



# Human Resources

## RECOMMENDED FY24 BUDGET

\$344,673,864

## FULL TIME EQUIVALENTS

92.50

TRACI L. ANDERSON, 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 FY24 Operating Budget for the Office of Human Resources is \$344,673,864, an increase of \$20,323,343 or 6.27 percent from the FY23 Approved Budget of \$324,350,521. Personnel Costs comprise 3.56 percent of the budget for 91 full-time position(s) and one part-time position(s), and a total of 92.50 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 96.44 percent of the FY24 budget.

The budget of the Office of Human Resources (OHR) is comprised of a General Fund component of \$13,185,543 and an Employee Health Benefit Self Insurance Fund component of \$315,183,609.

## 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

- Complete implementation of the new Applicant Tracking System, which includes a cross departmental collaboration to improve the recruitment process and end user experience while addressing the need to reduce the time to hire and enhance the qualified candidate pool.
- Develop management training for career pathways based upon shared competencies by defining levels of behaviors so employees understand what success looks like in each competency and ways to improve.
- Develop a Management Leadership Service (MLS) training institute geared towards providing new MLS managers with resources needed to excel at their positions and manage staff appropriately.
- OHR will fund job advertisements and promotional activities; use the technical assistance, connections, and resources of consultants to augment the Department's innovations and strategic visioning activities; and connect recruitment sourcing platforms such as LinkedIn, Indeed, and Workday.

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- ★ Create a recognition framework for the County, and support and promote development of broad employee recognition programs in County departments. Staff will provide lead services, guidance, and consultation to County departments and agencies, and handle funding disbursements for awards.
  - ★ Continue work to centralize transactional functions for position and assignment changes in Oracle by expanding the current pilot and release department resources from processing transactions and minimize errors that occur at the department level, which delays the timing for final approval.
  - ★ Support for ongoing job creations and individual positions studies, secure the services of a contractor to review the County's classification and compensation structure, and to devise a plan to update the classifications to meet the County's workforce needs and in response to the Merit System Protection Board audit recommendations.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Streamlined the eTelework appeals process and reduced Telework appeals with the cooperation of managers, employees, and the unions.
- ★ Updating of Assignment Transaction User Productivity Kits to increase HR Liaison accuracy and productivity that will flow through and increase productivity for Records Management.
- ★ Transitioning Leave Without Pay cases and documentation from paper to electronic format.
- ★ Created procedure to improve process for the collection of unpaid premiums from leave balances as employees leave County service.
- ★ Implemented the Department of Transportation Transit Bus Operators and Coordinators Salary Step form and process to ensure newly hired Bus Operators are hired at the correct step and properly progress through their steps to ensure proper pay equity.
- ★ Develop candidate leads and connections, coordinating with the Office's Senior Leadership and Community Outreach Manager to build candidate networks and actively develop, participate in, and host community events and outreach activities; and work non-traditional hours to be accessible to candidates and relevant organizations in support of the County's recruitment goals.

## PROGRAM CONTACTS

Contact Jennifer Shovlin of the Office of Human Resources at 240.777.5039 or Shantee Jackson 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 FY23 estimates reflect funding based on the FY23 Approved Budget. The FY24 and FY25 figures are performance targets based on the FY24 Recommended Budget and funding for comparable service levels in FY25.

## 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Job classification activities completed	103	187	200	188	178
Average workdays to complete non-study job classifications related to hires	10	13	15	14	14
Percent of job classifications reviewed/studied within the past 10 years	28%	22%	27%	30%	32%

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>1,859,982</b>	<b>14.00</b>
Enhance: Classification and Compensation Structure Improvements	675,786	2.00
Enhance: FY23 Repurpose Department of Transportation Position for Classification and Compensation Program Support	110,155	1.00
Enhance: Centralized Processing Unit Support	87,893	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.	381,595	0.00
<b>FY24 Recommended</b>	<b>3,115,411</b>	<b>19.00</b>

## 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.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>3,220,760</b>	<b>20.75</b>
Enhance: FY23 Director's Office Support	303,777	2.00
Enhance: FY23 Paid Parental Leave Program Support	117,191	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.	230,473	(1.00)
<b>FY24 Recommended</b>	<b>3,872,201</b>	<b>22.75</b>

## 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of cases/inquiries received by EEO <sup>1</sup>	172	122	150	170	150
Percent of EEO cases/inquiries resolved within 180 days	65%	79%	70%	80%	90%
Percent of employees in compliance with mandatory workplace harassment training schedule	52%	38%	40%	50%	60%

<sup>1</sup> For FY23 and beyond, this measure includes investigations.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>444,307</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	13,933	0.00
<b>FY24 Recommended</b>	<b>458,240</b>	<b>3.00</b>

## ☀ 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of employees enrolled in Virgin Pulse wellness program	6,324	6,151	6,200	6,250	6,300
Percent of employees actively engaged in Virgin Pulse wellness program	47%	45%	45%	47%	50%
Percent of Virgin Pulse wellness program participants who report that Virgin Pulse makes their company a better place to work <sup>1</sup>	73%	N/A	75%	75%	75%

<sup>1</sup> Data is reported by Virgin Pulse and is not yet available for 2022.

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>313,195,533</b>	<b>15.85</b>
Increase Cost: Claims Expenditures Adjustment	16,304,712	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.	58,361	0.00
<b>FY24 Recommended</b>	<b>329,558,606</b>	<b>15.85</b>

## ☀ 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 FY21	Actual FY22	Estimated FY23	Target FY24	Target FY25
Number of mandatory incumbent physical exams performed by Occupational Medical Services	1,348	2,603	2,733	2,733	2,733
Number of candidates processed for medical clearances	1,305	2,041	2,143	2,250	2,362
Average appointment length from sign in to discharge (minutes)	67.5	65.8	65.0	65.0	65.0

FY24 Recommended Changes	Expenditures	FTEs
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<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>2,404,757</b>	<b>3.00</b>
Increase Cost: FY23 New OMS/FROMS Clinic Contract	608,235	2.00
Enhance: FY23 Paid Parental Leave Program Support	101,302	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.	326,339	0.00
<b>FY24 Recommended</b>	<b>3,440,633</b>	<b>6.00</b>

## 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), Job Fairs; 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.

<b>Program Performance Measures</b>	<b>Actual FY21</b>	<b>Actual FY22</b>	<b>Estimated FY23</b>	<b>Target FY24</b>	<b>Target FY25</b>
Number of people hired	816	1,364	1,450	1,750	2,050
Average number of days to fill a vacant County position	90	102	70	65	60
Percent of vacancies filled within target duration	60%	33%	50%	52%	54%
Percent of new hires who are racial minorities (compared to County labor force: 57%)	50%	56%	56%	60%	60%

<b>FY24 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY23 Approved</b>	<b>2,329,902</b>	<b>13.40</b>
Enhance: FY23 Repurpose Department of Health and Human Services Positions for Recruitment and Selection Program Support	211,784	2.00
Enhance: Recruitment and Sourcing Support	87,893	2.00
Technical Adj: FTE Reconciliation	0	0.50
Eliminate: Assessment Tool Contractual Funding	(47,000)	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.	213,318	1.00
<b>FY24 Recommended</b>	<b>2,795,897</b>	<b>18.90</b>

## 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	Actual	Estimated	Target	Target
	FY21	FY22	FY23	FY24	FY25
Number of training classes offered	1,039	1,124	1,150	1,200	1,250
Percent of employees who participate in at least two non-mandatory training/development programs	14%	9%	11%	13%	15%
Percent of training courses geared toward leadership development	11%	15%	20%	25%	30%
Percentage of training attendees who report that training was helpful to their job	97%	97%	95%	95%	95%
Percent of computer skills trainees who report applying skills to current position	92%	97%	97%	97%	97%

FY24 Recommended Changes	Expenditures	FTEs
<b>FY23 Approved</b>	<b>895,280</b>	<b>4.50</b>
Enhance: Management and Leadership Training Program	325,786	2.00
Enhance: Employee Recognition Program	125,000	0.00
Enhance: FY23 Repurpose Department of Transportation Position for Training and Organizational Development Program Support	112,000	1.00
Enhance: Tuition Assistance Allocation for International Association of Fire Fighters Members, Per Collective Bargaining Agreement	65,000	0.00
Decrease Cost: Miscellaneous Exp	(681)	0.00
Re-align: Tuition Assistance Budget with Historical Usage	(25,000)	0.00
Decrease Cost: Contractual Technology Training	(27,250)	0.00
Decrease Cost: OHR Senior Fellows	(45,217)	(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.	7,958	0.00
<b>FY24 Recommended</b>	<b>1,432,876</b>	<b>7.00</b>

## BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,300,334	5,151,039	4,912,971	6,904,986	34.1 %
Employee Benefits	1,117,456	1,293,081	1,222,292	1,796,755	39.0 %
<b>County General Fund Personnel Costs</b>	<b>5,417,790</b>	<b>6,444,120</b>	<b>6,135,263</b>	<b>8,701,741</b>	<b>35.0 %</b>
Operating Expenses	2,484,013	2,979,348	3,585,057	4,483,802	50.5 %
<b>County General Fund Expenditures</b>	<b>7,901,803</b>	<b>9,423,468</b>	<b>9,720,320</b>	<b>13,185,543</b>	<b>39.9 %</b>
<b>PERSONNEL</b>					
Full-Time	65	72	72	91	26.4 %
Part-Time	2	2	2	1	-50.0 %
FTEs	43.80	49.25	49.25	67.25	36.6 %
<b>County General Fund Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>

## BUDGET SUMMARY

	Actual FY22	Budget FY23	Estimate FY23	Recommended FY24	%Chg Bud/Rec
<b>EMPLOYEE HEALTH SELF INSURANCE</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,359,376	2,599,532	2,353,887	2,789,564	7.3 %
Employee Benefits	576,827	723,174	617,757	789,698	9.2 %
<b>Employee Health Self Insurance Personnel Costs</b>	<b>2,936,203</b>	<b>3,322,706</b>	<b>2,971,644</b>	<b>3,579,262</b>	<b>7.7 %</b>
Operating Expenses	285,906,173	311,604,347	310,680,001	327,909,059	5.2 %
<b>Employee Health Self Insurance Expenditures</b>	<b>288,842,376</b>	<b>314,927,053</b>	<b>313,651,645</b>	<b>331,488,321</b>	<b>5.3 %</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	23.85	25.25	25.25	25.25	—
<b>REVENUES</b>					
Other Charges/Fees	18,107,294	0	0	0	—
Self Insurance Employee Health Income	65,811,308	269,562,262	266,305,356	289,389,223	7.4 %
Investment Income	(1,323)	81,000	(31,100)	(49,140)	-160.7 %
Other Intergovernmental	0	8,622,394	8,243,664	0	-100.0 %
Medicaid/Medicare Reimbursement	17,898,804	36,674,630	39,485,632	43,213,464	17.8 %
<b>Employee Health Self Insurance Revenues</b>	<b>101,816,083</b>	<b>314,940,286</b>	<b>314,003,552</b>	<b>332,553,547</b>	<b>5.6 %</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>296,744,179</b>	<b>324,350,521</b>	<b>323,371,965</b>	<b>344,673,864</b>	<b>6.3 %</b>
<b>Total Full-Time Positions</b>	<b>65</b>	<b>72</b>	<b>72</b>	<b>91</b>	<b>26.4 %</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>-50.0 %</b>
<b>Total FTEs</b>	<b>67.65</b>	<b>74.50</b>	<b>74.50</b>	<b>92.50</b>	<b>24.2 %</b>
<b>Total Revenues</b>	<b>101,816,083</b>	<b>314,940,286</b>	<b>314,003,552</b>	<b>332,553,547</b>	<b>5.6 %</b>

## FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY23 ORIGINAL APPROPRIATION</b>	<b>9,423,468 49.25</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Classification and Compensation Structure Improvements [Business Operations and Performance]	675,786	2.00
Enhance: Management and Leadership Training Program [Training and Organizational Development]	325,786	2.00
Enhance: FY23 Director's Office Support [Director's Office]	303,777	2.00
Enhance: Advertising/Publications/ Subscriptions	275,400	0.00
Enhance: FY23 Repurpose Department of Health and Human Services Positions for Recruitment and Selection Program Support [Recruitment and Selection]	211,784	2.00
Enhance: Employee Recognition Program [Training and Organizational Development]	125,000	0.00



## FY24 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: FY23 Paid Parental Leave Program Support [Director's Office]	117,191	1.00
Enhance: FY23 Repurpose Department of Transportation Position for Training and Organizational Development Program Support [Training and Organizational Development]	112,000	1.00
Enhance: FY23 Repurpose Department of Transportation Position for Classification and Compensation Program Support [Business Operations and Performance]	110,155	1.00
Enhance: FY23 Paid Parental Leave Program Support [Occupational Medical Services]	101,302	1.00
Enhance: Recruitment and Sourcing Support [Recruitment and Selection]	87,893	2.00
Enhance: Centralized Processing Unit Support [Business Operations and Performance]	87,893	2.00
Enhance: Tuition Assistance Allocation for International Association of Fire Fighters Members, Per Collective Bargaining Agreement [Training and Organizational Development]	65,000	0.00
Eliminate: Assessment Tool Contractual Funding [Recruitment and Selection]	(47,000)	0.00
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY23 New OMS/FROMS Clinic Contract [Occupational Medical Services]	608,235	2.00
Increase Cost: FY24 Compensation Adjustment	575,977	0.00
Increase Cost: Annualization of FY23 Compensation Increases	230,664	0.00
Increase Cost: Annualization of FY23 Lapsed Positions	149,313	0.00
Increase Cost: Annualization of FY23 Personnel Costs	143,705	0.00
Increase Cost: Printing and Mail	6,002	0.00
Technical Adj: FTE Reconciliation [Recruitment and Selection]	0	0.50
Decrease Cost: Miscellaneous Exp [Training and Organizational Development]	(681)	0.00
Decrease Cost: Retirement Adjustment	(5,644)	0.00
Re-align: Tuition Assistance Budget with Historical Usage [Training and Organizational Development]	(25,000)	0.00
Decrease Cost: Contractual Technology Training [Training and Organizational Development]	(27,250)	0.00
Decrease Cost: OHR Senior Fellows [Training and Organizational Development]	(45,217)	(0.50)
Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	(169,996)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY23	(230,000)	0.00
<b>FY24 RECOMMENDED</b>	<b>13,185,543</b>	<b>67.25</b>

### EMPLOYEE HEALTH SELF INSURANCE

<b>FY23 ORIGINAL APPROPRIATION</b>	<b>314,927,053</b>	<b>25.25</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Claims Expenditures Adjustment [Health & Employee Welfare]	16,304,712	0.00
Increase Cost: Annualization of FY23 Compensation Increases	121,133	0.00
Increase Cost: FY24 Compensation Adjustment	116,686	0.00
Increase Cost: Annualization of FY23 Lapsed Positions	24,311	0.00
Decrease Cost: Retirement Adjustment	(5,574)	0.00
<b>FY24 RECOMMENDED</b>	<b>331,488,321</b>	<b>25.25</b>

## PROGRAM SUMMARY

Program Name	FY23 APPR Expenditures	FY23 APPR FTEs	FY24 REC Expenditures	FY24 REC FTEs
Business Operations and Performance	1,859,982	14.00	3,115,411	19.00
Director's Office	3,220,760	20.75	3,872,201	22.75
EEO Compliance and Diversity Management	444,307	3.00	458,240	3.00
Health & Employee Welfare	313,195,533	15.85	329,558,606	15.85
Occupational Medical Services	2,404,757	3.00	3,440,633	6.00
Recruitment and Selection	2,329,902	13.40	2,795,897	18.90
Training and Organizational Development	895,280	4.50	1,432,876	7.00
<b>Total</b>	<b>324,350,521</b>	<b>74.50</b>	<b>344,673,864</b>	<b>92.50</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY23 Total\$	FY23 FTEs	FY24 Total\$	FY24 FTEs
<b>COUNTY GENERAL FUND</b>					
Fire and Rescue Service	Fire	1,761,689	0.00	2,235,768	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	28,014	0.20	30,280	0.20
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	176,944	0.55	186,834	0.55
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	10,404	0.00	10,404	0.00
<b>Total</b>		<b>1,977,051</b>	<b>0.75</b>	<b>2,463,286</b>	<b>0.75</b>

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY24 Recommended</b>	<b>13,186</b>	<b>13,186</b>	<b>13,186</b>	<b>13,186</b>	<b>13,186</b>	<b>13,186</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY24</b>	<b>0</b>	<b>422</b>	<b>422</b>	<b>422</b>	<b>422</b>	<b>422</b>
New positions in the FY24 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.						
<b>Restore One-Time Lapse Increase</b>	<b>0</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>170</b>
<b>Labor Contracts</b>	<b>0</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY24	FY25	FY26	FY27	FY28	FY29
<b>Subtotal Expenditures</b>	<b>13,186</b>	<b>13,678</b>	<b>13,678</b>	<b>13,678</b>	<b>13,678</b>	<b>13,678</b>

### EMPLOYEE HEALTH SELF INSURANCE

#### EXPENDITURES

<b>FY24 Recommended</b>	<b>331,488</b>	<b>331,488</b>	<b>331,488</b>	<b>331,488</b>	<b>331,488</b>	<b>331,488</b>
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No inflation or compensation change is included in outyear projections.

<b>Labor Contracts</b>	<b>0</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>	<b>84</b>
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These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.

<b>Subtotal Expenditures</b>	<b>331,488</b>	<b>331,572</b>	<b>331,572</b>	<b>331,572</b>	<b>331,572</b>	<b>331,572</b>
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## ANNUALIZATION OF FULL PERSONNEL COSTS

	FY24 Recommended		FY25 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Management and Leadership Training Program	175,786	2.00	237,446	2.00
Recruitment and Sourcing Support	87,893	2.00	237,446	2.00
Classification and Compensation Structure Improvements	175,786	2.00	237,446	2.00
Centralized Processing Unit Support	87,893	2.00	237,446	2.00
<b>Total</b>	<b>527,358</b>	<b>8.00</b>	<b>949,784</b>	<b>8.00</b>

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