performance Standards support; urban heat mapping efforts; strategic planning for EV charging and clean energy development; climate communications and public engagement; paid climate fellows and interns; agrivoltaic project support; and consultant support for buildings codes and solar efforts within the DPS.

Department of Human Resources
The Department of Human Resources has rolled out the County's new Telework Policy to encourage MCG staff to reduce vehicle miles traveled. The Department conducts virtual trainings related to climate change and works to build awareness among all County staff about climate change.

Department of Health and Human Services (DHHS)
The various public-facing HUBs within the County are building community resiliency. Through its focus on the social determinants of health, the DHHS 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.

Community Use of Public Facilities (CUPF)
CUPF covers the personnel cost of an energy management position in Montgomery County Public Schools (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.

Department of Correction and Rehabilitation
The Department's Diversion community service work crews remove debris/waste, and work crews paint electric car ports at County facilities and use green chemicals to remove county graffiti.

Office of Procurement
The Office of Procurement works with other County departments to employ sustainable procurement practices and specifications to help reduce environmental impacts and total cost of ownership. Examples include: (1) language incenting meatless menu options as well as 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 (MCPL)
MCPL partners with other County and community partners, including DEP, DHHS, and Pepco to place informational and resource tables at libraries to inform residents about access to energy assistance and energy conservation programs. MCPL also

partners with DEP to make items such as compost bins, thermal cameras, reusable and recyclable bags available to residents. MCPL offers climate change educational programs and workshops for residents of all ages. For adults and seniors, these include workshops to help residents manage energy usage and explore energy efficient technology. Programs are planned for large audiences to disseminate the information in a wider manner as well as for small groups, where conversations about the personal impact on climate change and energy saving of individual residents can be explored. For children, teens, and families, MCPL offers educational programs about the impact of climate change on oceans and the creatures that inhabit them in support of the 2022 Summer Reading Challenge!, "Oceans of Possibilities." As part of this program, children and teens will have the opportunity to make tangible contributions towards conserving the Chesapeake Bay by planting trees, oysters, and providing healthy habitats for Bay animals.

Climate Change Efforts in the CE's Recommended FY23 Budget

The chart below details the budget numbers associated with the initiatives and programs discussed in this chapter. The County Executive's recommended FY23 budget dedicates $253.1 million to climate change efforts.

Spending in Support of Climate Change Efforts in the FY23 Budget						
Department	Program	FY23 CE Recommended				
		GF	CIP	Other Operating Funds	RideOn	Non-County
OAG	Agricultural Business Development Specialist Position -- New FY23	$58,479				
	Cover Crop Program	$70,000				
	Soil Amendment Program	$4,215				
	Total Office of Agriculture	**$132,694**				
CEX	Climate Funding and Performance Specialist Position -- New FY23	$75,782				
	Climate Change Officer	$26,583		$177,905		
	Subtotal County Executive's Office	**$102,365**		**$177,905**		
	Total County Executive's Office	**$280,270**				
Climate Change Planning NDA	Climate Action Plan Implementation	$691,677				
	Total Climate Change Planning NDA	**$691,677**				
DEP	Natural Climate Solutions Program Manager -- New FY23	$75,782				
	Flooding Program Manager -- New FY23	$76,578				
	Flooding Coordination Consultant -- New FY23	$300,000				
	Flooding GIS Specialist -- New FY23	$86,080				
	Community Justice Academy Support -- New FY23	$200,000				
	Community Justice Fund -- New FY23	$100,000				
	BEPS Program Operating Funding -- New FY23	$700,000				
	Multi-Family/Affordable Housing Manager -- New FY23	$76,578				
	Technical Compliance Engineer -- New FY23	$89,543				
	Stakeholder Engagement/Outreach Manager -- New FY23	$76,578				
	Admin/Helpline Program -- New FY23	$70,975				
	Efficiency & Climate Resiliency Pilot Program for LMI Housing -- New FY23	$675,000				
	Sustainability Zoning and Code Review	$150,000				
	Decision Support Tool License from TPL/UDI -- New FY23	$20,000				
	Residential Energy Program Manager -- New FY23	$76,578				
	Funding for New Electrification Incentive Program -- New FY23	$1,000,000				
	High Road Economic Development Implementation -- New FY23	$132,749				
	Project Equity Worker Coop Implementation -- New FY23	$50,000				
	Broadscale Climate + Alert Montgomery Communication Campaign -- New FY23	$150,000				
	Agrivoltaic Tech Assistance -- New FY23	$50,000				
	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	$39,999				
	Energy Connection: A program whose goal is to be a trusted source of information about home energy efficiency and renewable energy options					$423,483
	Tree Montgomery Program: A program that plants shade trees for property owners, free of charge, and implemented in partnership with the Department of Transportation	$750,000				
	Staff focused on climate efforts	$2,160,709				
	Other climate-focused programs	$322,713				
	County Recycling Programs			$60,865,988		
	Subtotal Environmental Protection	**$7,429,862**		**$60,865,988**		
	Total Environmental Protection	**$68,295,850**				

Department	Program	FY23 CE Recommended				
		GF	CIP	Other Operating Funds	RideOn	Non-County
DGS	Office of Energy and Sustainability: Ensures County operations are environmentally sensitive and integrates sustainability into County decision making.	$825,414	$3,731,000			
	Brookville Bus Depot Microgrid	$949,000				
	Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses.			$2,000,000		
	Increase the availability of electric vehicle charging stations at public parking facilities and other County locations.			$150,000		
	Subtotal General Services	**$1,774,414**	**$3,731,000**	**$2,150,000**		
	Total General Services	**$7,655,414**				
DHCA	Program Energy Efficiency Program: Assists homeowners and low-income residents in reducing home energy use by providing energy inspections, air leak identification, insulation, and energy efficient lighting.[1]					$551,680
	Total Housing and Community Affairs					**$551,680**
DPS	Climate Action Plan Engineer (Sustainability Program Manager and Electrification Program Manager) -- New FY23			$158,948		
	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.			$1,028,548		
	Total Permitting Services			**$1,187,496**		
DOT	Bikeshare -- New FY23	$196,800				
	Transportation Demand Management (TMD) Support -- New FY23			$261,000		
	Part-time Operator Positions -- New FY23			$66,400		
	Climate - Urban Forest -- New FY23	$810,000				
	TravelSmart Ambassador Program -- New FY23			$150,000		
	Service Planning Position -- New FY23			$117,480		
	Ongoing Urban Forest Efforts	$4,560,752	$3,100,000			
	Capital Bikeshare, e-scooters, and e-bikes: Capital Bikeshare offers stations throughout the County, providing a low-carbon alternative for short trips. The E-bike and E-scooter Pilot Program are another option for residents and visitors.	$1,441,611				
	Green Fleet: Electric bus replacements.		$13,800,000			
	Commuter Services: Facilitate and encourage the use of public transportation through Transportation Demand Managemant and programs like FareShare, the Commuter Choice Tax Credit, and Get In.			$4,542,535		
	RideOn Bus service, including express bus programs.				$146,111,070	
	Subtotal Transportation	**$7,009,163**	**$16,900,000**	**$5,137,415**	**$146,111,070**	
	Total Transportation	**$175,157,648**				
OEMHS	Climate Adaptation Program Manager -- New FY23	$105,000				
	Staff and programs on hazard mitigation planning.	$138,144				
	Total Emergency Management and Homeland Security	**$243,144**				
Countywide Total	**Subtotal Montgomery County**	**$17,383,319**	**$20,631,000**	**$69,518,804**	**$146,111,070**	**$551,680**
	Total Montgomery County (CIP and PSP)	**$254,195,873**				

Racial Equity & Social Justice

Montgomery County government, with the establishment of the Office of Racial Equity and Social Justice, is committed to reducing and eliminating racial disparities and inequities in the County.

One aspect of advancing this work involves analyzing resource allocations that form the structures-programs, policies, practices, and procedures-that can either worsen or improve racially disparate outcomes across the County. Our goal is to identify these disparities, reduce them, and ultimately create structures that eliminate their existence and prevent disparities from emerging in the future.

To this end, and in accordance with Bill 44-20, Racial Equity and Social Justice - Impact Statements - Advisory Committee Amendments, the Office of Racial Equity and Social Justice developed a Budget Equity Tool to support departments and decision makers in applying a racial equity lens to the development of the County Executive's FY23 Recommended Operating Budget. This tool and process has supported the County's implementation of its guiding racial equity framework, adapted from the Government Alliance on Race and Equity (GARE), to normalize, organize, and operationalize for racial equity and social justice. This framework guides jurisdictions across the country in navigating the changes required to advance racial equity and social justice.



Building from this framework, the FY23 Recommended Operating Budget enables the County to continue developing its racial equity and social justice infrastructure, while fostering meaningful community partnerships, and piloting initiatives that address the symptoms and structures of inequality.

First, this budget reflects a greater awareness among departments about the human and other resources necessary to learn new skills and competencies for identifying and addressing barriers to racial equity and social justice in all aspects of the County's work. Departments specifically pointed to the leadership and reach of CORE teams-a structure used to normalize conversations about race and racism-in expanding staff knowledge and capacity to identify and discuss racial disparities and make necessary systems-level changes. These normalizing efforts help to equip decision makers with new perspectives and a deepened appreciation for the role of government in addressing long-standing racial and ethnic disparities in the County.

Second, this budget enables the County to continue partnerships with long-standing community groups who provide

essential services in response to the impacts of racial and ethnic disparities. Over time, the County will look for ways in its policies and processes to amplify voices of community members most excluded and impacted by structural inequities, enabling the government and community to cocreate solutions together.

Lastly, to operationalize racial equity, this budget provides resources to help mitigate against the harms of structural racism and initiates efforts to address racial disparities head on. The FY23 recommended budget was heavily impacted by the County's recovery from the COVID-19 pandemic. Much of this budget focuses on shoring up departments, programs, and services serving communities most impacted by the health and economic impacts of COVID-19. In Montgomery County, like much of the country, communities of color-due to long-standing inequities in education, employment, housing, and healthcare-are disproportionately impacted by the pandemic. While some of these programs and services don't eliminate racial disparities, they do prevent them from widening, enabling a more equitable pandemic recovery for all county residents.

FY23 Recommended Budget includes:

Departments and Non-Departmental Accounts (NDAs)

Cable Communications Television

- Deploy 40,000 free computers to low-income residents and seek grant funding to expand additional digital equity programs including assistance to low-income residents to enroll in home broadband subsidy programs and expand Senior Planet Montgomery to affordable housing developments.
- Leverage FY22 Community Communications Survey findings to strategically deploy County Cable Montgomery (CCM) resources. The goal is to provide communications over preferred communications platforms, in formats and languages that enable the County to reach more residents with information, especially those communities that are not currently engaging with the County.
- Add funds to support Montgomery County Media (MCM) operations, which provides media training for residents and operates the public television channels and website; programming is focused on communities of color. MCM operates a separate facility in a Housing Opportunities Commission affordable housing development in Silver Spring that provides media training for African American and Latino youth.
- Provide technical support to enable elected officials and departments to host hybrid in-person and remote community meetings to increase participation by new immigrants, low-income residents, and communities of color.
- Create a Connect Montgomery Alliance (CMA) Coordinator position to coordinate programming designed to serve low-income families, specific racial and ethnic communities (including African American and Latino households), and coordinate promotion of support service programs across the County, municipalities, and two educational agencies.

Community Grants

- Funding in the amount of $70,000 for grants to provide non-profit technical assistance and management support.
- Funding in the amount of $750,000 to provide grants for non-profit partners who serve underserved communities, children, youth, and families.

Community Engagement Cluster

- Establish an Office of Food System Resilience to coordinate food resilience efforts with community partners, government agencies, and regional partners.
- Funds are added to support the farm to food bank program, the Montgomery County Food Council, market money grants that allow farmers markets to match Federal Supplemental Nutrition Assistance Program funding for individuals, and community gardening and local resilience grants.

Department of Health and Human Services

- Expand funding for the Asian American Health Initiative, Latino Health Initiative, African American Health Programs

- Enhance funding to expand Health and Psychiatric Services to accommodate an increase in year-round clients at home shelters
- In addition to the investments made in the Montgomery Housing Initiative Fund, these resources will provide an additional $2 million for Rapid Rehousing (General Fund)
- In addition to the investments made in the Montgomery Housing Initiative Fund, these resources will provide an additional $3 million for Rental Assistance (General Fund)
- Fund the Bienvenidos Initiative, focused on expanding the County's capacity to address the unique needs of unaccompanied migrant children and asylum-seeking families including school-based health services, family reunification, Street Outreach Network supports, and youth leadership development. Related legal and representation services are funded in the Community Engagement Cluster.
- Increase mental health services for Montgomery County Public Schools at ten priority high schools without High School Wellness Centers and expand mental health services at six high schools with existing High School Wellness Centers to address growing demand
- Provide funding to continue the East County Opportunity Zone program
- Support food security through a $4 million allocation for the direct purchase of food for distribution
- Add a Tuberculosis nurse to address health disparities and better serve the growing County immigrant population. Thirty percent of tuberculosis cases Statewide are in Montgomery County.

Department of Housing and Community Affairs

- Continue to leverage Federal grants including the Community Development Block Grant, the HOME Investment Partnership Grant, and the Emergency Solutions Grant to provide affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and prevent homelessness.
- Allocate $2 million in additional resources dedicated to the Rental Assistance Program to continue protecting lower-income residents from rent increases by working with nonprofits to identify and preserve at-risk naturally-occurring affordable housing and actively engaging purchasers with rental agreements to preserve affordable rents.
- Allocate $3 million in additional resources dedicated to the Rental Assistance Program
- Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Five developments, including one senior and four family projects, have already been identified for potential funding in FY23. These developments would preserve or produce a total of 815 units, including 317 affordable units.

Office of Agriculture

- The Montgomery County Farm to Food Bank program - a partnership between the Montgomery County Food Security Task Force, the Department of Health and Human Services, Manna Food Center, the Montgomery County Food Council, the Montgomery County Office of Agriculture, and the Greater Washington Community Foundation - has collectively invested and committed over $630,000 in local farms to support a sustained and resilient local food supply and provide more nutritious and culturally diverse produce to residents who experience hunger. Since July 2020, over 112,235 pounds of fresh, locally produced food has been purchased or donated to over 30 food assistance providers, creating over 90,000 meals for the Montgomery County community.

Office of Consumer Protection

- The Office expanded its language access program, establishing an in-house roster of volunteers that speak five different languages to assist residents and merchants with limited English proficiency.

Office of Grants Management

- Funding to create this Office to develop and oversee a grant funding mechanism for County departments to use for implementing programs and initiatives. This Office will develop, manage, advertise, and apply a racial equity lens into

the application and awarding processes for grant programs offered by the County.

Office of Human Rights

- Increase support for the Partnership Fund to provide partial compensation for property damage to victims of racial, ethnic, religion, sexual orientation, and disability-based hate/violence. The Partnership Fund aims to demonstrate community support for the victims and ease the financial consequences of such violence.

Office of the County Executive

- Add funding to address disparities in the black business community and to provide increased training and resources through grants to the Black Chamber of Commerce and to the Black Business Council. This support will facilitate increased outreach and engagement between the County and the business community; allow the development of a Small Business Lending Program; and provide funding for technical assistance, training, capacity building, and resources to businesses throughout the County. These funds will also support the growth of a database and information sharing initiative for the County's Minority, Female, and Disabled-owned Businesses Program.
- Add a Climate Funding and Performance Specialist position to seek out grant opportunities that can support the Climate Action Plan's racial equity and social justice actions, such as the Community Justice Academy.

Office of Public Information

- Funding provided to expand Spanish language communications outreach via Radio America, communicating directly with this specific segment of the County's Latino population.

Office of Racial Equity and Social Justice

- Add funding for consulting services to assist with community engagement and planning for the Montgomery County Lynching Memorial Project.
- Provide funding for increased staffing to support the mission of the Office of Racial Equity and Social Justice.

Parking Districts (Department of Transportation)

- Explore opportunities to install solar photovoltaic systems on garage rooftops within the PLDs (parking lot districts) that can provide discounted electricity to lower and moderate income (LMI) communities in the County as well as County-owned facilities.

Urban Districts

- Standup a fee reduction program to expand access to community spaces in the Wheaton Urban District.

WorkSource Montgomery Inc. (Non-Departmental Account)

- Funding for employment and training services for immigrants.

Overall, this budget provides resources for the County to deepen its efforts to normalize, organize, and operationalize for racial equity and social justice. It supports the County government in building the skills and competencies necessary to identify and address racial and ethnic disparities across issue areas, at the same time providing resources for engaging community partners and piloting innovative strategies for shrinking disparities and improving the well-being of all Montgomery County residents.

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.

FY23 RECOMMENDED BUDGET

The FY23 Recommended Budget includes approximately $48 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 $20 million in non-tax supported resources for older adults and seniors.

Enhancements in the FY23 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;
- Increase staff to support the new South Couth Regional, Senior center Facility, opening mid Fiscal Year 2023; and
- Increase to transit Services including increase subsidies for wheelchair accessible taxicabs; expansion of the Call-N-Ride program; and new grants to nonprofit transportation service partners; implement.

Non-Departmental Account Community Grants

- The FY23 Recommended Budget provides grants to community partners of $630,000 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 to County Recreation centers and, for residents of a limited number of senior apartment buildings, grocery stores using Transit Services Ride On buses during off peak hours
- Provide supportive services to seniors including "friendly visitor," grocery shopping, legal assistance, and Alzheimer's support, and others through contracts with non-profit organizations.
- Continue the Escorted Transportation Program with the Jewish Council for the Aging.
- 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 9,555 County residents in 245 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 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 to support for the Adult Protective Services/ Social Services to Adults Program to address an increase in investigations of financial exploitations 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.
- Continue 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.
- Improve transportation services and address barriers for residents who are disabled, seniors, and individuals with limited incomes. Supported by dedicated revenues from Transportation Network Company fees, Transit Services will increase subsidies for wheelchair accessible taxicabs; expand the Call-N-Ride program; provide new grants to nonprofit transportation service partners; implement a Passenger Assistance Safety and Sensitivity training program for taxi drivers; and fund accessible transportation initiatives by other County government departments, including a new zero-emission bus for the Department of Recreation to provide direct transportation to and from the County's senior centers.

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 Federal, State, and County agencies and departments, non-profits, and local community organizations.
- 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, NVDA, 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 through Service Corps for Retired Executives business counseling and Volunteer Center.
- Participate/exhibit in Fairs and Expos and schedule regular appearances in radio and television shows geared to 50+ to promote MCPL services, resources, and programming.
- 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 Program. In its first year, the pilot program reduced non-emergency calls by 55 percent 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.
- Increase the number and diversity of programs to educate older adults about the benefits of smoke and carbon monoxide alarms, escape planning, general fire safety and injury prevention both in-person and virtually.
- Increase the number of residents reached by the department's Senior Outreach program and services.
- Identify strategies to reduce fire risk among older adults.
- Identify homebound seniors and those with disabilities to provide information on fire safety and risk reduction

including the installation of approved smoke alarms appropriate and aligned with their needs.

- Continue to increase collaborative partnerships with County agencies and departments, non-profits, faith-based organizations, hospitals, professional organizations providing services to seniors and other organizations.
- Continue to provide public education and awareness campaigns to educate and inform residents regarding legislative changes to Maryland's Smoke Alarm Law and County requirements for carbon monoxide alarms.
- Continue to provide door-to-door safety awareness campaigns offering department services including the evaluation of existing residential smoke alarm equipment, replacement of smoke alarms, and general injury prevention information and education.
- Continue to offer appointment-based fire safety evaluations and smoke alarm checks, both in-person and virtual, for older adults, high risk and low-income residents.
- Assist and partner with communities, HOAs and neighborhood organizations regarding fire safety, the importance of home fire evacuation and escape plans, 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 safety strategies to reduce risk and smoke alarm checks/installs.
- Provide education and training to recruit classes and first responders to increase awareness of the needs, health issues, and risks faced by older adults.

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 in partnership with the Commission on Aging "50+ in Montgomery County" 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
FY23 Recommended Operating Budget

Tax-Supported

Department	Project/Program	FY23 Recommended
Health and Human Services	Adult Foster Care	820,806
	Adult Protective Services/SSTA/Public Guardianship	6,530,062
	Aging and Disability Services Resource Unit	219,463
	CFC Nurse Monitoring	2,126,632
	CFC Supports Planning	975,644
	Mental Health Services for Seniors and Persons with Disabilities	81,539
	Ombudsman Services	680,047
	Respite Services	551,269
	Senior Community Programs	2,132,366
	Senior Dental Services	273,452
	Senior Food Program	1,204,747
	Senior Group Homes	19,222
	The Adult Day Care Subsidies Initiative	321,565
	The Home Care Services program	2,460,013
	The Medical Assistance Eligibility Services	322,978
Sub-total, Health and Human Services		18,719,805
Recreation	Damascus Senior Center	173,283
	Holiday Park Senior Center	346,129
	JCA Senior Transportation	623,746
	Long Branch Senior Center	192,702
	Senior Services	570,887
	North Potomac Senior Center	232,215
	Schweinhaut Senior Center	316,328
	Senior Mini Trips	52,867
	Senior Neighborhood Programs	175,728
	Senior Outdoor Adventure Recreation	366,364
	South County Regional Center: Senior Center (OBI)	70,734
	Wheaton Senior Center	286,052
	White Oak Community Recreation Center Senior Programs	216,901
Sub-total, Recreation		3,623,938
Transportation	Call N Ride Program	3,943,085
	Jewish Council on Aging/Connect A Ride	163,092
	Special Transportation	221,664
	Seniors/Disabled Ride Free Program	567,300
Sub-total, Transportation		4,895,141
Other Departments	Community Engagement Cluster - Senior Corps RSVP	139,166
	Community Engagement Cluster - Senior Volunteer Network	162,691
	Community Grants NDA - Grants for Senior Services	631,972
	Department of Housing and Community Affairs - HOC Hillandale Senior Housing	10,000,000
	Department of Housing and Community Affairs - Randolph Road Senior Housing	8,000,000
	Fire and Rescue - Mobile Integrated Health for Seniors	572,064
	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	934,576
	Technology Services - Senior Planet Montgomery	250,000
Sub-total, Other Departments		**20,780,969**
Total Tax-Supported		**48,019,853**
Total Non-Tax Supported		**20,215,491**
Grand Total		**68,235,344**

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**	**FY23 Recommended**
Health and Human Services	Adult Foster Care	343,302
	Adult Protective Services/SSTA/ Public Guardianship	2,934,883
	Aging and Disability Services Resource Unit	675,466
	Ombudsman Services	273,914
	Respite Services	87,384
	Senior Community Programs	1,115,519
	Senior Food Program	2,375,627
	Senior Group Homes	526,324
	The Home Care Services program	824,761
	The Medical Assistance Long Term Care program	3,722,219
Sub-total, Health and Human Services		**12,879,399**
	Department of Transportation - Call N Ride Program	379,107
	Department of Technology Services – Chinese Culture and Community Service Center	10,000
	Department of Transportation - Medicaid Special Transportation	3,879,386
	Department of Transportation - Transportation Service Improvement Fund Initiatives	3,067,599
Sub-total, Other Departments		**7,336,092**
Total Non-Tax Supported		**20,215,491**

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.

We Want Your Input! Employee Input Initiative

County Executive Marc Elrich strongly believes Montgomery County employees that interact directly with residents, stakeholders, vendors, community partners, and even government itself know and understand their concerns, frustrations, and complaints. The perspective and experience of County employees could be helpful to residents and visitors served by County government. In the development of this initiative, innovation was encouraged and employees were urged not to be satisfied if something can be improved.

The County Executive directed the Office of Management and Budget (OMB) to create opportunities for dialogue with all County employees to gather ideas that could shape the County's customer service opportunities, improve customer service, make the County government better, improve our operations, shape the development of the operating budget, and possibly be implemented into the budget.

OMB partnered with the Innovation and Civic Design Team to create the opportunities for dialogue with all the County employees.

Our Strategy

In September 2021, OMB and the Civic Design Team launched a pilot and asked four departments to participate to streamline the process and better prepare for the launch to all County employees.



All County employees were invited to submit ideas on new initiatives for funding, re-allocation opportunities, cost savings measures, how the County spends money, how money can be better spent, and how business can be conducted differently and more efficiently. All County employees received an email that provided a link to submit their ideas via Microsoft Forms (a safe platform that was accessible to all employees), view a video from the County Executive, and learn about the initiative

by viewing a brief PowerPoint presentation.

Employees could submit up to five (5) ideas each and were encouraged to categorize their ideas to the best of their ability among the following categories:

- **IDEA CATEGORIES**
  - Improving Customer Service
  - Making County Government Better
  - New Initiatives
  - Saving the County Money
  - Smarter Spending
- **COST CATEGORIES**
  - Low-Cost
  - No-Cost

Submission - October 2021

A total 125 ideas were submitted by 74 employees representing 20 different Montgomery County government departments. Ideas were submitted by employees in the following departments:

Alcohol Beverage Services	Department of Technology and Enterprise Business Solutions
Community Engagement Cluster	Department of Transportation
Department of Environmental Protection	Fire and Rescue Services
Department of Finance	Office of Animal Services
Department of General Services	Office of Consumer Protection
Department of Health and Human Services	Office of Human Resources
Department of Permitting Services	Office of Management and Budget
Department of Police	Office of Procurement
Department of Public Libraries	Office of Public Information
Department of Recreation	Office of the Sheriff

The greatest number of submitted ideas were applicable to the operations of following departments:

- Department of General Services
- Department of Health and Human Services
- Department of Technology and Enterprise Business Solutions
- Office of Human Resources
- Office of Procurement

Once submitted, the OMB team reviewed, sorted, and categorized the ideas to make sure the designation was appropriate and to determine which department would be responsible for implementing the idea. The team audited each participating member's ranking and used the following rubric to rank the ideas:

1. Implementation level of effort (time, cost, staff, etc.): 1 = high effort, 5 = low effort	1	2	3	4	5
2. Cost, or more accurately, Value for the money spent*: 1 = low value, 5 = high value	1	2	3	4	5
3. Staffing needs for the idea (once it's executed): 1 = many FTEs, 5 = fewer FTEs	1	2	3	4	5
4. Feasibility of the idea taking root and living on: 1= low/difficult to sustain, 5 = high/easy to sustain	1	2	3	4	5
5. Does the idea improve results/outcomes? 1 = no/likely no, 3 = maybe, 5 = yes/likely yes	1	2	3	4	5

The highest possible score was 25; the lowest possible score was 5.

Voting - November 2021

All Montgomery County government employees were presented with the opportunity to vote on 99* of the submitted ideas. Voters could indicate whether they thought the idea should be pursued/implemented and if they thought was it a great idea.

Five hundred sixty-two (562) employees voted on the ideas they supported.

*NOTE: Duplicate ideas were removed and consolidated before the voting process.

Virtual Ideation Workshops - November 2021

Seventy-nine (79) ideas were selected to be more fully expanded and considered in an Ideation Workshop (these ideas needed more brainstorming). So as to fully understand some submissions, some idea submitters were invited to an Ideation Workshop to provide clarification and fully vet the ideas with other employees. OMB conducted three workshops.

The participants were divided into smaller breakout groups to provide a safe space for open dialogue to explain the idea, respond to questions from other employees, and explain how it might best be implemented, the benefits to the County, the customer, the employees and where possible a guesstimate of the implementation costs and amount of time needed to implement the idea.

- 52 employees were invited to the workshops
- 33 employees were able to attend the workshops

OMB provided equitable access to technology equipment (reserved computer space) so that employees whose job responsibilities/daily work activities don't include access to computers, etc. could participate in the workshops (e.g., frontline employees, etc.).

Workshop participants provided a written summary of the Ideation Workshop discussion along with any modifications or clarifying information to the OMB/County Stat team.

Review/Analysis - November 2021 through February 2022

OMB uploaded the employee ideas; the employee commentary from the Ideation Workshops; the review team scores; and the employee voting percentiles into OMB's budget development/decision support system to share with OMB analysts and incorporate the ideas into the budget review process with department directors and County leadership. This allowed the ideas to accompany department budget requests and for the ideas to be included in the budget discussions of the department that would be responsible for implementing the idea.

Some employee ideas are currently being implemented within departments. OMB continues to work with departments on implementation of ideas where feasible.

Vision Zero

MISSION STATEMENT

Through the use of data-informed and equitable approaches, Montgomery County will systematically update the roadway network and build a culture of safety through purposeful education and enforcement campaigns 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. James Brown of the Department of Police at 240.773.6600; Neil Greenberger of the Public Information Office at 240.777.6532; or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 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 2030 Action Plan is to eliminate serious and fatal collisions by 2030. The target will be achieved by completing 45 action items in the areas of complete streets, multi-modal future, and culture of safety. To learn more about Vision Zero and to read the 2030 Action Plan, visit https://montgomerycountymd.gov/visionzero/.

RESULTS

Preliminary 2021 data show 244 serious and fatal collisions, a 34 percent reduction compared to the pre-Vision Zero five-year average (2012-2016). To continue moving towards our long-term goal of zero serious and fatal crashes, the Montgomery County Department of Transportation (MCDOT) continued reviews of roadway segments along the High Injury Network (HIN) including Randolph Road near Veirs Mill Road, Crabbs Branch Way, and Shady Grove Road. MCDOT is partnering with the State Highway Administration (SHA) to make Georgia Avenue and Connecticut Avenue in Aspen Hill safer for people walking and biking. MCDOT continued installing protected bicycle lanes across the county with construction ongoing for the Bethesda and Silver Spring Loops. 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 $120.4 million in FY23 expenditures in support of Vision Zero. The FY23 Recommended Operating Budget includes $56.7 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $63.7 million in expenditures for FY23.

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) and traffic signals. Over 30 new beacons and signals have been installed by the County and State since Vision Zero began.
- Conducted Bus Stop Audits along corridors throughout the County that focus on HIN corridors, areas with high transit volume, and seek to improve safety and accessibility for transit users.
- 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 behaviors and raise awareness 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. 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 continued on the Bethesda Loop bike projects with the Capital Crescent Surface Trail and Woodmont Avenue phase I underway.
- Designed 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. MCDOT hosted a Vision Zero Youth Ambassador program with over 30 high school students to create the next generation of traffic safety leaders and develop projects that impacted safety in their communities.
- 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 Operations 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 2021 to January 2022 with 284 arrests for driving under the influence (DUI) of alcohol and/or drugs. During the task force, one DUI-related fatal collision occurred (which was not on a day the task force was working).
- 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:
    - administering special pedestrian crosswalks, operating safe streets corridors, holiday and school enforcements; and
    - 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:
    - Distracted drivers
    - Impaired drivers, cyclists and pedestrians
    - 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 FY23 CE Recommended Capital Improvements Program and Operating Budget		
Department	Project/Program	FY23 Recommended
Capital Improvements Program (CIP)		
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	$ 500,000
	Trails: Natural Surface & Resource-based Recreation	500,000
	Trails: Hard Surface Renovation	900,000
	Vision Zero	500,000
	Total M-NCPPC	**$ 2,400,000**
Department of Transportation	Pedestrian Facilities/Bikeways	47,473,000
	Intersection and Spot Improvements	2,544,000
	Pedestrian Safety Program	3,700,000
	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	**$ 61,297,000**
	Total FY23 CIP	**$ 63,697,000**
Operating Budget (PSP)		
Department of Transportation	Community/Transportation Safety	5,395,220
	Transportation Infrastructure Construction & Maintenance	17,086,795
	Transportation Policy, Planning, and Project Development	3,438,760
	Transportation Management, Operations and Emergency/Storm Response	7,523,184
	Total Department of Transportation	**$ 33,443,959**
Department of Police	Police Enforcement for HIAs - Overtime	334,617
	Police Enforcement for HIAs - Data Analyst	109,652
	School Safety Program/General Fund	6,878,617
	Automated Traffic Enforcement	15,927,211
	Total Department of Police	**$ 23,250,097**
	Total FY23 PSP	**$ 56,694,056**
	TOTAL FY23 RECOMMENDED EXPENDITURES (CIP & PSP)	**$ 120,391,056**

Source: CE Recommended FY23 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 Grants Shifts to Departments' Base Budgets Including 6% Nonprofit Increase FY23 CE Recommended Operating Budget		
Organization	**Purpose**	**FY23 Recommended**
Community Engagement Cluster (CEC)		**$ 68,900**
Montgomery Sister Cities, Inc.	Provide for operating support.	$ 21,200
Silver Spring Town Center Inc.	Provide for operating support.	$ 47,700
Office of the County Executive (CEX)		**$ 66,250**
Black Chamber of Commerce of Maryland	Provide technical assistance and training for minority business owners in Montgomery County.	$ 2,650
Rockville Economic Development, Inc.	Provide business counseling, training, and technical assistance to start-up and existing women-owned businesses and entrepreneurs.	$ 63,600
Health and Human Services (HHS)		**$ 2,126,154**
Avery Road Alumni Association, Inc.	Provide peer services and needed life skills to those new in substance abuse recovery or in need.	$ 21,200
CASA, Inc.	Provides comprehensive immigration relief screenings, direct representation to DACA and other relief eligible beneficiaries, and direct referrals for complex cases.	$ 174,900
Catholic Charities of the Archdiocese of Washington, Inc.	Provide a bilingual office supervisor to support emergency assistance, case management and referral services.	$ 62,384
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.	$ 51,570
Catholic Charities of the Archdiocese of Washington, Inc.	Provide Spanish literacy education for non-literate, Spanish-speaking Montgomery County immigrant residents.	$ 16,836
Cedar Ridge Community Church, Inc.	Provide a food security and fresh produce program.	$ 1,802
CentroNia, Inc.	Provide services to promote healthy habits in early learners through nutritional education and increased access to nourishing foods to children and adults.	$ 14,278
Community Bridges, Inc.	Provide mentoring, college and career planning, and mentoring support for low income girls and families.	$ 84,800
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).	$ 23,320
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.	$ 49,820
Crossroads Community Food Network, Inc.	Provide for the farmers market nutrition incentive program and complementary healthy eating education program.	$ 61,480
EduCare Support Services, Inc.	Provide supplemental food assistance to low-income families, seniors, persons with disabilities or chronic illness, and in other emergency situations.	$ 63,600
EveryMind, Inc.	Provide Mental Health First Aid trainings to increase understanding of mental illness, addiction, and how to help someone in crisis.	$ 42,400
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. Provide oversight on Home Grown Program to promote self-sustainability.	$ 58,300
Family Learning Solutions, Inc.	Provide partnerships of College enrolled/College graduates meeting with highschool students to inform on post-highschool life expectations and goals.	$ 10,600
Family Services, Inc.	Provide academic, social, and emotional support during and after school for at-risk minority males at Gaithersburg Middle School.	$ 42,400
Family Services, Inc.	Provide the Healthy Mothers Healthy Babies Program for low-income and uninsured women with perinatal depression.	$ 68,900
First African Methodist Episcopal Church of Gaithersburg, Inc.	Provide support for the SHARE food program for low-income families.	$ 9,010
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.	$ 58,300
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.	$ 37,100
Impact Silver Spring, Inc.	Provide support for the Neighborhood Opportunity Network Initiative.	$ 235,998
Interfaith Works, Inc.	Provide support to assist faith communities in meeting community needs.	$ 84,800
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.	$ 53,000
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.	$ 38,213
Korean Community Service Center Of Greater Washington, Inc.	Provides support for the Keystone Project to assist victims of domestic violence in the Korean community.	$ 58,300
Latin American Youth Center, Inc.	Provide individual and family counseling, psychoeducational group sessions, and referrals to other mental health providers.	$ 68,900
LEAD4LIFE, Inc.	Provide services to disconnected youth with a concentration on the African American community through a Positive Youth Development approach.	$ 10,600
Lt. Joseph P. Kennedy Institute, Inc.	Provide nursing services and interest-based, community integration activities for adults with multiple and severe disabilities.	$ 47,700
Lt. Joseph P. Kennedy Institute, Inc.	Provide therapeutic, community-integrated services to children and youth with disabilities.	$ 63,600

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.	$	27,560
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.	$	53,000
Montgomery County Maryland Bar Foundation, Inc.	Provide legal services for pro bono case referrals and brief legal advice clinics to low income residents.	$	53,000
Montgomery Hospice, Inc.	Provide volunteer and compassionate services to support terminally ill patients. Specializing in emotional and medical care for children with life-limiting illnesses, keeping children in their homes surrounded by family.	$	80,623
Nourish Now, Inc.	Provide food donations for at-risk youth.	$	5,300
Nourish Now, Inc.	Provide support for the Family Food Distribution Program, which provides food assistance to low to moderate income residents in the County.	$	37,100
Nourish Now, Inc.	Provide support for the Food Rescue Program.	$	42,400
Nueva Vida, Inc.	Deliver physical and behavioral health education workshops and events for disadvantaged families in the Latino community.	$	43,460
Parent Encouragement Program, Inc.	Provides parent education programs to low income parents in the Latino community to empower their children to succeed in school and life.	$	21,200
Reginald S. Lourie Center for Infants and Young Children, Inc.	Provide for operating support.	$	121,900
The George B. Thomas, Sr. Learning Academy, Inc.	Provide support for the Rising Stars pre-K program.	$	26,500
Cable Television Communications Plan		**$**	**2,650**
Chinese Culture and Community Service Center, Inc.	Support technology skills training for Chinese-American and Mandarin-speaking residents.	$	2,650
		$	**2,263,954**

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

FY23 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

(A) Agencies By Fund	(B) FY22 Est Fund Bal	(C) FY23 Est Revenue	(D) Net Inter-Fund Transfers	(E) FY23 Total Resources	(F) CIP Current Revenue & PAYGO	(G) FY23 Operating Budget GO & LTL Debt Service	(H) FY23 Operating Budget Agy/Fund Approp.	(I) FY23 Operating Budget Total Approp.	(J) Total Use of Approp.	(K) Designated Fund Balance	(L) FY23 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	68,283	3,817,503	(347,746)	3,538,040	64,797	240,613	1,379,043	1,619,656	1,684,453	0	0
Debt Service: Non-Agency	0	3,706	431,489	435,195	0	8,478	0	8,478	8,478	0	0
Montgomery County Public Schools	45,000	855,589	0	900,589	18,488	157,350	2,739,660	2,897,010	2,915,498	0	0
Montgomery College	34,632	115,975	(250)	150,357	16,434	28,755	274,760	303,515	319,949	0	0
SUBTOTAL GENERAL FUND	**147,915**	**4,792,773**	**83,494**	**5,024,181**	**99,719**	**435,195**	**4,393,464**	**4,828,659**	**4,928,378**	**0**	**95,804**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	256	2,470	8,244	10,970	0	0	10,365	10,365	10,365	0	605
Fire	2,430	267,298	(13,385)	256,343	4,464	0	251,655	251,655	256,119	0	224
Mass Transit	(2,211)	236,471	(47,599)	186,660	20,390	0	167,757	167,757	188,147	(1,657)	170
Recreation	5,148	59,638	(13,017)	51,769	0	0	51,437	51,437	51,437	0	332
Economic Development	0	430	3,566	3,996	0	0	3,996	3,996	3,996	0	0
M-NCPPC	7,302	161,323	(2,461)	166,164	450	7,335	153,095	160,430	160,880	0	5,285
SUBTOTAL OTHER TAX SUPPORTED	**12,926**	**727,629**	**(64,652)**	**675,904**	**25,304**	**7,335**	**638,306**	**645,640**	**670,944**	**(1,657)**	**6,616**
TOTAL AVAIL. TAX SUPPORTED	**160,841**	**5,520,402**	**18,842**	**5,700,085**	**125,023**	**442,530**	**5,031,770**	**5,474,299**	**5,599,322**	**(1,657)**	**102,420**
Revenue Stabilization (Designated)	513,535	2,961	0	516,496	0	0	0	0	0	516,496	0
TOTAL TAX SUPPORTED (W RSF)	**674,376**	**5,523,364**	**18,842**	**6,216,581**	**125,023**	**442,530**	**5,031,770**	**5,474,299**	**5,599,322**	**514,840**	**102,420**
GRANT FUNDS											
County Government	0	164,831	0	164,831	0	0	165,831	165,831	165,831	0	(1,000)
Montgomery County Public Schools	0	107,791	0	107,791	0	0	107,791	107,791	107,791	0	0
Montgomery College	0	16,324	0	16,324	0	0	16,324	16,324	16,324	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
FEE SUPPORTED FUNDS											
Cable TV	11	24,300	(4,522)	19,789	4,398	0	15,227	15,227	19,625	0	164
Montgomery Housing Initiative	12,747	33,086	14,463	60,296	0	0	49,066	49,066	49,066	7,954	3,277
Water Quality Protection Fund	6,319	46,462	(12,288)	40,494	3,138	0	30,971	30,971	34,109	0	6,385
Recreation-NonTax Supported	868	8,103	(4,500)	4,471	0	0	3,600	3,600	3,600	0	871
Detention Center Non-Tax Supported	470	249	0	719	0	0	543	543	543	0	176
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	2,493	11,482	(1,029)	12,946	300	0	10,923	10,923	11,223	32	1,691
Parking Districts	11,011	44,533	(5,895)	49,649	13,037	0	25,992	25,992	39,029	46	10,574
Permitting Services	28,181	48,698	(6,541)	70,337	0	0	41,067	41,067	41,067	252	29,018
Solid Waste Collection	(3,100)	11,916	(315)	8,501	0	0	11,265	11,265	11,265	11	(2,775)
Solid Waste Disposal	0	125,416	(273)	125,143	1,845	0	131,370	131,370	133,215	(3,724)	(4,347)
Vacuum Leaf Collection	941	8,760	(2,001)	7,700	0	0	6,916	6,916	6,916	0	785
Liquor Control	19,068	100,534	(34,917)	84,684	522	0	68,266	68,266	68,788	368	15,529
Non-Tax Supported Debt Service	0	0	24,713	24,713	0	24,713	0	24,713	24,713	0	0
Montgomery County Public Schools	6,589	73,889	8,370	88,848	0	0	82,259	82,259	82,259	0	6,589
Montgomery College	28,614	26,259	547	55,419	0	0	30,167	30,167	30,167	0	25,253
M-NCPPC	13,834	18,085	2,303	34,223	0	0	19,681	19,681	19,681	0	14,542
SUBTOTAL NON-TAX SUPPORTED	**128,047**	**871,269**	**(21,886)**	**977,430**	**23,240**	**24,713**	**817,809**	**842,522**	**865,762**	**4,938**	**106,731**

FY23 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

TOTAL BUDGET (with Revenue Stabilization)	**802,423**	**6,394,633**	**(3,044)**	**7,194,012**	**148,263**	**467,242**	**5,849,578**	**6,316,821**	**6,465,084**	**519,778**	**209,150**

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				
FY22 Approved	1,727.8	164.3	373.7	2,265.7
FY23 Recommended	1,864.3	165.8	395.2	2,425.3
Percent Change From FY22	7.9%	1.0%	5.8%	7.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY22 Approved	2,551.6	144.5	84.3	2,780.5
FY23 Recommended	2,739.7	107.8	82.3	2,929.7
Percent Change From FY22	7.4%	-25.4%	-2.5%	5.4%
MONTGOMERY COLLEGE				
FY22 Approved	265.5	17.4	29.8	312.6
FY23 Recommended	274.8	16.3	30.2	321.3
Percent Change From FY22	3.5%	-5.9%	1.3%	2.8%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY22 Approved	143.8	0.6	19.3	163.6
FY23 Recommended	153.1	0.6	19.7	173.3
Percent Change From FY22	6.5%	----	2.1%	6.0%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY22 Approved	4,688.6	326.7	507.1	5,522.4
FY23 Recommended	5,031.8	290.5	527.3	5,849.6
Percent Change From FY22	7.3%	-11.1%	4.0%	5.9%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY22 Approved	427.4		27.7	455.2
FY23 Recommended	442.5		24.7	467.2
Percent Change From FY22	3.5%	----	-10.9%	2.7%
TOTAL BUDGETS				
FY22 Approved	5,116.0	326.7	534.9	5,977.5
FY23 Recommended	5,474.3	290.5	552.0	6,316.8
Percent Change From FY22	7.0%	-11.1%	3.2%	5.7%

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Schedule A-2

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	169,417,634	356,309	109,962	(46,304)	0	7,926,689	(14,366,057)
Revenues	3,753,605,021	977,245	1,153,015	286,663	0	214,391,538	283,208,802
Net Transfers	(408,133,786)	2,386,946	2,358,336	2,625,220	0	(36,134,771)	(11,759,652)
TOTAL RESOURCES	3,514,888,869	3,720,500	3,621,313	2,865,579	0	186,183,456	257,083,093
Contributions	(1,900,547,564)	0	0	0	0	0	0
To CIP: Current Revenue	(113,584,000)	0	0	0	0	(31,309,000)	(4,807,000)
Expenditures	(1,432,474,441)	(3,206,110)	(3,840,460)	(2,904,428)	0	(156,674,991)	(249,845,788)
TOTAL USE OF RESOURCES	(3,446,606,005)	(3,206,110)	(3,840,460)	(2,904,428)	0	(187,983,991)	(254,652,788)
ESTIMATED FY22 ENDING FUND BALANCE	68,282,864	514,390	(219,147)	(38,849)	0	(1,800,535)	2,430,305
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	(410,153)	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY23	**68,282,864**	**514,390**	**(219,147)**	**(38,849)**	**0**	**(2,210,688)**	**2,430,305**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY23

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	Noise Abatement	Mass Transit	Fire
Beginning Fund Balance	68,282,864	514,390	(219,147)	(38,849)	0	(2,210,688)	2,430,305
Revenues	3,817,503,110	997,071	1,178,586	293,914	0	236,470,637	267,297,740
Net Transfers	(347,745,546)	2,332,038	3,058,048	2,853,950	0	(47,599,472)	(13,384,740)
TOTAL RESOURCES	3,538,040,428	3,843,499	4,017,487	3,109,015	0	186,660,477	256,343,305
Contributions	(1,992,432,156)	0	0	0	0	0	0
To CIP: Current Revenue	(99,719,000)	0	0	0	0	(20,390,000)	(4,464,000)
Expenditures	(1,379,043,482)	(3,416,615)	(3,915,565)	(3,032,432)	0	(167,757,414)	(251,655,354)
TOTAL USE OF RESOURCES	(3,471,194,638)	(3,416,615)	(3,915,565)	(3,032,432)	0	(188,147,414)	(256,119,354)
ESTIMATED FY23 ENDING FUND BALANCE	66,845,790	426,884	101,922	76,583	0	(1,486,937)	223,951
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	1,656,710	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY24	**66,845,790**	**426,884**	**101,922**	**76,583**	**0**	**169,773**	**223,951**

Schedule A-2

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
11,173,500	7,829,908	444,613,587	627,015,228	0	31,281,287	31,602,034	14,934,458	704,833,007
51,236,957	186,320	496,140	4,305,541,701	4,256,336	773,962,499	103,865,801	145,436,658	5,333,062,995
(11,711,693)	2,223,306	68,425,211	(389,720,883)	409,785,095	0	(1,558,000)	(2,402,866)	16,103,346
50,698,764	10,239,534	513,534,938	4,542,836,046	414,041,431	805,243,786	133,909,835	157,968,250	6,053,999,348
0	0	0	(1,900,547,564)	0	1,754,247,868	146,299,696	0	0
0	(5,500,000)	0	(155,200,000)	0	0	0	(450,000)	(155,650,000)
(45,550,526)	(4,739,534)	0	(1,899,236,278)	(414,041,431)	(2,514,491,654)	(245,577,497)	(150,216,441)	(5,223,563,301)
(45,550,526)	(10,239,534)	0	(3,954,983,842)	(414,041,431)	(760,243,786)	(99,277,801)	(150,666,441)	(5,379,213,301)
5,148,238	0	513,534,938	587,852,204	0	45,000,000	34,632,034	7,301,809	674,786,047
0	0	(513,534,938)	(513,534,938)	0	0	0	0	(513,534,938)
0	0	0	(410,153)	0	0	0	0	(410,153)
0	0	0	0	0	0	0	0	0
5,148,238	0	0	73,907,113	0	45,000,000	34,632,034	7,301,809	160,840,956

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY23

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
5,148,238	0	513,534,938	587,442,051	0	45,000,000	34,632,034	7,301,809	674,375,894
59,638,371	430,000	2,961,490	4,386,770,919	3,705,860	855,588,717	115,974,965	161,323,127	5,523,363,588
(13,017,350)	3,566,325	0	(409,936,747)	431,489,305	0	(250,000)	(2,460,550)	18,842,008
51,769,259	3,996,325	516,496,428	4,564,276,223	435,195,165	900,588,717	150,356,999	166,164,386	6,216,581,490
0	0	0	(1,992,432,156)	0	1,839,071,460	153,360,696	0	0
0	0	0	(124,573,000)	0	0	0	(450,000)	(125,023,000)
(51,436,988)	(3,996,325)	0	(1,864,254,175)	(435,195,165)	(2,739,660,177)	(274,759,984)	(160,429,728)	(5,474,299,229)
(51,436,988)	(3,996,325)	0	(3,981,259,331)	(435,195,165)	(900,588,717)	(121,399,288)	(160,879,728)	(5,599,322,229)
332,271	0	516,496,428	583,016,892	0	0	28,957,711	5,284,658	617,259,261
0	0	(516,496,428)	(516,496,428)	0	0	0	0	(516,496,428)
0	0	0	1,656,710	0	0	0	0	1,656,710
0	0	0	0	0	0	0	0	0
332,271	0	0	68,177,174	0	0	28,957,711	5,284,658	102,419,543

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 15, 2022

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY21 Exp	APPROVED FY22	LATEST FY22	RECOMMENDED 6 YR	RECOMMENDED FY23 APPROP	RECOMMENDED FY24	RECOMMENDED FY25	RECOMMENDED FY26	RECOMMENDED FY27	RECOMMENDED FY28
GENERAL REVENUE SUPPORTED										
MCG	10,500	10,374	64,083	113,153	24,544	30,452	14,092	15,110	14,921	14,034
M-NCPPC PARKS	2,693	3,913	3,913	26,588	4,398	4,598	4,398	4,398	4,398	4,398
PUBLIC SCHOOLS (MCPS)	8,264	8,062	16,062	140,151	18,488	27,749	28,793	21,707	21,707	21,707
MONTGOMERY COLLEGE	13,065	12,901	12,901	93,804	16,434	17,034	15,084	15,084	15,084	15,084
HOC	-	1,125	1,125	8,205	1,955	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	-	15,500	15,500	181,100	33,900	30,800	29,200	29,200	29,000	29,000
CIP PAYGO - RSF CONTRIBUTION	-	-	-	-	-	-	-	-	-	-
TOTAL CIP PAYGO	-	15,500	15,500	181,100	33,900	30,800	29,200	29,200	29,000	29,000
SUBTOTAL	34,522	51,875	113,584	563,001	99,719	111,883	92,817	86,749	86,360	85,473
OTHER TAX SUPPORTED										
MASS TRANSIT	10,057	31,309	31,309	129,695	20,390	24,915	18,565	18,885	25,845	21,095
FIRE CONSOLIDATED	1,042	4,807	4,807	36,839	4,464	6,880	5,996	5,593	6,927	6,979
M-NCPPC PARKS	350	450	450	2,700	450	450	450	450	450	450
ECONOMIC DEVELOPMENT FUND	-	5,500	5,500	-	-	-	-	-	-	-
SUBTOTAL	11,448	42,066	42,066	169,234	25,304	32,245	25,011	24,928	33,222	28,524
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	45,971	93,941	155,650	732,235	125,023	144,128	117,828	111,677	119,582	113,997
INFLATION	-	-	-	20,638	-	-	2,097	3,954	6,510	8,077
SUBTOTAL ALLOCATION:	-	-	-	20,638	-	-	2,097	3,954	6,510	8,077
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	71,976	93,941	155,650	752,873	125,023	144,128	119,925	115,631	126,092	122,074
NON-TAX SUPPORTED APPROPRIATIONS ($000s)	**ACTUAL FY21 Exp**	**APPROVED FY22**	**LATEST FY22**	**RECOMMENDED 6 YR**	**RECOMMENDED FY23 APPROP**	**RECOMMENDED FY24**	**RECOMMENDED FY25**	**RECOMMENDED FY26**	**RECOMMENDED FY27**	**RECOMMENDED FY28**
NON-TAX SUPPORTED										
PARKING DISTRICTS	4,310	90	90	42,632	5,679	11,016	6,331	7,205	6,137	6,264
SOLID WASTE DISPOSAL	-	13,065	13,065	1,845	1,845	-	-	-	-	-
M-NCPPC ENTERPRISE FUND	679	400	400	3,215	-	-	750	2,465	-	-
CABLE TV FUND	8,193	4,272	4,272	23,077	4,398	4,341	4,316	3,319	3,348	3,355
WATER QUALITY PROTECTION CHARGE	4,979	4,917	4,917	20,669	3,138	3,447	3,327	3,524	3,525	3,708
LIQUOR CONTROL	-	1,267	1,267	10,582	522	2,720	1,783	1,213	2,144	2,200
CUPF	-	(796)	(796)	1,800	300	300	300	300	300	300
SUBTOTAL EXPENDITURES:	18,161	23,215	23,215	103,820	15,882	21,824	16,807	18,026	15,454	15,827
TOTAL CURRENT REVENUE REQUIREMENTS	90,138	117,156	178,865	856,693	140,905	165,952	136,732	133,657	141,546	137,901

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	**97,679,071**	**82,072,744**	**169,417,634**	**68,282,864**	**-16.8%**
REVENUES					
Taxes	3,526,430,710	3,454,135,694	3,616,130,449	3,672,142,207	6.3%
Licenses & Permits	10,460,187	13,271,945	13,287,680	13,739,855	3.5%
Charges for Services	7,847,892	10,091,962	8,906,508	10,441,631	3.5%
Fines & Forfeitures	16,897,097	37,866,950	27,394,780	29,377,280	-22.4%
Intergovernmental	194,126,433	95,611,872	75,814,123	79,059,156	-17.3%
Investment Income	72,418	(91,200)	61,480	366,980	-502.4%
Miscellaneous	13,491,790	13,393,501	12,010,001	12,376,001	-7.6%
Total REVENUES	3,769,326,527	3,624,280,724	3,753,605,021	3,817,503,110	5.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	49,265,703	49,646,750	49,646,750	52,628,668	6.0%
To Non-Tax Supported Funds	(30,545,569)	(30,054,574)	(30,054,574)	(31,625,439)	5.2%
From Tax Supported Funds	45,637,826	24,183,352	24,183,352	26,782,941	10.7%
To Tax Supported Funds	(367,070,068)	(375,366,634)	(371,481,005)	(383,461,841)	2.2%
From Internal Service Funds	3,713,312	0	0	0	----
To Revenue Stabilization Fund	(67,771,645)	(27,378,169)	(68,425,211)	0	-100.0%
To Component Units/Agencies	(6,292,931)	(15,603,098)	(12,003,098)	(12,069,875)	-22.6%
Total NET INTER-FUND TRANSFERS	(373,063,372)	(374,572,373)	(408,133,786)	(347,745,546)	-7.2%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,898,411,816)	(1,898,961,931)	(1,900,547,564)	(1,992,432,156)	4.9%
County Contribution to CIP Fund	(34,522,135)	(51,875,000)	(113,584,000)	(99,719,000)	92.2%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(1,932,933,951)	(1,950,836,931)	(2,014,131,564)	(2,092,151,156)	7.2%
Total Resources	***1,561,008,275***	***1,380,944,164***	***1,500,757,305***	***1,445,889,272***	***4.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,389,417,541)	(1,285,605,982)	(1,432,474,441)	(1,379,043,482)	7.3%
Adjustment for Prior Year Encumbrances/Reserves	(2,173,100)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,391,590,641)	(1,285,605,982)	(1,432,474,441)	(1,379,043,482)	7.3%
Total Use of Resources	***(1,391,590,641)***	***(1,285,605,982)***	***(1,432,474,441)***	***(1,379,043,482)***	***7.3%***
PROJECTED FUND BALANCE	**169,417,634**	**95,338,182**	**68,282,864**	**66,845,790**	**-29.9%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**78,904**	**71,221**	**356,309**	**514,390**	**622.2%**
REVENUES					
Taxes	740,294	778,423	793,270	813,096	4.5%
Charges for Services	241,889	183,975	183,975	183,975	----
Total REVENUES	982,183	962,398	977,245	997,071	3.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,609,890	2,408,612	2,408,612	2,352,550	-2.3%
From Tax Supported Funds	750,318	0	0	0	----
To Tax Supported Funds	(20,596)	(21,666)	(21,666)	(20,512)	-5.3%

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Total NET INTER-FUND TRANSFERS	2,339,612	2,386,946	2,386,946	2,332,038	-2.3%
Total Resources	***3,400,699***	***3,420,565***	***3,720,500***	***3,843,499***	***12.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,179,352)	(3,276,193)	(3,206,110)	(3,416,615)	4.3%
Adjustment for Prior Year Encumbrances/Reserves	134,962	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,044,390)	(3,276,193)	(3,206,110)	(3,416,615)	4.3%
Total Use of Resources	***(3,044,390)***	***(3,276,193)***	***(3,206,110)***	***(3,416,615)***	***4.3%***
PROJECTED FUND BALANCE	**356,309**	**144,372**	**514,390**	**426,884**	**195.7%**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**28,204**	**421,616**	**109,962**	**(219,147)**	**-152.0%**
REVENUES					
Taxes	954,044	1,037,864	1,033,015	1,058,586	2.0%
Charges for Services	109,186	120,000	120,000	120,000	----
Miscellaneous	145	0	0	0	----
Total REVENUES	1,063,375	1,157,864	1,153,015	1,178,586	1.8%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,813,959	2,704,922	2,704,922	2,804,101	3.7%
From Tax Supported Funds	539,660	174,403	174,403	761,789	336.8%
To Tax Supported Funds	(541,989)	(520,989)	(520,989)	(507,842)	-2.5%
Total NET INTER-FUND TRANSFERS	2,811,630	2,358,336	2,358,336	3,058,048	29.7%
Total Resources	***3,903,209***	***3,937,816***	***3,621,313***	***4,017,487***	***2.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,607,783)	(3,914,111)	(3,840,460)	(3,915,565)	----
Adjustment for Prior Year Encumbrances/Reserves	(185,464)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,793,247)	(3,914,111)	(3,840,460)	(3,915,565)	----
Total Use of Resources	***(3,793,247)***	***(3,914,111)***	***(3,840,460)***	***(3,915,565)***	***----***
PROJECTED FUND BALANCE	**109,962**	**23,705**	**(219,147)**	**101,922**	**330.0%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**(96,977)**	**(6,495)**	**(46,304)**	**(38,849)**	**498.1%**
REVENUES					
Taxes	247,050	281,689	286,663	293,914	4.3%
Total REVENUES	247,050	281,689	286,663	293,914	4.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	88,667	200,000	200,000	300,000	50.0%
From Tax Supported Funds	2,294,667	2,737,170	2,737,170	2,900,510	6.0%
To Tax Supported Funds	(295,566)	(311,950)	(311,950)	(346,560)	11.1%
Total NET INTER-FUND TRANSFERS	2,087,768	2,625,220	2,625,220	2,853,950	8.7%
Total Resources	***2,237,841***	***2,900,414***	***2,865,579***	***3,109,015***	***7.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,283,530)	(2,756,040)	(2,904,428)	(3,032,432)	10.0%
Adjustment for Prior Year Encumbrances/Reserves	(615)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,284,145)	(2,756,040)	(2,904,428)	(3,032,432)	10.0%
Total Use of Resources	***(2,284,145)***	***(2,756,040)***	***(2,904,428)***	***(3,032,432)***	***10.0%***
PROJECTED FUND BALANCE	**(46,304)**	**144,374**	**(38,849)**	**76,583**	**-47.0%**
Mass Transit					
BEGINNING FUND BALANCE	**3,632,409**	**418,773**	**7,926,689**	**(2,210,688)**	**-627.9%**
REVENUES					
Taxes	153,154,777	111,358,690	112,392,463	187,688,920	68.5%
Licenses & Permits	39,225	200,000	50,000	80,000	-60.0%

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Charges for Services	4,389,437	16,216,238	4,059,545	14,092,542	-13.1%
Fines & Forfeitures	291,630	418,800	566,735	566,335	35.2%
Intergovernmental	64,209,964	97,850,774	97,320,685	34,042,840	-65.2%
Miscellaneous	186,292	0	2,110	0	----
Total REVENUES	222,271,325	226,044,502	214,391,538	236,470,637	4.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	531,310	531,310	7,831,310	531,310	----
To Tax Supported Funds	(61,017,251)	(46,115,299)	(43,966,081)	(48,130,782)	4.4%
Total NET INTER-FUND TRANSFERS	(60,485,941)	(45,583,989)	(36,134,771)	(47,599,472)	4.4%
Total Resources	***165,417,793***	***180,879,286***	***186,183,456***	***186,660,477***	***3.2%***
CIP CURRENT REVENUE	***(10,056,565)***	***(31,309,000)***	***(31,309,000)***	***(20,390,000)***	***-34.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(136,904,029)	(149,435,238)	(156,674,991)	(167,757,414)	12.3%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(10,530,510)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(147,434,539)	(149,435,238)	(156,674,991)	(167,757,414)	12.3%
CLAIMS ON FUND					
Designated Reserves	0	0	(410,153)	1,656,710	----
Total CLAIMS ON FUND	0	0	(410,153)	1,656,710	----
Total Use of Resources	***(157,491,104)***	***(180,744,238)***	***(188,394,144)***	***(186,490,704)***	***3.2%***
PROJECTED FUND BALANCE	**7,926,689**	**135,048**	**(2,210,688)**	**169,773**	**25.7%**
Fire					
BEGINNING FUND BALANCE	**(32,824,446)**	**(24,162,800)**	**(14,366,057)**	**2,430,305**	**-110.1%**
REVENUES					
Taxes	246,033,972	255,444,935	257,816,298	236,039,696	-7.6%
Charges for Services	20,478,999	20,000,000	19,800,000	20,000,000	----
Intergovernmental	2,738,307	198,622	5,347,622	11,013,162	5444.8%
Miscellaneous	616,699	244,882	244,882	244,882	----
Total REVENUES	269,867,977	275,888,439	283,208,802	267,297,740	-3.1%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Tax Supported Funds	(10,671,788)	(13,670,365)	(12,009,652)	(13,634,740)	-0.3%
Total NET INTER-FUND TRANSFERS	(10,421,788)	(13,420,365)	(11,759,652)	(13,384,740)	-0.3%
Total Resources	***226,621,743***	***238,305,274***	***257,083,093***	***256,343,305***	***7.6%***
CIP CURRENT REVENUE	***(1,041,779)***	***(4,807,000)***	***(4,807,000)***	***(4,464,000)***	***-7.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(235,454,176)	(233,237,698)	(249,845,788)	(251,655,354)	7.9%
Adjustment for Prior Year Encumbrances/Reserves	(4,491,845)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(239,946,021)	(233,237,698)	(249,845,788)	(251,655,354)	7.9%
Total Use of Resources	***(240,987,800)***	***(238,044,698)***	***(254,652,788)***	***(256,119,354)***	***7.6%***
PROJECTED FUND BALANCE	**(14,366,057)**	**260,576**	**2,430,305**	**223,951**	**-14.1%**
Recreation					
BEGINNING FUND BALANCE	**5,550,789**	**8,108,875**	**11,173,500**	**5,148,238**	**-36.5%**
REVENUES					
Taxes	47,070,414	48,298,521	48,742,128	54,343,542	12.5%
Charges for Services	2,077,583	770,000	2,320,000	5,120,000	564.9%
Miscellaneous	63,158	174,829	174,829	174,829	----
Total REVENUES	49,211,155	49,243,350	51,236,957	59,638,371	21.1%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,000,000	4,500,000	4,500,000	4,500,000	----

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
From Tax Supported Funds	1,915,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(20,843,568)	(17,682,793)	(17,221,393)	(18,527,050)	4.8%
Total NET INTER-FUND TRANSFERS	(17,927,868)	(12,173,093)	(11,711,693)	(13,017,350)	6.9%
Total Resources	***36,834,076***	***45,179,132***	***50,698,764***	***51,769,259***	***14.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(25,681,051)	(45,034,754)	(45,550,526)	(51,436,988)	14.2%
Adjustment for Prior Year Encumbrances/Reserves	20,475	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(25,660,576)	(45,034,754)	(45,550,526)	(51,436,988)	14.2%
Total Use of Resources	***(25,660,576)***	***(45,034,754)***	***(45,550,526)***	***(51,436,988)***	***14.2%***
PROJECTED FUND BALANCE	**11,173,500**	**144,378**	**5,148,238**	**332,271**	**130.1%**
Economic Development Fund					
BEGINNING FUND BALANCE	**1,108,086**	**0**	**7,829,908**	**0**	**----**
REVENUES					
Investment Income	38,508	55,000	55,000	55,000	----
Miscellaneous	578,068	375,000	131,320	375,000	----
Total REVENUES	616,576	430,000	186,320	430,000	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	9,482,310	9,560,677	2,223,306	3,566,325	-62.7%
Total NET INTER-FUND TRANSFERS	9,482,310	9,560,677	2,223,306	3,566,325	-62.7%
Total Resources	***11,206,972***	***9,990,677***	***10,239,534***	***3,996,325***	***-60.0%***
CIP CURRENT REVENUE	***0***	***(5,500,000)***	***(5,500,000)***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,576,580)	(4,490,677)	(4,739,534)	(3,996,325)	-11.0%
Adjustment for Prior Year Encumbrances/Reserves	199,516	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,377,064)	(4,490,677)	(4,739,534)	(3,996,325)	-11.0%
Total Use of Resources	***(3,377,064)***	***(9,990,677)***	***(10,239,534)***	***(3,996,325)***	***-60.0%***
PROJECTED FUND BALANCE	**7,829,908**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**376,281,822**	**403,800,454**	**444,613,587**	**513,534,938**	**27.2%**
REVENUES					
Investment Income	560,120	133,390	496,140	2,961,490	2120.2%
Total REVENUES	560,120	133,390	496,140	2,961,490	2120.2%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	67,771,645	27,378,169	68,425,211	0	-100.0%
Total NET INTER-FUND TRANSFERS	67,771,645	27,378,169	68,425,211	0	-100.0%
Total Resources	***444,613,587***	***431,312,013***	***513,534,938***	***516,496,428***	***19.8%***
DESIGNATED FUND BALANCE	**444,613,587**	**431,312,013**	**513,534,938**	**516,496,428**	**19.8%**
DEBT SERVICE					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	4,016,760	5,176,606	4,256,336	3,705,860	-28.4%
Miscellaneous	540,638	0	0	0	----
Total REVENUES	4,557,398	5,176,606	4,256,336	3,705,860	-28.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	2,143,550	2,146,053	----
From Tax Supported Funds	399,104,655	415,243,084	407,123,495	428,826,752	3.3%
From Internal Service Funds	57,178	518,050	518,050	516,500	-0.3%

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Total NET INTER-FUND TRANSFERS	399,161,833	415,761,134	409,785,095	431,489,305	3.8%
Total Resources	***403,719,231***	***420,937,740***	***414,041,431***	***435,195,165***	***3.4%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(379,799,401)	(391,628,230)	(386,371,571)	(400,658,260)	2.3%
Debt Service - Other	(23,862,280)	(29,309,510)	(27,669,860)	(34,536,905)	17.8%
Total APPROPRIATION/EXPENDITURE	(403,661,681)	(420,937,740)	(414,041,431)	(435,195,165)	3.4%
Total Use of Resources	***(403,661,681)***	***(420,937,740)***	***(414,041,431)***	***(435,195,165)***	***3.4%***
PROJECTED FUND BALANCE	**57,550**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Current Fund MCPS

BEGINNING FUND BALANCE	**28,014,609**	**25,000,000**	**31,281,287**	**45,000,000**	**80.0%**
REVENUES					
Charges for Services	3,850,000	2,250,000	2,259,933	1,259,933	-44.0%
Intergovernmental	784,769,391	771,712,499	771,702,566	854,328,784	10.7%
Total REVENUES	788,619,391	773,962,499	773,962,499	855,588,717	10.5%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,752,612,120	1,752,662,235	1,754,247,868	1,839,071,460	4.9%
County Contribution to CIP Fund	8,264,000	8,062,000	16,062,000	18,488,000	129.3%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,760,876,120	1,760,724,235	1,770,309,868	1,857,559,460	5.5%
Total Resources	***2,577,510,120***	***2,559,686,734***	***2,575,553,654***	***2,758,148,177***	***7.8%***
CIP CURRENT REVENUE	***(8,264,000)***	***(8,062,000)***	***(16,062,000)***	***(18,488,000)***	***129.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,544,246,120)	(2,551,624,734)	(2,514,491,654)	(2,739,660,177)	7.4%
Adjustment for Prior Year Encumbrances/Reserves	6,281,287	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,537,964,833)	(2,551,624,734)	(2,514,491,654)	(2,739,660,177)	7.4%
Total Use of Resources	***(2,546,228,833)***	***(2,559,686,734)***	***(2,530,553,654)***	***(2,758,148,177)***	***7.8%***
PROJECTED FUND BALANCE	**31,281,287**	**0**	**45,000,000**	**0**	**----**

MONTGOMERY COLLEGE

Current Fund MC

BEGINNING FUND BALANCE	**30,342,180**	**33,110,876**	**31,097,435**	**34,097,435**	**3.0%**
REVENUES					
Charges for Services	71,602,604	69,806,737	60,006,146	58,406,696	-16.3%
Intergovernmental	37,124,487	43,020,779	43,111,722	55,936,320	30.0%
Investment Income	14,550	250,000	19,819	250,000	----
Miscellaneous	1,873,140	1,351,949	728,114	1,371,949	1.5%
Total REVENUES	110,614,781	114,429,465	103,865,801	115,964,965	1.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	61,976	100,000	0	0	-100.0%
To Non-Tax Supported Funds	0	(1,433,000)	(1,558,000)	(250,000)	-82.6%
Total NET INTER-FUND TRANSFERS	61,976	(1,333,000)	(1,558,000)	(250,000)	-81.2%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	145,149,696	145,649,696	145,649,696	152,710,696	4.8%
County Contribution to CIP Fund	13,064,685	12,901,000	12,901,000	16,434,000	27.4%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	158,214,381	158,550,696	158,550,696	169,144,696	6.7%
Total Resources	***299,233,318***	***304,758,037***	***291,955,932***	***318,957,096***	***4.7%***
CIP CURRENT REVENUE	***(13,064,685)***	***(12,901,000)***	***(12,901,000)***	***(16,434,000)***	***27.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(255,071,198)	(264,704,984)	(244,957,497)	(274,009,984)	3.5%

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(255,071,198)	(264,704,984)	(244,957,497)	(274,009,984)	3.5%
Total Use of Resources	***(268,135,883)***	***(277,605,984)***	***(257,858,497)***	***(290,443,984)***	***4.6%***
PROJECTED FUND BALANCE	**31,097,435**	**27,152,053**	**34,097,435**	**28,513,112**	**5.0%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**591,494**	**641,494**	**504,599**	**534,599**	**-16.7%**
REVENUES					
Investment Income	279	10,000	0	10,000	----
Total REVENUES	279	10,000	0	10,000	----
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	250,000	250,000	250,000	250,000	----
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	250,000	250,000	250,000	250,000	----
Total Resources	***841,773***	***901,494***	***754,599***	***794,599***	***-11.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(337,174)	(350,000)	(220,000)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(337,174)	(350,000)	(220,000)	(350,000)	----
Total Use of Resources	***(337,174)***	***(350,000)***	***(220,000)***	***(350,000)***	***----***
PROJECTED FUND BALANCE	**504,599**	**551,494**	**534,599**	**444,599**	**-19.4%**
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	**1,703,589**	**3,121,084**	**3,551,206**	**1,783,208**	**-42.9%**
REVENUES					
Taxes	31,696,373	31,996,604	32,289,038	35,746,227	11.7%
Charges for Services	250,274	204,700	204,700	204,700	----
Intergovernmental	506,481	415,600	415,600	428,100	3.0%
Investment Income	8,285	100,000	100,000	10,000	-90.0%
Miscellaneous	(2,639)	0	0	0	----
Total REVENUES	32,458,774	32,716,904	33,009,338	36,389,027	11.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(500,000)	(500,000)	(500,000)	----
To Tax Supported Funds	0	(225,000)	(225,000)	(250,000)	11.1%
Total NET INTER-FUND TRANSFERS	0	(725,000)	(725,000)	(750,000)	3.4%
Total Resources	***34,162,363***	***35,112,988***	***35,835,544***	***37,422,235***	***6.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(30,611,157)	(34,052,336)	(34,052,336)	(36,265,738)	6.5%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(30,611,157)	(34,052,336)	(34,052,336)	(36,265,738)	6.5%

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Total Use of Resources	***(30,611,157)***	***(34,052,336)***	***(34,052,336)***	***(36,265,738)***	***6.5%***
PROJECTED FUND BALANCE	**3,551,206**	**1,060,652**	**1,783,208**	**1,156,497**	**9.0%**
Park Fund					
BEGINNING FUND BALANCE	**3,223,034**	**10,688,559**	**11,370,502**	**5,498,873**	**-48.6%**
REVENUES					
Taxes	108,032,360	102,242,019	103,176,465	115,604,819	13.1%
Charges for Services	2,105,612	3,240,547	3,240,547	3,163,663	-2.4%
Intergovernmental	4,155,244	3,665,414	3,665,414	3,897,355	6.3%
Investment Income	(59,386)	65,000	125,000	15,000	-76.9%
Miscellaneous	43,548	75,000	75,000	55,500	-26.0%
Total REVENUES	114,277,378	109,287,980	110,282,426	122,736,337	12.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	325,000	325,000	350,000	7.7%
Total NET INTER-FUND TRANSFERS	0	325,000	325,000	350,000	7.7%
Total Resources	***117,500,412***	***120,301,539***	***121,977,928***	***128,585,210***	***6.9%***
CIP CURRENT REVENUE	***(350,000)***	***(450,000)***	***(450,000)***	***(450,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(99,844,387)	(109,698,997)	(109,698,997)	(116,829,432)	6.5%
Debt Service - Other	(5,935,523)	(6,330,058)	(6,330,058)	(7,202,008)	13.8%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(105,779,910)	(116,029,055)	(116,029,055)	(124,031,440)	6.9%
Total Use of Resources	***(106,129,910)***	***(116,479,055)***	***(116,479,055)***	***(124,481,440)***	***6.9%***
PROJECTED FUND BALANCE	**11,370,502**	**3,822,484**	**5,498,873**	**4,103,770**	**7.4%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**6,794**	**(5,130)**	**12,750**	**19,728**	**-484.6%**
REVENUES					
Taxes	2,085,302	2,125,166	2,144,894	2,197,763	3.4%
Total REVENUES	2,085,302	2,125,166	2,144,894	2,197,763	3.4%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(1,938,246)	(1,981,950)	(2,002,866)	(2,060,550)	4.0%
Total NET INTER-FUND TRANSFERS	(1,938,246)	(1,981,950)	(2,002,866)	(2,060,550)	4.0%
Total Resources	***153,850***	***138,086***	***154,778***	***156,941***	***13.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(141,100)	(135,050)	(135,050)	(132,550)	-1.9%
Total APPROPRIATION/EXPENDITURE	(141,100)	(135,050)	(135,050)	(132,550)	-1.9%
Total Use of Resources	***(141,100)***	***(135,050)***	***(135,050)***	***(132,550)***	***-1.9%***
PROJECTED FUND BALANCE	**12,750**	**3,036**	**19,728**	**24,391**	**703.4%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	318,234	345,228	345,228	462,574	34.0%
Intergovernmental	288,220,532	160,913,965	160,913,965	162,368,905	0.9%
Investment Income	139,808	0	0	0	----
Miscellaneous	4,731,487	2,000,000	2,000,000	2,000,000	----
Total REVENUES	293,410,061	163,259,193	163,259,193	164,831,479	1.0%
Total Resources	***293,410,061***	***163,259,193***	***163,259,193***	***164,831,479***	***1.0%***

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(293,410,061)	(164,259,193)	(164,259,193)	(165,831,479)	1.0%
Total APPROPRIATION/EXPENDITURE	(293,410,061)	(164,259,193)	(164,259,193)	(165,831,479)	1.0%
Total Use of Resources	***(293,410,061)***	***(164,259,193)***	***(164,259,193)***	***(165,831,479)***	***1.0%***
PROJECTED FUND BALANCE	**0**	**(1,000,000)**	**(1,000,000)**	**(1,000,000)**	**----**
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**16,507,604**	**7,101,504**	**16,763,728**	**6,319,239**	**-11.0%**
REVENUES					
Taxes	42,728,609	43,637,400	43,637,400	45,914,720	5.2%
Charges for Services	360,652	47,500	162,979	47,500	----
Investment Income	51,440	300,000	300,000	500,000	66.7%
Total REVENUES	43,140,701	43,984,900	44,100,379	46,462,220	5.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(8,255,023)	(9,830,020)	(8,493,500)	(9,450,600)	-3.9%
To Tax Supported Funds	(1,837,940)	(1,876,810)	(2,819,030)	(2,837,240)	51.2%
Total NET INTER-FUND TRANSFERS	(10,092,963)	(11,706,830)	(11,312,530)	(12,287,840)	5.0%
Total Resources	***49,555,342***	***39,379,574***	***49,551,577***	***40,493,619***	***2.8%***
CIP CURRENT REVENUE	***(4,978,984)***	***(4,917,000)***	***(4,917,000)***	***(3,138,000)***	***-36.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(27,987,647)	(29,480,691)	(29,371,862)	(30,970,935)	5.1%
Adjustment for Prior Year Encumbrances/Reserves	175,017	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(27,812,630)	(29,480,691)	(29,371,862)	(30,970,935)	5.1%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	0	(8,943,476)	0	----
Total CLAIMS ON FUND	0	0	(8,943,476)	0	----
Total Use of Resources	***(32,791,614)***	***(34,397,691)***	***(43,232,338)***	***(34,108,935)***	***-0.8%***
PROJECTED FUND BALANCE	**16,763,728**	**4,981,883**	**6,319,239**	**6,384,684**	**28.2%**
Cable Television					
BEGINNING FUND BALANCE	**1,844,027**	**2,710,729**	**1,456,198**	**11,445**	**-99.6%**
REVENUES					
Charges for Services	23,580,035	22,715,712	23,878,248	23,223,552	2.2%
Investment Income	14,518	153,000	12,860	76,760	-49.8%
Miscellaneous	75,223	0	0	1,000,000	----
Total REVENUES	23,669,776	22,868,712	23,891,108	24,300,312	6.3%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(4,409,575)	(4,497,479)	(4,497,479)	(4,522,407)	0.6%
Total NET INTER-FUND TRANSFERS	(4,409,575)	(4,497,479)	(4,497,479)	(4,522,407)	0.6%
Total Resources	***21,104,228***	***21,081,962***	***20,849,827***	***19,789,350***	***-6.1%***
CIP CURRENT REVENUE	***(3,761,000)***	***(4,272,000)***	***(4,272,000)***	***(4,398,000)***	***2.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(16,192,759)	(16,669,611)	(16,566,382)	(15,227,385)	-8.7%
Adjustment for Prior Year Encumbrances/Reserves	305,729	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,887,030)	(16,669,611)	(16,566,382)	(15,227,385)	-8.7%
Total Use of Resources	***(19,648,030)***	***(20,941,611)***	***(20,838,382)***	***(19,625,385)***	***-6.3%***
PROJECTED FUND BALANCE	**1,456,198**	**140,351**	**11,445**	**163,965**	**16.8%**
Recreation Non-Tax Supported					
BEGINNING FUND BALANCE	**(216,450)**	**1,326,541**	**834,108**	**867,934**	**-34.6%**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Charges for Services	3,716,462	8,100,000	8,100,000	8,100,000	----
Investment Income	589	0	520	3,100	----
Total REVENUES	3,717,051	8,100,000	8,100,520	8,103,100	----
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(1,000,000)	(4,500,000)	(4,500,000)	(4,500,000)	----
Total NET INTER-FUND TRANSFERS	(1,000,000)	(4,500,000)	(4,500,000)	(4,500,000)	----
Total Resources	***2,500,601***	***4,926,541***	***4,434,628***	***4,471,034***	***-9.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,666,493)	(3,600,000)	(3,566,694)	(3,600,000)	----
Total APPROPRIATION/EXPENDITURE	(1,666,493)	(3,600,000)	(3,566,694)	(3,600,000)	----
Total Use of Resources	***(1,666,493)***	***(3,600,000)***	***(3,566,694)***	***(3,600,000)***	***----***
PROJECTED FUND BALANCE	**834,108**	**1,326,541**	**867,934**	**871,034**	**-34.3%**
Detention Center Non-Tax Supported					
BEGINNING FUND BALANCE	**526,378**	**390,015**	**543,054**	**469,819**	**20.5%**
REVENUES					
Investment Income	790	0	700	4,180	----
Miscellaneous	274,745	245,065	245,065	245,065	----
Total REVENUES	275,535	245,065	245,765	249,245	1.7%
Total Resources	***801,913***	***635,080***	***788,819***	***719,064***	***13.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(258,859)	(543,000)	(319,000)	(543,000)	----
Total APPROPRIATION/EXPENDITURE	(258,859)	(543,000)	(319,000)	(543,000)	----
Total Use of Resources	***(258,859)***	***(543,000)***	***(319,000)***	***(543,000)***	***----***
PROJECTED FUND BALANCE	**543,054**	**92,080**	**469,819**	**176,064**	**91.2%**
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	**29,438,536**	**20,635,425**	**47,597,551**	**12,747,400**	**-38.2%**
REVENUES					
Taxes	16,313,395	14,853,187	19,925,844	19,610,377	32.0%
Charges for Services	77,540	70,200	70,200	70,200	----
Investment Income	1,461,522	1,000,000	578,620	3,453,280	245.3%
Miscellaneous	18,815,150	14,323,239	14,523,239	9,952,236	-30.5%
Total REVENUES	36,667,607	30,246,626	35,097,903	33,086,093	9.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(9,441,912)	(16,718,400)	(11,566,600)	(15,262,000)	-8.7%
From Tax Supported Funds	23,712,045	28,740,829	28,740,829	30,182,949	5.0%
To Tax Supported Funds	(462,465)	(453,967)	(453,967)	(458,070)	0.9%
Total NET INTER-FUND TRANSFERS	13,807,668	11,568,462	16,720,262	14,462,879	25.0%
Total Resources	***79,913,811***	***62,450,513***	***99,415,716***	***60,296,372***	***-3.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(39,471,652)	(43,072,867)	(46,167,686)	(49,018,857)	13.8%
Debt Service - Other	0	(49,650)	(49,650)	(47,230)	-4.9%
Adjustment for Prior Year Encumbrances/Reserves	7,155,392	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(32,316,260)	(43,122,517)	(46,217,336)	(49,066,087)	13.8%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(17,997,996)	(40,450,980)	(7,953,685)	-55.8%
Total CLAIMS ON FUND	0	(17,997,996)	(40,450,980)	(7,953,685)	-55.8%
Total Use of Resources	***(32,316,260)***	***(61,120,513)***	***(86,668,316)***	***(57,019,772)***	***-6.7%***
PROJECTED FUND BALANCE	**47,597,551**	**1,330,000**	**12,747,400**	**3,276,600**	**146.4%**
Community Use of Public Facilities					

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
BEGINNING UNRESTRICTED NET ASSETS	**4,360,222**	**(112,065)**	**3,263,259**	**2,493,399**	**-2325.0%**
REVENUES					
Charges for Services	4,149,548	8,521,854	7,540,700	11,435,470	34.2%
Investment Income	8,748	0	1,152	46,260	----
Total REVENUES	4,158,296	8,521,854	7,541,852	11,481,730	34.7%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(780,246)	(1,097,347)	(1,097,347)	(1,189,329)	8.4%
Total NET INTER-FUND TRANSFERS	(620,246)	(937,347)	(937,347)	(1,029,329)	9.8%
Total Resources	***7,898,272***	***7,472,442***	***9,867,764***	***12,945,800***	***73.2%***
CIP CURRENT REVENUE	***(313,048)***	***(176,000)***	***(176,000)***	***(300,000)***	***70.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,473,306)	(8,502,633)	(7,166,549)	(10,923,236)	28.5%
Adjustment for Prior Year Encumbrances/Reserves	151,341	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,321,965)	(8,502,633)	(7,166,549)	(10,923,236)	28.5%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(26,416)	(31,816)	(31,816)	20.4%
Total CLAIMS ON FUND	0	(26,416)	(31,816)	(31,816)	20.4%
Total Use of Resources	***(4,635,013)***	***(8,705,049)***	***(7,374,365)***	***(11,255,052)***	***29.3%***
PROJECTED UNRESTRICTED NET ASSETS	**3,263,259**	**(1,232,607)**	**2,493,399**	**1,690,748**	**-237.2%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**14,483,508**	**9,536,032**	**15,775,322**	**10,240,181**	**7.4%**
REVENUES					
Taxes	(8,208)	0	0	0	----
Charges for Services	7,122,217	12,734,065	10,921,136	16,699,827	31.1%
Fines & Forfeitures	1,744,822	2,762,500	3,027,897	3,087,500	11.8%
Investment Income	14,360	6,870	12,720	75,930	1005.2%
Miscellaneous	481,189	359,120	373,661	6,690,120	1762.9%
Total REVENUES	9,354,380	15,862,555	14,335,414	26,553,377	67.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	(3,000,000)	----
From Tax Supported Funds	5,955,254	0	0	559,000	----
To Tax Supported Funds	(2,043,375)	(2,857,734)	(2,857,734)	(2,788,433)	-2.4%
Total NET INTER-FUND TRANSFERS	3,911,879	(2,857,734)	(2,857,734)	(5,229,433)	83.0%
Total Resources	***27,749,767***	***22,540,853***	***27,253,002***	***31,564,125***	***40.0%***
CIP CURRENT REVENUE	***(3,677,049)***	***(4,048,000)***	***(4,673,000)***	***(8,805,000)***	***117.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(8,368,603)	(10,045,398)	(10,045,312)	(11,604,998)	15.5%
Debt Service - Other	(934,343)	(3,104,200)	(2,301,400)	(2,300,700)	-25.9%
Adjustment for Prior Year Encumbrances/Reserves	1,005,550	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,297,396)	(13,149,598)	(12,346,712)	(13,905,698)	5.7%
CLAIMS ON FUND					
Designated CIP Current Revenue Projects	0	6,891	6,891	(23,569)	-442.0%
Total CLAIMS ON FUND	0	6,891	6,891	(23,569)	-442.0%
Total Use of Resources	***(11,974,445)***	***(17,190,707)***	***(17,012,821)***	***(22,734,267)***	***32.2%***
PROJECTED CASH BALANCE	**15,775,322**	**5,350,146**	**10,240,181**	**8,829,858**	**65.0%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**11,551,783**	**2,972,979**	**5,122,798**	**221,183**	**-92.6%**

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
REVENUES					
Taxes	(5,997)	0	0	0	----
Charges for Services	4,803,366	10,561,331	8,158,980	13,743,892	30.1%
Fines & Forfeitures	959,199	1,613,036	1,882,995	1,808,036	12.1%
Investment Income	13,983	6,140	12,390	73,960	1104.6%
Miscellaneous	37,336	20,000	41,836	20,000	----
Total REVENUES	5,807,887	12,200,507	10,096,201	15,645,888	28.2%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	3,000,000	----
To Tax Supported Funds	(3,303,640)	(3,212,200)	(3,212,200)	(3,292,605)	2.5%
Total NET INTER-FUND TRANSFERS	(3,303,640)	(3,212,200)	(3,212,200)	(292,605)	-90.9%
Total Resources	***14,056,030***	***11,961,286***	***12,006,799***	***15,574,466***	***30.2%***
CIP CURRENT REVENUE	***(597,271)***	***(1,843,000)***	***(1,846,000)***	***(3,715,000)***	***101.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,191,846)	(9,942,821)	(9,942,821)	(10,491,887)	5.5%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	855,885	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(8,335,961)	(9,942,821)	(9,942,821)	(10,491,887)	5.5%
CLAIMS ON FUND					
Set Aside: Future Needs	0	3,205	3,205	(18,855)	-688.3%
Total CLAIMS ON FUND	0	3,205	3,205	(18,855)	-688.3%
Total Use of Resources	***(8,933,232)***	***(11,782,616)***	***(11,785,616)***	***(14,225,742)***	***20.7%***
PROJECTED CASH BALANCE	**5,122,798**	**178,670**	**221,183**	**1,348,724**	**654.9%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**874,605**	**79,679**	**591,312**	**549,315**	**589.4%**
REVENUES					
Taxes	81	0	0	0	----
Charges for Services	877,549	1,254,220	1,446,597	1,876,250	49.6%
Fines & Forfeitures	216,005	404,600	320,238	452,200	11.8%
Investment Income	921	280	820	4,890	1646.4%
Miscellaneous	(3,416)	0	128	0	----
Total REVENUES	1,091,140	1,659,100	1,767,783	2,333,340	40.6%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	0	115,325	115,325	0	-100.0%
To Tax Supported Funds	(159,880)	(274,802)	(274,802)	(372,511)	35.6%
Total NET INTER-FUND TRANSFERS	(159,880)	(159,477)	(159,477)	(372,511)	133.6%
Total Resources	***1,805,865***	***1,579,302***	***2,199,618***	***2,510,144***	***58.9%***
CIP CURRENT REVENUE	***(36,068)***	***(92,000)***	***(163,000)***	***(517,000)***	***462.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,324,583)	(1,486,916)	(1,486,917)	(1,593,969)	7.2%
Adjustment for Prior Year Encumbrances/Reserves	146,098	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,178,485)	(1,486,916)	(1,486,917)	(1,593,969)	7.2%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(386)	(386)	(3,536)	816.1%
Total CLAIMS ON FUND	0	(386)	(386)	(3,536)	816.1%
Total Use of Resources	***(1,214,553)***	***(1,579,302)***	***(1,650,303)***	***(2,114,505)***	***33.9%***
PROJECTED CASH BALANCE	**591,312**	**0**	**549,315**	**395,639**	**----**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**18,785,764**	**16,998,658**	**20,758,919**	**28,180,602**	**65.8%**

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
REVENUES					
Licenses & Permits	42,127,220	35,155,342	49,111,609	47,332,397	34.6%
Charges for Services	1,289,832	1,313,700	1,481,344	1,036,552	-21.1%
Fines & Forfeitures	55,486	78,300	56,350	40,264	-48.6%
Investment Income	54,538	408,000	48,310	288,370	-29.3%
Miscellaneous	368,536	0	0	0	----
Total REVENUES	43,895,612	36,955,342	50,697,613	48,697,583	31.8%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(5,999,385)	(6,740,402)	(6,740,402)	(6,541,152)	-3.0%
Total NET INTER-FUND TRANSFERS	(5,999,385)	(6,740,402)	(6,740,402)	(6,541,152)	-3.0%
Total Resources	***56,681,991***	***47,213,598***	***64,716,130***	***70,337,033***	***49.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(39,028,702)	(38,901,977)	(36,578,478)	(41,067,049)	5.6%
Adjustment for Prior Year Encumbrances/Reserves	3,105,630	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(35,923,072)	(38,901,977)	(36,578,478)	(41,067,049)	5.6%
CLAIMS ON FUND					
Set Aside: Future Needs	0	42,950	42,950	(252,170)	-687.1%
Total CLAIMS ON FUND	0	42,950	42,950	(252,170)	-687.1%
Total Use of Resources	***(35,923,072)***	***(38,859,027)***	***(36,535,528)***	***(41,319,219)***	***6.3%***
PROJECTED UNRESTRICTED NET ASSETS	**20,758,919**	**8,354,571**	**28,180,602**	**29,017,814**	**247.3%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**(3,054,679)**	**(3,676,463)**	**(3,325,006)**	**(3,100,187)**	**-15.7%**
REVENUES					
Charges for Services	9,886,990	10,851,750	10,786,464	11,890,756	9.6%
Investment Income	4,682	70,610	4,150	24,770	-64.9%
Miscellaneous	23,173	0	15,000	0	----
Total REVENUES	9,914,845	10,922,360	10,805,614	11,915,526	9.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(314,224)	(313,484)	(313,484)	(314,634)	0.4%
Total NET INTER-FUND TRANSFERS	(314,224)	(313,484)	(313,484)	(314,634)	0.4%
Total Resources	***6,545,942***	***6,932,413***	***7,167,124***	***8,500,705***	***22.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,870,948)	(10,626,706)	(10,256,706)	(11,264,783)	6.0%
Budget to GAAP Reconciliation	0	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,870,948)	(10,626,706)	(10,256,706)	(11,264,783)	6.0%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(6,405)	(10,605)	(10,605)	65.6%
Total CLAIMS ON FUND	0	(6,405)	(10,605)	(10,605)	65.6%
Total Use of Resources	***(9,870,948)***	***(10,633,111)***	***(10,267,311)***	***(11,275,388)***	***6.0%***
ENDING RETAINED EARNINGS	**(3,325,006)**	**(3,700,698)**	**(3,100,187)**	**(2,774,683)**	**-25.0%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					
Licenses & Permits	10,597	9,435	10,111	10,111	7.2%
Charges for Services	102,552,497	111,985,367	114,386,788	124,718,364	11.4%
Fines & Forfeitures	21,550	43,440	30,090	30,090	-30.7%

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Investment Income	112,092	1,229,230	99,290	592,670	-51.8%
Miscellaneous	1,475,010	238,336	1,851,630	65,198	-72.6%
Total REVENUES	104,171,746	113,505,808	116,377,909	125,416,433	10.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	1,319,501	1,599,058	1,599,058	1,387,842	-13.2%
From Tax Supported Funds	1,218,270	1,038,420	1,038,420	723,490	-30.3%
To Tax Supported Funds	(2,425,322)	(2,421,882)	(2,421,882)	(2,384,458)	-1.5%
Total NET INTER-FUND TRANSFERS	112,449	215,596	215,596	(273,126)	-226.7%
Total Resources	***104,284,195***	***113,721,404***	***116,593,505***	***125,143,307***	***10.0%***
CIP CURRENT REVENUE	***(1,158,433)***	***(1,933,000)***	***(24,801,563)***	***(1,845,000)***	***-4.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(127,994,324)	(124,642,817)	(122,972,817)	(131,369,814)	5.4%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	0	18,296,715	18,303,245	1,518,866	-91.7%
Plus Payout of Appropriated Closure Costs	0	2,071,036	2,071,036	2,290,056	10.6%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(127,994,324)	(104,275,066)	(102,598,536)	(127,560,892)	22.3%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(2,922)	(84,842)	(84,842)	2803.6%
Total CLAIMS ON FUND	0	(2,922)	(84,842)	(84,842)	2803.6%
Total Use of Resources	***(129,152,757)***	***(106,210,988)***	***(127,484,941)***	***(129,490,734)***	***21.9%***
NET CHANGE	**(24,868,562)**	**7,510,416**	**(10,891,436)**	**(4,347,427)**	**-157.9%**
Vacuum Leaf Collection					
BEGINNING FUND BALANCE	**13,121**	**1,069,602**	**937,775**	**941,285**	**-12.0%**
REVENUES					
Charges for Services	8,621,404	8,600,551	8,887,327	8,739,229	1.6%
Investment Income	3,966	1,630	3,510	20,950	1185.3%
Total REVENUES	8,625,370	8,602,181	8,890,837	8,760,179	1.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(1,319,501)	(1,599,058)	(1,599,058)	(1,387,842)	-13.2%
To Tax Supported Funds	(663,574)	(636,264)	(636,264)	(613,300)	-3.6%
Total NET INTER-FUND TRANSFERS	(1,983,075)	(2,235,322)	(2,235,322)	(2,001,142)	-10.5%
Total Resources	***6,655,416***	***7,436,461***	***7,593,290***	***7,700,322***	***3.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,800,400)	(6,690,951)	(6,652,005)	(6,915,587)	3.4%
Adjustment for Prior Year Encumbrances/Reserves	82,759	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(5,717,641)	(6,690,951)	(6,652,005)	(6,915,587)	3.4%
Total Use of Resources	***(5,717,641)***	***(6,690,951)***	***(6,652,005)***	***(6,915,587)***	***3.4%***
PROJECTED FUND BALANCE	**937,775**	**745,510**	**941,285**	**784,735**	**5.3%**
Liquor Control					
BEGINNING CASH BALANCE	**8,550,573**	**7,703,747**	**18,614,396**	**19,067,854**	**147.5%**
REVENUES					
Taxes	6,687	0	0	0	----
Licenses & Permits	199,621	1,324,555	1,324,555	1,324,555	----
Charges for Services	716	23,887	23,887	23,887	----
Fines & Forfeitures	52,834	63,383	63,383	63,383	----
Investment Income	14,379	91,900	11,790	70,380	-23.4%
Miscellaneous	96,984,914	99,717,348	97,109,283	99,051,469	-0.7%
Total REVENUES	97,259,151	101,221,073	98,532,898	100,533,674	-0.7%

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(31,674,153)	(31,779,243)	(31,779,243)	(34,917,233)	9.9%
Total NET INTER-FUND TRANSFERS	(31,674,153)	(31,779,243)	(31,779,243)	(34,917,233)	9.9%
Total Resources	***74,135,571***	***77,145,577***	***85,368,051***	***84,684,295***	***9.8%***
CIP CURRENT REVENUE	***0***	***(1,267,000)***	***(3,052,000)***	***(522,000)***	***-58.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(59,576,521)	(55,517,075)	(54,164,764)	(59,404,928)	7.0%
Debt Service - Other	(8,704,806)	(10,831,000)	(9,237,460)	(8,860,940)	-18.2%
Adjustment for Prior Year Encumbrances/Reserves	12,760,152	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	(55,521,175)	(66,348,075)	(63,402,224)	(68,265,868)	2.9%
CLAIMS ON FUND					
Set Aside: Future Needs	0	154,027	154,027	(367,653)	-338.7%
Total CLAIMS ON FUND	0	154,027	154,027	(367,653)	-338.7%
Total Use of Resources	***(55,521,175)***	***(67,461,048)***	***(66,300,197)***	***(69,155,521)***	***2.5%***
PROJECTED CASH BALANCE	**18,614,396**	**9,684,529**	**19,067,854**	**15,528,774**	**60.3%**

DEBT SERVICE

Debt Service - Non-Tax Supported

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Total REVENUES	0	0	0	0	----
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	18,267,897	27,749,750	20,060,100	24,712,600	-10.9%
Total NET INTER-FUND TRANSFERS	18,267,897	27,749,750	20,060,100	24,712,600	-10.9%
Total Resources	***18,267,897***	***27,749,750***	***20,060,100***	***24,712,600***	***-10.9%***
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(18,267,897)	(27,749,750)	(20,060,100)	(24,712,600)	-10.9%
Total APPROPRIATION/EXPENDITURE	(18,267,897)	(27,749,750)	(20,060,100)	(24,712,600)	-10.9%
Total Use of Resources	***(18,267,897)***	***(27,749,750)***	***(20,060,100)***	***(24,712,600)***	***-10.9%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Grant Fund MCPS

BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	110,451,136	144,539,465	144,539,465	107,791,380	-25.4%
Total REVENUES	110,451,136	144,539,465	144,539,465	107,791,380	-25.4%
Total Resources	***110,451,136***	***144,539,465***	***144,539,465***	***107,791,380***	***-25.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(110,451,136)	(144,539,465)	(144,539,465)	(107,791,380)	-25.4%
Total APPROPRIATION/EXPENDITURE	(110,451,136)	(144,539,465)	(144,539,465)	(107,791,380)	-25.4%
Total Use of Resources	***(110,451,136)***	***(144,539,465)***	***(144,539,465)***	***(107,791,380)***	***-25.4%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

Food Service Fund

BEGINNING CASH BALANCE	**9,961,414**	**9,961,414**	**6,109,043**	**6,109,043**	**-38.7%**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Charges for Services	998,957	17,956,048	17,956,048	19,467,167	8.4%
Intergovernmental	35,641,759	43,943,932	43,943,932	43,943,932	----
Miscellaneous	16,996	0	0	0	----
Total REVENUES	36,657,712	61,899,980	61,899,980	63,411,099	2.4%
Total Resources	***46,619,126***	***71,861,394***	***68,009,023***	***69,520,142***	***-3.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(50,354,105)	(61,899,980)	(61,899,980)	(63,411,099)	2.4%
Adjustment for Prior Year Encumbrances/Reserves	9,844,022	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(40,510,083)	(61,899,980)	(61,899,980)	(63,411,099)	2.4%
Total Use of Resources	***(40,510,083)***	***(61,899,980)***	***(61,899,980)***	***(63,411,099)***	***2.4%***
PROJECTED CASH BALANCE	**6,109,043**	**9,961,414**	**6,109,043**	**6,109,043**	**-38.7%**
Real Estate Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Miscellaneous	4,566,198	4,957,216	4,957,216	4,957,216	----
Total REVENUES	4,566,198	4,957,216	4,957,216	4,957,216	----
Total Resources	***4,566,198***	***4,957,216***	***4,957,216***	***4,957,216***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,925,966)	(4,957,216)	(4,957,216)	(4,957,216)	----
Adjustment for Prior Year Encumbrances/Reserves	359,768	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,566,198)	(4,957,216)	(4,957,216)	(4,957,216)	----
Total Use of Resources	***(4,566,198)***	***(4,957,216)***	***(4,957,216)***	***(4,957,216)***	***----***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Field Trip Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	423	3,074,182	3,074,182	3,074,182	----
Total REVENUES	423	3,074,182	3,074,182	3,074,182	----
Total Resources	***423***	***3,074,182***	***3,074,182***	***3,074,182***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(409,543)	(3,074,182)	(3,074,182)	(3,074,182)	----
Adjustment for Prior Year Encumbrances/Reserves	409,120	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(423)	(3,074,182)	(3,074,182)	(3,074,182)	----
Total Use of Resources	***(423)***	***(3,074,182)***	***(3,074,182)***	***(3,074,182)***	***----***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	698,764	2,446,838	2,446,838	2,446,838	----
Total REVENUES	698,764	2,446,838	2,446,838	2,446,838	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,119,086	10,200,000	6,600,000	6,600,000	-35.3%
Total NET INTER-FUND TRANSFERS	1,119,086	10,200,000	6,600,000	6,600,000	-35.3%
Total Resources	***1,817,850***	***12,646,838***	***9,046,838***	***9,046,838***	***-28.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,716,804)	(12,646,838)	(9,046,838)	(9,046,838)	-28.5%
Adjustment for Prior Year Encumbrances/Reserves	898,954	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,817,850)	(12,646,838)	(9,046,838)	(9,046,838)	-28.5%
Total Use of Resources	***(1,817,850)***	***(12,646,838)***	***(9,046,838)***	***(9,046,838)***	***-28.5%***

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Instructional Television Fund					
BEGINNING CASH BALANCE	**446,401**	**446,401**	**480,338**	**480,338**	**7.6%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,769,775	1,769,775	1,769,775	1,769,775	----
Total NET INTER-FUND TRANSFERS	1,769,775	1,769,775	1,769,775	1,769,775	----
Total Resources	***2,216,176***	***2,216,176***	***2,250,113***	***2,250,113***	***1.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,758,650)	(1,769,775)	(1,769,775)	(1,769,775)	----
Adjustment for Prior Year Encumbrances/Reserves	22,812	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,735,838)	(1,769,775)	(1,769,775)	(1,769,775)	----
Total Use of Resources	***(1,735,838)***	***(1,769,775)***	***(1,769,775)***	***(1,769,775)***	***----***
PROJECTED CASH BALANCE	**480,338**	**446,401**	**480,338**	**480,338**	**7.6%**
MONTGOMERY COLLEGE					
Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	18,855,081	17,355,000	23,164,000	16,324,000	-5.9%
Total REVENUES	18,855,081	17,355,000	23,164,000	16,324,000	-5.9%
Total Resources	***18,855,081***	***17,355,000***	***23,164,000***	***16,324,000***	***-5.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(18,855,081)	(17,355,000)	(23,164,000)	(16,324,000)	-5.9%
Total APPROPRIATION/EXPENDITURE	(18,855,081)	(17,355,000)	(23,164,000)	(16,324,000)	-5.9%
Total Use of Resources	***(18,855,081)***	***(17,355,000)***	***(23,164,000)***	***(16,324,000)***	***-5.9%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Endowment Fund					
BEGINNING FUND BALANCE	**580,645**	**592,145**	**580,902**	**581,202**	**-1.8%**
REVENUES					
Miscellaneous	257	11,500	300	1,000	-91.3%
Total REVENUES	257	11,500	300	1,000	-91.3%
Total Resources	***580,902***	***603,645***	***581,202***	***582,202***	***-3.6%***
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	**580,902**	**603,645**	**581,202**	**582,202**	**-3.6%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**4,966,864**	**4,347,884**	**4,589,593**	**4,601,681**	**5.8%**
REVENUES					
Charges for Services	6,322,905	8,874,000	6,182,418	8,851,352	-0.3%
Intergovernmental	8,495,417	9,785,670	9,785,670	10,422,839	6.5%
Miscellaneous	29,175	50,000	10,000	50,000	----
Total REVENUES	14,847,497	18,709,670	15,978,088	19,324,191	3.3%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	113,092	500,000	0	250,000	-50.0%
From Tax Supported Funds	0	0	200,000	250,000	----

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Total NET INTER-FUND TRANSFERS	113,092	500,000	200,000	500,000	----
Total Resources	***19,927,453***	***23,557,554***	***20,767,681***	***24,425,872***	***3.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(15,517,207)	(19,995,716)	(16,166,000)	(20,286,957)	1.5%
Adjustment for Prior Year Encumbrances/Reserves	179,347	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(15,337,860)	(19,995,716)	(16,166,000)	(20,286,957)	1.5%
Total Use of Resources	***(15,337,860)***	***(19,995,716)***	***(16,166,000)***	***(20,286,957)***	***1.5%***
PROJECTED FUND BALANCE	**4,589,593**	**3,561,838**	**4,601,681**	**4,138,915**	**16.2%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**3,777,516**	**2,841,577**	**3,494,808**	**3,593,901**	**26.5%**
REVENUES					
Charges for Services	221,610	916,220	321,575	914,220	-0.2%
Miscellaneous	16,072	652,550	508,223	442,050	-32.3%
Total REVENUES	237,682	1,568,770	829,798	1,356,270	-13.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(61,976)	(100,000)	0	0	-100.0%
To Internal Service Funds	(113,092)	(500,000)	0	(250,000)	-50.0%
Total NET INTER-FUND TRANSFERS	(175,068)	(600,000)	0	(250,000)	-58.3%
Total Resources	***3,840,130***	***3,810,347***	***4,324,606***	***4,700,171***	***23.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(404,604)	(1,880,000)	(730,705)	(1,823,008)	-3.0%
Adjustment for Prior Year Encumbrances/Reserves	59,282	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(345,322)	(1,880,000)	(730,705)	(1,823,008)	-3.0%
Total Use of Resources	***(345,322)***	***(1,880,000)***	***(730,705)***	***(1,823,008)***	***-3.0%***
PROJECTED FUND BALANCE	**3,494,808**	**1,930,347**	**3,593,901**	**2,877,163**	**49.0%**
Cable Television Fund					
BEGINNING FUND BALANCE	**158,489**	**258,489**	**239,576**	**289,576**	**12.0%**
REVENUES					
Miscellaneous	109	0	0	0	----
Total REVENUES	109	0	0	0	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,796,800	1,796,800	1,796,800	1,796,800	----
Total NET INTER-FUND TRANSFERS	1,796,800	1,796,800	1,796,800	1,796,800	----
Total Resources	***1,955,398***	***2,055,289***	***2,036,376***	***2,086,376***	***1.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,717,079)	(1,796,800)	(1,746,800)	(1,856,800)	3.3%
Adjustment for Prior Year Encumbrances/Reserves	1,257	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,715,822)	(1,796,800)	(1,746,800)	(1,856,800)	3.3%
Total Use of Resources	***(1,715,822)***	***(1,796,800)***	***(1,746,800)***	***(1,856,800)***	***3.3%***
PROJECTED FUND BALANCE	**239,576**	**258,489**	**289,576**	**229,576**	**-11.2%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**7,921,351**	**8,669,075**	**8,790,662**	**9,527,894**	**9.9%**
REVENUES					
Charges for Services	3,206,241	3,025,890	2,675,838	2,553,789	-15.6%
Investment Income	5,124	25,000	2,000	5,000	-80.0%
Total REVENUES	3,211,365	3,050,890	2,677,838	2,558,789	-16.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(630,248)	(1,500,000)	(235,000)	(1,500,000)	----

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Total NET INTER-FUND TRANSFERS	(630,248)	(1,500,000)	(235,000)	(1,500,000)	----
Total Resources	***10,502,468***	***10,219,965***	***11,233,500***	***10,586,683***	***3.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,711,806)	(2,000,000)	(1,705,606)	(2,000,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,711,806)	(2,000,000)	(1,705,606)	(2,000,000)	----
Total Use of Resources	***(1,711,806)***	***(2,000,000)***	***(1,705,606)***	***(2,000,000)***	***----***
PROJECTED FUND BALANCE	**8,790,662**	**8,219,965**	**9,527,894**	**8,586,683**	**4.5%**
Transportation Fund					
BEGINNING FUND BALANCE	**7,925,343**	**9,193,471**	**9,347,261**	**10,019,405**	**9.0%**
REVENUES					
Charges for Services	3,417,869	3,350,380	2,675,569	2,853,789	-14.8%
Investment Income	0	75,000	0	0	-100.0%
Miscellaneous	4,093	100,000	290,225	165,000	65.0%
Total REVENUES	3,421,962	3,525,380	2,965,794	3,018,789	-14.4%
Total Resources	***11,347,305***	***12,718,851***	***12,313,055***	***13,038,194***	***2.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,000,044)	(4,100,000)	(2,293,650)	(4,200,000)	2.4%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,000,044)	(4,100,000)	(2,293,650)	(4,200,000)	2.4%
Total Use of Resources	***(2,000,044)***	***(4,100,000)***	***(2,293,650)***	***(4,200,000)***	***2.4%***
PROJECTED FUND BALANCE	**9,347,261**	**8,618,851**	**10,019,405**	**8,838,194**	**2.5%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	140,809	550,000	550,000	550,000	----
Total REVENUES	140,809	550,000	550,000	550,000	----
Total Resources	***140,809***	***550,000***	***550,000***	***550,000***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(140,809)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(140,809)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(140,809)***	***(550,000)***	***(550,000)***	***(550,000)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**5,858,451**	**3,798,995**	**4,843,450**	**3,753,303**	**-1.2%**
REVENUES					
Charges for Services	2,904,040	3,160,920	2,905,339	3,244,989	2.7%
Intergovernmental	127,596	205,850	304,000	229,960	11.7%
Investment Income	4,497	28,000	3,707	3,400	-87.9%
Miscellaneous	205,253	268,500	265,678	325,407	21.2%
Total REVENUES	3,241,386	3,663,270	3,478,724	3,803,756	3.8%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	70,000	0	0	0	----
From Tax Supported Funds	0	500,000	500,000	500,000	----
From Component Units/Agencies	1,607,270	1,736,523	1,736,523	1,803,300	3.8%
Total NET INTER-FUND TRANSFERS	1,677,270	2,236,523	2,236,523	2,303,300	3.0%
Total Resources	***10,777,107***	***9,698,788***	***10,558,697***	***9,860,359***	***1.7%***

Fiscal Summary By Fund

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(5,933,657)	(7,052,119)	(6,805,394)	(7,330,040)	3.9%
Total APPROPRIATION/EXPENDITURE	(5,933,657)	(7,052,119)	(6,805,394)	(7,330,040)	3.9%
Total Use of Resources	***(5,933,657)***	***(7,052,119)***	***(6,805,394)***	***(7,330,040)***	***3.9%***
PROJECTED FUND BALANCE	**4,843,450**	**2,646,669**	**3,753,303**	**2,530,319**	**-4.4%**
Enterprise Fund					
BEGINNING CASH BALANCE	**8,382,143**	**8,666,039**	**7,922,740**	**9,388,142**	**8.3%**
REVENUES					
Charges for Services	6,678,424	11,514,603	10,527,396	11,728,190	1.9%
Intergovernmental	175,470	0	0	0	----
Miscellaneous	38,506	1,073,461	814,566	815,496	-24.0%
Total REVENUES	6,892,400	12,588,064	11,341,962	12,543,686	-0.4%
Total Resources	***15,274,543***	***21,254,103***	***19,264,702***	***21,931,828***	***3.2%***
CIP CURRENT REVENUE	***(679,059)***	***(400,000)***	***(400,000)***	***0***	***-100.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(7,424,359)	(10,565,938)	(9,476,560)	(10,613,078)	0.4%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	751,615	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,672,744)	(10,565,938)	(9,476,560)	(10,613,078)	0.4%
Total Use of Resources	***(7,351,803)***	***(10,965,938)***	***(9,876,560)***	***(10,613,078)***	***-3.2%***
PROJECTED CASH BALANCE	**7,922,740**	**10,288,165**	**9,388,142**	**11,318,750**	**10.0%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**699,077**	**664,661**	**693,038**	**693,038**	**4.3%**
REVENUES					
Charges for Services	1,502,908	1,647,600	1,647,600	1,736,800	5.4%
Intergovernmental	125	0	0	0	----
Investment Income	743	8,000	10,000	1,000	-87.5%
Total REVENUES	1,503,776	1,655,600	1,657,600	1,737,800	5.0%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(70,000)	0	0	0	----
Total NET INTER-FUND TRANSFERS	(70,000)	0	0	0	----
Total Resources	***2,132,853***	***2,320,261***	***2,350,638***	***2,430,838***	***4.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,439,815)	(1,657,600)	(1,657,600)	(1,737,800)	4.8%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,439,815)	(1,657,600)	(1,657,600)	(1,737,800)	4.8%
Total Use of Resources	***(1,439,815)***	***(1,657,600)***	***(1,657,600)***	***(1,737,800)***	***4.8%***
PROJECTED FUND BALANCE	**693,038**	**662,661**	**693,038**	**693,038**	**4.6%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	433,485	449,122	449,122	435,883	-2.9%
From Cable TV: M-NCPPC Park Fund	0	100,000	100,000	100,000	----
From Cable TV: MC Cable Fund	1,796,800	1,796,800	1,796,800	1,796,800	----
From Cable TV: MCPS Instructional TV Fund	1,769,775	1,769,775	1,769,775	1,769,775	----
From Cable TV: Overhead	843,000	830,904	830,904	855,832	3.0%
From Community Use of Public Facilities: CAPP	25,000	150,000	150,000	200,000	33.3%
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	667,516	610,240	610,240	651,837	6.8%
From Liquor: Earnings Transfer	27,926,172	27,926,172	27,926,172	31,000,000	11.0%
From Liquor: Overhead	3,747,981	3,853,071	3,853,071	3,917,233	1.7%
From Montgomery Housing Initiative: Overhead	462,465	453,967	453,967	458,070	0.9%
From Permitting Services: Overhead	5,784,225	5,868,849	5,868,849	5,668,581	-3.4%
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	484,681	502,278	502,278	483,504	-3.7%
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	309,224	308,484	308,484	309,634	0.4%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: Overhead	2,151,951	2,185,515	2,185,515	2,148,091	-1.7%
From Solid Waste Disposal: Wheaton	249,991	212,987	212,987	212,987	----
From Vacuum Leaf Collection: Overhead	663,574	636,264	636,264	613,300	-3.6%
From Water Quality Protection Fund: Overhead	1,837,940	1,876,810	1,876,810	1,893,920	0.9%
From Wheaton Parking District: Overhead	71,213	74,802	74,802	72,511	-3.1%
TOTAL From Non-Tax Supported Funds	**49,265,703**	**49,646,750**	**49,646,750**	**52,628,668**	**6.0%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	20,596	21,666	21,666	20,512	-5.3%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Mass Transit: Fund Balance Transfer	17,850,000	0	0	0	----
From Mass Transit: Overhead	15,819,323	16,000,694	16,000,694	17,914,117	12.0%
From Recreation: Facility Maintenance Cost	1,151,850	1,151,850	1,151,850	1,151,850	----
From Recreation: Fund Balance Transfer	3,900,000	0	0	0	----
From Recreation: Other - DCM	83,200	83,200	83,200	83,200	----
From Recreation: Overhead	5,243,192	5,360,893	5,360,893	6,026,750	12.4%
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	541,989	520,989	520,989	507,842	-2.5%
From Wheaton Urban District: Overhead	295,566	311,950	311,950	346,560	11.1%
TOTAL From Tax Supported Funds	**45,637,826**	**24,183,352**	**24,183,352**	**26,782,941**	**10.7%**
To Non-Tax Supported Funds					
To Bethesda PD	(5,955,254)	0	0	(559,000)	----
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)	----
To Montgomery Housing Initiative	(23,212,045)	(28,740,829)	(28,740,829)	(30,182,949)	5.0%
To Solid Waste Disposal Fund	(1,218,270)	(1,038,420)	(1,038,420)	(723,490)	-30.3%

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
To Wheaton Parking Lot District	0	(115,325)	(115,325)	0	-100.0%
TOTAL To Non-Tax Supported Funds	**(30,545,569)**	**(30,054,574)**	**(30,054,574)**	**(31,625,439)**	**5.2%**
To Tax Supported Funds					
To Bethesda Urban District: Baseline Services	(750,318)	0	0	0	----
To Debt Service: GO Bonds	(339,132,535)	(349,330,444)	(344,690,857)	(356,141,680)	1.9%
To Debt Service: Short and Long Term Leases	(12,173,568)	(11,772,930)	(12,564,259)	(18,300,527)	55.4%
To Economic Development Fund	(9,482,310)	(9,560,677)	(2,223,306)	(3,566,325)	-62.7%
To Fire: EMST Fee Payment for Uninsured Residents	(250,000)	(250,000)	(250,000)	(250,000)	----
To Mass Transit	0	0	(7,300,000)	0	----
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 Recreation: Fund Balance Transfer	(906,000)	0	0	0	----
To Silver Spring Urban District: Baseline Services	(539,660)	(174,403)	(174,403)	(761,789)	336.8%
To Wheaton Urban District: Baseline Services	(76,090)	(76,090)	(76,090)	(76,090)	----
To Wheaton Urban District: Non-Baseline Services	(2,218,577)	(2,661,080)	(2,661,080)	(2,824,420)	6.1%
TOTAL To Tax Supported Funds	**(367,070,068)**	**(375,366,634)**	**(371,481,005)**	**(383,461,841)**	**2.2%**
From Internal Service Funds					
From ISF: Motor Pool	3,713,312	0	0	0	----
TOTAL From Internal Service Funds	**3,713,312**	**0**	**0**	**0**	**----**
To Component Units/Agencies					
To M-NCPPC Park Fund	0	(100,000)	(100,000)	(100,000)	----
To MC: Cable TV Fund (Non-Tax)	(1,796,800)	(1,796,800)	(1,796,800)	(1,796,800)	----
To MCPS Entrepreneurial Activities Fund	(1,119,086)	(10,200,000)	(6,600,000)	(6,600,000)	-35.3%
To MCPS: Instructional Television Fund (Non-Tax)	(1,769,775)	(1,769,775)	(1,769,775)	(1,769,775)	----
To MNCPPC: Special Revenue Fund	(1,607,270)	(1,736,523)	(1,736,523)	(1,803,300)	3.8%
TOTAL To Component Units/Agencies	**(6,292,931)**	**(15,603,098)**	**(12,003,098)**	**(12,069,875)**	**-22.6%**
To Revenue Stabilization Fund					
To Revenue Stabilization Fund	(67,771,645)	(27,378,169)	(68,425,211)	0	-100.0%
TOTAL To Revenue Stabilization Fund	**(67,771,645)**	**(27,378,169)**	**(68,425,211)**	**0**	**-100.0%**
TOTAL COUNTY GENERAL FUND	**(373,063,372)**	**(374,572,373)**	**(408,133,786)**	**(347,745,546)**	**-7.2%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	1,609,890	2,408,612	2,408,612	2,352,550	-2.3%
TOTAL From Non-Tax Supported Funds	**1,609,890**	**2,408,612**	**2,408,612**	**2,352,550**	**-2.3%**
From Tax Supported Funds					
From General Fund	750,318	0	0	0	----
TOTAL From Tax Supported Funds	**750,318**	**0**	**0**	**0**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(20,596)	(21,666)	(21,666)	(20,512)	-5.3%
TOTAL To Tax Supported Funds	**(20,596)**	**(21,666)**	**(21,666)**	**(20,512)**	**-5.3%**
TOTAL BETHESDA URBAN DISTRICT	**2,339,612**	**2,386,946**	**2,386,946**	**2,332,038**	**-2.3%**
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,813,959	2,704,922	2,704,922	2,804,101	3.7%
TOTAL From Non-Tax Supported Funds	**2,813,959**	**2,704,922**	**2,704,922**	**2,804,101**	**3.7%**
From Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
From General Fund: Baseline Services	539,660	174,403	174,403	761,789	336.8%
TOTAL From Tax Supported Funds	**539,660**	**174,403**	**174,403**	**761,789**	**336.8%**
To Tax Supported Funds					
To General Fund: Overhead	(541,989)	(520,989)	(520,989)	(507,842)	-2.5%
TOTAL To Tax Supported Funds	**(541,989)**	**(520,989)**	**(520,989)**	**(507,842)**	**-2.5%**
TOTAL SILVER SPRING URBAN DISTRICT	**2,811,630**	**2,358,336**	**2,358,336**	**3,058,048**	**29.7%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	88,667	200,000	200,000	300,000	50.0%
TOTAL From Non-Tax Supported Funds	**88,667**	**200,000**	**200,000**	**300,000**	**50.0%**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	2,218,577	2,661,080	2,661,080	2,824,420	6.1%
TOTAL From Tax Supported Funds	**2,294,667**	**2,737,170**	**2,737,170**	**2,900,510**	**6.0%**
To Tax Supported Funds					
To General Fund: Overhead	(295,566)	(311,950)	(311,950)	(346,560)	11.1%
TOTAL To Tax Supported Funds	**(295,566)**	**(311,950)**	**(311,950)**	**(346,560)**	**11.1%**
TOTAL WHEATON URBAN DISTRICT	**2,087,768**	**2,625,220**	**2,625,220**	**2,853,950**	**8.7%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund	0	0	7,300,000	0	----
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
TOTAL From Tax Supported Funds	**531,310**	**531,310**	**7,831,310**	**531,310**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(19,198,766)	(20,997,580)	(20,193,362)	(22,146,340)	5.5%
To Debt Service: Long Term Lease	(8,149,162)	(9,117,025)	(7,772,025)	(8,070,325)	-11.5%
To General Fund: Fund Balance Transfer	(17,850,000)	0	0	0	----
To General Fund: Overhead	(15,819,323)	(16,000,694)	(16,000,694)	(17,914,117)	12.0%
TOTAL To Tax Supported Funds	**(61,017,251)**	**(46,115,299)**	**(43,966,081)**	**(48,130,782)**	**4.4%**
TOTAL MASS TRANSIT	**(60,485,941)**	**(45,583,989)**	**(36,134,771)**	**(47,599,472)**	**4.4%**
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	(2,902,615)	(6,036,575)	(4,422,575)	(5,260,150)	-12.9%
To Debt Service: GO Bonds	(7,648,423)	(7,513,040)	(7,466,327)	(8,253,840)	9.9%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
TOTAL To Tax Supported Funds	**(10,671,788)**	**(13,670,365)**	**(12,009,652)**	**(13,634,740)**	**-0.3%**
TOTAL FIRE	**(10,421,788)**	**(13,420,365)**	**(11,759,652)**	**(13,384,740)**	**-0.3%**
RECREATION					
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	1,000,000	4,500,000	4,500,000	4,500,000	----
TOTAL From Non-Tax Supported Funds	**1,000,000**	**4,500,000**	**4,500,000**	**4,500,000**	**----**

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
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	----
From General Fund: Fund Balance Transfer	906,000	0	0	0	----
TOTAL From Tax Supported Funds	**1,915,700**	**1,009,700**	**1,009,700**	**1,009,700**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(9,853,966)	(10,475,490)	(10,014,090)	(10,653,890)	1.7%
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: Fund Balance Transfer	(3,900,000)	0	0	0	----
To General Fund: Other - DCM	(83,200)	(83,200)	(83,200)	(83,200)	----
To General Fund: Overhead	(5,243,192)	(5,360,893)	(5,360,893)	(6,026,750)	12.4%
TOTAL To Tax Supported Funds	**(20,843,568)**	**(17,682,793)**	**(17,221,393)**	**(18,527,050)**	**4.8%**
TOTAL RECREATION	**(17,927,868)**	**(12,173,093)**	**(11,711,693)**	**(13,017,350)**	**6.9%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	9,482,310	9,560,677	2,223,306	3,566,325	-62.7%
TOTAL From Tax Supported Funds	**9,482,310**	**9,560,677**	**2,223,306**	**3,566,325**	**-62.7%**
TOTAL ECONOMIC DEVELOPMENT FUND	**9,482,310**	**9,560,677**	**2,223,306**	**3,566,325**	**-62.7%**
REVENUE STABILIZATION FUND					
TOTAL REVENUE STABILIZATION FUND	**67,771,645**	**27,378,169**	**68,425,211**	**0**	**-100.0%**
DEBT SERVICE					
DEBT SERVICE					
From Non-Tax Supported Funds					
From CUPF - Wheaton Redevelopment	0	0	329,777	330,162	----
From Permitting Services - Wheaton Redevelopment	0	0	871,553	872,571	----
From WQPF - Wheaton Redevelopment	0	0	942,220	943,320	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**2,143,550**	**2,146,053**	**----**
From Tax Supported Funds					
From Fire Fund (LTL)	2,948,235	6,036,575	4,422,575	5,260,150	-12.9%
From Fire Tax District	7,648,423	7,513,040	7,466,327	8,253,840	9.9%
From General Fund: GO Bonds	339,132,535	347,718,444	344,690,857	356,141,680	2.4%
From General Fund: Long Term Lease	12,173,568	13,384,930	12,564,259	18,300,527	36.7%
From Mass Transit	19,198,766	20,997,580	20,193,362	22,146,340	5.5%
From Mass Transit (LTL)	8,149,162	9,117,025	7,772,025	8,070,325	-11.5%
From Recreation	9,853,966	10,475,490	10,014,090	10,653,890	1.7%
TOTAL From Tax Supported Funds	**399,104,655**	**415,243,084**	**407,123,495**	**428,826,752**	**3.3%**
From Internal Service Funds					
From Motor Pool Fund	57,178	518,050	518,050	516,500	-0.3%
TOTAL From Internal Service Funds	**57,178**	**518,050**	**518,050**	**516,500**	**-0.3%**
TOTAL DEBT SERVICE	**399,161,833**	**415,761,134**	**409,785,095**	**431,489,305**	**3.8%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
From Non-Tax Supported Funds					
Non Mandatory Transfer (from MC Auxiliary Fund)	61,976	100,000	0	0	-100.0%
TOTAL From Non-Tax Supported Funds	**61,976**	**100,000**	**0**	**0**	**-100.0%**

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
To Non-Tax Supported Funds					
Non Mandatory Transfer (To Capital Projects Fund)	0	(1,433,000)	(1,358,000)	0	-100.0%
Nonmandatory Transfer College To WDCE	0	0	(200,000)	(250,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**(1,433,000)**	**(1,558,000)**	**(250,000)**	**-82.6%**
TOTAL CURRENT FUND MC	**61,976**	**(1,333,000)**	**(1,558,000)**	**(250,000)**	**-81.2%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
ADMINISTRATION FUND					
To Non-Tax Supported Funds					
Transfer to Special Revenue Fund	0	(500,000)	(500,000)	(500,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**(500,000)**	**(500,000)**	**(500,000)**	**----**
To Tax Supported Funds					
Transfer To Park Fund	0	(225,000)	(225,000)	(250,000)	11.1%
TOTAL To Tax Supported Funds	**0**	**(225,000)**	**(225,000)**	**(250,000)**	**11.1%**
TOTAL ADMINISTRATION FUND	**0**	**(725,000)**	**(725,000)**	**(750,000)**	**3.4%**
PARK FUND					
From Tax Supported Funds					
Transfer From Admin Fund	0	225,000	225,000	250,000	11.1%
Transfer from General Fund	0	100,000	100,000	100,000	----
TOTAL From Tax Supported Funds	**0**	**325,000**	**325,000**	**350,000**	**7.7%**
TOTAL PARK FUND	**0**	**325,000**	**325,000**	**350,000**	**7.7%**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(1,938,246)	(1,981,950)	(2,002,866)	(2,060,550)	4.0%
TOTAL To Internal Service Funds	**(1,938,246)**	**(1,981,950)**	**(2,002,866)**	**(2,060,550)**	**4.0%**
TOTAL ALA DEBT SERVICE FUND	**(1,938,246)**	**(1,981,950)**	**(2,002,866)**	**(2,060,550)**	**4.0%**
TOTAL TAX SUPPORTED	**19,879,559**	**10,605,712**	**16,103,346**	**18,842,008**	**77.7%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(8,255,023)	(9,830,020)	(8,493,500)	(9,450,600)	-3.9%
TOTAL To Non-Tax Supported Funds	**(8,255,023)**	**(9,830,020)**	**(8,493,500)**	**(9,450,600)**	**-3.9%**
To Tax Supported Funds					
To Debt Service - Wheaton Redevelopment	0	0	(942,220)	(943,320)	----
To General Fund: Overhead	(1,837,940)	(1,876,810)	(1,876,810)	(1,893,920)	0.9%
TOTAL To Tax Supported Funds	**(1,837,940)**	**(1,876,810)**	**(2,819,030)**	**(2,837,240)**	**51.2%**
TOTAL WATER QUALITY PROTECTION FUND	**(10,092,963)**	**(11,706,830)**	**(11,312,530)**	**(12,287,840)**	**5.0%**
CABLE TELEVISION					
To Tax Supported Funds					
To General Fund: MC Cable Fund	(1,796,800)	(1,796,800)	(1,796,800)	(1,796,800)	----
To General Fund: MCPS Instructional TV Fund	(1,769,775)	(1,769,775)	(1,769,775)	(1,769,775)	----
To General Fund: Overhead	(843,000)	(830,904)	(830,904)	(855,832)	3.0%
Transfer to General Fund	0	(100,000)	(100,000)	(100,000)	----

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
TOTAL To Tax Supported Funds	**(4,409,575)**	**(4,497,479)**	**(4,497,479)**	**(4,522,407)**	**0.6%**
TOTAL CABLE TELEVISION	**(4,409,575)**	**(4,497,479)**	**(4,497,479)**	**(4,522,407)**	**0.6%**
RECREATION NON-TAX SUPPORTED					
To Tax Supported Funds					
To Recreation Tax Supported Fund	(1,000,000)	(4,500,000)	(4,500,000)	(4,500,000)	----
TOTAL To Tax Supported Funds	**(1,000,000)**	**(4,500,000)**	**(4,500,000)**	**(4,500,000)**	**----**
TOTAL RECREATION NON-TAX SUPPORTED	**(1,000,000)**	**(4,500,000)**	**(4,500,000)**	**(4,500,000)**	**----**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					
From General Fund	23,712,045	28,740,829	28,740,829	30,182,949	5.0%
TOTAL From Tax Supported Funds	**23,712,045**	**28,740,829**	**28,740,829**	**30,182,949**	**5.0%**
To Non-Tax Supported Funds					
To Non-Tax Supported Debt Service - Other	(9,441,912)	(16,718,400)	(11,566,600)	(15,262,000)	-8.7%
TOTAL To Non-Tax Supported Funds	**(9,441,912)**	**(16,718,400)**	**(11,566,600)**	**(15,262,000)**	**-8.7%**
To Tax Supported Funds					
To General Fund: Overhead	(462,465)	(453,967)	(453,967)	(458,070)	0.9%
TOTAL To Tax Supported Funds	**(462,465)**	**(453,967)**	**(453,967)**	**(458,070)**	**0.9%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**13,807,668**	**11,568,462**	**16,720,262**	**14,462,879**	**25.0%**
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	(80,400)	(329,777)	(329,777)	(330,162)	0.1%
To General Fund: CAPP	(25,000)	(150,000)	(150,000)	(200,000)	33.3%
To General Fund: DCM	(7,330)	(7,330)	(7,330)	(7,330)	----
To General Fund: Overhead	(667,516)	(610,240)	(610,240)	(651,837)	6.8%
TOTAL To Tax Supported Funds	**(780,246)**	**(1,097,347)**	**(1,097,347)**	**(1,189,329)**	**8.4%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(620,246)**	**(937,347)**	**(937,347)**	**(1,029,329)**	**9.8%**
BETHESDA PARKING DISTRICT					
From Tax Supported Funds					
From General Fund	5,955,254	0	0	559,000	----
TOTAL From Tax Supported Funds	**5,955,254**	**0**	**0**	**559,000**	**----**
To Non-Tax Supported Funds					
To Silver Spring PLD (PD Service Facility)	0	0	0	(3,000,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(3,000,000)**	**----**
To Tax Supported Funds					
To General Fund: Overhead	(433,485)	(449,122)	(449,122)	(435,883)	-2.9%
To Urban District: Meter Revenue	(1,609,890)	(2,408,612)	(2,408,612)	(2,352,550)	-2.3%
TOTAL To Tax Supported Funds	**(2,043,375)**	**(2,857,734)**	**(2,857,734)**	**(2,788,433)**	**-2.4%**
TOTAL BETHESDA PARKING DISTRICT	**3,911,879**	**(2,857,734)**	**(2,857,734)**	**(5,229,433)**	**83.0%**
SILVER SPRING PARKING DISTRICT					

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
To Non-Tax Supported Funds					
To Bethesda PLD	0	0	0	3,000,000	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**3,000,000**	**----**
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(484,681)	(502,278)	(502,278)	(483,504)	-3.7%
To Urban District: Meter Revenue	(2,813,959)	(2,704,922)	(2,704,922)	(2,804,101)	3.7%
TOTAL To Tax Supported Funds	**(3,303,640)**	**(3,212,200)**	**(3,212,200)**	**(3,292,605)**	**2.5%**
TOTAL SILVER SPRING PARKING DISTRICT	**(3,303,640)**	**(3,212,200)**	**(3,212,200)**	**(292,605)**	**-90.9%**
WHEATON PARKING DISTRICT					
From Tax Supported Funds					
From General Fund	0	115,325	115,325	0	-100.0%
TOTAL From Tax Supported Funds	**0**	**115,325**	**115,325**	**0**	**-100.0%**
To Tax Supported Funds					
To General Fund: Overhead	(71,213)	(74,802)	(74,802)	(72,511)	-3.1%
To Urban District: Meter Revenue	(88,667)	(200,000)	(200,000)	(300,000)	50.0%
TOTAL To Tax Supported Funds	**(159,880)**	**(274,802)**	**(274,802)**	**(372,511)**	**35.6%**
TOTAL WHEATON PARKING DISTRICT	**(159,880)**	**(159,477)**	**(159,477)**	**(372,511)**	**133.6%**
PERMITTING SERVICES					
To Tax Supported Funds					
To Debt Service: Wheaton Redevelopment	(215,160)	(871,553)	(871,553)	(872,571)	0.1%
To General Fund: Overhead	(5,784,225)	(5,868,849)	(5,868,849)	(5,668,581)	-3.4%
TOTAL To Tax Supported Funds	**(5,999,385)**	**(6,740,402)**	**(6,740,402)**	**(6,541,152)**	**-3.0%**
TOTAL PERMITTING SERVICES	**(5,999,385)**	**(6,740,402)**	**(6,740,402)**	**(6,541,152)**	**-3.0%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(309,224)	(308,484)	(308,484)	(309,634)	0.4%
TOTAL To Tax Supported Funds	**(314,224)**	**(313,484)**	**(313,484)**	**(314,634)**	**0.4%**
TOTAL SOLID WASTE COLLECTION	**(314,224)**	**(313,484)**	**(313,484)**	**(314,634)**	**0.4%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	1,319,501	1,599,058	1,599,058	1,387,842	-13.2%
TOTAL From Non-Tax Supported Funds	**1,319,501**	**1,599,058**	**1,599,058**	**1,387,842**	**-13.2%**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	1,218,270	1,038,420	1,038,420	723,490	-30.3%
TOTAL From Tax Supported Funds	**1,218,270**	**1,038,420**	**1,038,420**	**723,490**	**-30.3%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: Overhead	(2,151,951)	(2,185,515)	(2,185,515)	(2,148,091)	-1.7%
To General Fund: Wheaton	(249,991)	(212,987)	(212,987)	(212,987)	----
TOTAL To Tax Supported Funds	**(2,425,322)**	**(2,421,882)**	**(2,421,882)**	**(2,384,458)**	**-1.5%**
TOTAL SOLID WASTE DISPOSAL	**112,449**	**215,596**	**215,596**	**(273,126)**	**-226.7%**
VACUUM LEAF COLLECTION					

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(1,319,501)	(1,599,058)	(1,599,058)	(1,387,842)	-13.2%
TOTAL To Non-Tax Supported Funds	**(1,319,501)**	**(1,599,058)**	**(1,599,058)**	**(1,387,842)**	**-13.2%**
To Tax Supported Funds					
To General Fund: Overhead	(663,574)	(636,264)	(636,264)	(613,300)	-3.6%
TOTAL To Tax Supported Funds	**(663,574)**	**(636,264)**	**(636,264)**	**(613,300)**	**-3.6%**
TOTAL VACUUM LEAF COLLECTION	**(1,983,075)**	**(2,235,322)**	**(2,235,322)**	**(2,001,142)**	**-10.5%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(27,926,172)	(27,926,172)	(27,926,172)	(31,000,000)	11.0%
To General Fund: Overhead	(3,747,981)	(3,853,071)	(3,853,071)	(3,917,233)	1.7%
TOTAL To Tax Supported Funds	**(31,674,153)**	**(31,779,243)**	**(31,779,243)**	**(34,917,233)**	**9.9%**
TOTAL LIQUOR CONTROL	**(31,674,153)**	**(31,779,243)**	**(31,779,243)**	**(34,917,233)**	**9.9%**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To Debt Service	(57,178)	(518,050)	(518,050)	(516,500)	-0.3%
To General Fund	(3,713,311)	0	0	0	----
TOTAL To Tax Supported Funds	**(3,770,489)**	**(518,050)**	**(518,050)**	**(516,500)**	**-0.3%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**(3,770,489)**	**(518,050)**	**(518,050)**	**(516,500)**	**-0.3%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From CUPF	80,400	329,777	0	0	-100.0%
From Montgomery Housing Initiative: Other	9,621,452	16,718,400	11,566,600	15,262,000	-8.7%
From Permitting Services	215,160	871,553	0	0	-100.0%
From Water Quality Protection: Other Debt	8,350,885	9,830,020	8,493,500	9,450,600	-3.9%
TOTAL From Non-Tax Supported Funds	**18,267,897**	**27,749,750**	**20,060,100**	**24,712,600**	**-10.9%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**18,267,897**	**27,749,750**	**20,060,100**	**24,712,600**	**-10.9%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	1,119,086	10,200,000	6,600,000	6,600,000	-35.3%
TOTAL From Tax Supported Funds	**1,119,086**	**10,200,000**	**6,600,000**	**6,600,000**	**-35.3%**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**1,119,086**	**10,200,000**	**6,600,000**	**6,600,000**	**-35.3%**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,769,775	1,769,775	1,769,775	1,769,775	----
TOTAL From Tax Supported Funds	**1,769,775**	**1,769,775**	**1,769,775**	**1,769,775**	**----**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,769,775**	**1,769,775**	**1,769,775**	**1,769,775**	**----**
MONTGOMERY COLLEGE					
WORKFORCE DEVELOPMENT & CONTINUING ED					
From Non-Tax Supported Funds					
Transfer from College Auxiliary Fund	113,092	500,000	0	250,000	-50.0%

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
TOTAL From Non-Tax Supported Funds	**113,092**	**500,000**	**0**	**250,000**	**-50.0%**
From Tax Supported Funds					
Nonmandatory Transfer From Current Fund	0	0	200,000	250,000	----
TOTAL From Tax Supported Funds	**0**	**0**	**200,000**	**250,000**	**----**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**113,092**	**500,000**	**200,000**	**500,000**	**----**
AUXILIARY FUND					
To Tax Supported Funds					
Non Mandatory Transfer (to MC Current Fund)	(61,976)	(100,000)	0	0	-100.0%
TOTAL To Tax Supported Funds	**(61,976)**	**(100,000)**	**0**	**0**	**-100.0%**
To Internal Service Funds					
Nonmandatory Transfer College Workforce Development	(113,092)	(500,000)	0	(250,000)	-50.0%
TOTAL To Internal Service Funds	**(113,092)**	**(500,000)**	**0**	**(250,000)**	**-50.0%**
TOTAL AUXILIARY FUND	**(175,068)**	**(600,000)**	**0**	**(250,000)**	**-58.3%**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,796,800	1,796,800	1,796,800	1,796,800	----
TOTAL From Tax Supported Funds	**1,796,800**	**1,796,800**	**1,796,800**	**1,796,800**	**----**
TOTAL CABLE TELEVISION FUND	**1,796,800**	**1,796,800**	**1,796,800**	**1,796,800**	**----**
MAJOR FACILITIES RESERVE FUND					
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(630,248)	(1,500,000)	(235,000)	(1,500,000)	----
TOTAL To Non-Tax Supported Funds	**(630,248)**	**(1,500,000)**	**(235,000)**	**(1,500,000)**	**----**
TOTAL MAJOR FACILITIES RESERVE FUND	**(630,248)**	**(1,500,000)**	**(235,000)**	**(1,500,000)**	**----**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Non-Tax Supported Funds					
From M-NCPPC Property Mgt Fund	70,000	0	0	0	----
TOTAL From Non-Tax Supported Funds	**70,000**	**0**	**0**	**0**	**----**
From Tax Supported Funds					
Transfer From Administration Fund	0	500,000	500,000	500,000	----
TOTAL From Tax Supported Funds	**0**	**500,000**	**500,000**	**500,000**	**----**
From Component Units/Agencies					
From County GF (Ballfields)	1,607,270	1,736,523	1,736,523	1,803,300	3.8%
TOTAL From Component Units/Agencies	**1,607,270**	**1,736,523**	**1,736,523**	**1,803,300**	**3.8%**
TOTAL SPECIAL REVENUE FUNDS	**1,677,270**	**2,236,523**	**2,236,523**	**2,303,300**	**3.0%**
PROP MGMT MNCPPC					
To Non-Tax Supported Funds					
To M-NCPPC Special Revenue Fund	(70,000)	0	0	0	----
TOTAL To Non-Tax Supported Funds	**(70,000)**	**0**	**0**	**0**	**----**
TOTAL PROP MGMT MNCPPC	**(70,000)**	**0**	**0**	**0**	**----**
TOTAL NON-TAX SUPPORTED	**(21,627,030)**	**(15,520,662)**	**(19,699,212)**	**(22,402,558)**	**44.3%**

Inter-Fund Transfers

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(1,747,471)**	**(4,914,950)**	**(3,595,866)**	**(3,560,550)**	**-27.6%**

Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(145,149,696)	(145,649,696)	(145,649,696)	(152,710,696)	4.8%
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	(1,752,612,120)	(1,752,662,235)	(1,754,247,868)	(1,839,071,460)	4.9%
TOTAL To Tax Supported Funds	**(1,898,411,816)**	**(1,898,961,931)**	**(1,900,547,564)**	**(1,992,432,156)**	**4.9%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	0	(15,500,000)	(15,500,000)	(33,900,000)	118.7%
Contribution To HOC: CIP	0	(1,125,000)	(1,125,000)	(1,955,000)	73.8%
Contribution To MC: CIP	(13,064,685)	(12,901,000)	(12,901,000)	(16,434,000)	27.4%
Contribution To MCG: CIP	(10,500,148)	(10,374,000)	(64,083,000)	(24,544,000)	136.6%
Contribution To MCPS: CIP	(8,264,000)	(8,062,000)	(16,062,000)	(18,488,000)	129.3%
Contribution To MNCPPC: Regional Parks CIP	(2,693,302)	(3,913,000)	(3,913,000)	(4,398,000)	12.4%
TOTAL County Contribution to CIP Fund	**(34,522,135)**	**(51,875,000)**	**(113,584,000)**	**(99,719,000)**	**92.2%**
TOTAL COUNTY GENERAL FUND	**(1,932,933,951)**	**(1,950,836,931)**	**(2,014,131,564)**	**(2,092,151,156)**	**7.2%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(1,932,933,951)**	**(1,950,836,931)**	**(2,014,131,564)**	**(2,092,151,156)**	**7.2%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,752,612,120	1,752,662,235	1,754,247,868	1,839,071,460	4.9%
TOTAL County Contribution to Current/Other Fund	**1,752,612,120**	**1,752,662,235**	**1,754,247,868**	**1,839,071,460**	**4.9%**
County Contribution to CIP Fund					
County Contribution to CIP	8,264,000	8,062,000	16,062,000	18,488,000	129.3%
TOTAL County Contribution to CIP Fund	**8,264,000**	**8,062,000**	**16,062,000**	**18,488,000**	**129.3%**
TOTAL CURRENT FUND MCPS	**1,760,876,120**	**1,760,724,235**	**1,770,309,868**	**1,857,559,460**	**5.5%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**1,760,876,120**	**1,760,724,235**	**1,770,309,868**	**1,857,559,460**	**5.5%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	145,149,696	145,649,696	145,649,696	152,710,696	4.8%
TOTAL County Contribution to Current/Other Fund	**145,149,696**	**145,649,696**	**145,649,696**	**152,710,696**	**4.8%**
County Contribution to CIP Fund					
County Contribution to CIP	13,064,685	12,901,000	12,901,000	16,434,000	27.4%
TOTAL County Contribution to CIP Fund	**13,064,685**	**12,901,000**	**12,901,000**	**16,434,000**	**27.4%**

Contribution To/From Other Funds

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
TOTAL CURRENT FUND MC	**158,214,381**	**158,550,696**	**158,550,696**	**169,144,696**	**6.7%**
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	**158,864,381**	**159,200,696**	**159,200,696**	**169,794,696**	**6.7%**
TOTAL TAX SUPPORTED	**(13,193,450)**	**(30,912,000)**	**(84,621,000)**	**(64,797,000)**	**109.6%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(13,193,450)**	**(30,912,000)**	**(84,621,000)**	**(64,797,000)**	**109.6%**

Schedule B-1

Expenditures Detailed By Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,389,417,541	1,285,605,982	1,432,474,441	1,379,043,482	7.3%
Montgomery County Government Special Funds	410,686,501	442,144,711	466,761,837	485,210,693	9.7%
Debt Service Special Funds	403,661,681	420,937,740	414,041,431	435,195,165	3.4%
Montgomery County Public Schools Current Fund	2,544,246,120	2,551,624,734	2,514,491,654	2,739,660,177	7.4%
Montgomery College Current Fund	255,071,198	264,704,984	244,957,497	274,009,984	3.5%
Montgomery College Special Funds	737,174	750,000	620,000	750,000	----
M-NCPPC Special Funds	136,532,167	150,216,441	150,216,441	160,429,728	6.8%
TOTAL TAX SUPPORTED	5,140,352,382	5,115,984,592	5,223,563,301	5,474,299,229	7.0%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	275,268,382	280,292,494	270,805,229	295,797,891	5.5%
Montgomery County Government Special Funds	378,987,471	257,675,012	260,300,467	265,238,886	2.9%
Debt Service Special Funds	18,267,897	27,749,750	20,060,100	24,712,600	-10.9%
Montgomery County Public Schools Enterprise Funds	60,165,068	84,347,991	80,747,991	82,259,110	-2.5%
Montgomery County Public Schools Special Funds	110,451,136	144,539,465	144,539,465	107,791,380	-25.4%
Montgomery College Enterprise Funds	21,350,740	29,772,516	22,642,761	30,166,765	1.3%
Montgomery College Special Funds	18,855,081	17,355,000	23,164,000	16,324,000	-5.9%
M-NCPPC Enterprise Funds	14,797,831	19,275,657	17,939,554	19,680,918	2.1%
M-NCPPC Special Funds	140,809	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	898,284,415	861,557,885	840,749,567	842,521,550	-2.2%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,038,636,797	5,977,542,477	6,064,312,868	6,316,820,779	5.7%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals	552,438	582,520	577,999	599,809	3.0%
Board of Elections	11,759,535	8,300,356	13,097,500	10,630,327	28.1%
Circuit Court	14,888,583	15,855,919	15,801,993	16,525,872	4.2%
Community Engagement Cluster	6,696,991	6,124,668	6,002,528	8,627,026	40.9%
County Attorney	6,476,409	6,429,488	6,729,612	6,761,851	5.2%
County Council	11,444,378	13,246,526	13,312,523	15,672,251	18.3%
County Executive	13,644,408	5,716,362	5,967,920	7,470,074	30.7%
Ethics Commission	324,308	371,629	371,906	375,756	1.1%
Finance	30,349,287	15,600,785	15,227,280	16,103,577	3.2%
General Services	77,407,124	32,919,541	35,400,825	33,529,842	1.9%
Grants Management	0	0	0	341,309	----
Human Resources	7,444,103	8,203,407	7,938,396	9,793,022	19.4%
Human Rights	1,219,678	1,772,307	1,425,773	1,635,906	-7.7%
Inspector General	1,559,795	2,152,817	1,949,920	2,512,400	16.7%
Intergovernmental Relations	1,075,694	1,091,287	935,491	1,075,687	-1.4%
Labor Relations	1,417,291	1,605,890	1,561,456	1,625,831	1.2%
Legislative Oversight	1,891,568	2,198,652	2,036,949	2,215,034	0.7%
Management and Budget	5,405,855	6,418,437	5,733,860	6,880,700	7.2%
Merit System Protection Board	255,351	267,921	270,620	672,552	151.0%
Peoples' Counsel	0	0	0	224,598	----
Procurement	3,880,943	4,933,283	4,120,010	5,004,508	1.4%
Public Information	6,123,880	5,956,194	6,204,396	6,735,699	13.1%
Racial Equity and Social Justice	475,877	1,001,712	865,510	1,326,440	32.4%
State's Attorney	18,702,666	19,280,707	19,142,563	21,062,282	9.2%
Technology and Enterprise Business Solutions	43,158,403	44,642,174	43,797,177	50,992,147	14.2%
Urban Districts	9,070,665	9,946,344	9,950,998	10,364,612	4.2%
Zoning and Administrative Hearings	637,900	681,382	627,035	705,001	3.5%
Total General Government	275,863,130	215,300,308	219,050,240	239,464,113	11.2%
Public Safety					
Animal Services	7,778,560	8,114,356	7,254,961	8,712,488	7.4%
Consumer Protection	1,956,605	2,453,337	2,293,929	2,477,443	1.0%
Correction and Rehabilitation	76,219,039	72,879,701	72,320,696	73,371,735	0.7%
Emergency Management and Homeland Security	11,390,026	3,421,966	3,162,142	3,783,313	10.6%
Fire and Rescue Service	261,002,359	233,237,698	249,845,788	251,655,354	7.9%
Police	281,650,262	282,951,484	277,647,562	295,656,915	4.5%
Sheriff	27,634,660	26,436,717	26,853,503	26,928,523	1.9%
Total Public Safety	667,631,511	629,495,259	639,378,581	662,585,771	5.3%
Transportation					
Parking District Services	19,819,375	24,579,335	23,776,450	25,991,554	5.7%
Transit Services	148,766,300	154,532,665	161,772,418	172,872,258	11.9%
Transportation	67,375,201	52,670,661	55,329,515	56,030,728	6.4%
Total Transportation	235,960,876	231,782,661	240,878,383	254,894,540	10.0%
Health and Human Services					
Health and Human Services	437,042,550	363,954,877	449,846,878	421,855,068	15.9%

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Libraries, Culture, and Recreation					
Community Use of Public Facilities	4,474,927	8,502,633	7,166,549	10,923,236	28.5%
Public Libraries	39,016,847	42,705,607	41,154,950	45,884,221	7.4%
Recreation	28,110,557	48,713,827	49,196,293	55,191,084	13.3%
Total Libraries, Culture, and Recreation	71,602,331	99,922,067	97,517,792	111,998,541	12.1%
Community Development and Housing					
Agriculture	886,590	1,018,865	951,883	1,065,396	4.6%
Economic Development Fund	3,576,580	4,490,677	4,739,534	3,996,325	-11.0%
Housing and Community Affairs	61,333,090	61,744,469	64,769,518	68,414,227	10.8%
Permitting Services	39,029,252	38,901,977	36,578,478	41,067,049	5.6%
Total Community Development and Housing	104,825,512	106,155,988	107,039,413	114,542,997	7.9%
Environment					
Environmental Protection	31,564,277	32,971,974	32,821,376	38,534,241	16.9%
Recycling and Resource Management	137,865,272	135,269,523	133,229,523	142,634,597	5.4%
Total Environment	169,429,549	168,241,497	166,050,899	181,168,838	7.7%
Other County Government Functions					
Alcohol Beverage Services	68,441,501	66,348,075	63,402,224	68,265,868	2.9%
Cable Television Communications Plan	16,192,759	17,469,611	17,366,382	15,227,385	-12.8%
Non-Departmental Accounts	384,770,089	343,331,361	406,094,687	330,025,234	-3.9%
Utilities	22,600,087	23,716,495	23,716,495	25,262,597	6.5%
Total Other County Government Functions	492,004,436	450,865,542	510,579,788	438,781,084	-2.7%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,454,359,895	2,265,718,199	2,430,341,974	2,425,290,952	7.0%
DEBT SERVICE					
Debt Service	421,929,578	448,687,490	434,101,531	459,907,765	2.5%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Maryland-National Capital Park and Planning Commission	151,470,807	170,042,098	168,705,995	180,660,646	6.2%
MONTGOMERY COLLEGE					
Montgomery College	296,014,193	312,582,500	291,384,258	321,250,749	2.8%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	2,714,862,324	2,780,512,190	2,739,779,110	2,929,710,667	5.4%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	6,038,636,797	5,977,542,477	6,064,312,868	6,316,820,779	5.7%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	550,545	582,520	577,999	599,809	3.0%
Board of Elections	9,287,886	8,300,356	13,097,500	10,630,327	28.1%
Circuit Court	12,064,376	12,721,852	12,667,926	13,683,237	7.6%
Community Engagement Cluster	5,346,758	6,048,203	5,926,063	8,553,581	41.4%
County Attorney	6,414,009	6,429,488	6,729,612	6,761,851	5.2%
County Council	11,439,014	13,246,526	13,312,523	15,672,251	18.3%
County Executive	6,564,999	5,716,362	5,967,920	7,470,074	30.7%
Ethics Commission	324,308	371,629	371,906	375,756	1.1%
Finance	13,625,877	15,600,785	15,227,280	16,103,577	3.2%
General Services	84,613,196	32,919,541	35,400,825	33,529,842	1.9%
Grants Management	0	0	0	341,309	----
Human Resources	7,400,049	8,203,407	7,938,396	9,793,022	19.4%
Human Rights	1,219,678	1,772,307	1,425,773	1,635,906	-7.7%
Inspector General	1,559,211	2,152,817	1,949,920	2,512,400	16.7%
Intergovernmental Relations	1,060,111	1,075,952	920,156	1,075,687	----
Labor Relations	1,416,169	1,605,890	1,561,456	1,625,831	1.2%
Legislative Oversight	1,891,568	2,198,652	2,036,949	2,215,034	0.7%
Management and Budget	5,405,855	6,418,437	5,733,860	6,880,700	7.2%
Merit System Protection Board	254,999	267,921	270,620	672,552	151.0%
Peoples' Counsel	0	0	0	224,598	----
Procurement	3,871,813	4,933,283	4,120,010	5,004,508	1.4%
Public Information	6,117,476	5,956,194	6,204,396	6,735,699	13.1%
Racial Equity and Social Justice	475,813	1,001,712	865,510	1,326,440	32.4%
State's Attorney	18,363,663	19,008,981	18,870,837	20,801,276	9.4%
Technology and Enterprise Business Solutions	42,401,831	44,142,174	43,297,177	50,992,147	15.5%
Zoning and Administrative Hearings	636,905	681,382	627,035	705,001	3.5%
Total General Government	242,306,109	201,356,371	205,101,649	225,922,415	12.2%
Public Safety					
Animal Services	7,501,548	8,114,356	7,254,961	8,712,488	7.4%
Consumer Protection	1,950,317	2,453,337	2,293,929	2,477,443	1.0%
Correction and Rehabilitation	67,439,822	72,336,701	72,001,696	72,828,735	0.7%
Emergency Management and Homeland Security	2,703,242	2,443,682	2,183,858	2,729,834	11.7%
Police	258,775,414	282,951,484	277,647,562	295,656,915	4.5%
Sheriff	24,590,122	25,533,071	25,949,857	25,994,986	1.8%
Total Public Safety	362,960,465	393,832,631	387,331,863	408,400,401	3.7%
Transportation					
Transportation	60,028,702	45,899,389	48,597,189	49,115,141	7.0%
Health and Human Services					
Health and Human Services	335,733,342	268,432,151	354,324,152	322,575,727	20.2%
Libraries, Culture, and Recreation					
Public Libraries	37,901,311	42,452,607	40,901,950	45,618,621	7.5%
Community Development and Housing					
Agriculture	883,954	1,018,865	951,883	1,065,396	4.6%
Housing and Community Affairs	8,902,891	8,879,029	8,809,259	9,494,644	6.9%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Total Community Development and Housing	9,786,845	9,897,894	9,761,142	10,560,040	6.7%
Environment					
Environmental Protection	3,196,898	3,491,283	3,449,514	7,563,306	116.6%
Other County Government Functions					
Non-Departmental Accounts	314,903,782	296,527,161	359,290,487	284,025,234	-4.2%
Utilities	22,600,087	23,716,495	23,716,495	25,262,597	6.5%
Total Other County Government Functions	337,503,869	320,243,656	383,006,982	309,287,831	-3.4%
TOTAL GENERAL FUND TAX SUPPORTED	1,389,417,541	1,285,605,982	1,432,474,441	1,379,043,482	7.3%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	9,070,665	9,946,344	9,950,998	10,364,612	4.2%
Public Safety					
Fire and Rescue Service	235,454,176	233,237,698	249,845,788	251,655,354	7.9%
Transportation					
Transit Services	136,904,029	149,435,238	156,674,991	167,757,414	12.3%
Libraries, Culture, and Recreation					
Recreation	25,681,051	45,034,754	45,550,526	51,436,988	14.2%
Community Development and Housing					
Economic Development Fund	3,576,580	4,490,677	4,739,534	3,996,325	-11.0%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	19,819,375	24,579,335	23,776,450	25,991,554	5.7%
Transportation	5,800,400	6,690,951	6,652,005	6,915,587	3.4%
Total Transportation	25,619,775	31,270,286	30,428,455	32,907,141	5.2%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	4,473,306	8,502,633	7,166,549	10,923,236	28.5%
Community Development and Housing					
Permitting Services	39,028,702	38,901,977	36,578,478	41,067,049	5.6%
Environment					
Recycling and Resource Management	137,865,272	135,269,523	133,229,523	142,634,597	5.4%
Other County Government Functions					
Alcohol Beverage Services	68,281,327	66,348,075	63,402,224	68,265,868	2.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Board of Appeals	1,893	0	0	0	----
Board of Elections	2,471,649	0	0	0	----
Circuit Court	2,824,207	3,134,067	3,134,067	2,842,635	-9.3%
Community Engagement Cluster	1,350,233	76,465	76,465	73,445	-3.9%
County Attorney	62,400	0	0	0	----
County Council	5,364	0	0	0	----
County Executive	7,079,409	0	0	0	----
Finance	16,723,410	0	0	0	----
General Services	(7,206,072)	0	0	0	----
Human Resources	44,054	0	0	0	----
Inspector General	584	0	0	0	----
Intergovernmental Relations	15,583	15,335	15,335	0	-100.0%
Labor Relations	1,122	0	0	0	----

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Merit System Protection Board	352	0	0	0	----
Procurement	9,130	0	0	0	----
Public Information	6,404	0	0	0	----
Racial Equity and Social Justice	64	0	0	0	----
State's Attorney	339,003	271,726	271,726	261,006	-3.9%
Technology and Enterprise Business Solutions	756,572	500,000	500,000	0	-100.0%
Zoning and Administrative Hearings	995	0	0	0	----
Total General Government	24,486,356	3,997,593	3,997,593	3,177,086	-20.5%
Public Safety					
Animal Services	277,012	0	0	0	----
Consumer Protection	6,288	0	0	0	----
Correction and Rehabilitation	8,779,217	543,000	319,000	543,000	----
Emergency Management and Homeland Security	8,686,784	978,284	978,284	1,053,479	7.7%
Fire and Rescue Service	25,548,183	0	0	0	----
Police	22,874,848	0	0	0	----
Sheriff	3,044,538	903,646	903,646	933,537	3.3%
Total Public Safety	69,216,870	2,424,930	2,200,930	2,530,016	4.3%
Transportation					
Transit Services	11,862,271	5,097,427	5,097,427	5,114,844	0.3%
Transportation	1,546,099	80,321	80,321	0	-100.0%
Total Transportation	13,408,370	5,177,748	5,177,748	5,114,844	-1.2%
Health and Human Services					
Health and Human Services	101,309,208	95,522,726	95,522,726	99,279,341	3.9%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	1,621	0	0	0	----
Public Libraries	1,115,536	253,000	253,000	265,600	5.0%
Recreation	2,429,506	3,679,073	3,645,767	3,754,096	2.0%
Total Libraries, Culture, and Recreation	3,546,663	3,932,073	3,898,767	4,019,696	2.2%
Community Development and Housing					
Agriculture	2,636	0	0	0	----
Housing and Community Affairs	52,430,199	52,865,440	55,960,259	58,919,583	11.5%
Permitting Services	550	0	0	0	----
Total Community Development and Housing	52,433,385	52,865,440	55,960,259	58,919,583	11.5%
Environment					
Environmental Protection	28,367,379	29,480,691	29,371,862	30,970,935	5.1%
Other County Government Functions					
Alcohol Beverage Services	160,174	0	0	0	----
Cable Television Communications Plan	16,192,759	17,469,611	17,366,382	15,227,385	-12.8%
Non-Departmental Accounts	69,866,307	46,804,200	46,804,200	46,000,000	-1.7%
Total Other County Government Functions	86,219,240	64,273,811	64,170,582	61,227,385	-4.7%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	378,987,471	257,675,012	260,300,467	265,238,886	2.9%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,454,359,895	2,265,718,199	2,430,341,974	2,425,290,952	7.0%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	403,661,681	420,937,740	414,041,431	435,195,165	3.4%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	18,267,897	27,749,750	20,060,100	24,712,600	-10.9%
TOTAL DEBT SERVICE	421,929,578	448,687,490	434,101,531	459,907,765	2.5%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,544,246,120	2,551,624,734	2,514,491,654	2,739,660,177	7.4%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	2,716,804	12,646,838	9,046,838	9,046,838	-28.5%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	409,543	3,074,182	3,074,182	3,074,182	----
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	50,354,105	61,899,980	61,899,980	63,411,099	2.4%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,758,650	1,769,775	1,769,775	1,769,775	----
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	4,925,966	4,957,216	4,957,216	4,957,216	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	110,451,136	144,539,465	144,539,465	107,791,380	-25.4%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,714,862,324	2,780,512,190	2,739,779,110	2,929,710,667	5.4%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					
Montgomery College	255,071,198	264,704,984	244,957,497	274,009,984	3.5%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	737,174	750,000	620,000	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	737,174	750,000	620,000	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	404,604	1,880,000	730,705	1,823,008	-3.0%
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,717,079	1,796,800	1,746,800	1,856,800	3.3%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,711,806	2,000,000	1,705,606	2,000,000	----
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	18,855,081	17,355,000	23,164,000	16,324,000	-5.9%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	2,000,044	4,100,000	2,293,650	4,200,000	2.4%
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	15,517,207	19,995,716	16,166,000	20,286,957	1.5%
TOTAL MONTGOMERY COLLEGE	296,014,193	312,582,500	291,384,258	321,250,749	2.8%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	136,532,167	150,216,441	150,216,441	160,429,728	6.8%
TOTAL SPECIAL FUNDS TAX SUPPORTED	136,532,167	150,216,441	150,216,441	160,429,728	6.8%
ENTERPRISE FUND NON-TAX SUPPORTED					

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
Maryland-National Capital Park and Planning Commission	7,424,359	10,565,938	9,476,560	10,613,078	0.4%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,439,815	1,657,600	1,657,600	1,737,800	4.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	140,809	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	5,933,657	7,052,119	6,805,394	7,330,040	3.9%
TOTAL M-NCPPC	151,470,807	170,042,098	168,705,995	180,660,646	6.2%

SUMMARY

TOTAL EXPENDITURES ALL AGENCIES	**6,038,636,797**	**5,977,542,477**	**6,064,312,868**	**6,316,820,779**	**5.7%**

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Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Personnel Costs	641,065,849	694,050,895	674,645,790	737,082,011	6.2%
Operating Expenses	747,599,883	591,494,787	757,768,351	641,921,171	8.5%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	751,809	60,300	60,300	40,300	-33.2%
Total GENERAL FUND TAX SUPPORTED	1,389,417,541	1,285,605,982	1,432,474,441	1,379,043,482	7.3%
SPECIAL FUNDS TAX SUPPORTED					
Personnel Costs	293,085,708	313,297,055	326,529,333	342,111,708	9.2%
Operating Expenses	117,290,863	128,351,156	139,736,004	142,987,485	11.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	309,930	496,500	496,500	111,500	-77.5%
Total SPECIAL FUNDS TAX SUPPORTED	410,686,501	442,144,711	466,761,837	485,210,693	9.7%
GRANT FUND - MCG NON-TAX SUPPORTED					
Personnel Costs	129,739,407	59,155,258	59,155,258	62,314,226	5.3%
Operating Expenses	163,050,096	105,103,935	105,103,935	103,517,253	-1.5%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Capital Outlay	620,558	0	0	0	----
Total GRANT FUND - MCG NON-TAX SUPPORTED	293,410,061	164,259,193	164,259,193	165,831,479	1.0%
SPECIAL FUNDS NON-TAX SUPPORTED					
Personnel Costs	14,756,896	16,788,736	15,463,316	17,404,382	3.7%
Operating Expenses	70,820,514	76,627,083	80,577,958	82,003,025	7.0%
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	85,577,410	93,415,819	96,041,274	99,407,407	6.4%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Personnel Costs	91,863,518	93,921,736	88,088,875	95,754,789	2.0%
Operating Expenses	170,905,173	169,893,314	168,635,250	183,815,283	8.2%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	9,639,149	13,935,200	11,538,860	12,791,414	-8.2%
Capital Outlay	2,860,542	2,542,244	2,542,244	3,436,405	35.2%

Expenditures By Appropriation Category

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	275,268,382	280,292,494	270,805,229	295,797,891	5.5%
SUMMARY					
Total PERSONNEL COSTS	1,170,511,378	1,177,213,680	1,163,882,572	1,254,667,116	6.6%
Total OPERATING EXPENSES	1,269,666,529	1,071,470,275	1,251,821,498	1,154,244,217	7.7%
Total DEBT SERVICE G.O. BONDS	0	0	0	0	----
Total DEBT SERVICE OTHER	9,639,149	13,935,200	11,538,860	12,791,414	-8.2%
Total CAPITAL OUTLAY	4,542,839	3,099,044	3,099,044	3,588,205	15.8%
Total MONTGOMERY COUNTY GOVERNMENT	2,454,359,895	2,265,718,199	2,430,341,974	2,425,290,952	7.0%
PERCENT OF TOTAL BUDGET					
PERSONNEL COSTS	47.7%	52.0%	47.9%	51.7%	----
OPERATING EXPENSES	51.7%	47.3%	51.5%	47.6%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.4%	0.6%	0.5%	0.5%	----
CAPITAL OUTLAY	0.2%	0.1%	0.1%	0.1%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	271,793,647	308,896,432	295,862,306	314,927,053	2.0%
Motor Pool Internal Service Fund	78,745,605	84,212,830	82,893,442	89,073,182	5.8%
Printing & Mail Internal Service Fund	7,889,235	8,326,894	8,276,894	8,369,856	0.5%
Self Insurance Internal Service Fund	64,079,821	85,343,626	85,125,881	87,433,939	2.4%
TOTAL INTERNAL SERVICE FUNDS	422,508,308	486,779,782	472,158,523	499,804,030	2.7%

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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 FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	3,769,326,527	3,624,280,724	3,753,605,021	3,817,503,110	5.3%
Montgomery County Government Special Funds	544,819,761	554,141,632	551,936,680	569,267,809	2.7%
Debt Service Special Funds	4,557,398	5,176,606	4,256,336	3,705,860	-28.4%
Montgomery County Public Schools Current Fund	788,619,391	773,962,499	773,962,499	855,588,717	10.5%
Montgomery College Current Fund	110,614,781	114,429,465	103,865,801	115,964,965	1.3%
Montgomery College Special Funds	279	10,000	0	10,000	----
M-NCPPC Special Funds	148,821,454	144,130,050	145,436,658	161,323,127	11.9%
TOTAL TAX SUPPORTED	5,366,759,591	5,216,130,976	5,333,062,995	5,523,363,588	5.9%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	284,278,427	309,450,780	319,046,121	351,337,730	13.5%
Montgomery County Government Special Funds	400,880,731	268,704,496	274,694,868	277,032,449	3.1%
Debt Service Special Funds	0	0	0	0	----
Montgomery County Public Schools Enterprise Funds	41,923,097	72,378,216	72,378,216	73,889,335	2.1%
Montgomery County Public Schools Special Funds	110,451,136	144,539,465	144,539,465	107,791,380	-25.4%
Montgomery College Enterprise Funds	21,718,615	26,854,710	22,451,518	26,258,039	-2.2%
Montgomery College Special Funds	18,855,338	17,366,500	23,164,300	16,325,000	-6.0%
M-NCPPC Enterprise Funds	11,637,562	17,906,934	16,478,286	18,085,242	1.0%
M-NCPPC Special Funds	140,809	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	889,885,715	857,751,101	873,302,774	871,269,175	1.6%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,256,645,306	6,073,882,077	6,206,365,769	6,394,632,763	5.3%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Fund Tax Supported	3,769,326,527	3,624,280,724	3,753,605,021	3,817,503,110	10.0%
Special Funds Tax Supported	544,819,761	554,141,632	551,936,680	569,267,809	----
Enterprise Funds Non-Tax Supported	284,278,427	309,450,780	319,046,121	351,337,730	10.0%
Special Funds Non-Tax Supported	400,880,731	268,704,496	274,694,868	277,032,449	----
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,999,305,446	4,756,577,632	4,899,282,690	5,015,141,098	10.0%
DEBT SERVICE					
Debt Service Fund Tax Supported	4,557,398	5,176,606	4,256,336	3,705,860	-30.0%
Special Funds Non-Tax Supported	0	0	0	0	----
TOTAL DEBT SERVICE	4,557,398	5,176,606	4,256,336	3,705,860	-30.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund Tax Supported	788,619,391	773,962,499	773,962,499	855,588,717	10.0%
Enterprise Funds Non-Tax Supported	41,923,097	72,378,216	72,378,216	73,889,335	----
Special Funds Non-Tax Supported	110,451,136	144,539,465	144,539,465	107,791,380	-30.0%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	940,993,624	990,880,180	990,880,180	1,037,269,432	----
MONTGOMERY COLLEGE					
Current Fund Tax Supported	110,614,781	114,429,465	103,865,801	115,964,965	----
Special Funds Tax Supported	279	10,000	0	10,000	----
Enterprise Funds Non-Tax Supported	21,718,615	26,854,710	22,451,518	26,258,039	----
Special Funds Non-Tax Supported	18,855,338	17,366,500	23,164,300	16,325,000	-10.0%
TOTAL MONTGOMERY COLLEGE	151,189,013	158,660,675	149,481,619	158,558,004	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Special Funds Tax Supported	148,821,454	144,130,050	145,436,658	161,323,127	10.0%
Enterprise Funds Non-Tax Supported	11,637,562	17,906,934	16,478,286	18,085,242	----
Special Funds Non-Tax Supported	140,809	550,000	550,000	550,000	----
TOTAL M-NCPPC	160,599,825	162,586,984	162,464,944	179,958,369	10.0%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,256,645,306	6,073,882,077	6,206,365,769	6,394,632,763	10.0%

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	1,261,063	831,768	2,600,000	2,677,768	221.9%
County Income Tax	1,820,178,820	1,708,841,800	1,794,218,526	1,859,045,719	8.8%
E-Cigarette Tax	1,164,682	976,585	1,109,127	1,147,657	17.5%
Energy Tax	184,419,771	175,651,251	185,297,558	186,479,565	6.2%
Hotel/Motel Tax	6,424,558	11,837,621	16,563,525	21,725,087	83.5%
Property Tax	1,267,581,673	1,331,103,394	1,341,313,544	1,317,567,443	-1.0%
Real Property Transfer Tax	132,288,901	117,155,198	149,499,748	154,749,748	32.1%
Recordation Tax	60,573,086	52,665,092	71,641,557	74,157,991	40.8%
Telephone Tax	52,538,156	55,072,985	53,886,864	54,591,229	-0.9%
TOTAL TAXES	3,526,430,710	3,454,135,694	3,616,130,449	3,672,142,207	6.3%
Licenses & Permits					
Clerk of the Court Business Licenses	93,926	100,000	100,000	100,000	----
Fire Code Enforcement Permits	0	0	0	60,000	----
Hazardous Materials Permits	445,575	865,000	865,000	865,000	----
Health Inspection: Restaurants	1,694,580	1,870,520	1,870,520	1,870,520	----
Health Inspections: Living Facilities	175,315	236,815	236,815	236,815	----
Health Inspections: Swimming Pools	482,690	577,400	577,400	577,400	----
Landlord-Tennant Fees	5,669,814	7,119,750	7,119,750	7,592,500	6.6%
Marriage Licenses	254,550	256,800	276,960	276,960	7.9%
New Home Builder's License	143,865	153,000	147,000	153,000	----
Other Licenses/Permits	209,843	750,660	761,660	760,660	1.3%
Pet Licenses	312,010	420,000	325,000	325,000	-22.6%
Residential Parking Permits	88,653	12,000	97,575	12,000	----
Trader's License	889,366	910,000	910,000	910,000	----
TOTAL LICENSES & PERMITS	10,460,187	13,271,945	13,287,680	13,739,855	3.5%
Charges for Services					
Alternative Community Services	3,665	123,900	0	0	-100.0%
Board of Appeals Fees	177,001	166,064	166,064	166,064	----
Bus Advertising	28,485	0	0	0	----
Care of Federal/State Prisoners	118,980	457,130	480,325	667,580	46.0%
Common Ownership Community Fees	666,861	722,500	722,500	792,500	9.7%
Facility Rental Fees	2,457	11,000	10,500	10,500	-4.5%
Health and Human Services Fees	1,327,510	1,265,497	1,280,811	1,265,497	----
Home Confinement Fees	0	30,000	0	30,000	----
Library Fees	118	19,000	400	400	-97.9%
Motor Pool Charges/Fees	4,699	0	0	0	----
Other Charges/Fees	3,581,975	4,757,741	4,523,466	5,434,090	14.2%
Parking Fees	20,161	195,000	107,442	160,000	-17.9%
Sheriff Fees	359,706	1,200,000	500,000	800,000	-33.3%
Street Tree Planting	268,482	75,000	75,000	75,000	----
Subdivision Plan Review	613,063	225,000	225,000	225,000	----
Substance Abusers Intervention Program (IPSA)	1,650	29,130	0	0	-100.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Tree Canopy	594,000	750,000	750,000	750,000	----
Zoning Fees	79,079	65,000	65,000	65,000	----
TOTAL CHARGES FOR SERVICES	7,847,892	10,091,962	8,906,508	10,441,631	3.5%
Fines & Forfeitures					
Library Fines	26,741	46,000	90,000	90,000	95.7%
Other Fines/Forfeitures	3,317,905	18,385,950	11,378,450	11,377,950	-38.1%
Parking Fines	292,042	650,000	1,044,330	1,044,330	60.7%
Photo Red Light Citations	1,974,894	3,800,000	3,365,000	3,365,000	-11.4%
Speed Camera Citations	11,285,515	14,985,000	11,517,000	13,500,000	-9.9%
TOTAL FINES & FORFEITURES	16,897,097	37,866,950	27,394,780	29,377,280	-22.4%
Intergovernmental					
American Rescue Plan Act	91,950,000	0	0	0	----
Core Health Services Funding	4,982,560	4,809,321	4,842,257	4,842,257	0.7%
EEOC Reimbursement	0	59,200	59,200	32,000	-45.9%
Emergency 911	11,863,570	12,000,000	12,000,000	12,000,000	----
Federal Financial Participation Reimbursements	15,836,925	16,286,044	16,081,840	16,438,044	0.9%
Federal Grants	993,625	0	0	0	----
FEMA Reimbursement	31,002,801	23,735,928	4,181,981	0	-100.0%
Indirect Costs: Grants	1,037,889	750,000	950,000	950,000	26.7%
Medicaid/Medicare Reimbursement	851,591	1,296,401	1,051,925	1,296,401	----
Nursing Home Reimbursement	749,852	713,604	0	0	-100.0%
Other Intergovernmental	7,014,620	5,934,046	6,349,403	6,339,518	6.8%
Social Services State Reimbursement	5,567	0	0	0	----
State Aid: Highway User	8,109,383	7,946,699	8,474,373	8,797,624	10.7%
State Aid: Police Protection	14,415,447	14,324,844	14,324,844	20,484,527	43.0%
State Grants	0	650,000	650,000	650,000	----
State Jury Fee Reimbursement	23,205	482,785	225,000	482,785	----
State Reimbursement: Library Operations	3,458,735	3,509,000	3,509,300	3,632,000	3.5%
State Reimbursement: Library Staff Retirement	1,830,663	2,120,000	2,120,000	2,120,000	----
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	194,126,433	95,611,872	75,814,123	79,059,156	-17.3%
Investment Income					
Investment Income	72,418	(91,200)	61,480	366,980	-502.4%
Miscellaneous					
Conference Center - Net Proceeds	0	1,500,000	0	1,000,000	-33.3%
Conference Center - Rental Income	345,692	319,100	319,100	319,100	----
Loan Payments	37,372	35,000	35,000	35,000	----
Miscellaneous Revenues	6,398,389	6,489,401	6,355,901	5,971,901	-8.0%
Property Rentals	5,290,428	3,900,000	3,900,000	3,900,000	----
Vehicle/Bike Auction Proceeds	1,419,909	1,150,000	1,400,000	1,150,000	----
TOTAL MISCELLANEOUS	13,491,790	13,393,501	12,010,001	12,376,001	-7.6%
TOTAL COUNTY GENERAL FUND	3,769,326,527	3,624,280,724	3,753,605,021	3,817,503,110	5.3%
Special Funds					
Bethesda Urban District					
Taxes					
Property Tax	740,294	778,423	793,270	813,096	4.5%
Charges for Services					
Optional Method Development	241,889	183,975	183,975	183,975	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
TOTAL BETHESDA URBAN DISTRICT	982,183	962,398	977,245	997,071	3.6%
Silver Spring Urban District					
Taxes					
Property Tax	954,044	1,037,864	1,033,015	1,058,586	2.0%
Charges for Services					
Optional Method Development	109,186	120,000	120,000	120,000	----
Miscellaneous					
Miscellaneous Revenues	145	0	0	0	----
TOTAL SILVER SPRING URBAN DISTRICT	1,063,375	1,157,864	1,153,015	1,178,586	1.8%
Wheaton Urban District					
Taxes					
Property Tax	247,050	281,689	286,663	293,914	4.3%
TOTAL WHEATON URBAN DISTRICT	247,050	281,689	286,663	293,914	4.3%
Mass Transit					
Taxes					
Property Tax	153,154,777	111,358,690	112,392,463	187,688,920	68.5%
Licenses & Permits					
Taxi Licensing Fees	39,225	200,000	50,000	80,000	-60.0%
Charges for Services					
Bus Advertising	646,581	900,000	700,000	700,000	-22.2%
Motor Pool Charges/Fees	833,329	0	0	0	----
Other Charges/Fees	2,143,907	2,564,453	2,502,722	2,738,805	6.8%
Parking Fees	754,697	576,000	828,704	828,704	43.9%
Recreation Fees	971	0	965	0	----
Ride On Fare Revenue	9,952	12,175,785	27,154	9,825,033	-19.3%
TOTAL CHARGES FOR SERVICES	4,389,437	16,216,238	4,059,545	14,092,542	-13.1%
Fines & Forfeitures					
Other Fines/Forfeitures	250	0	400	0	----
Parking Fines	291,380	418,800	566,335	566,335	35.2%
TOTAL FINES & FORFEITURES	291,630	418,800	566,735	566,335	35.2%
Intergovernmental					
State Aid: Call N' Ride	379,107	379,107	379,107	379,107	----
State Aid: Damascus Fixed Route	303,733	303,733	303,733	303,733	----
State Aid: Ride On	63,527,124	97,167,934	96,637,845	33,360,000	-65.7%
TOTAL INTERGOVERNMENTAL	64,209,964	97,850,774	97,320,685	34,042,840	-65.2%
Miscellaneous					
Miscellaneous Revenues	186,292	0	2,110	0	----
TOTAL MASS TRANSIT	222,271,325	226,044,502	214,391,538	236,470,637	4.6%
Fire					
Taxes					
Property Tax	246,033,972	255,444,935	257,816,298	236,039,696	-7.6%
Charges for Services					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
EMS Reimbursement-Ambulance Fee	20,479,176	20,000,000	19,800,000	20,000,000	----
Other Charges/Fees	(177)	0	0	0	----
TOTAL CHARGES FOR SERVICES	20,478,999	20,000,000	19,800,000	20,000,000	----
Intergovernmental					
Other Intergovernmental	743,038	198,622	5,347,622	11,013,162	5444.8%
State Fire/Rescue 508 Funds	1,995,269	0	0	0	----
TOTAL INTERGOVERNMENTAL	2,738,307	198,622	5,347,622	11,013,162	5444.8%
Miscellaneous					
Miscellaneous Revenues	616,699	244,882	244,882	244,882	----
TOTAL FIRE	269,867,977	275,888,439	283,208,802	267,297,740	-3.1%
Recreation					
Taxes					
Property Tax	47,070,414	48,298,521	48,742,128	54,343,542	12.5%
Charges for Services					
Facility Rental Fees	(5,305)	120,000	120,000	120,000	----
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	----
Recreation Fees	2,082,888	1,450,000	3,000,000	5,800,000	300.0%
TOTAL CHARGES FOR SERVICES	2,077,583	770,000	2,320,000	5,120,000	564.9%
Miscellaneous					
Miscellaneous Revenues	63,158	129,597	129,597	129,597	----
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	----
TOTAL MISCELLANEOUS	63,158	174,829	174,829	174,829	----
TOTAL RECREATION	49,211,155	49,243,350	51,236,957	59,638,371	21.1%
Economic Development Fund					
Investment Income					
Investment Income	38,508	55,000	55,000	55,000	----
Miscellaneous					
Loan Payments	578,068	375,000	131,320	375,000	----
TOTAL ECONOMIC DEVELOPMENT FUND	616,576	430,000	186,320	430,000	----
Revenue Stabilization					
Investment Income					
Investment Income	560,120	133,390	496,140	2,961,490	2120.2%
TOTAL REVENUE STABILIZATION	560,120	133,390	496,140	2,961,490	2120.2%
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,314,146,288	4,178,422,356	4,305,541,701	4,386,770,919	5.0%
DEBT SERVICE					
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	2,184,730	1,652,930	732,660	243,350	-85.3%
Premium on General Obligation Bonds	1,832,030	3,523,676	3,523,676	3,462,510	-1.7%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
TOTAL INTERGOVERNMENTAL	4,016,760	5,176,606	4,256,336	3,705,860	-28.4%
Miscellaneous					
Miscellaneous Revenues	540,638	0	0	0	----
TOTAL DEBT SERVICE	4,557,398	5,176,606	4,256,336	3,705,860	-28.4%
TOTAL DEBT SERVICE	4,557,398	5,176,606	4,256,336	3,705,860	-28.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	3,850,000	2,250,000	2,259,933	1,259,933	-44.0%
Intergovernmental					
Basic State Aid	388,035,631	384,201,699	384,201,699	424,688,660	10.5%
Compensatory Education	0	0	0	133,783,552	----
Federal Revenues	120,000	100,000	100,000	100,000	----
Foster Care/Miscellaneous	180,000	180,000	180,000	180,000	----
GCEI - Geographic Cost of Education Index	39,976,914	39,382,053	39,382,053	42,290,391	7.4%
Kirwan Commission	11,472,106	31,311,408	31,301,475	30,186,595	-3.6%
Students With Disabilities	66,828,474	63,420,239	63,420,239	77,447,408	22.1%
Thornton Legislation	230,529,919	210,952,720	210,952,720	94,674,168	-55.1%
Transportation	47,626,347	42,164,380	42,164,380	50,978,010	20.9%
TOTAL INTERGOVERNMENTAL	784,769,391	771,712,499	771,702,566	854,328,784	10.7%
TOTAL CURRENT FUND MCPS	788,619,391	773,962,499	773,962,499	855,588,717	10.5%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	788,619,391	773,962,499	773,962,499	855,588,717	10.5%
MONTGOMERY COLLEGE					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	2,702,512	1,790,467	2,429,297	2,280,208	27.4%
Tuition and Fees: Current Fund	68,900,092	68,016,270	57,576,849	56,126,488	-17.5%
TOTAL CHARGES FOR SERVICES	71,602,604	69,806,737	60,006,146	58,406,696	-16.3%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	365,785	300,000	390,943	300,000	----
State Aid	36,758,702	42,720,779	42,720,779	55,636,320	30.2%
TOTAL INTERGOVERNMENTAL	37,124,487	43,020,779	43,111,722	55,936,320	30.0%
Investment Income					
Current Fund: Interest	14,550	250,000	19,819	250,000	----
Miscellaneous					
Current Fund: Other Revenue	1,873,140	1,236,949	728,114	1,256,949	1.6%
Current Fund: Performing Arts Center	0	115,000	0	115,000	----
TOTAL MISCELLANEOUS	1,873,140	1,351,949	728,114	1,371,949	1.5%
TOTAL CURRENT FUND MC	110,614,781	114,429,465	103,865,801	115,964,965	1.3%
Special Funds					
Emergency Repair Fund					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Investment Income					
EPMRF: Investment Income Non-Pooled	279	10,000	0	10,000	----
TOTAL EMERGENCY REPAIR FUND	279	10,000	0	10,000	----
TOTAL MONTGOMERY COLLEGE	110,615,060	114,439,465	103,865,801	115,974,965	1.3%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	31,696,373	31,996,604	32,289,038	35,746,227	11.7%
Charges for Services					
User Fees	250,274	204,700	204,700	204,700	----
Intergovernmental					
Intergovernmental	506,481	415,600	415,600	428,100	3.0%
Investment Income					
Investment Income	8,285	100,000	100,000	10,000	-90.0%
Miscellaneous					
Miscellaneous	(2,639)	0	0	0	----
TOTAL ADMINISTRATION FUND	32,458,774	32,716,904	33,009,338	36,389,027	11.2%
Park Fund					
Taxes					
Property Tax	108,032,360	102,242,019	103,176,465	115,604,819	13.1%
Charges for Services					
Facility User Fees	2,105,612	3,240,547	3,240,547	3,163,663	-2.4%
Intergovernmental					
Intergovernmental	4,155,244	3,665,414	3,665,414	3,897,355	6.3%
Investment Income					
Investment Income	(67,202)	25,000	100,000	5,000	-80.0%
Investment Income: CIP	7,816	40,000	25,000	10,000	-75.0%
TOTAL INVESTMENT INCOME	(59,386)	65,000	125,000	15,000	-76.9%
Miscellaneous					
Miscellaneous	43,548	75,000	75,000	55,500	-26.0%
TOTAL PARK FUND	114,277,378	109,287,980	110,282,426	122,736,337	12.3%
ALA Debt Service Fund					
Taxes					
Property Tax	2,085,302	2,125,166	2,144,894	2,197,763	3.4%
TOTAL ALA DEBT SERVICE FUND	2,085,302	2,125,166	2,144,894	2,197,763	3.4%
TOTAL M-NCPPC	148,821,454	144,130,050	145,436,658	161,323,127	11.9%
TOTAL TAX SUPPORTED	5,366,759,591	5,216,130,976	5,333,062,995	5,523,363,588	5.9%
NON-TAX SUPPORTED					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Detention Center Non-Tax					
Investment Income					
Investment Income	790	0	700	4,180	----
Miscellaneous					
Canteen Profits	274,745	245,065	245,065	245,065	----
TOTAL DETENTION CENTER NON-TAX	275,535	245,065	245,765	249,245	1.7%
Grant Fund					
Charges for Services					
Other Charges/Fees	318,234	345,228	345,228	462,574	34.0%
Intergovernmental					
American Rescue Plan Act	0	34,346,726	34,346,726	28,500,000	-17.0%
Federal Grants	204,785,405	42,074,394	42,074,394	44,668,394	6.2%
HB669 Social Services State Reimbursement	39,977,881	40,031,523	40,031,523	41,271,837	3.1%
Other Intergovernmental	0	280,677	280,677	281,734	0.4%
State Grants	43,457,246	44,180,645	44,180,645	47,646,940	7.8%
TOTAL INTERGOVERNMENTAL	288,220,532	160,913,965	160,913,965	162,368,905	0.9%
Investment Income					
Investment Income	139,808	0	0	0	----
Miscellaneous					
Loan Payments	3,551,168	2,000,000	2,000,000	2,000,000	----
Miscellaneous Revenues	1,180,319	0	0	0	----
TOTAL MISCELLANEOUS	4,731,487	2,000,000	2,000,000	2,000,000	----
TOTAL GRANT FUND	293,410,061	163,259,193	163,259,193	164,831,479	1.0%
Cable TV					
Charges for Services					
Franchise Fees	14,667,465	13,767,962	14,783,280	14,358,470	4.3%
PEG Capital Revenue	5,393,495	5,253,586	5,398,706	5,302,621	0.9%
PEG Operating Revenue	3,376,575	3,444,164	3,471,262	3,312,461	-3.8%
Tower Application Fees	142,500	250,000	225,000	250,000	----
TOTAL CHARGES FOR SERVICES	23,580,035	22,715,712	23,878,248	23,223,552	2.2%
Investment Income					
Investment Income	14,518	153,000	12,860	76,760	-49.8%
Miscellaneous					
Miscellaneous Revenues	75,223	0	0	1,000,000	----
TOTAL CABLE TV	23,669,776	22,868,712	23,891,108	24,300,312	6.3%
Water Quality Protection					
Taxes					
Bag Tax	2,754,404	2,500,000	2,500,000	2,500,000	----
Water Quality Protection Charge	39,974,205	41,137,400	41,137,400	43,414,720	5.5%
TOTAL TAXES	42,728,609	43,637,400	43,637,400	45,914,720	5.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Charges for Services					
Other Charges/Fees	360,652	47,500	162,979	47,500	----
Investment Income					
Investment Income	51,440	300,000	300,000	500,000	66.7%
TOTAL WATER QUALITY PROTECTION	43,140,701	43,984,900	44,100,379	46,462,220	5.6%
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	3,716,462	8,100,000	8,100,000	8,100,000	----
Investment Income					
Investment Income	589	0	520	3,100	----
TOTAL RECREATION NON-TAX SUPPORTED	3,717,051	8,100,000	8,100,520	8,103,100	----
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	0	100,000	100,000	100,000	----
Recordation Tax	16,313,395	14,753,187	19,825,844	19,510,377	32.2%
TOTAL TAXES	16,313,395	14,853,187	19,925,844	19,610,377	32.0%
Charges for Services					
Asset Management Fee	77,540	70,200	70,200	70,200	----
Investment Income					
Investment Income	1,461,522	1,000,000	578,620	3,453,280	245.3%
Miscellaneous					
Commitment Fee	0	200,000	200,000	200,000	----
HOC Contributions	0	1,770,833	1,770,833	2,500,000	41.2%
Land Sale Proceeds	0	6,797,750	6,797,750	1,500,000	-77.9%
Loan Payments	12,840,059	3,100,000	3,300,000	3,300,000	6.5%
Miscellaneous Revenues	3,473,978	75,006	75,006	75,006	----
MPDU Alternative Payments	0	360,000	360,000	360,000	----
MPDU Revenues	2,492,079	1,970,000	1,970,000	1,970,000	----
Other Financing Sources	9,034	49,650	49,650	47,230	-4.9%
TOTAL MISCELLANEOUS	18,815,150	14,323,239	14,523,239	9,952,236	-30.5%
TOTAL MONTGOMERY HOUSING INITIATIVE	36,667,607	30,246,626	35,097,903	33,086,093	9.4%
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	4,149,548	8,521,854	7,540,700	11,435,470	34.2%
Investment Income					
Investment Income	8,748	0	1,152	46,260	----
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	4,158,296	8,521,854	7,541,852	11,481,730	34.7%
Bethesda Parking					
Taxes					
Property Tax	(8,208)	0	0	0	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Charges for Services					
Parking Fees	7,122,217	12,734,065	10,921,136	16,699,827	31.1%
Fines & Forfeitures					
Parking Fines	1,744,822	2,762,500	3,027,897	3,087,500	11.8%
Investment Income					
Investment Income	14,360	6,870	12,720	75,930	1005.2%
Miscellaneous					
Miscellaneous Revenues	118,124	284,120	298,661	6,615,120	2228.3%
Property Rentals	363,065	75,000	75,000	75,000	----
TOTAL MISCELLANEOUS	481,189	359,120	373,661	6,690,120	1762.9%
TOTAL BETHESDA PARKING	9,354,380	15,862,555	14,335,414	26,553,377	67.4%
Silver Spring Parking					
Taxes					
Property Tax	(5,997)	0	0	0	----
Charges for Services					
Parking Fees	4,803,366	10,561,331	8,158,980	13,743,892	30.1%
Fines & Forfeitures					
Parking Fines	959,199	1,613,036	1,882,995	1,808,036	12.1%
Investment Income					
Investment Income	13,983	6,140	12,390	73,960	1104.6%
Miscellaneous					
Miscellaneous Revenues	(5,339)	20,000	41,836	20,000	----
Property Rentals	42,675	0	0	0	----
TOTAL MISCELLANEOUS	37,336	20,000	41,836	20,000	----
TOTAL SILVER SPRING PARKING	5,807,887	12,200,507	10,096,201	15,645,888	28.2%
Wheaton Parking					
Taxes					
Property Tax	81	0	0	0	----
Charges for Services					
Parking Fees	877,549	1,254,220	1,446,597	1,876,250	49.6%
Fines & Forfeitures					
Parking Fines	216,005	404,600	320,238	452,200	11.8%
Investment Income					
Investment Income	921	280	820	4,890	1646.4%
Miscellaneous					
Miscellaneous Revenues	(3,416)	0	128	0	----
TOTAL WHEATON PARKING	1,091,140	1,659,100	1,767,783	2,333,340	40.6%
Permitting Services					
Licenses & Permits					
Building Permits	25,483,337	19,826,070	29,481,879	28,742,198	45.0%
Electrical Permits and Licenses	4,444,302	3,654,000	5,261,171	5,130,914	40.4%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Fire Code Enforcement Permits	2,466,710	2,588,286	2,543,458	3,101,062	19.8%
Grading/Storm Drains/Paving/Driveway Permits	3,664,235	3,045,000	4,343,582	3,431,353	12.7%
Mechanical Construction Permit	1,765,784	1,452,900	1,943,726	1,829,425	25.9%
Occupancy Permits	664,202	522,000	556,377	583,903	11.9%
Other Licenses/Permits	209,690	441,825	364,184	300,225	-32.0%
Sediment Control Permits	2,350,421	2,698,105	3,541,630	3,083,491	14.3%
Sign Permits	201,570	226,635	283,980	237,701	4.9%
Special Exception Fee	189,696	210,605	210,605	206,228	-2.1%
Stormwater Mgmt and Water Quality Plan Fee	279,049	251,268	212,385	270,483	7.6%
Well and Septic	408,224	238,648	368,632	415,414	74.1%
TOTAL LICENSES & PERMITS	42,127,220	35,155,342	49,111,609	47,332,397	34.6%
Charges for Services					
Automation Enhancement Fee	1,196	0	0	0	----
Information Requests	0	95,700	165,347	165,558	73.0%
Other Charges/Fees	1,288,636	1,218,000	1,315,997	870,994	-28.5%
TOTAL CHARGES FOR SERVICES	1,289,832	1,313,700	1,481,344	1,036,552	-21.1%
Fines & Forfeitures					
Other Fines/Forfeitures	55,486	78,300	56,350	40,264	-48.6%
Investment Income					
Investment Income	54,538	408,000	48,310	288,370	-29.3%
Miscellaneous					
Miscellaneous Revenues	368,536	0	0	0	----
TOTAL PERMITTING SERVICES	43,895,612	36,955,342	50,697,613	48,697,583	31.8%
Solid Waste Collection					
Charges for Services					
Systems Benefit Charge	9,886,990	10,851,750	10,786,464	11,890,756	9.6%
Investment Income					
Investment Income	4,682	70,610	4,150	24,770	-64.9%
Miscellaneous					
Miscellaneous Revenues	23,173	0	15,000	0	----
TOTAL SOLID WASTE COLLECTION	9,914,845	10,922,360	10,805,614	11,915,526	9.1%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	10,597	9,435	10,111	10,111	7.2%
Charges for Services					
Other Charges/Fees	219,999	224,466	209,242	209,242	-6.8%
Sale of Recycled Materials	5,143,886	4,412,404	5,477,987	4,961,166	12.4%
Solid Waste Disposal Fees/Operating Revenues	37,075,106	29,363,397	41,318,240	30,497,324	3.9%
Systems Benefit Charge	60,113,506	77,985,100	67,381,319	89,050,632	14.2%
TOTAL CHARGES FOR SERVICES	102,552,497	111,985,367	114,386,788	124,718,364	11.4%
Fines & Forfeitures					
Other Fines/Forfeitures	21,550	43,440	30,090	30,090	-30.7%
Investment Income					
Investment Income	112,092	1,229,230	99,290	592,670	-51.8%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Miscellaneous					
Miscellaneous Revenues	1,464,812	221,778	1,841,432	55,000	-75.2%
Property Rentals	10,198	16,558	10,198	10,198	-38.4%
TOTAL MISCELLANEOUS	1,475,010	238,336	1,851,630	65,198	-72.6%
TOTAL SOLID WASTE DISPOSAL	104,171,746	113,505,808	116,377,909	125,416,433	10.5%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	8,601,045	8,600,551	8,887,327	8,739,229	1.6%
Other Charges/Fees	20,345	0	0	0	----
Systems Benefit Charge	14	0	0	0	----
TOTAL CHARGES FOR SERVICES	8,621,404	8,600,551	8,887,327	8,739,229	1.6%
Investment Income					
Investment Income	3,966	1,630	3,510	20,950	1185.3%
TOTAL LEAF VACUUMING	8,625,370	8,602,181	8,890,837	8,760,179	1.8%
Liquor					
Taxes					
Bag Tax	6,687	0	0	0	----
Licenses & Permits					
Liquor Licenses	137,820	1,206,955	1,206,955	1,206,955	----
Other Licenses/Permits	61,801	117,600	117,600	117,600	----
TOTAL LICENSES & PERMITS	199,621	1,324,555	1,324,555	1,324,555	----
Charges for Services					
Other Charges/Fees	716	23,887	23,887	23,887	----
Fines & Forfeitures					
Other Fines/Forfeitures	52,834	63,383	63,383	63,383	----
Investment Income					
Investment Income	14,379	91,900	11,790	70,380	-23.4%
Miscellaneous					
Liquor Sales	95,978,072	99,717,348	97,109,283	99,051,469	-0.7%
Miscellaneous Revenues	1,006,842	0	0	0	----
TOTAL MISCELLANEOUS	96,984,914	99,717,348	97,109,283	99,051,469	-0.7%
TOTAL LIQUOR	97,259,151	101,221,073	98,532,898	100,533,674	-0.7%
TOTAL MONTGOMERY COUNTY GOVERNMENT	685,159,158	578,155,276	593,740,989	628,370,179	8.7%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	83,686,189	83,878,035	83,878,035	88,251,003	5.2%
Private Grants	10,031,204	10,031,204	10,031,204	10,031,204	----
State Grants	16,733,743	50,630,226	50,630,226	9,509,173	-81.2%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
TOTAL INTERGOVERNMENTAL	110,451,136	144,539,465	144,539,465	107,791,380	-25.4%
TOTAL GRANT FUND MCPS	110,451,136	144,539,465	144,539,465	107,791,380	-25.4%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	998,957	17,956,048	17,956,048	19,467,167	8.4%
Intergovernmental					
Federal Food	33,499,711	41,982,540	41,982,540	41,982,540	----
State Food	2,142,048	1,961,392	1,961,392	1,961,392	----
TOTAL INTERGOVERNMENTAL	35,641,759	43,943,932	43,943,932	43,943,932	----
Miscellaneous					
Miscellaneous: Investment Income	16,996	0	0	0	----
TOTAL FOOD SERVICE FUND	36,657,712	61,899,980	61,899,980	63,411,099	2.4%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	4,566,198	4,957,216	4,957,216	4,957,216	----
TOTAL REAL ESTATE FUND	4,566,198	4,957,216	4,957,216	4,957,216	----
Field Trip Fund					
Charges for Services					
Field Trip Fees	423	3,074,182	3,074,182	3,074,182	----
TOTAL FIELD TRIP FUND	423	3,074,182	3,074,182	3,074,182	----
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	698,764	2,446,838	2,446,838	2,446,838	----
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	698,764	2,446,838	2,446,838	2,446,838	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	152,374,233	216,917,681	216,917,681	181,680,715	-16.2%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	18,855,081	17,355,000	23,164,000	16,324,000	-5.9%
TOTAL GRANT FUND MC	18,855,081	17,355,000	23,164,000	16,324,000	-5.9%
Endowment Fund					
Miscellaneous					
Interest	257	11,500	300	1,000	-91.3%
TOTAL ENDOWMENT FUND	257	11,500	300	1,000	-91.3%
Enterprise Funds					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	6,322,905	8,874,000	6,182,418	8,851,352	-0.3%
Intergovernmental					
State Aid	8,495,417	9,785,670	9,785,670	10,422,839	6.5%
Miscellaneous					
Other Revenues: Interest	1,655	50,000	10,000	0	-100.0%
Other Revenues; Miscellaneous	27,520	0	0	50,000	----
TOTAL MISCELLANEOUS	29,175	50,000	10,000	50,000	----
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	14,847,497	18,709,670	15,978,088	19,324,191	3.3%
Auxiliary Fund					
Charges for Services					
Sales	221,610	916,220	321,575	914,220	-0.2%
Miscellaneous					
Auxiliary Fund: Interest Income	573	21,000	150	10,500	-50.0%
Other Revenues: Miscellaneous	15,499	631,550	508,073	431,550	-31.7%
TOTAL MISCELLANEOUS	16,072	652,550	508,223	442,050	-32.3%
TOTAL AUXILIARY FUND	237,682	1,568,770	829,798	1,356,270	-13.5%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	109	0	0	0	----
TOTAL CABLE TELEVISION FUND	109	0	0	0	----
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	3,206,241	3,025,890	2,675,838	2,553,789	-15.6%
Investment Income					
Interest Income	5,124	25,000	2,000	5,000	-80.0%
TOTAL MAJOR FACILITIES RESERVE FUND	3,211,365	3,050,890	2,677,838	2,558,789	-16.1%
Transportation Fund					
Charges for Services					
Student Fees	3,417,869	3,350,380	2,675,569	2,853,789	-14.8%
Investment Income					
Interest	0	75,000	0	0	-100.0%
Miscellaneous					
Miscellaneous Other	4,093	100,000	290,225	165,000	65.0%
TOTAL TRANSPORTATION FUND	3,421,962	3,525,380	2,965,794	3,018,789	-14.4%
TOTAL MONTGOMERY COLLEGE	40,573,953	44,221,210	45,615,818	42,583,039	-3.7%
M-NCPPC					
Special Funds					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Grant Fund MNCPPC					
Intergovernmental					
Administration Fund Grants	2,715	150,000	150,000	150,000	----
Park Fund Grants	138,094	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	140,809	550,000	550,000	550,000	----
TOTAL GRANT FUND MNCPPC	140,809	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	2,904,040	3,160,920	2,905,339	3,244,989	2.7%
Intergovernmental					
Intergovernmental	127,596	205,850	304,000	229,960	11.7%
Investment Income					
Investment Income	4,497	28,000	3,707	3,400	-87.9%
Miscellaneous					
Miscellaneous	205,253	268,500	265,678	325,407	21.2%
TOTAL SPECIAL REVENUE FUNDS	3,241,386	3,663,270	3,478,724	3,803,756	3.8%
Enterprise Fund					
Charges for Services					
Fees and Charges	4,672,559	7,016,889	6,451,931	7,165,394	2.1%
Merchandise Sales	334,316	885,700	672,400	870,750	-1.7%
Rentals	1,671,549	3,612,014	3,403,065	3,692,046	2.2%
TOTAL CHARGES FOR SERVICES	6,678,424	11,514,603	10,527,396	11,728,190	1.9%
Intergovernmental					
Intergovernmental	175,470	0	0	0	----
Miscellaneous					
Miscellaneous	25,203	773,461	800,566	800,496	3.5%
Non-Operating Revenues/Interest	13,303	300,000	14,000	15,000	-95.0%
TOTAL MISCELLANEOUS	38,506	1,073,461	814,566	815,496	-24.0%
TOTAL ENTERPRISE FUND	6,892,400	12,588,064	11,341,962	12,543,686	-0.4%
Prop Mgmt MNCPPC					
Charges for Services					
Rental Income	1,502,908	1,647,600	1,647,600	1,736,800	5.4%
Intergovernmental					
Other Intergovernmental	125	0	0	0	----
Investment Income					
Investment Income	743	8,000	10,000	1,000	-87.5%
TOTAL PROP MGMT MNCPPC	1,503,776	1,655,600	1,657,600	1,737,800	5.0%
TOTAL M-NCPPC	11,778,371	18,456,934	17,028,286	18,635,242	1.0%
TOTAL NON-TAX SUPPORTED	889,885,715	857,751,101	873,302,774	871,269,175	1.6%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,256,645,306	6,073,882,077	6,206,365,769	6,394,632,763	5.3%

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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 FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,679	5,742	5,742	5,929	3.3%
Part-Time Positions	789	792	792	785	-0.9%
FTEs	5,870.61	5,923.82	5,923.82	6,129.57	3.5%
Montgomery County Government Special Funds					
Full-Time Positions	2,387	2,404	2,404	2,446	1.7%
Part-Time Positions	28	28	28	35	25.0%
FTEs	2,762.11	2,785.06	2,785.06	2,876.20	3.3%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22,257.28	22,399.34	22,399.34	22,585.90	0.8%
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	1,813.85	0.6%
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	946.09	957.90	957.90	969.68	1.2%
Total Full-Time Positions	8,066	8,146	8,146	8,375	2.8%
Total Part-Time Positions	817	820	820	820	----
Total FTEs	33,639.44	33,869.47	33,869.47	34,375.20	1.5%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	717	738	738	736	-0.3%
Part-Time Positions	149	133	133	129	-3.0%
FTEs	910.79	912.59	912.59	901.47	-1.2%
Montgomery County Government Internal Service Funds					
Full-Time Positions	253	252	252	251	-0.4%
Part-Time Positions	0	0	0	0	----
FTEs	301.89	301.89	301.89	303.29	0.5%
Montgomery County Government Special Funds					
Full-Time Positions	697	701	701	719	2.6%
Part-Time Positions	33	33	33	33	----
FTEs	673.51	690.98	690.98	690.83	----
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 FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
FTEs	648.57	648.57	648.57	644.45	-0.6%
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	570.94	588.70	588.70	746.15	26.7%
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	165.85	165.35	165.35	164.70	-0.4%
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	1,667	1,691	1,691	1,706	0.9%
Total Part-Time Positions	182	166	166	162	-2.4%
Total FTEs	3,379.05	3,415.58	3,415.58	3,558.39	4.2%

SUMMARY

Total Full-Time Positions	9,733	9,837	9,837	10,081	2.5%
Total Part-Time Positions	999	986	986	982	-0.4%
Total FTEs	37,018.49	37,285.05	37,285.05	37,933.59	1.7%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%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	32	10.3%
Part-Time Positions	2	2	2	2	----
FTEs	56.35	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	119	123	123	123	----
Part-Time Positions	5	5	5	5	----
FTEs	121.50	125.50	125.50	125.50	----
Community Engagement Cluster					
Full-Time Positions	24	32	32	38	18.8%
Part-Time Positions	12	20	20	20	----
FTEs	30.00	41.75	41.75	47.75	14.4%
County Attorney					
Full-Time Positions	76	77	77	79	2.6%
Part-Time Positions	1	1	1	1	----
FTEs	41.20	41.70	41.70	42.80	2.6%
County Council					
Full-Time Positions	96	94	94	127	35.1%
Part-Time Positions	7	9	9	2	-77.8%
FTEs	87.43	87.83	87.83	110.05	25.3%
County Executive					
Full-Time Positions	36	35	35	43	22.9%
Part-Time Positions	6	6	6	6	----
FTEs	33.70	32.70	32.70	36.78	12.5%
Ethics Commission					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	2.00	2.00	2.00	2.00	----
Finance					
Full-Time Positions	130	126	126	126	----
Part-Time Positions	0	0	0	0	----
FTEs	130.04	132.04	132.04	132.29	0.2%
Fleet Management Services					
Full-Time Positions	208	207	207	206	-0.5%
Part-Time Positions	0	0	0	0	----
FTEs	211.10	211.10	211.10	211.10	----
General Services					
Full-Time Positions	232	234	234	235	0.4%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Part-Time Positions	1	1	1	1	----
FTEs	169.30	169.30	169.30	169.63	0.2%
Grants Management					
Full-Time Positions	0	0	0	3	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	3.00	----
Human Resources					
Full-Time Positions	61	65	65	76	16.9%
Part-Time Positions	2	2	2	2	----
FTEs	63.65	67.65	67.65	78.50	16.0%
Human Rights					
Full-Time Positions	9	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	9.60	11.60	11.60	11.60	----
Inspector General					
Full-Time Positions	11	13	13	17	30.8%
Part-Time Positions	0	0	0	0	----
FTEs	12.00	14.00	14.00	17.00	21.4%
Intergovernmental Relations					
Full-Time Positions	5	5	5	5	----
Part-Time Positions	0	0	0	1	----
FTEs	5.30	5.30	5.30	5.30	----
Labor Relations					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	8.00	8.00	8.00	8.00	----
Legislative Oversight					
Full-Time Positions	13	14	14	14	----
Part-Time Positions	0	0	0	0	----
FTEs	12.67	13.67	13.67	13.85	1.3%
Management and Budget					
Full-Time Positions	41	41	41	43	4.9%
Part-Time Positions	1	1	1	1	----
FTEs	41.25	41.25	41.25	43.25	4.8%
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	----
Peoples' Counsel					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
Procurement					
Full-Time Positions	38	38	38	38	----
Part-Time Positions	2	2	2	2	----
FTEs	37.90	37.90	37.90	37.90	----
Public Information					
Full-Time Positions	70	71	71	79	11.3%
Part-Time Positions	1	1	1	1	----
FTEs	52.70	53.70	53.70	63.90	19.0%
Racial Equity and Social Justice					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Full-Time Positions	2	6	6	7	16.7%
Part-Time Positions	0	0	0	1	----
FTEs	2.00	6.00	6.00	7.50	25.0%
State's Attorney					
Full-Time Positions	148	148	148	151	2.0%
Part-Time Positions	9	9	9	8	-11.1%
FTEs	153.85	153.85	153.85	156.25	1.6%
Technology and Enterprise Business Solutions					
Full-Time Positions	167	168	168	167	-0.6%
Part-Time Positions	2	2	2	2	----
FTEs	165.25	166.25	166.25	168.25	1.2%
Urban Districts					
Full-Time Positions	61	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	58.70	58.70	58.70	60.70	3.4%
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	1,593	1,615	1,615	1,700	5.3%
Total Part-Time Positions	54	64	64	58	-9.4%
Total FTEs	1,514.49	1,547.14	1,547.14	1,620.25	4.7%
Public Safety					
Animal Services					
Full-Time Positions	74	74	74	76	2.7%
Part-Time Positions	0	0	0	0	----
FTEs	75.00	75.00	75.00	77.00	2.7%
Consumer Protection					
Full-Time Positions	17	19	19	19	----
Part-Time Positions	1	0	0	0	----
FTEs	16.60	18.00	18.00	18.00	----
Correction and Rehabilitation					
Full-Time Positions	539	534	534	535	0.2%
Part-Time Positions	0	0	0	0	----
FTEs	541.57	541.57	541.57	544.57	0.6%
Emergency Management and Homeland Security					
Full-Time Positions	15	17	17	18	5.9%
Part-Time Positions	1	1	1	1	----
FTEs	16.30	18.30	18.30	19.30	5.5%
Fire and Rescue Service					
Full-Time Positions	1,318	1,332	1,332	1,350	1.4%
Part-Time Positions	0	0	0	1	----
FTEs	1,319.26	1,333.26	1,333.26	1,352.01	1.4%
Police					
Full-Time Positions	1,832	1,803	1,803	1,825	1.2%
Part-Time Positions	206	205	205	207	1.0%
FTEs	1,898.86	1,869.36	1,869.36	1,891.96	1.2%
Sheriff					
Full-Time Positions	190	190	190	189	-0.5%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Part-Time Positions	5	5	5	5	----
FTEs	192.80	192.80	192.80	191.76	-0.5%
Total Full-Time Positions	3,985	3,969	3,969	4,012	1.1%
Total Part-Time Positions	213	211	211	214	1.4%
Total FTEs	4,060.39	4,048.29	4,048.29	4,094.60	1.1%
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	48.73	0.4%
Transit Services					
Full-Time Positions	878	878	878	869	-1.0%
Part-Time Positions	16	16	16	32	100.0%
FTEs	908.87	908.87	908.87	910.61	0.2%
Transportation					
Full-Time Positions	457	457	457	460	0.7%
Part-Time Positions	7	7	7	4	-42.9%
FTEs	285.80	284.30	284.30	286.09	0.6%
Total Full-Time Positions	1,388	1,388	1,388	1,382	-0.4%
Total Part-Time Positions	23	23	23	36	56.5%
Total FTEs	1,243.20	1,241.70	1,241.70	1,245.43	0.3%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,477	1,547	1,547	1,607	3.9%
Part-Time Positions	336	333	333	335	0.6%
FTEs	1,714.49	1,770.62	1,770.62	1,840.66	4.0%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	30	30	30	29	-3.3%
Part-Time Positions	1	1	1	1	----
FTEs	31.27	31.27	31.27	30.27	-3.2%
Public Libraries					
Full-Time Positions	233	234	234	233	-0.4%
Part-Time Positions	209	208	208	207	-0.5%
FTEs	404.51	404.06	404.06	403.60	-0.1%
Recreation					
Full-Time Positions	148	148	148	181	22.3%
Part-Time Positions	11	11	11	1	-90.9%
FTEs	493.09	499.04	499.04	569.39	14.1%
Total Full-Time Positions	411	412	412	443	7.5%
Total Part-Time Positions	221	220	220	209	-5.0%
Total FTEs	928.87	934.37	934.37	1,003.26	7.4%
Community Development and Housing					
Agriculture					
Full-Time Positions	8	8	8	10	25.0%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	5.15	24.1%
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	107	107	110	2.8%
Part-Time Positions	1	0	0	0	----
FTEs	100.70	101.20	101.20	104.20	3.0%
Permitting Services					
Full-Time Positions	239	240	240	243	1.3%
Part-Time Positions	2	0	0	0	----
FTEs	245.90	245.90	245.90	249.03	1.3%
Total Full-Time Positions	353	355	355	363	2.3%
Total Part-Time Positions	4	1	1	1	----
Total FTEs	351.75	352.25	352.25	359.38	2.0%
Environment					
Environmental Protection					
Full-Time Positions	92	97	97	121	24.7%
Part-Time Positions	1	1	1	1	----
FTEs	108.40	109.90	109.90	122.48	11.4%
Recycling and Resource Management					
Full-Time Positions	83	83	83	77	-7.2%
Part-Time Positions	2	2	2	1	-50.0%
FTEs	111.56	112.06	112.06	113.61	1.4%
Total Full-Time Positions	175	180	180	198	10.0%
Total Part-Time Positions	3	3	3	2	-33.3%
Total FTEs	219.96	221.96	221.96	236.09	6.4%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	312	332	332	334	0.6%
Part-Time Positions	144	130	130	127	-2.3%
FTEs	442.50	443.80	443.80	428.80	-3.4%
Cable Television Communications Plan					
Full-Time Positions	18	18	18	19	5.6%
Part-Time Positions	0	0	0	0	----
FTEs	30.75	30.75	30.75	29.55	-3.9%
Non-Departmental Accounts					
Full-Time Positions	21	21	21	23	9.5%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	12.51	23.46	23.46	43.34	84.7%
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	351	371	371	376	1.3%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Total Part-Time Positions	145	131	131	127	-3.1%
Total FTEs	485.76	498.01	498.01	501.69	0.7%
Total Full-Time Positions	9,733	9,837	9,837	10,081	2.5%
Total Part-Time Positions	999	986	986	982	-0.4%
Total FTEs	10,518.91	10,614.34	10,614.34	10,901.36	2.7%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	23,476.79	23,636.61	23,636.61	23,976.50	1.4%
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	1,921.35	0.5%
M-NCPPC					
Maryland-National Capital Park and Planning Commission					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,111.94	1,123.25	1,123.25	1,134.38	1.0%
SUMMARY					
Total Full-Time Positions	9,733	9,837	9,837	10,081	2.5%
Total Part-Time Positions	999	986	986	982	-0.4%
Total FTEs	37,018.49	37,285.05	37,285.05	37,933.59	1.7%

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Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% 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	32	10.3%
Part-Time Positions	2	2	2	2	----
FTEs	56.35	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	95	95	95	99	4.2%
Part-Time Positions	4	4	4	4	----
FTEs	99.38	97.29	97.29	101.23	4.0%
Community Engagement Cluster					
Full-Time Positions	23	31	31	37	19.4%
Part-Time Positions	12	20	20	20	----
FTEs	29.35	41.10	41.10	47.27	15.0%
County Attorney					
Full-Time Positions	76	77	77	79	2.6%
Part-Time Positions	1	1	1	1	----
FTEs	41.20	41.70	41.70	42.80	2.6%
County Council					
Full-Time Positions	96	94	94	127	35.1%
Part-Time Positions	7	9	9	2	-77.8%
FTEs	87.43	87.83	87.83	110.05	25.3%
County Executive					
Full-Time Positions	36	35	35	43	22.9%
Part-Time Positions	6	6	6	6	----
FTEs	33.70	32.70	32.70	36.78	12.5%
Ethics Commission					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	2.00	2.00	2.00	2.00	----
Finance					
Full-Time Positions	119	115	115	115	----
Part-Time Positions	0	0	0	0	----
FTEs	97.67	99.67	99.67	99.92	0.3%
General Services					
Full-Time Positions	198	200	200	201	0.5%
Part-Time Positions	1	1	1	1	----
FTEs	134.73	134.73	134.73	135.06	0.2%
Grants Management					
Full-Time Positions	0	0	0	3	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	3.00	----
Human Resources					
Full-Time Positions	61	65	65	76	16.9%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Part-Time Positions	2	2	2	2	----
FTEs	39.80	43.80	43.80	53.25	21.6%
Human Rights					
Full-Time Positions	9	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	9.60	11.60	11.60	11.60	----
Inspector General					
Full-Time Positions	11	13	13	17	30.8%
Part-Time Positions	0	0	0	0	----
FTEs	12.00	14.00	14.00	17.00	21.4%
Intergovernmental Relations					
Full-Time Positions	5	5	5	5	----
Part-Time Positions	0	0	0	1	----
FTEs	5.30	5.30	5.30	5.30	----
Labor Relations					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	8.00	8.00	8.00	8.00	----
Legislative Oversight					
Full-Time Positions	13	14	14	14	----
Part-Time Positions	0	0	0	0	----
FTEs	12.67	13.67	13.67	13.85	1.3%
Management and Budget					
Full-Time Positions	41	41	41	43	4.9%
Part-Time Positions	1	1	1	1	----
FTEs	41.25	41.25	41.25	43.25	4.8%
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	----
Peoples' Counsel					
Full-Time Positions	0	0	0	2	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	2.00	----
Procurement					
Full-Time Positions	38	38	38	38	----
Part-Time Positions	2	2	2	2	----
FTEs	37.90	37.90	37.90	37.90	----
Public Information					
Full-Time Positions	70	71	71	79	11.3%
Part-Time Positions	1	1	1	1	----
FTEs	52.70	53.70	53.70	63.90	19.0%
Racial Equity and Social Justice					
Full-Time Positions	2	6	6	7	16.7%
Part-Time Positions	0	0	0	1	----
FTEs	2.00	6.00	6.00	7.50	25.0%
State's Attorney					
Full-Time Positions	144	144	144	147	2.1%
Part-Time Positions	8	8	8	7	-12.5%
FTEs	151.18	151.15	151.15	153.85	1.8%
Technology and Enterprise Business Solutions					
Full-Time Positions	167	168	168	167	-0.6%
Part-Time Positions	2	2	2	2	----
FTEs	165.25	166.25	166.25	168.25	1.2%
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Total Full-Time Positions	***1,250***	***1,269***	***1,269***	***1,359***	***7.1%***
Total Part-Time Positions	***51***	***61***	***61***	***55***	***-9.8%***
Total FTEs	***1,128.46***	***1,154.99***	***1,154.99***	***1,229.11***	***6.4%***
Public Safety					
Animal Services					
Full-Time Positions	74	74	74	76	2.7%
Part-Time Positions	0	0	0	0	----
FTEs	75.00	75.00	75.00	77.00	2.7%
Consumer Protection					
Full-Time Positions	17	19	19	19	----
Part-Time Positions	1	0	0	0	----
FTEs	16.60	18.00	18.00	18.00	----
Correction and Rehabilitation					
Full-Time Positions	539	534	534	535	0.2%
Part-Time Positions	0	0	0	0	----
FTEs	541.57	541.57	541.57	544.57	0.6%
Emergency Management and Homeland Security					
Full-Time Positions	9	11	11	12	9.1%
Part-Time Positions	1	1	1	1	----
FTEs	8.82	10.82	10.82	11.82	9.2%
Police					
Full-Time Positions	1,831	1,803	1,803	1,825	1.2%
Part-Time Positions	206	205	205	207	1.0%
FTEs	1,897.86	1,869.36	1,869.36	1,891.96	1.2%
Sheriff					
Full-Time Positions	182	182	182	181	-0.5%
Part-Time Positions	5	5	5	5	----
FTEs	187.89	187.62	187.62	186.62	-0.5%
Total Full-Time Positions	***2,652***	***2,623***	***2,623***	***2,648***	***1.0%***
Total Part-Time Positions	***213***	***211***	***211***	***213***	***0.9%***
Total FTEs	***2,727.74***	***2,702.37***	***2,702.37***	***2,729.97***	***1.0%***
Transportation					
Transportation					
Full-Time Positions	456	456	456	460	0.9%
Part-Time Positions	7	7	7	4	-42.9%
FTEs	254.02	252.52	252.52	255.06	1.0%
Total Full-Time Positions	***456***	***456***	***456***	***460***	***0.9%***
Total Part-Time Positions	***7***	***7***	***7***	***4***	***-42.9%***
Total FTEs	***254.02***	***252.52***	***252.52***	***255.06***	***1.0%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	909	977	977	1,027	5.1%
Part-Time Positions	306	303	303	305	0.7%
FTEs	1,263.48	1,305.53	1,305.53	1,374.25	5.3%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	231	232	232	231	-0.4%
Part-Time Positions	209	208	208	207	-0.5%
FTEs	401.31	401.86	401.86	401.40	-0.1%
Total Full-Time Positions	***231***	***232***	***232***	***231***	***-0.4%***
Total Part-Time Positions	***209***	***208***	***208***	***207***	***-0.5%***
Total FTEs	***401.31***	***401.86***	***401.86***	***401.40***	***-0.1%***
Community Development and Housing					
Agriculture					
Full-Time Positions	8	8	8	10	25.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Part-Time Positions	1	1	1	1	----
FTEs	4.15	4.15	4.15	5.15	24.1%
Housing and Community Affairs					
Full-Time Positions	106	107	107	110	2.8%
Part-Time Positions	1	0	0	0	----
FTEs	62.65	62.65	62.65	65.65	4.8%
Total Full-Time Positions	***114***	***115***	***115***	***120***	***4.3%***
Total Part-Time Positions	***2***	***1***	***1***	***1***	***----***
Total FTEs	***66.80***	***66.80***	***66.80***	***70.80***	***6.0%***
Environment					
Environmental Protection					
Full-Time Positions	46	49	49	61	24.5%
Part-Time Positions	0	0	0	0	----
FTEs	16.29	16.29	16.29	25.64	57.4%
Total Full-Time Positions	***46***	***49***	***49***	***61***	***24.5%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***16.29***	***16.29***	***16.29***	***25.64***	***57.4%***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	21	21	21	23	9.5%
Part-Time Positions	1	1	1	0	-100.0%
FTEs	12.51	23.46	23.46	43.34	84.7%
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	***21***	***21***	***21***	***23***	***9.5%***
Total Part-Time Positions	***1***	***1***	***1***	***0***	***-100.0%***
Total FTEs	***12.51***	***23.46***	***23.46***	***43.34***	***84.7%***
Total Full-Time Positions	5,679	5,742	5,742	5,929	3.3%
Total Part-Time Positions	789	792	792	785	-0.9%
Total FTEs	5,870.61	5,923.82	5,923.82	6,129.57	3.5%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	61	61	61	61	----
Part-Time Positions	1	1	1	1	----
FTEs	58.70	58.70	58.70	60.70	3.4%
Total Full-Time Positions	***61***	***61***	***61***	***61***	***----***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***58.70***	***58.70***	***58.70***	***60.70***	***3.4%***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,315	1,332	1,332	1,350	1.4%
Part-Time Positions	0	0	0	1	----
FTEs	1,316.26	1,333.26	1,333.26	1,352.01	1.4%
Total Full-Time Positions	***1,315***	***1,332***	***1,332***	***1,350***	***1.4%***
Total Part-Time Positions	***0***	***0***	***0***	***1***	***----***
Total FTEs	***1,316.26***	***1,333.26***	***1,333.26***	***1,352.01***	***1.4%***
Transportation					
Transit Services					
Full-Time Positions	863	863	863	854	-1.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Part-Time Positions	16	16	16	32	100.0%
FTEs	895.77	895.77	895.77	897.51	0.2%
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	***863***	***863***	***863***	***854***	***-1.0%***
Total Part-Time Positions	***16***	***16***	***16***	***32***	***100.0%***
Total FTEs	***895.77***	***895.77***	***895.77***	***897.51***	***0.2%***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	148	148	148	181	22.3%
Part-Time Positions	11	11	11	1	-90.9%
FTEs	490.38	496.33	496.33	564.98	13.8%
Total Full-Time Positions	***148***	***148***	***148***	***181***	***22.3%***
Total Part-Time Positions	***11***	***11***	***11***	***1***	***-90.9%***
Total FTEs	***490.38***	***496.33***	***496.33***	***564.98***	***13.8%***
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	2,387	2,404	2,404	2,446	1.7%
Total Part-Time Positions	28	28	28	35	25.0%
Total FTEs	2,762.11	2,785.06	2,785.06	2,876.20	3.3%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Board of Appeals					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
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	24	28	28	24	-14.3%
Part-Time Positions	1	1	1	1	----
FTEs	22.12	28.21	28.21	24.27	-14.0%
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.65	0.65	0.65	0.48	-26.2%
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	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
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	----
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	----
Labor 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	----
Merit System Protection Board					
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	----
Public Information					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Racial Equity and Social Justice					
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	2.67	2.70	2.70	2.40	-11.1%
Technology and Enterprise Business Solutions					
Full-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	% CHG BUD/REC
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	----
Zoning and Administrative Hearings					
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	***29***	***33***	***33***	***29***	***-12.1%***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***25.44***	***31.56***	***31.56***	***27.15***	***-14.0%***
Public Safety					
Animal Services					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Consumer Protection					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
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	3	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	3.00	0.00	0.00	0.00	----
Police					
Full-Time Positions	1	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1.00	0.00	0.00	0.00	----
Sheriff					
Full-Time Positions	8	8	8	8	----
Part-Time Positions	0	0	0	0	----
FTEs	4.91	5.18	5.18	5.14	-0.8%
Total Full-Time Positions	***18***	***14***	***14***	***14***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***16.39***	***12.66***	***12.66***	***12.62***	***-0.3%***
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	0	-100.0%
Part-Time Positions	0	0	0	0	----
FTEs	0.75	0.75	0.75	0.00	-100.0%
Total Full-Time Positions	***16***	***16***	***16***	***15***	***-6.3%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***13.85***	***13.85***	***13.85***	***13.10***	***-5.4%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Health and Human Services					
Health and Human Services					
Full-Time Positions	568	570	570	580	1.8%
Part-Time Positions	30	30	30	30	----
FTEs	451.01	465.09	465.09	466.41	0.3%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Public Libraries					
Full-Time Positions	2	2	2	2	----
Part-Time Positions	0	0	0	0	----
FTEs	3.20	2.20	2.20	2.20	----
Recreation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	2.71	2.71	2.71	4.41	62.7%
Total Full-Time Positions	***2***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***5.91***	***4.91***	***4.91***	***6.61***	***34.6%***
Community Development and Housing					
Agriculture					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
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	38.55	38.55	38.55	----
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***	***38.55***	***38.55***	***38.55***	***----***
Environment					
Environmental Protection					
Full-Time Positions	46	48	48	60	25.0%
Part-Time Positions	1	1	1	1	----
FTEs	92.11	93.61	93.61	96.84	3.5%
Total Full-Time Positions	***46***	***48***	***48***	***60***	***25.0%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***92.11***	***93.61***	***93.61***	***96.84***	***3.5%***
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	----

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Cable Television Communications Plan					
Full-Time Positions	18	18	18	19	5.6%
Part-Time Positions	0	0	0	0	----
FTEs	30.75	30.75	30.75	29.55	-3.9%
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	***18***	***18***	***18***	***19***	***5.6%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***30.75***	***30.75***	***30.75***	***29.55***	***-3.9%***
Total Full-Time Positions	697	701	701	719	2.6%
Total Part-Time Positions	33	33	33	33	----
Total FTEs	673.51	690.98	690.98	690.83	----
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	48.73	0.4%
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	29	-3.3%
Part-Time Positions	1	1	1	1	----
FTEs	31.27	31.27	31.27	30.27	-3.2%
Community Development and Housing					
Permitting Services					
Full-Time Positions	239	240	240	243	1.3%
Part-Time Positions	2	0	0	0	----
FTEs	245.90	245.90	245.90	249.03	1.3%
Environment					
Recycling and Resource Management					
Full-Time Positions	83	83	83	77	-7.2%
Part-Time Positions	2	2	2	1	-50.0%
FTEs	111.56	112.06	112.06	113.61	1.4%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	312	332	332	334	0.6%
Part-Time Positions	144	130	130	127	-2.3%
FTEs	442.50	443.80	443.80	428.80	-3.4%
Total Full-Time Positions	717	738	738	736	-0.3%
Total Part-Time Positions	149	133	133	129	-3.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
Total FTEs	910.79	912.59	912.59	901.47	-1.2%
INTERNAL SERVICE FUNDS NON-TAX SUPPORTED					
Finance					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	32.37	32.37	32.37	32.37	----
Fleet Management Services					
Full-Time Positions	208	207	207	206	-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	23.85	23.85	23.85	25.25	5.9%
Total Full-Time Positions	253	252	252	251	-0.4%
Total Part-Time Positions	0	0	0	0	----
Total FTEs	301.89	301.89	301.89	303.29	0.5%
Total Full-Time Positions	9,733	9,837	9,837	10,081	2.5%
Total Part-Time Positions	999	986	986	982	-0.4%
Total FTEs	10,518.91	10,614.34	10,614.34	10,901.36	2.7%
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	22,257.28	22,399.34	22,399.34	22,585.90	0.8%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	570.94	588.70	588.70	746.15	26.7%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	648.57	648.57	648.57	644.45	-0.6%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	23,476.79	23,636.61	23,636.61	23,976.50	1.4%
MONTGOMERY COLLEGE					
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College					
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 FY21	BUDGET FY22	EST FY22	REC FY23	%CHG BUD/REC
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	1,813.85	0.6%
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	1,921.35	0.5%
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	946.09	957.90	957.90	969.68	1.2%
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	165.85	165.35	165.35	164.70	-0.4%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,111.94	1,123.25	1,123.25	1,134.38	1.0%

SUMMARY

Total Full-Time Positions	9,733	9,837	9,837	10,081	2.5%
Total Part-Time Positions	999	986	986	982	-0.4%
Total FTEs	37,018.49	37,285.05	37,285.05	37,933.59	1.7%

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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 FY21	BUDGET FY22	PROJ. FY22	BUDGET FY23	PROJ. FY24	PROJ. FY25	PROJ. FY26	PROJ. FY27	PROJ. FY28
COUNTYWIDE									
Countywide: Real	198.348	203.097	203.595	208.454	213.536	219.905	225.831	231.561	237.519
Countywide: Personal	4.682	4.266	4.859	5.042	5.232	5.429	5.634	5.846	6.067
SPECIAL DISTRICTS									
Mass Transit: Real	198.348	203.097	203.595	208.454	213.536	219.905	225.831	231.561	237.519
Mass Transit: Personal	4.682	4.266	4.859	5.042	5.232	5.429	5.634	5.846	6.067
Fire: Real	198.348	203.097	203.595	208.454	213.536	219.905	225.831	231.561	237.519
Fire: Personal	4.682	4.266	4.859	5.042	5.232	5.429	5.634	5.846	6.067
Recreation: Real	172.980	177.272	177.556	181.794	186.226	191.780	196.949	201.946	207.141
Recreation: Personal	3.965	3.546	4.115	4.270	4.431	4.598	4.771	4.951	5.138
Storm Drainage: Real	166.921	171.079	171.337	175.426	179.703	185.063	190.050	194.872	199.886
Storm Drainage: Personal	3.817	3.404	3.961	4.111	4.266	4.426	4.593	4.766	4.946
M-NCPPC - Regional: Real	171.864	176.145	176.410	180.620	185.024	190.542	195.677	200.642	205.804
M-NCPPC - Regional: Personal	3.948	3.529	4.097	4.252	4.412	4.578	4.751	4.930	5.116
M-NCPPC - Metropolitan: Real	171.864	176.145	176.410	180.620	185.024	190.542	195.677	200.642	205.804
M-NCPPC - Metropolitan: Personal	3.948	3.529	4.097	4.252	4.412	4.578	4.751	4.930	5.116
M-NCPPC - Land Acquisition: Real	198.348	203.097	203.595	208.454	213.536	219.905	225.831	231.561	237.519
M-NCPPC - Land Acquisition: Personal	4.682	4.266	4.859	5.042	5.232	5.429	5.634	5.846	6.067
URBAN DISTRICTS									
Bethesda: Real	5.956	5.995	6.114	6.260	6.412	6.603	6.781	6.953	7.132
Bethesda: Personal	0.206	0.212	0.214	0.222	0.231	0.239	0.248	0.258	0.267
Silver Spring: Real	3.938	4.027	4.043	4.139	4.240	4.367	4.484	4.598	4.716
Silver Spring: Personal	0.110	0.129	0.115	0.119	0.123	0.128	0.133	0.138	0.143
Wheaton: Real	0.850	0.865	0.872	0.893	0.915	0.942	0.967	0.992	1.017
Wheaton: Personal	0.034	0.032	0.036	0.037	0.038	0.040	0.041	0.043	0.045
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.044	0.046	0.046	0.047	0.048	0.049	0.051	0.052	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	0.014	0.015	0.015	0.015	0.016	0.016	0.017
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	5.139	5.146	5.275	5.401	5.533	5.698	5.851	6.000	6.154

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY									
Bethesda - Commercial: Personal	0.169	0.175	0.176	0.183	0.189	0.197	0.204	0.212	0.220
Bethesda - Unimproved: Real	0.530	0.541	0.544	0.557	0.570	0.587	0.603	0.619	0.634
Bethesda - Unimproved: Personal	0.030	0.031	0.032	0.033	0.034	0.035	0.037	0.038	0.039
Montgomery Hills - Commercial: Real	0.052	0.052	0.053	0.054	0.056	0.057	0.059	0.060	0.062
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	3.335	3.411	3.423	3.505	3.590	3.697	3.797	3.893	3.994
Silver Spring - Commercial: Personal	0.110	0.129	0.114	0.118	0.122	0.127	0.132	0.137	0.142
Silver Spring - Unimproved: Real	0.440	0.445	0.451	0.462	0.473	0.488	0.501	0.513	0.527
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	0.491	0.490	0.504	0.516	0.529	0.544	0.559	0.573	0.588
Wheaton - Commercial: Personal	0.011	0.011	0.012	0.012	0.013	0.013	0.014	0.014	0.015
Wheaton - Unimproved: Real	0.005	0.005	0.005	0.006	0.006	0.006	0.006	0.006	0.006
Wheaton - Unimproved: Personal	0.005	0.004	0.006	0.006	0.006	0.006	0.006	0.007	0.007

Schedule E-2

PROPERTY TAX RATES (dollars per $100 assessed value)	ACTUAL FY20	ACTUAL FY21	ACTUAL FY22	REC FY23
COUNTYWIDE				
General Fund: Real	0.7166	0.6948	0.7178	0.6900
General Fund: Personal	1.7915	1.7370	1.7945	1.7250
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	0.8286	0.8068	0.8298	0.8020
Countywide: Personal	1.7915	1.7370	1.7945	1.7250
SPECIAL DISTRICTS				
Mass Transit: Real	0.0672	0.0736	0.0524	0.0854
Mass Transit: Personal	0.1680	0.1840	0.1310	0.2135
Fire: Real	0.1068	0.1182	0.1202	0.1074
Fire: Personal	0.2670	0.2955	0.3005	0.2685
Recreation: Real	0.0261	0.0260	0.0261	0.0284
Recreation: Personal	0.0653	0.0650	0.0653	0.0710
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	0.0050	0.0056	0.0054	0.0068
Discretionary: Personal	0.0125	0.0140	0.0135	0.0170
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 FY20	ACTUAL FY21	ACTUAL FY22	REC FY23
Discretionary: Real	0.0120	0.0160	0.0116	0.0168
Discretionary: Personal	0.0300	0.0400	0.0290	0.0420
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 14 AS BASE

(in millions)

	ACTUAL FY14	ACTUAL FY15	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	APPR FY22	REC FY23
COUNTY GOVERNMENT										
General Fund	1,118.0	1,146.6	1,162.0	1,163.6	1,148.0	1,138.9	1,267.3	1,389.4	1,285.6	1,379.0
Expenditures in FY14$	1,118.0	1,138.6	1,143.7	1,131.9	1,097.5	1,072.4	1,182.2	1,272.3	1,160.3	1,211.8
Special Funds: Tax Supported	383.6	388.5	390.6	395.3	406.5	417.9	432.8	410.7	442.1	485.2
Expenditures in FY14$	383.6	385.8	384.4	384.5	388.6	393.5	403.7	376.1	399.0	426.4
Grant Fund: Non-Tax Supported	111.4	116.7	114.5	111.4	116.6	114.7	147.8	293.4	164.3	165.8
Expenditures in FY14$	111.4	115.9	112.7	108.4	111.5	108.0	137.9	268.7	148.3	145.7
Special Funds: Non-Tax Supported	269.7	298.8	308.4	306.3	329.0	339.0	354.2	360.8	373.7	395.2
Expenditures in FY14$	269.7	296.7	303.5	298.0	314.5	319.2	330.4	330.4	337.3	347.3
TOTAL COUNTY GOVERNMENT	**1,882.7**	**1,950.6**	**1,975.5**	**1,976.5**	**2,000.1**	**2,010.5**	**2,202.0**	**2,454.4**	**2,265.7**	**2,425.3**
Expenditures in FY14$	1,882.7	1,937.0	1,944.4	1,922.7	1,912.1	1,893.1	2,054.1	2,247.6	2,044.9	2,131.2
M. C. PUBLIC SCHOOLS(b)	**2,246.4**	**2,283.1**	**2,321.5**	**2,456.1**	**2,524.8**	**2,612.5**	**2,674.1**	**2,714.9**	**2,780.5**	**2,929.7**
Expenditures in FY14$	2,246.4	2,267.2	2,284.9	2,389.2	2,413.8	2,460.0	2,494.5	2,486.2	2,509.5	2,574.4
MONTGOMERY COLLEGE(b)	**257.0**	**274.7**	**287.4**	**293.7**	**296.5**	**291.2**	**292.6**	**296.0**	**312.6**	**321.3**
Expenditures in FY14$	257.0	272.8	282.9	285.7	283.5	274.2	272.9	271.1	282.1	282.3
M-NCPPC(b)	**123.5**	**130.0**	**133.1**	**136.7**	**144.0**	**148.3**	**152.0**	**151.5**	**170.0**	**180.7**
Expenditures in FY14$	123.5	129.1	131.0	133.0	137.7	139.6	141.8	138.7	153.4	158.8
DEBT SERVICE(a)	**307.5**	**342.7**	**348.5**	**387.5**	**398.0**	**422.6**	**428.5**	**421.9**	**448.7**	**459.9**
Expenditures in FY14$	307.5	340.3	343.0	376.9	380.5	397.9	399.7	386.4	405.0	404.1
TOTAL ALL AGENCIES	**4,817.1**	**4,981.2**	**5,066.0**	**5,250.5**	**5,363.5**	**5,485.1**	**5,749.2**	**6,038.6**	**5,977.5**	**6,316.8**
Expenditures in FY14$	4,817.1	4,946.6	4,986.2	5,107.5	5,127.6	5,164.9	5,363.1	5,529.9	5,394.9	5,550.8
CPI - FISCAL YEAR 14 = 100	**100.0**	**100.7**	**101.6**	**102.8**	**104.6**	**106.2**	**107.2**	**109.2**	**110.8**	**113.8**
Fiscal Year Percent Change	**----**	**0.7%**	**0.9%**	**1.2%**	**1.8%**	**1.6%**	**1%**	**2%**	**1.6%**	**3%**

(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
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY23 Recommended	1,951.4	30.5	1,859.0	29.1	248.4	3.9	312.6	4.9	62.5	1.0	391.9	6.1	1,384.0	21.6	184.7	2.9	6,394.6
FY22 Estimate	1,900.0	30.6	1,794.2	28.9	241.0	3.9	303.2	4.9	63.8	1.0	347.7	5.6	1,384.8	22.3	171.7	2.8	6,206.4
FY22 Approved	1,884.7	31.0	1,708.8	28.1	184.6	3.0	288.1	4.7	50.0	0.8	376.0	6.2	1,394.9	23.0	186.8	3.1	6,073.9
FY21 Actual	1,857.6	29.7	1,820.2	29.1	209.2	3.3	288.5	4.6	52.8	0.8	306.3	4.9	1,553.8	24.8	168.3	2.7	6,256.6
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

* 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 FY14	APPR FY15	APPR FY16	APPR FY17	APPR FY18	APPR FY19	APPR FY20	APPR FY21	APPR FY22	REC FY23
General Government	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	1,258.00
Public Safety	3,579.19	3,669.91	3,709.53	3,743.63	3,790.18	3,809.33	3,842.39	3,850.99	3,837.49	3,884.84
Transportation	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	1,245.43
Health & Human Services	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,840.66
Libraries, Culture & Recreation	774.31	824.81	833.59	856.40	890.12	893.52	925.66	928.87	934.37	1,003.26
Community Development & Housing	306.20	318.20	326.20	332.75	345.85	346.35	351.85	351.75	352.25	359.38
Environment	195.09	200.49	204.79	210.81	213.11	214.21	216.11	219.96	221.96	236.09
Non-Departmental Accounts	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51	23.46	43.34
Liquor Control	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50	443.80	428.80
Subtotal	**8,916.55**	**9,150.28**	**9,359.55**	**9,486.42**	**9,682.78**	**9,740.48**	**9,865.29**	**9,946.73**	**10,036.36**	**10,299.80**
Plus Council & Judicial Offices *	528.73	528.56	535.96	544.86	552.85	560.03	567.93	572.18	577.98	601.56
TOTAL COUNTY GOVERNMENT	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,901.36**
Government FTEs PER 1000 Population										
General Government	1.01	1.03	1.07	1.07	1.08	1.08	1.07	1.09	1.12	1.16
Public Safety	3.55	3.60	3.60	3.60	3.57	3.58	3.53	3.57	3.55	3.59
Transportation	1.13	1.14	1.13	1.13	1.14	1.14	1.14	1.15	1.15	1.15
Health & Human Services	1.56	1.56	1.55	1.56	1.55	1.57	1.55	1.59	1.64	1.70
Libraries, Culture & Recreation	0.77	0.81	0.81	0.82	0.84	0.84	0.85	0.86	0.86	0.93
Community Development & Housing	0.30	0.31	0.32	0.32	0.33	0.33	0.32	0.33	0.33	0.33
Environment	0.19	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.21	0.22
Non-Departmental Accounts	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.01	0.02	0.04
Liquor Control	0.34	0.33	0.41	0.42	0.41	0.42	0.39	0.41	0.41	0.40
Total County-Less Elective Offices	**8.85**	**8.97**	**9.10**	**9.13**	**9.11**	**9.16**	**9.06**	**9.21**	**9.28**	**9.51**
Plus Council & Judicial Offices *	0.52	0.52	0.52	0.52	0.52	0.53	0.52	0.53	0.53	0.56
TOTAL COUNTY GOVERNMENT	**9.38**	**9.49**	**9.62**	**9.66**	**9.63**	**9.69**	**9.58**	**9.74**	**9.81**	**10.06**
Population	**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**	**1,083,304**

* 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

	FY14 WORKYEARS	FY15 WORKYEARS	FY16 WORKYEARS	FY17 WORKYEARS	FY18 WORKYEARS	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs
GENERAL FUND										
General Fund	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	1,256.26
Public Safety	2,499.71	2,583.25	2,610.17	2,646.27	2,709.82	2,717.47	2,733.53	2,741.13	2,715.03	2,742.59
Transportation	242.31	244.17	248.17	252.27	252.27	252.27	255.77	254.77	253.27	255.06
Health & Human Services	1,568.76	1,588.87	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,840.66
Libraries, Culture & Recreation	349.94	384.56	388.56	386.56	395.26	395.51	404.01	404.51	404.06	403.60
Community Development & Housing	90.00	96.00	98.00	73.40	86.40	86.40	87.80	87.80	88.30	91.30
Environment	11.49	13.09	15.09	16.50	16.50	16.50	16.70	16.29	16.29	25.64
Non-Departmental Accounts	3.88	4.08	4.23	4.18	4.21	4.64	6.38	12.51	23.46	43.34
TOTAL GENERAL FUND **	**5,734.31**	**5,914.40**	**6,016.23**	**6,075.20**	**6,220.18**	**6,260.71**	**6,323.08**	**6,385.40**	**6,457.58**	**6,658.45**
SPECIAL FUNDS										
Urban Districts	55.02	58.30	58.30	58.60	58.60	58.60	58.60	58.70	58.70	60.70
Mass Transit	816.06	835.62	836.19	842.47	874.37	876.37	908.87	908.87	908.87	910.61
Fire Tax District	1,281.56	1,286.56	1,299.26	1,302.76	1,286.76	1,298.26	1,318.26	1,319.26	1,333.26	1,352.01
Recreation	397.63	413.51	417.29	440.77	464.79	466.94	490.38	493.09	499.04	569.39
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	30.50	30.50	30.50	31.50	32.50	31.85	30.85	30.75	30.75	29.55
Montgomery Housing Initiative	14.70	14.70	14.70	14.70	14.70	15.20	17.05	17.05	17.05	18.05
Water Quality Protection	81.39	84.39	86.69	88.76	91.47	91.47	93.17	92.11	93.61	96.84
Community Use of Public Facilities	26.74	26.74	27.74	29.07	30.07	31.07	31.27	31.27	31.27	30.27
Parking Districts	48.59	49.89	49.33	48.53	48.53	48.53	48.53	48.53	48.53	48.73
Permitting Services	200.50	206.50	212.50	243.65	243.75	243.75	246.00	245.90	245.90	249.03
Solid Waste Services	102.21	103.01	103.01	105.55	105.14	106.24	106.24	111.56	112.06	113.61
Vaccum Leaf Collection	30.83	30.83	30.83	31.03	31.03	31.03	31.03	31.03	31.03	31.03
Liquor Control	338.82	336.82	426.72	432.42	438.20	442.20	427.70	442.50	443.80	428.80
TOTAL SPECIAL FUNDS	**3,425.55**	**3,478.37**	**3,594.06**	**3,670.81**	**3,720.91**	**3,742.51**	**3,808.95**	**3,831.62**	**3,854.87**	**3,939.62**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	20.25	20.85	21.25	22.30	25.25	25.25	23.65	23.85	23.85	25.25
Motor Pool	205.30	204.10	204.10	204.10	204.10	206.10	211.10	211.10	211.10	211.10
Printing & Mail	29.50	30.75	29.75	28.75	34.07	34.07	34.57	34.57	34.57	34.57
Self Insurance	30.37	30.37	30.12	30.12	31.12	31.87	31.87	32.37	32.37	32.37
TOTAL INTERNAL SERVICE FUNDS	**285.42**	**286.07**	**285.22**	**285.27**	**294.54**	**297.29**	**301.19**	**301.89**	**301.89**	**303.29**
TOTAL COUNTY GOVERNMENT	**9,445.28**	**9,678.84**	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,901.36**
MONT. COUNTY PUBLIC SCHOOLS	**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**	**23,976.50**
MONTGOMERY COLLEGE	**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**	**1,921.35**
M-NCPPC	**958.55**	**978.60**	**1,015.09**	**1,045.19**	**1,080.64**	**1,089.66**	**1,102.41**	**1,111.94**	**1,136.95**	**1,134.38**
GRAND TOTAL	**33,507.78**	**34,177.93**	**34,709.80**	**35,245.80**	**35,518.20**	**35,768.03**	**36,313.59**	**37,018.49**	**37,298.75**	**37,933.59**

**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
FY23 - Real	0.6900	0.0854	0.1074	0.0284	n/a	0.0806	0.9918	0.1120	1.1038
FY23 - Personal	1.7250	0.2135	0.2685	0.0710	n/a	0.2015	2.4795	n/a	2.4795
FY22 - Real	0.7178	0.0524	0.1202	0.0261	n/a	0.0740	0.9905	0.1120	1.1025
FY22 - Personal	1.7945	0.1310	0.3005	0.0653	n/a	0.1850	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

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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
2023	$1.1365	$0.1120	$0.0460	$0.9785
2022	$1.1364	$0.1120	$0.0459	$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

Notes: "Montgomery County" is the weighted average of the tax rates in the FY23 Recommend 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 FY22 and estimated taxable assessments for levy year 2022.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **MARCH 2022**

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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
ACFR	Annual Comprehensive Financial Report	**COBRA**	Consolidated Omnibus Budget Reconciliation Act
ADA	Americans with Disabilities Act	**COC**	Common Ownership Communities
AHCMC	Arts and Humanities Council of Montgomery County	**COG**	Council of Governments
ALARF	Advance Land Acquisition Revolving Fund	**COMAR**	Code of Maryland Annotated Regulations
APFO	Adequate Public Facilities Ordinance	**CPI-U**	Consumer Price Index - Urban
ATMS	Advanced Transportation Management System	**CR**	Current Revenue
BAN	Bond Anticipation Note	**CRIMS**	Correction and Rehabilitation Information Management System
BHI	BioHealth Innovation	**CUPF**	Community Use of Public Facilities
BIT	Board of Investment Trustees	**CVB**	Conference and Visitors Bureau
BOA	Board of Appeals	**DBM**	Maryland State Department of Budget and Management
BOE	Board of Education (MCPS)	**DCM**	Device Client Management
BOE	Board of Elections (MCG)	**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	**ECC**	Emergency Communications Center
CEX	County Executive's Office	**EDAET**	Expedited Development Approval Excise Tax
CIP	Capital Improvements Program	**EDF**	Economic Development Fund
CEC	Community Engagement Cluster	**EEOC**	Equal Employment Opportunity Commission
CJCC	Criminal Justice Coordinating Commission	**EITC**	Earned Income Tax Credit
CJIS	Criminal Justice Information System	**EMOC**	Equipment and Maintenance Operations Center
CNG	Compressed Natural Gas		

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	**TEBS**	Department of Technology and Enterprise Business Solutions
OCP	Office of Consumer Protection	**TMC**	Transportation Management Center
OHR	Office of Human Resources	**TMD**	Transportation Management District
OIG	Office of the Inspector General	**TS**	Tax Supported
OIR	Office of Intergovernmental Relations	**WMATA**	Washington Metropolitan Area Transit Authority
OEMHS	Office of Emergency Management and Homeland Security	**WQPB**	Water Quality Protection Bond
OLO	Office of Legislative Oversight	**WQPC**	Water Quality Protection Charge
OLR	Office of Labor Relations	**WSM**	WorkSource Montgomery
OMB	Office of Management and Budget	**WSSC**	Washington Suburban Sanitary Commission
OPEB	Other Post Employment Benefits	**WSTC**	Washington Suburban Transit Commission
OSHA	Occupational Safety and Health Administration	**WY**	Work Year
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