# Vision



MARC ELRICH

## A More Equitable and Inclusive Montgomery County

### 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.

# 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 eleven members, four of whom are elected by all voters in the County. The remaining seven Councilmembers are each elected from one of seven Councilmanic districts.

Montgomery County contains 491 square miles (or 317,000 acres) of land area. The County population was 1,054,827 as of July 2022, consisting of 42.2 percent White (non-Hispanic) and 57.8 percent cultural minorities. About 32.5 percent of the population is foreign-born.

The 2021 median household income was $112,854. According to the Maryland Department of Labor, the County's estimated labor force for December 2022 was 531,391 with an unemployment rate of 2.8 percent. Montgomery County is an employment center with 43.1 percent of persons residing in the County also working in the County. For the 2022 fall enrollment, 160,554 pupils were registered in the County's schools.

THIS PAGE INTENTIONALLY LEFT BLANK

# FY24 Recommended Operating Budget and FY24-FY29 Public Services Program

Marc Elrich, County Executive

**March 2023**

**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, 2022.**

**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.**

# Table of Contents

## Recommended FY24 Operating Budget and FY24-29 Public Services Program


**County Executive's Message**

Budget Highlights 1-1
How to Read the Budget 2-1
Operating Budget Process 3-1
Fiscal Policy 4-1
Revenues 5-1
Capital Improvements Program (CIP) 6-1
Debt Service 7-1
Workforce/Compensation 8-1

### Agency Summaries

Montgomery County Government 9-1
Montgomery County Public Schools 10-1
Montgomery College 11-1
Maryland-National Capital Park and Planning Commission 12-1
Housing Opportunities Commission 13-1
Revenue Authority 14-1
WSSC Water 15-1

### Legislative Branch

County Council 16-1
Board of Appeals 17-1
Inspector General 18-1
Legislative Oversight 19-1
Merit System Protection Board 20-1
Zoning and Administrative Hearings 21-1
Peoples' Counsel* 22-1

### Judicial Branch

Circuit Court 23-1
State's Attorney 24-1

### General Government

County Executive 25-1
Board of Elections 26-1
Community Engagement* 27-1
County Attorney 28-1
Ethics Commission 29-1
Finance 30-1
Fleet Management Services 31-1
General Services 32-1
Food Systems Resilience 33-1
Grants Management* 34-1
Human Resources 35-1
Human Rights 36-1
Intergovernmental Relations 37-1
Labor Relations 38-1
Management and Budget 39-1
Procurement 40-1
Public Information 41-1
Racial Equity and Social Justice 42-1
Technology and Enterprise Business Solutions* 43-1
Urban Districts 44-1

### Public Safety

Animal Services 45-1
Consumer Protection 46-1
Correction and Rehabilitation 47-1
Emergency Management and Homeland Security 48-1
Fire and Rescue Service 49-1
Police* 50-1
Sheriff 51-1

### Transportation

Transportation 52-1
Parking District Services 53-1
Transit Services 54-1

### Health and Human Services

Overview 55-1
Aging and Disability Services 56-1
Behavioral Health and Crisis Services 57-1
Children, Youth and Family Services 58-1
Public Health Services 59-1
Services to End and Prevent Homelessness 60-1
Administration and Support 61-1

### Libraries, Culture, and Recreation

Community Use of Public Facilities 62-1
Public Libraries 63-1
Recreation 64-1

### Community Development and Housing

Agriculture 65-1
Economic Development Fund 66-1
Housing and Community Affairs 67-1
Permitting Services* 68-1

### Environment

Environmental Protection 69-1
Recycling and Resource Management 70-1

### Other County Government Functions

Alcohol Beverage Services 71-1
Cable Communications Plan* 72-1
Non-Departmental Accounts 73-1
Utilities 74-1

### Multi-Agency Initiatives

Climate Change 75-1
Racial Equity & Social Justice 76-1
Services for Seniors 77-1
Affordable Housing 78-1
Vision Zero 79-1
Community Grants to Base Budget 80-1

### Budget Summary Schedules

Multi-Agency Summaries (Schedules A) 81-1
Expenditures (Schedules B) 82-1
Revenues (Schedules C) 83-1
Workforce (Schedules D) 84-1
Property Taxes (Schedules E) 85-1
History (Schedules F) 86-1

### Other

Glossary 87-1
Acronyms 88-1

* Reflects reorganizations and/or new sections. Please refer to the specific sections for additional information

# Credits

**COUNTY EXECUTIVE**
Marc Elrich

**CHIEF ADMINISTRATIVE OFFICER**
Richard S. Madaleno

**SPECIAL ASSISTANTS TO THE COUNTY EXECUTIVE**
Claire Iseli, Beatriz Otero-Lemos, Deborah Spielberg, Dale Tibbitts

**DEPUTY CHIEF ADMINISTRATIVE OFFICER**
Fariba Kassiri

**ASSISTANT CHIEF ADMINISTRATIVE OFFICERS**
Earl Stoddard, Jake Weissmann, Sonia Mora

**DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET**
Jennifer Bryant

**DIRECTOR, DEPARTMENT OF FINANCE**
Michael J. Coveyou

**DIRECTOR, OFFICE OF HUMAN RESOURCES**
Traci Anderson

**DIRECTOR, OFFICE OF PUBLIC INFORMATION**
Barry Hudson

**DIRECTOR, OFFICE OF RACIAL EQUITY AND SOCIAL JUSTICE**
Tiffany Ward

**OMB MANAGERS**
Mary Beck, Dieter Klinger, Christopher Mullin, Corey Orlosky, Crystal B. Sallee, Rachel Silberman, Thomas Tippett, Joshua Watters

**PROFESSIONAL STAFF**

| | | | |
|---|---|---|---|
| Eva Acevedo | Richard H. Harris | Julie Knight | Jane Mukira |
| Gregory Bruno | Karen Hawkins | Sailaja Krishnamurthy | Gary Nalven |
| Anita Aryeetey | Dennis Hetman | Deborah Lambert | Eliot Padison |
| Jacqueline Carter | Katy Bryant Higgins | Alyce Leach | Grace Pederson |
| David Crow | Timothy Hughes | Seamus McNamara | David Platt |
| Sarah Dickinson | Kathleen Hynes | Katherine Medina | Abdul Rauf |
| Todd Fawley-King | Shantee Jackson | Rekha Menon | Joby Sebastian |
| Nancy Feldman | Veronica Jaua | Chrissy Mireles | Alicia Singh |
| Derrick Harrigan | Victoria Kirkman | Taman Morris | Natasha Wilkerson |

**TECHNICAL SUPPORT**
David Jeo

**PRINTING**

Richard D. Taylor and Staff: George Burnham, John W. Frocke, Sir Gaylord Gandia, Karen Helms, Alex Imirie, Mark Mangona, Karen Parmelee, Edwin John Delos Reyes, John A. Schmehl, and Nichalas Shell

# Message from the County Executive

I am pleased to submit my Fiscal Year 2024 Recommended Operating Budget. This budget is put forth as our community has emerged from the global COVID-19 pandemic. It recognizes the significant impact that the pandemic has had on County residents and the need for the County to continue to fund those vital services that our residents need to grow and thrive without Federal support.

In addition, this recommended budget makes targeted investments in programs that will strengthen families, individuals, businesses, and community partners to face challenges that lie ahead. In particular, this budget makes a significant investment in quality education, which is a bedrock of this County and key to our collective futures.

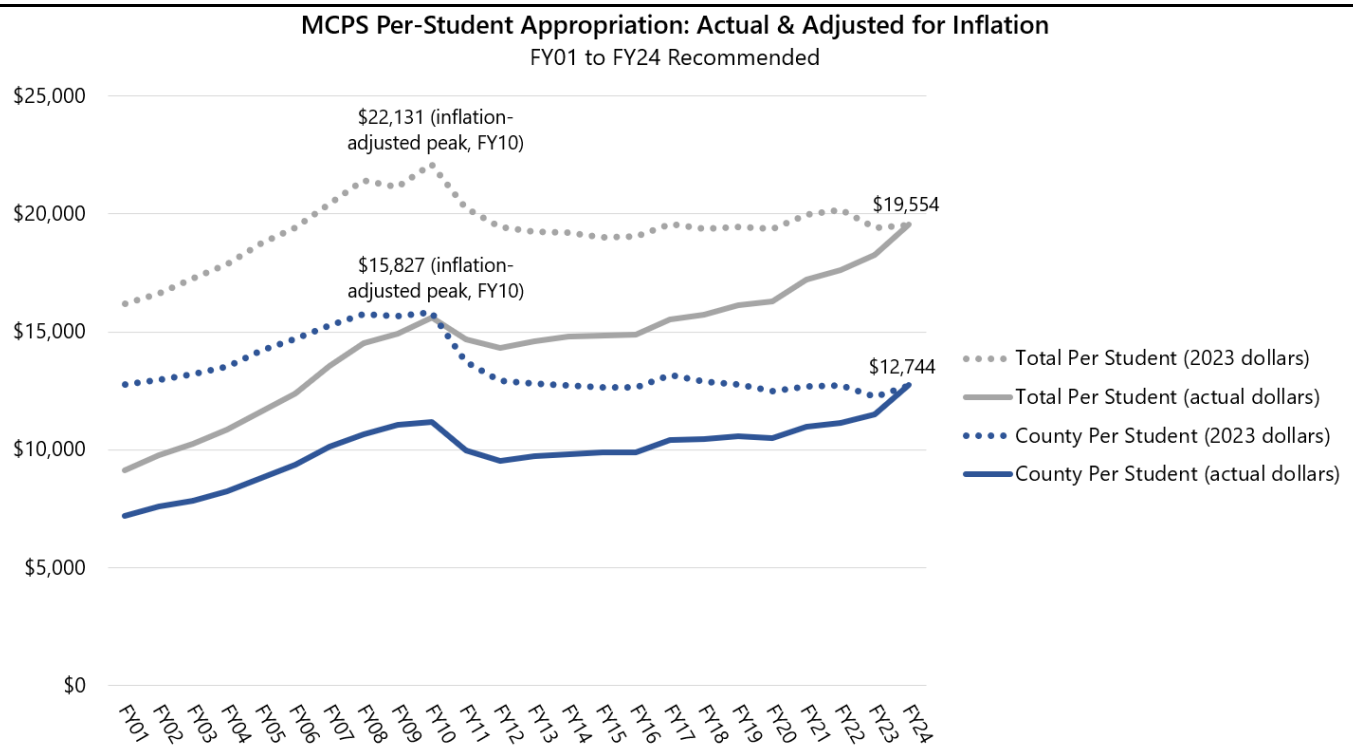
Thanks to the strength of our local economy supplemented by the aid we received from the State and Federal governments, the County's revenue streams substantially outperformed our fiscally prudent revenue projections for both FY22 and FY23 (to date). Looking forward, economic indicators are signaling that a mild recession could take place later this year. Fortunately, strong capital gains attributed to tax returns from calendar year 2021 have resulted in income taxes producing greater than forecasted year-end reserves, which has resulted in a reserve of 14 percent of revenues. This is well beyond our commitment to hold ten percent of revenues in reserve.

This surplus of reserve funds gives us an opportunity to make targeted investments that will help to maintain and enhance County services in anticipation of a recession, while, at the same time, we are making reductions to select County programs to reduce expenses.

As is well known, COVID has taken a tremendous toll on our students and their teachers; the needs to address the learning and the social and emotional loss are staggering. This budget meets the request of the Board of Education - a request that is a record $296 million above the funding provided in FY23 and $264 million over maintenance of effort.

This funding is needed to recruit and retain outstanding educators and other essential school staff, as well as to address the increase in special education enrollment, which requires additional staff. This increase in funding is also needed to improve student performance. According to 2022 Maryland Comprehensive Assessment Program (MCAP) test results, only 31 percent of MCPS students scored proficient in math, and 53 percent scored proficient in English; our students need more teaching assistance.

To meet these critical needs, I am recommending a ten-cent increase in the County's property tax rate; all of the revenue generated by that increase will be exclusively directed to our schools. This increase is to correct an ongoing imbalance in per-student spending. Taking inflation into account, the total per-student appropriation peaked around FY10 and has never fully recovered. In the past couple years, although nominal per-student spending has been going up, real spending (adjusted for inflation) has been slightly declining. In other words, our spending has not been keeping up with costs.




"2023 dollars" removes the effects of inflation from the budget figures so that their real values can be compared over time. The dotted, inflation-adjusted lines show the buying power that the budgeted amounts in past years would currently have in 2023.

Recommending this increase was not an easy decision. We are clearly at an inflection point, and preservation of our schools, ensuring our ability to retain and recruit the best educators, and ensuring their progress in producing the kind of students that we expect our school system to produce are challenges that we cannot turn our backs on. A failure to address these issues would lead to unwinding all our other efforts to make this County more economically competitive, attract jobs, and maintain a quality of life for current and future residents. For decades, our schools have played a central role in what makes people want to live here.

This budget also fully funds the requests of Montgomery College and WSSC Water. In addition, it makes sizable investments in the Maryland-National Capital Park and Planning Commission.

**FY24 Recommended Budget by Agency**

| Agency | Total Budget | Tax Supported |
|---|---|---|
| Montgomery County Government | $2,558,801,156 | $2,002,357,126 |
| Montgomery County Public Schools | $3,208,490,078 | $3,020,900,292 |
| Montgomery College | $345,165,058 | $280,985,062 |
| M-NCPPC (including Debt Service) | $186,297,699 | $165,340,050 |
| Retiree Health Insurance | $65,703,407 | $65,579,263 |
| Debt Service (MCG) | $468,319,940 | $439,391,440 |
| TOTAL | $6,832,777,338 | $5,974,553,233 |

I want to thank and acknowledge our dedicated County workforce for their performance during the peak of the pandemic and since. I am immensely proud of the way they have worked closely with community partners to deliver life-saving services and programs to residents. To acknowledge their outstanding effort and commitment, this budget makes necessary investments in our County government workforce so that we can retain and recruit the best public servants in the region.

I also want to thank the incredible work of our community partners. County government alone could not reach everyone who needs assistance. Through our partnerships with nonprofit organizations and faith communities, we have been able to connect more

deeply with our residents to deliver much needed services. We have accomplished a great deal, but there is still more work to do.

## Overview

As the economic engine of Maryland, the County's economy is currently holding steady; however, the economic forecast continues to assume a mild recession will begin in 2023. In 2022, the County's unemployment rate averaged 3.6 percent, this is down from 5.5 percent the year before.

Resident Employment is one of the key components in forecasting income tax revenue. For 2023-29 resident employment is assumed to grow in each calendar year except 2023, when a 0.4 percent decline is assumed. In 2024, resident employment is expected to grow at 1.6 percent.

Total Personal Income is also a key component in forecasting income tax revenue. The assumption for total personal income remains positive in all years of the forecast, averaging 4.0 percent growth per year from 2023-2029.

Sales of existing single-family homes and median sales price of single-family homes are key components in forecasting property tax, transfer tax, and recordation tax revenues. Home sales are estimated to decrease 16.2 percent in 2022 and 22.6 percent in 2023 before beginning to increase 14.8 percent in 2024.

Income tax revenue grew significantly in FY23 partly reflecting final income tax filings from 2021. The forecast for a mild recession in 2023 results in a modest FY24 decrease in income tax revenues from FY23, reflecting solid but slowing growth in withholding revenue and a decrease in income tax from capital gains activity due to the weak equity and asset markets in 2022.

FY24 property tax revenues reflect the growth in actual and projected taxable assessed value of property in the County, pursuant to the triennial reassessment process conducted by the State Department of Assessments and Taxation plus new construction and personal property. Assessed valuation changes lag economic cycles and are forecast to increase 3.2 percent in FY24, with growth slowing in each of the subsequent fiscal years.

Transfer and recordation taxes have experienced significant declines in FY23 due to reductions in real estate transaction activity caused by a dramatic decrease in home sales attributed to increased mortgage rates, housing prices, and low inventory. This declining trend is forecast to continue in FY24, albeit at a much slower rate, and then begin gradually recovering in FY25. The reductions in transfer and recordation had a major impact on the budget. Had the unexpected, dramatic rate increases from the Federal Reserve not happened, the real estate market would have continued its robust performance, and therefore, our current revenue situation would likely have been much stronger.

Like other jurisdictions throughout our region, County government is faced with the rising cost of doing business while demand for County services has increased. Since I submitted my last budget to the Council in March 2022, the Consumer Price Index (CPI) for the Washington metro area has increased by 6.6 percent. When looking back two years, costs for the region have increased by more than 10.8 percent. This inflationary impact has been uneven, impacting the cost for food, housing, fuel, and utilities significantly. This translates to increases in direct County costs - like fuel and utilities - as well as cost increases related to County assistance for disadvantaged residents - particularly for food and rental assistance. This has meant that the modest increase in our revenues has mostly been used to address inflation and replace State and Federal aid for those who are still in great need.

This leaves the County with few additional resources for the enormous increased needs from the school system, whose budget is approximately half of the County's entire budget. More than a quarter of the remainder of the budget goes to capital infrastructure debt service, public safety, Montgomery College, and the Maryland-National Capital Park and Planning Commission. We cannot ignore those needs; people want to live and work in this County in part because of our excellent school system, and we must maintain the high-quality education.

My recommended operating budget makes significant investments in one of our greatest assets - our employees. The collective bargaining agreements reached with our employee unions are necessary not only to keep up with inflation, but also to maintain competitiveness in the labor market. We have had tremendous difficulty retaining and filling positions across County government; in fact, we have repeatedly gone through the entire hiring process only to have the preferred candidate decline the position because of the salary. These collective bargaining agreements will enable Montgomery County to continue to attract and retain the high-quality individuals that provide critical services to our residents. These services are provided by a range of

professionals, including our school health nurses, librarians, social workers, bus drivers, corrections officers, firefighters, and police. We are also providing significant enhancements for police recruitment and retention, and retirement benefit changes to strengthen post-employment financial security.

Largely because revenues have outperformed expectations in recent years, we are projecting that the County will end FY23 with reserves of $842.0 million, or $238.8 million more than needed to meet the County's policy of maintaining ten percent of adjusted government revenues in reserve. To continue to provide vital services for County residents, address inflationary pressures on County government, and help provide a bridge over a projected 2023 recession, I am recommending that we use $159.3 million in surplus reserves to meet these demands. Even with this use of surplus reserves, we estimate that the County will end FY24 with $715.4 million in reserves, or $86.0 million more than required to meet the County's fund balance policy.

A sustainable fund balance policy has a mix of funding in both undesignated reserves, which is used to pay for unanticipated expenditures throughout the fiscal year, and our Revenue Stabilization Fund (RSF), which is used in emergencies. Under current fiscal conditions, if we were to only have 10 percent of adjusted governmental revenues in reserve, all of that would be locked away in the RSF and would not allow the Council to have the flexibility to provide mid-year budget amendments. Now that we have exceeded our 10 percent fund balance target for three years, we should revisit our current fund balance policy to reflect our current circumstances and consider modifications to provide a more sustainable mix of undesignated reserves and reserves locked away in the RSF.

I have directed the Department of Finance, the Office of Management and Budget, and the Office of the County Attorney to work with Council staff over the coming months to develop options to revise the County's fund balance policy and the RSF law. We need a sustainable mix of reserves so that we continue to have funds to help us weather a future emergency, while at the same time providing flexibility to respond to urgent community needs.

## K-12 Education and Services for Children

My FY24 Recommended Budget provides 99.8 percent of the Board of Education's request for MCPS funding, a total budget of $3.2 billion, or more than half the total County's tax supported budget. The Board of Education's requested FY24 budget is $296 million higher than its approved FY23 budget, with $231 million of that increase coming from the County. The increase from County funding in my recommended budget is $223 million and represents the largest ever increase for MCPS, and it comes at a time of unprecedented need for the schools and all their staff. We have seen the tremendous learning loss, and we cannot further exacerbate that situation - this budget meets those funding needs.

State funds for MCPS increase by $69.5 million and Federal funds decline slightly, by approximately $300,000.

Per-pupil funding grows by $1,249 and far exceeds the State's Maintenance of Effort requirement by over $264 million.

The County cannot afford the increase needed to fund the school system's request without a revenue enhancement. Therefore, I am recommending that the County use its authority under § 5-104(d) of the State Education Article to increase the property tax rate and to dedicate all funds generated from this rate increase to MCPS. It is simply not possible to fund this increase within the current revenues. After accounting for the budgets of the school system, Montgomery College, debt service, and outside agencies like Park and Planning, there is very little flexibility remaining. Increasing the schools' budget without raising the property tax rate would have required devastating cuts to County services, including services that would have an outsized impact on the most economically disadvantaged residents.

In addition to funding provided directly to MCPS, this budget contains significant funding to County departments supporting the mission of our school system and ensuring that children have access to healthcare and mental healthcare services in our schools.

This budget contains a total of $38.4 million in funding for school health services in the Department of Health and Human Services with additional funding to operate the new Linkages to Learning School Based Health Center at Southlake Elementary School (including a new nursing position and school health room technician). The budget also includes an increase of $570,000 to facilitate the expansion of the State's Autism Waiver Program in the County and to meet increased demands for the program, which will be partially offset by additional State revenue.

There is additional funding ($550,000) for the Department of Recreation to operate two additional Excel Beyond the Bell

sites at Harriet Tubman and Watkins Mill Elementary Schools. In addition, I am recommending an almost $450,000 increase to the TeenWorks program. Further expansion of these two important programs, both with proven track records, will provide much needed support to youth.

Additional crossing guard positions for Gaithersburg Elementary School and additional support at Clarksburg Elementary School are provided via the budget for the Montgomery County Police Department (MCPD).

In accordance with Bill 42-21, which established the County's Early Care and Education Coordinating Entity, my recommended budget includes a total of almost $730,000 in funding for the Children's Opportunity Alliance. This program seeks to build a high-quality and equitable early childhood system for children from birth through age five in the County.

## Support for Individuals and Families

The Biden Administration has signaled that the Federal Public Health Emergency declaration related to the COVID-19 pandemic will end on May 11, 2023. This will mean the loss of significant Federal funding designed to support individuals and families negatively impacted during the pandemic. While the emergency response phase of the pandemic may officially be over, the challenge is that, although the funding will end, the lingering impacts of COVID-19 will remain for years to come.

The COVID-19 pandemic shined a spotlight on many of the social and economic inequities in our community that we have been faced with for decades. These inequities became life or death struggles for too many of our residents. In a County that has committed to being more equitable and inclusive, we cannot return to our pre-pandemic approach to addressing these inequities.

Together we have made strides in alleviating hunger in this County over the past several years. In 2022, my administration, in close collaboration with the Council, established the Office of Food Systems Resilience. This budget provides $1.1 million to fund that Office as a new department in County government. In addition, I am recommending we continue providing funding for the County's food staples program. In FY23, we will spend an estimated $12.2 million on this program. This budget contains $6.2 million to provide initial funding for the Food Staples Program while we continue to collaborate with our community partners. After the first quarter of the fiscal year, we will assess the continuing need for the program and make a recommendation for funding a supplemental based on the needs at that time.

My FY24 budget includes one-time funding ($5.8 million in General Funds plus an existing grant) to address the potential future need for testing, vaccination administration, outbreak management, and COVID sheltering. This will provide the County with the flexibility to quickly deal with an outbreak, should one occur. If the need exceeds this budgeted amount, we will seek approval from Council for additional funding.

Montgomery Cares is a public-private partnership to provide primary care to uninsured or underinsured adults. A key strength of the partnership is the clinics' ability to fundraise and leverage volunteer support in their operations. At its inception, the County's reimbursements paid for most of the total cost of care but in FY23 the County's reimbursements are roughly one-third of the cost of care. My FY24 budget includes an additional $2.0 million in funding to begin addressing this need.

I am also recommending that we use County General Funds to continue some of the services that were previously funded by Federal Funds. To that end, my budget includes $3.0 million for the Service Consolidation Hubs, $1.7 million in eviction prevention services, and over $700,000 for a Mobile Health Clinic in DHHS that were each paid for in FY23 with Federal dollars.

For nearly three decades, Montgomery County has been one of only a handful of local governments in the nation to provide a match to its State's Refundable Earned Income Tax Credit (REITC). Before the pandemic, the value of the County's program, known as the Working Families Income Supplement, provided our eligible residents with a State/local refundable credit of up to 56 percent of the Federal Earned Income Tax Credit. In 2021, the General Assembly temporarily increased the value of the credit and expanded eligibility to taxpayers filing with Individual Tax Identification Numbers (ITIN) to help Maryland families weather the economic storm of COVID. Over the past two years, we have matched both of these initiatives from the legislature using Federal ARPA funds.

With Governor Wes Moore's proposal to make these State changes permanent already passed by the House of Delegates, we face another decision on the future of the WFIS. Therefore, as part of the FY24 budget, I am proposing that we set our combined State/local refundable credit at 70 percent of the Federal Refundable amount and to keep the ITIN expansion in place. At this level, we will tie the District of Columbia for the highest refundable credit in the country. With the spend down of ARPA funds, the

County General Fund contribution to this program will increase by $7.4 million to accomplish my proposal.

In January 2023, Governor Moore's FY24 proposed budget included $616 million to fund provider rate increases for behavioral health, developmental disability, Medicaid, and other providers Statewide; $413 million of those funds are designated to transition providers toward the State's $15/hour minimum wage goal. Providers Statewide will see a 3 to 4 percent overall rate increase and an additional 8 percent increase tied to the enactment of legislation accelerating the State minimum wage to $15/hour by October 1, 2023.

Adult medical day care providers and care providers for residents with developmental disabilities are under significant economic pressure due to the high cost of doing business in Montgomery County. The County already provides a supplemental payment for these providers, and I am recommending a two percent increase to that supplement - this will be on top of the funding increase provided by the State. My FY24 budget also provides funding for staffing support in DHHS for the new Intellectual and Developmental Disabilities Commission, which will be established upon Council approval of Bill 10-23.

## Environmental Sustainability, Climate Change, and Transportation

As I have stated many times, the climate emergency is an imminent and existential threat. We must do our part to address climate change and protect our environment. We must lead by example and show other local jurisdictions that they can have an impact.

My FY24 Recommended Budget provides a record $19.3 million for the Montgomery County Green Bank - an increase of almost $700,000 from the prior year. 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.

Building off the significant enhancements provided in FY23 to address climate change, my FY24 budget includes $1.3 million in additional targeted enhancements for the Department of Environmental Protection to address Climate Change. Of note is $250,000 in new funds to provide Climate Grants to community-based organizations to focus their efforts on climate related activities, particularly those activities related to climate justice. In addition, I am recommending a $250,000 increase for energy audits for under-resourced buildings subject to the Building Energy Performance Standards. Furthermore, I am recommending $250,000 in new funds for Community Choice Energy Consultant Support to enable the County to become the electricity supplier to residential and small commercial electricity customers in the County.

I am also recommending $100,000 in new funds for the Electric Vehicle (EV) Co-op Management Program. This program, which began as a pilot in FY23, leverages consumer buying power to encourage dealerships to offer cost savings on EVs without the need for direct incentives from the County. My budget also includes additional personnel support to implement Climate Change programs in the County, including support for a Residential Electrification Manager, two positions to implement and manage grants and incentives offered by the County, and one solar installation technical expert. I am also recommending a $750,000 increase in the appropriation from the Tree Canopy Fund to plant additional shade trees throughout the County.

In addition to climate change, there are several notable enhancements for programs in the Water Quality Protection Fund. This budget provides $370,000 in funding for illicit discharge detection and elimination to reduce pollution entering waterways. The budget also provides $200,000 in Rainscapes Grants as demand for the program continues to exceed the annual budget. This budget adds positions to increase the rate of tree plantings through the Tree and Forest program and to reduce pollutants in waterways and improve water quality and monitoring efforts.

My recommended budget for Transit Services increases funding for the Bethesda Circulator to provide zero-emissions electric buses for this service. The budget also adds funding to continue to subsidize Call-N-Ride copays for low-income residents following the expiration of a grant that previously funded this program.

Adjustments to the budget for Ride On allow us to maintain current service levels and provide some additional service hours to meet needs that materialize during the year. Ride On ridership has yet to return to pre-pandemic levels; fuel costs have increased; and compensation increases were required to recruit and retain bus operators, resulting in higher costs for Ride On service. In light of these cost pressures, I am not recommending any significant service expansion until the recommendations from the Ride On Reimagined study are available in 2024.

In my recommended budget for Transportation, I propose enhancements totaling $330,000 to focus on safety by increasing the frequency of inspections for short span bridges and the installation of a fence atop the Wayne Avenue garage in Silver Spring to restrict access to rooftops of nearby businesses.

In addition, I am recommending streamlining the process for CIP Transportation Facility Planning projects, which will reduce costs by approximately $1.0 million in FY24. I have included $600,000 in CIP funding for planning and design to make Streateries in Bethesda, Silver Spring, and Wheaton permanent.

## Affordable Housing

Secure and affordable housing is a basic human right, and this budget continues to provide funding for services that address affordable housing and homelessness in our community.

My FY24 recommended budget provides affordable housing and related services across the full continuum of housing in the County. The FY24 budget allocates almost $124 million to expand the preservation and production of affordable housing to our most economically burdened residents. This is comprised of $57.7 million in the Montgomery Housing Initiative (MHI) fund in the operating budget; $32.0 million in funding for the Affordable Housing Acquisition and Preservation CIP project, which will be available for projects that need funding commitments in the near term; $4.1 million in Federal grants; and an FY23 supplemental in Loan Payment Proceeds of $30.2 million in the Preservation of Naturally Occurring Affordable Housing (NOAH) project.

The $57 million in HIF operating funds includes $16.3 million for the Rental Assistance Program (RAP) to continue providing committed rental assistance and supportive services to help the County's most vulnerable residents. The budget also continues funding to support the "Building Neighborhoods to Call Home" and "Housing First" programs. I have also allocated $385,000 from existing resources, for a one-year pilot program for a Faith-Based Housing Development Initiative to provide real estate development assistance, legal resources, capital, and training that will help faith-based organizations develop underutilized real estate assets/land into affordable homes and other community facilities.

In DHHS, I am proposing an additional $3 million in funding to continue providing overflow sheltering in hotels. On average, we are housing 138 people in hotels each night. Without this funding, these individuals and families would not be sheltered. As a result of the increasing rental prices throughout the County, I am proposing we invest an additional $1.7 million in the Housing Initiative Program and an additional $300,000 in Permanent Supportive Housing to avoid a reduction in service.

This budget provides approximately $35 million in rental assistance funding to provide a subsidy to individuals and families who are at risk of or currently experiencing homelessness. Of this amount, $18.6 million is provided in the Department of Health and Human Services Budget, including a $14 million Federal grant for this purpose. As Stated above, the Montgomery Housing Initiative's budget in the Department of Housing and Community Affairs includes $16.3 million for rental assistance.

## Economic Development, Workforce Training, and Montgomery College

My FY24 Recommended Budget includes $6.4 million in total funding for the Montgomery County Economic Development Corporation (MCEDC), which serves as the County's lead economic development organization. This increase is a 3 percent increase over the prior fiscal year. This increase is necessary to ensure that MCEDC can continue to sustain economic development operations in a time of heightened inflation and will build on the significant increase provided to the organization in FY23. My budget also includes over $4 million in funding for the Economic Development Fund and an additional 3 percent in County support for the operations of Visit Montgomery.

I am also recommending a number of enhancements to the County's Business Advancement Team in the County Executive's Office. I am recommending funding for two business liaison positions to increase the Team's capacity to proactively assist and engage small businesses throughout the County. This funding will enable increased communication and support to the County's business community and will allow more businesses to start, grow, and stay in the County. Additional funding is provided to support software for a Customer Relationship Management System to track interactions with the business community and will ensure faster, more reliable customer service.

Finally, 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 a total budget of $2.2 million for WorkSource Montgomery. This includes additional

funding to support WorkSource Montgomery's operational needs for back-office support.

Finally, I am recommending funding to support a marketing plan for a new website, pamphlets, brochures, and branding for the White Oak Science Gateway, which includes Hillandale, White Oak, and the area near the Food and Drug Administration campus. In addition, the funding will be used for an event and for sponsorships for workshops, conferences, and collaboration to attract businesses to the White Oak Science Gateway area.

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 this budget, the College will use over $10 million of its fund balance to continue the work of establishing the East County Education Center. For too long, residents in the eastern portion of the County have 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. To bolster recruitment, I am implementing a negotiated $20,000 hiring bonus for new officers supported by State funds to attract top talent to the police force.

In the meantime, I am reinvesting anticipated one-time personnel savings back into the Police Department to replace critical department equipment that has become outdated, inoperable, and difficult to maintain including radios, rifles, night vision goggles, in-car printers, and motorcycles.

My administration takes seriously the community's call to reimagine public safety so that members of all communities feel safe and secure. As part of this effort, my administration commissioned a review of the Police Department to identify structural and systematic changes necessary to create a better and safer community for all. This budget advances major recommendations made in the final Effective Law Enforcement For All (ELE4A) report by creating a civilian curriculum developer to invest in education and training for our force and adding six new public safety instructors to improve officer training.

In addition, this budget adds a civilian position to support officer wellness. This aligns with ELE4A's findings, which underscored the importance of officer wellness in achieving positive outcomes for calls for service.

This budget adds important resources to ensure our Police Department has the tools it needs to collect community feedback and provide timely information in response to inquiries. I am adding funds to support a police survey platform that can collect real time data from community members on the quality of their interactions with police and provide timely information to the public on the status of calls for service.

I am launching an innovative "Drone as a First Responder" pilot program to increase the effectiveness of police response and reduce incidence of unnecessary use of force through improved surveillance and information on calls which can help indicate whether a suspect is armed to improve officer decision-making.

I was proud to support Bill 14-22, which created a program to help homeowners and businesses install private security cameras to deter crime and assist in criminal investigations. This budget provides $500,000 to fund rebates for County homeowners and businesses in identified communities for the purchase of security cameras.

Montgomery County is a community of diversity, inclusion, and compassion, but we are not untouched by hate and vitriol. This budget expands support for nonprofit organizations at high risk of experiencing hate crimes and provides $1,000,000 to enhance the security of their facilities and the safety of our residents.

For the Montgomery County Fire and Rescue Service, my Recommended Budget leverages additional funding from the State's Emergency Services Transporter Supplemental Payment Program to strengthen the infrastructure supporting EMS service. To that end, this budget adds two civilian personnel to bolster the human resources and procurement administrative support provided to this Department of more than 1,300 full-time employees. I have also added an additional civilian investigator to expedite misconduct investigations, ensure prompt consideration of cases, and reduce unnecessary overtime associated with administrative leave.

Keeping Fire and Rescue apparatus in good repair is critical to ensuring timely responses to emergency calls for service in our County. To reduce the amount of time units are kept out of service, I am adding a Fleet Road Technician to service apparatus in our fire stations instead of the Central Maintenance Facility. In addition, my budget adds an Information Technology Specialist to manage the Public Safety Land Mobile Radio System that keeps our first responders safe and connected to our systems.

In the FY22 Operating Budget I recommended, and the Council approved, an equity assessment of the Fire and Rescue Service to examine diversity, equity, and inclusion in the Department. As recommended by the report, this budget creates a civilian Diversity Equity and Inclusion Officer to support efforts to normalize conversations on equity and operationalize new equity-centered practices, policies, and procedures in the Fire and Rescue Service.

Towards the goal of implementing equity-focused policy, my budget adds a uniformed Community Action Coordinator and two civilian community risk reduction specialists to deliver targeted prevention and education services including bystander CPR, opiate overdoses, and bleeding control in vulnerable communities. These positions will also ensure communities are connected to sustained services to address their needs in the aftermath of traumatic events.

It is critically important that we take care of those that take care of our community. Ensuring first responders have access to adequate mental health resources is essential. This budget continues my investment in the well-being of our first responders, adding a Critical Incident Stress Management Manager, two psychologists, and a therapist to expand mental health services to public safety personnel.

By County Executive Amendment, I plan to reorganize some public safety mental health resources so that our first responders from Police, Sheriff, Fire and Rescue, and Correction and Rehabilitation can access critical services from a centralized location that better leverages administrative, training, and case management economies of scale.

In the Department of Correction and Rehabilitation, the highly anticipated reopening of the Pre-Release and Reentry Services Center is planned for this spring to provide community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders to engage in work, treatment, education, and family involvement to prepare them for release. This recommended budget also provides funds to address structural deficiencies in food and pharmacy services due to high inflation and enhances recruitment advertising to assist in filling difficult-to-hire positions.

## Libraries and Recreation

As Montgomery County Public Libraries (MCPL) return to pre-pandemic service levels, the demand on library services has increased. At the same time, MCPL has made progress in filling its vacant positions to help meet service demands. My FY24 budget includes $825,000 for MCPL to fill additional librarian positions to enhance customer services at our library branches.

This budget also includes $100,000 to increase the world collections languages (mainly Spanish and Chinese) in our branches and additional funding for security enhancements. Funds spent to fill librarian positions will result in savings to the library pages and library substitutes budget. Additional savings are also being realized from discontinuing database subscriptions with a high per-use cost.

In January of this year, I announced that Montgomery County Recreation fitness passes will be free for Montgomery County residents in 2023. The free pass will provide individuals 16 years and older access to fully equipped fitness rooms, open gym (drop-in) activities and game rooms at any recreation center during regularly scheduled hours. The free fitness pass does not include access to aquatic centers. I am happy to report that because of this initiative, utilization of County recreation facilities is up year-over-year. My FY24 budget continues this program into the future to ensure that all County residents have access to quality health facilities.

## Equity

During the development of this budget, the County continued investing in efforts to normalize, organize, and operationalize for racial equity and social justice. Incorporating lessons learned from previous budget development seasons, the Office of Racial Equity and Social Justice's (ORESJ) Director and policy analysis staff developed a tool, training, and guidance manual to support the use of a racial equity lens throughout budget development. These resources support the County's implementation of the RESJ Act and bring into focus how the budget impacts racial disparities and inequities in the County.

This budget is the first that fully integrated use of the Operating Budget Equity Tool by departments and ORESJ. The tool was incorporated into OMB's oversight of the budget process. Responses to the tool and analysis of those responses provided decisionmakers with new insights and pathways for allocating resources in ways that contribute to reducing and ultimately eliminating racial disparities and inequities in the County.

There are several program enhancements in this budget that specifically target racial and ethnic disparities. For example, my recommended budget includes increased support for the County's minority health programs. These programs provide effective, culturally and linguistically appropriate services to improve health outcomes and alleviate health disparities. I am recommending that we increase the budget for the Latino Health Initiative by $950,000, the African American Health Program by $800,000, and the Asian American Health Initiative by $775,000.

In addition, there are increased funds for translation services in the Community Engagement Cluster's budget including a part-time Spanish translation specialist as well as funds to purchase interpretation equipment and provide for interpreters at County events. There are also funds in the CEC budget to provide for language access efforts throughout County government.

In an effort to help close the digital divide, I have included funding in my budget to expand MoCoNet, a free broadband internet program for residents in some of our affordable housing complexes as well as providing free laptops to low-income residents and seniors.

As previously noted, the Recommended budget includes significant increases in County investments for rental assistance, food security, and income assistance. These investments are expected to help reduce economic disparities that too often correlate along racial lines.

## Community Partners

This budget strengthens and improves the County's relationship with community partners. The services offered by our partners help us to address poverty and social inequity, provide emergency services and health care, 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 three percent inflationary adjustment for nonprofit contracts across County government.

This budget also expands the capacity of the Office of Grants Management with two new individuals: a third program manager, and an administrative service coordinator who will focus on bringing to scale a wider use of grant agreements (instead of reimbursable noncompetitive contracts) and will manage efforts to support the County's nonprofit community. The Office will continue to coordinate Countywide strategies and tools to secure additional State and Federal funding while building on, improving, and scaling up the County's grant agreement and competitive grant programs that began in FY23.

Community needs often have complex, multifaceted root causes and may require innovative and flexible solutions that do not always fit neatly into a single department's mission. This reality drives a significant series of reforms and initiatives proposed within the Community Grants budget. This budget proposes repurposing community grants funding to target needs not directly addressed by other departmental efforts, providing space for innovative and experimental programs, addressing critical gaps in specific communities or sectors, and providing resources to support nonprofit partners that cut across County government.

These reforms are the culmination of years of engagement between the nonprofit community, County Council, and County government. I have directly incorporated nonprofit feedback, such as the request to create unrestricted funding support and separate resource pools for small and large organizations within the proposed structure for Community Grants.

This budget moves 28 programs previously funded through Community Grants budget into the base budgets of departments ($1.7 million). I am also recommending a combined $11.9 million for programs within the Community Grants budget and the Cost Sharing CIP Project to strategically target Community Grants resources. This will provide a space for new programs and partners while also offering opportunities for traditional partners and programs. I am recommending that we target the following areas for community grants funding in FY24:

- $1.5 million for Youth Support grants;
- $1.5 million for Senior Support grants;

- $1.5 million for Individuals with Disabilities Support grants;
- $1.3 million to provide grants for nonprofit partners who serve underserved communities;
- $1.0 million for grants to provide nonprofit technical assistance and management support;
- $1.0 million in Community Project Fund grants for small, emerging, and volunteer-led organizations;
- $560,987 to support Nonprofit Incubators; and
- $400,000 for continuation of the Place Based Management Grant Program.

During the pandemic, the County froze community grants funding to provide continuity of funding to community grants recipients. As we emerge from the pandemic, the Office of Grants Management will implement its plan for more typical operations in FY24 and future years.

Except for community grants that are moving to a departmental base budget, FY23 Community Grants program recipients must reapply to receive funding in FY24. In FY24, the Office of Grants Management will manage the application and award process for these grant programs on a significantly different timeline than the traditional process. Then the appropriate department will manage the implementation of grant agreements.

To avoid a service gap between old and new funding for continuing programs, I am recommending approximately $1.2 million in Bridge Funding for all continuing FY23 Community Grant programs whose current contracts expire before October 1, 2023. Organizations who do not receive renewed funding will still receive these bridge funds to appropriately wind down operations.

The new application process and timeline will respect the County Council's role in making changes to Community Grants Non-Departmental Account by launching these grant competition programs after the FY24 Approved Budget is approved by Council. The Underserved Communities, Youth Support, Senior Support, and Individuals with Disabilities Support Grant Programs will be prioritized with new grant awards announced in early July and programs beginning on October 1, 2023.

Recompeting programs within the Community Grants budget is an important step in reforming our grants process to be fairer and more equitable, while addressing new and evolving community needs. Finally, while funded in the Capital Budget, I am recommending an additional $2 million in General Fund Current Revenue for nonprofit Capital Cost Sharing Grants, on top of the $1 million already included in the FY23-28 Biennial CIP for Arts Facility Capital Grants, so that organizations in our community can continue to have the physical space to grow and provide services to residents. Awardees will be determined through a formal grants review process after the amount of overall funding is approved by Council.

## Effective and Sustainable Government

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

Since the onset of the COVID-19 pandemic, the way we conduct elections has permanently changed. This budget provides $1.6 million in additional funding to ensure that elections continue to be conducted in a fair and equitable way. My recommended budget includes increased funds for higher postage costs to ensure that everyone who wants a mail-in ballot will receive one, enhanced funding for election judges, enhanced funding for seasonal workers, ballot-sorting equipment, and funding to rebuild the election worker management system. Furthermore, my recommended budget includes $250,000 in FY24 for the Public Election Fund in accordance with the request from the Public Election Fund Committee.

As a result of our prime geographic location, Montgomery County Government is competing with private companies, think tanks, nonprofit organizations, State and local governments, and the Federal government for top talent. Our workforce is maturing and increasing numbers of employees are retiring or retirement eligible. This is compounded by increased competition, low unemployment rates, and persistent challenges in the labor market nationwide. County government must quickly fill hundreds of positions - including bus drivers, nurses, police officers, fire fighters, social workers, accountants, librarians, program managers, and a host of others to continue providing vital services that our County residents need and have come to expect. Every local government is experiencing these challenges.

This budget contains targeted enhancements to advance a more robust agenda for the Office of Human Resources; one that broadens recruiting efforts, addresses our outdated classification system, creates networks for professional growth and learning, and

implements operational improvements to ease the administrative burden to our employees and department partners. County Government can only succeed if we are able to attract and retain the best talent in our region.

Due to labor market pressures and higher than normal turnover in staff at County departments, the vacancy rate of County government departments is greater than in previous years. Taking advantage of this set of circumstances, under the direction of the County Executive's Office, the Office of Human Resources, the Office of Management and Budget, the Office of Labor Relations, and our labor partners will work over the coming months to determine how many positions County government can efficiently operate without and will present a plan to me for incorporation into the FY25 budget. In the meantime, this budget recognizes the reality of having a higher-than-normal vacancy rate by increasing the budgeted vacancy rates for departments. This will create budget capacity and provide department directors flexibility to prioritize filling vacant positions, as we evaluate the need for those positions. I have instructed department directors to minimize the impact on direct service delivery with this prioritization.

The County's classification plan is out of date - with nearly 70 percent of job classifications older than 19 years. The County's ability to effectively assess the nature and scope of work performed or needed is hampered by these outdated plans. My FY24 budget includes funding to continue to address this long-outdated classification structure.

Given the significant number of vacancies Countywide, I am also requesting Council fund two additional recruitment specialist positions that will increase accessibility of job opportunities with our diverse community, engage in candidate outreach and sourcing activities, develop candidate leads, and work directly with County offices and departments to guide the recruitment process.

The County's future depends on a well-trained workforce, ready and able to meet the needs and challenges that lie ahead. To grow, train, and retain our management ranks, I am recommending over $325,000 to develop a Management and Leadership Training Program in OHR and additional funding in the County Executive's Office to bolster programming in our Quarterly Leadership Forum meetings. Finally, with the significant increase in personnel transactions from increased retirements and recruitments, I am recommending additional staff to handle administrative tasks and reduce the wait time for departments related to human resources requests.

The Department of General Services (DGS) keeps County buildings operational and well maintained so that we can serve the public. My FY24 budget includes funds for DGS to hire an additional property manager and provides for an administrative specialist for the Capital Asset Management System - both increases are offset with position reductions elsewhere in the DGS budget. Furthermore, as DGS is the County's expert in providing maintenance support for our buildings, I am transferring responsibility for maintaining Volunteer Owned Fire Stations from Fire and Rescue Services to DGS. In doing so, I am recommending the creation of a team to oversee the maintenance of these fire stations in DGS. These costs will largely be offset by returning a uniform fire Captain to the field and through additional Emergency Service Transporter Supplemental Payment program revenue.

Like businesses and families throughout the country, the County has not been immune to rising costs because of inflation. This budget includes millions of dollars needed to "keep the lights on." This includes $11.2M in increases for our Utilities budget. Furthermore, my FY24 budget includes a one-time increase for fuel costs of $2.3 million as we continue to address volatility in the price of fuel. To address other cost increases impacting our fleet budget I am recommending funds to address the increase in the cost of bulk oil and automotive fluids. I am also recommending funding to pay for the cost increases associated with facilities maintenance ($1.2 million) and to address rising costs of fleet maintenance ($1.6 million).

My budget provides funding for the Department of Technology and Enterprise Business Solutions to replace and modernize the Montgomery County Government external facing websites. This initiative involves upgrading the County websites into a single system where there are currently over 140 different websites to improve and streamline resident experience.

Consistent with national trends, Cable Fund revenues are continuing to decline as customers "cut the cord" and shift to streaming services. My Recommended Budget includes a number of cost savings and cost shifts in order to maintain a balanced Cable Fund budget.

## Legislative Branch

My FY24 Recommended Budget fully funds the request of the County Council, Office of Legislative Oversight, Board of Appeals, and Merit System Protection Board. My FY24 budget increases funds for the Office of Inspector General by $535,000 and provides two additional investigator positions for the Office to support MCPS investigations.

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 and I recommended funding the Office in FY23, but this was ultimately not approved by Council. I am recommending almost $250,000 in funding that will allow the Council to fund the Office of People's Counsel with two staff members. It is time again for the residents of Montgomery County to have a seat at the table and direct input into the County's complex land-use and zoning actions.

## Outside Agencies and Municipal Partners

I am recommending a budget increase for the Maryland-National Capital Park and Planning Commission of 7.0 percent for the Administration Fund and 4.5 percent for the Park fund.

My FY24 Recommended Budget for WSSC Water provides for a 7.0 percent rate increase, consistent with the request from the Commission and keeping in line with the County Council's approved spending affordability limit for that agency.

As part of the second year of the three-year phased implementation plan for the revised negotiated Payments to Municipalities calculation, my budget increases the Payments to Municipalities Budget by $1.6 million, including the estimated cost for speed camera reimbursements.

## Conclusion

Developing a budget for a County of more than one million people is a complicated process, and I believe this budget prioritizes quality education and maintains investments in our workforce, our residents and our infrastructure while also incorporating difficult choices. This is a strong and vibrant County; we are leveraging our tremendous strengths to make sure that our recovery from the pandemic allows us to operate more efficiently, environmentally, and equitably.

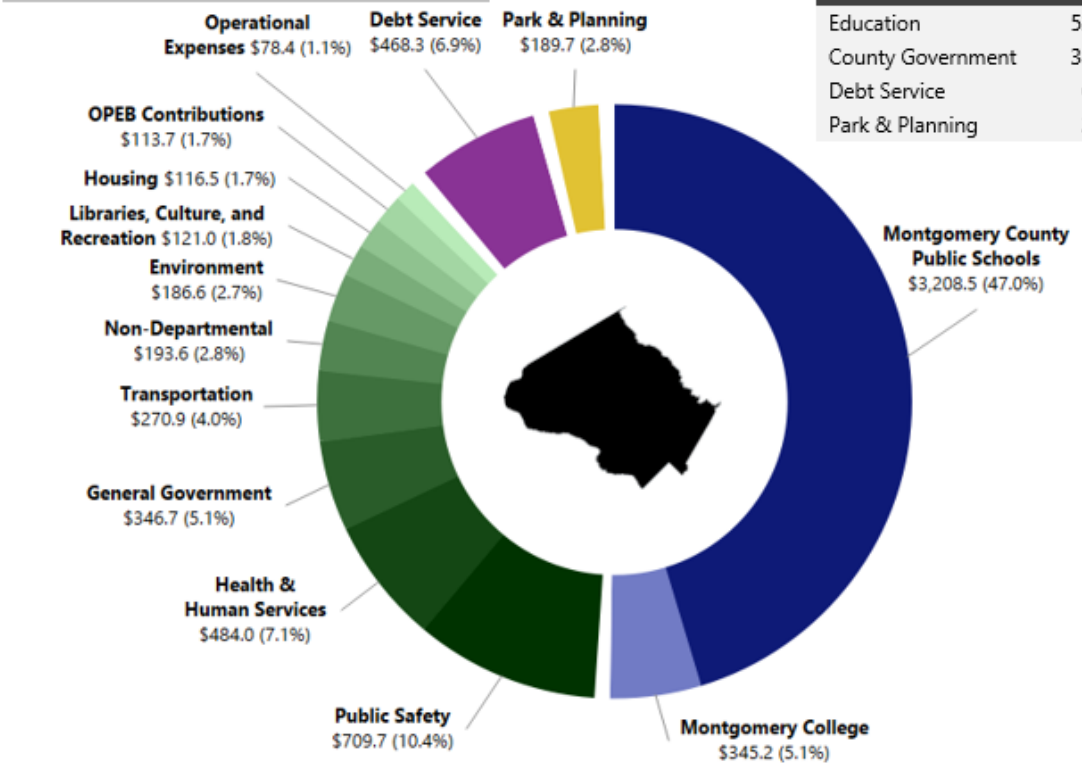
I look forward to working with Councilmembers as they consider my FY24 Recommended Budget and will provide the staff and the resources they need to understand my recommendations. Together we will continue this County's excellent trajectory.



Marc Elrich
County Executive, Montgomery County

## WHERE THE MONEY GOES

### Expenditures by Function (millions)




| Expenditure Categories | |
|---|---|
| Education | 52.0% |
| County Government | 38.4% |
| Debt Service | 6.9% |
| Park & Planning | 2.8% |

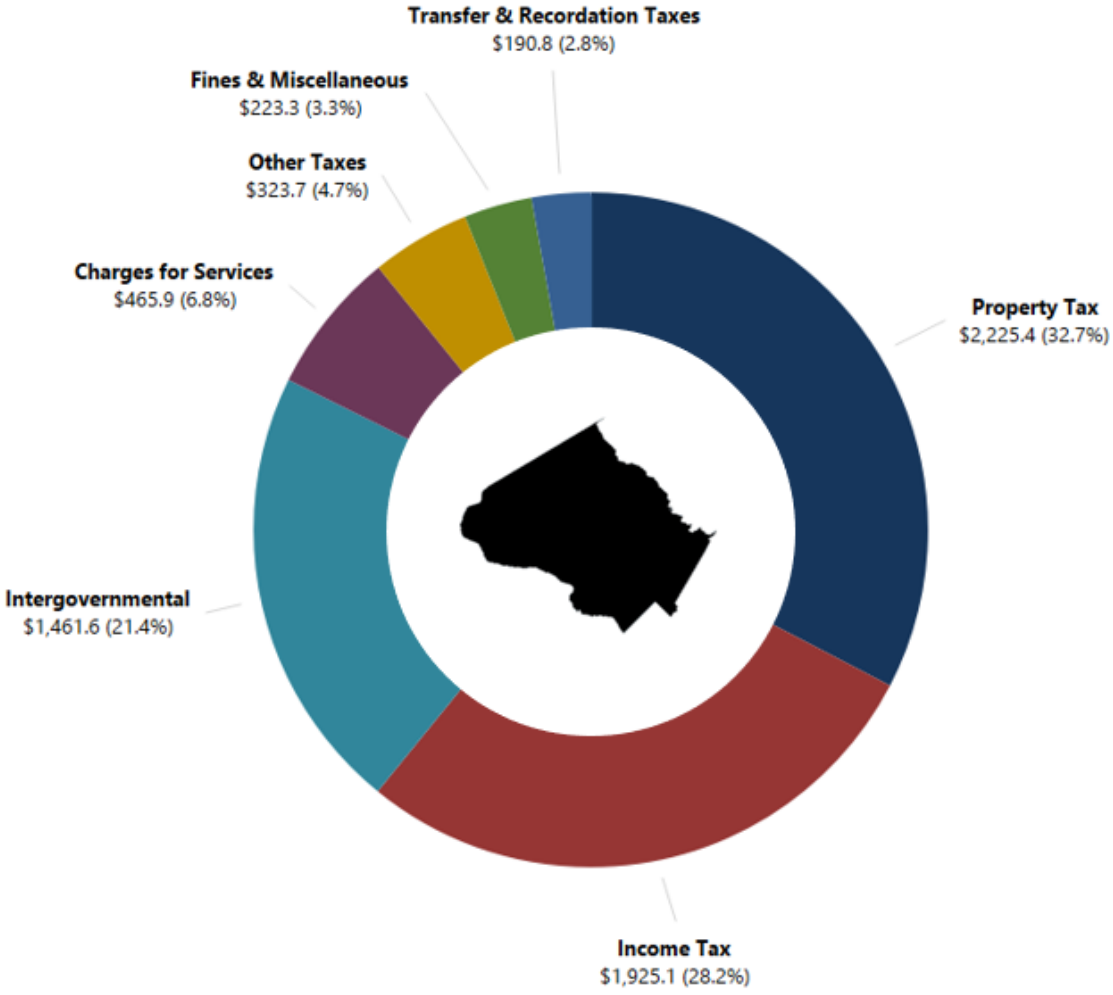
### How a Dollar of Taxes is Spent




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

# WHERE THE MONEY COMES FROM

## Revenues (millions)



# FY24 RECOMMENDED OPERATING BUDGET HIGHLIGHTS

## Climate Change and Environmental Sustainability...

- Provide $19.3 million for the Montgomery County Green Bank to promote investment in energy efficiency, renewable energy, and other projects that will lower the County's carbon footprint and make the County more resilient to the effects of climate change.
- Plan a solar microgrid project to support zero emission bus fueling at the Gaithersburg bus depot. The microgrid will provide clean energy to charge electric buses or to generate green hydrogen for use in hydrogen fuel cell buses.
- Expand the County's climate change efforts, including new positions for residential electrification, solar power expertise, and to manage County-based grant and incentive programs. New operating support includes funds to advance Community Choice Energy Consultant Support, climate grants for community organizations, and for management of an electric vehicle purchasing co-op. Included new funding to enhance the Tree Montgomery program and a new position to help manage the increased rate of tree plantings.
- Purchase grant funded hydrogen fuel cell buses and construct a green hydrogen fueling site in Gaithersburg. The Federal grant award will enable the replacement of 13 diesel-fueled buses in the Ride On fleet with zero-emission, hydrogen powered buses.
- Partner with the United States Army Corps of Engineers to conduct flood risk management studies in four priority watersheds to provide the County with plans for reducing the risk of flooding to property owners and critical roadways. This study will occur under the Planning Assistance to States (PAS) program, which is designed to provide planning-level assistance to communities and partners for water resource related issues.
- Accelerate the County's waste reduction efforts through increased staffing, including new reuse initiatives, adding to the kinds of materials that can be recycled, and increasing recycling at multi-family properties.

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

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

- Support the Urban Areas Heat Mapping Project grant from the National Oceanic and Atmospheric Administration (NOAA) Climate Program to map heat inequities and support decision making in neighborhoods grappling with inequitably distributed impacts from the deadliest weather-related risk in the United States.

- Add new funding and new positions to identify and address illegal discharge of pollutants throughout the County, and to ensure the County's stormwater management structures are inspected and maintained.

- Explore opportunities to install solar photovoltaic systems on garage rooftops within the parking lot districts (PLDs) that can provide discounted electricity to lower and moderate income (LMI) communities in the County as well as County-owned facilities.

- Enter Phase II of the development of Watershed Assessments for the County to better understand changes over time to our watershed, determine current conditions, adapt our management strategies, and help clearly guide the County's actions moving forward.

- Coordinate the efforts of Tree Montgomery Program and the Stormwater Best Management Practice (BMP) Inspection and Maintenance Program to identify BMPs on public and private properties where trees can be planted, enhancing the stormwater treatment function and habitat.

- Install street level, recycling, education signs in the Bethesda Urban District at recycling bins in high traffic areas.

- Continue with the Ford Mach-E electric vehicle pilot program for the Montgomery County Police Department to explore the suitability of electric vehicles for police patrol use. Wide-scale availability of zero-emissions patrol vehicles is expected by 2025.

- The Wheaton Urban District partnered with One Montgomery Green in support of the Wheaton Sustainability Innovation Zone to build and maintain sustainable innovation ecosystems for climate and energy technologies.

- Pilot a program with the Montgomery County Fire and Rescue Service using a Ford F150 Lightning as a Battalion Chief Vehicle, including on-site charging, to explore the suitability of electric vehicles for this role.

- Expand the residential curbside food scraps collection pilot project with additional homes in the Potomac and Montgomery Village areas, and expand the residential backyard and commercial food scraps recycling programs by adding more partners.

- Plant 1,200 street trees along roads and sidewalks that are adjacent to private residences and other locations to increase canopy coverage. The Chesapeake Bay Trust (CBT) Urban Trees Grant Program awarded the Department of Transportation (MCDOT) a grant for $362,740 to increase tree canopy in urban and underserved areas of the County.

## Racial Equity & Social Justice...

- Include funding to plan and coordinate the Juneteenth event in the County.

- Expand community partnerships to deploy an additional 32,000 free laptop computers to low-income seniors and families living in affordable housing developments, enroll 20,000 families in the Affordable Connectivity broadband subsidy program (ACP), and seek additional Maryland and Federal broadband grant funding to expand MoCoNet, the County's residential broadband network at affordable housing developments.

- Fund a civilian Diversity Equity and Inclusion Officer position to support efforts to normalize conversations on equity and operationalize new equity centered practices, policies, and procedures in the Fire and Rescue Service (FRS). This enhancement implements a recommendation of the recently completed MCFRS equity assessment.

- Provide one-time funding of $4.7 million for COVID testing, vaccination administration, and outbreak management and $1.0 million for COVID sheltering in hotels for isolation of COVID positive or exposed people who are experiencing homelessness.

- Recommend an increase of $800,000 for the African American Health Program, $952,545 for the Latino Health Initiative, and $775,000 for the Asian American Health Initiative. This increase supports the minority health programs that provide effective, culturally and linguistically appropriate services to improve health outcomes and alleviate health disparities.

- Continue efforts to increase the number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP).

- Develop and maintain a resource guide for Black, Indigenous, and People of Color (BIPOC) farmers that will also be incorporated into web pages on the Office of Agriculture website, which will provide farmers an opportunity to use the translation services that are built into the website.

- Create a data analyst position in the Office of Racial Equity and Social Justice to help implement the Racial Equity and Social Justice (RESJ) Act requirement to produce a Racial Equity dashboard, establish metrics, and work with departments and the community to determine which metrics should be measured.

- Address the racial inequities and disparities present in all aspects of the food system through the collaborative efforts of the Office of Food Systems Resilience and the Office of Racial Equity and Social Justice.

- Implement recommendations made by the Effective Law Enforcement for All (ELE4A) Final Report for the Department of Police. The recommendations include adding six Public Safety Firearms Instructors at the Police Safety Training Academy, a Program Manager II dedicated to health and wellness, and an Emergency Services Instructor.

- Add $100,000 to purchase World Language collections for the Public Libraries, beginning with Spanish and Chinese.

- Implement a Police Survey Platform, primarily focusing on Communications Center callers, to comply with Bill 45-20, Community Policing - Data, while promoting equity and inclusion.

## Thriving Youth and Families...

- Increase Excel Beyond the Bell Elementary (EEBE) services and expand existing out of school time programming with the addition of two new sites: Harriet Tubman and Watkins Mills Elementary Schools.

- Continue funding for award winning Black History, African Heritage, and Public Meeting cable television programming highlighting the rich cultural heritage and diversity of Montgomery County.

- Provide initial funding of $6.1 million to continue the Food Staples Program, as needed.

- Continue services previously funded by Federal funds in the Department of Health and Human Services, including $3.0 million for the Service Consolidation Hubs, $1.7 million in Eviction Prevention, and $711,891 for a Mobile Health Clinic.

- Allocate $75,000 to expand Montgomery County Public Libraries' early childhood literacy programs and outreach for children from ages 0 to 5.
- Build community partnerships and leverage open-source tools to target distribution of 50,000 free laptop computers to low-income residents.
- Commit $2.0 million to enhance the Montgomery Cares clinic reimbursement rate.
- Expand the TeenWorks youth development program, which provides job readiness training and skill building workshops.
- Continue free Recreation fitness passes for Montgomery County residents to enjoy game rooms, fully equipped fitness rooms, and gym activities.
- Provide funding for a new Linkages to Learning and School Based Health Center at Southlake Elementary School.
- Implement a new Youth in Public Spaces pilot program in Silver Spring to find safe ways for young people to have fun in the community.
- Expand the State's Autism Waiver Program within the County.

## A Growing Economy...

- Rebranded the Business Advancement Team to the County's Business Center with a redesigned website that helps answer local business questions quickly and a greater focus on proactive outreach and engagement with the County's small businesses.
- Attract businesses to the White Oak Science Gateway by developing a marketing plan for a new website, pamphlets, brochures, and branding.
- Purchase a Customer Relationship Management System that will focus on tracking the County's interactions with the business community to ensure faster, more reliable customer service.
- Increase the capacity of the County's Business Center to proactively assist and engage small businesses throughout the County resulting in more businesses that start, grow, and stay in the County.
- Support proactively processing fire code compliance permit renewals to better prioritize inspections.
- Continue ABS partnerships with multiple brands to introduce and support minority-

and female-owned products.

- Provided through the Business Center more than $5.1 million in direct business grants and loans. Several of these business grants, like the Small Business Rental Assistance Program, provided critical funding for businesses still negatively impacted by the pandemic.

- Pilot a hybrid curb management solution with single-space meters and Pay-by-Cell only zones in the parking districts.

- Introduce new vehicle occupancy and counting systems in various high-demand parking garages in Bethesda and Silver Spring and upgrade outdated vehicle counting systems.

- Convert garages in Silver Spring to modern Master Meter systems that can use Pay-by-Cell apps and Pay-by-Plate options.

## Easier Commutes...

- Increase the number of traffic signals evaluated per year in the Traffic Signal Optimization Program to reduce vehicle delays and traffic congestion resulting from inadequate signal timing. This will enable the County to advance a four to six-year traffic signal review cycle, which is near the industry standard of three to five years, and move away from a 12 to 14-year review cycle. MCDOT is on target to review and replace 50 traffic signals this fiscal year.

- Expand the EV Charging Station program (including Pepco supported stations) in existing and additional facilities.

- Allocate funding for the Bethesda Circulator to provide zero- emissions electric buses for this service.

- Maintain a reduction in every Call-n-Ride participant's monthly co-payment by $5.25 through financial support from the Transportation Services Improvement Fund. This co-pay subsidy has been supported in the past four years by a grant from the Metropolitan Washington Council of Governments which is expiring in February 2024. New funding for this benefit will continue to provide affordable transportation for the lowest income residents.

## An Affordable, Welcoming County for a Lifetime...

- Allocate $89.6 million for affordable housing, including $57.6 million in the Montgomery Housing Initiative (MHI) Fund and $32 million in the Affordable Housing Acquisition and Preservation CIP project. This dedicated funding provides for the renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents, homeowner down payment assistance, services to the Building Neighborhoods to Call Home, Design for Life, and Housing First programs, and the creation of mixed-income housing.

- Allocate $30.2 million from loan repayments to the Preservation of Naturally Occurring Affordable Housing (NOAH) Fund to continue housing preservation efforts in areas at risk of rent escalation to higher market rents, including the Purple Line Corridor and other County transit corridors.

- Continue investment in the Moderately Priced Housing Unit (MPDU) program. It is the first mandatory inclusionary zoning law program in the United States.

- Add $3.0 million for overflow sheltering in hotels, housing an average of 138 people every night.

- Preserve and produce affordable housing by underwriting loans. Three developments for multi-family projects have already been identified for potential funding in FY24. These developments would preserve or produce a total of 590 units, including 412 affordable units.

- Increase staffing in various programs to enhance the Department of Housing and Community Affairs' operations and service delivery related to rental licensing, housing code enforcement, and landlord-tenant mediation to support increasing demand and provide more effective services.

- Continue the Homeowner Assistance Program for down payment assistance to first-time homebuyers, including full-time career employees of Montgomery County and Montgomery County Public Schools.

- Invest $1.7 million in the Housing Initiative Program and $300,000 to the Permanent Supportive Housing Program to avoid a reduction in service.

- Continue funding for the Focused Neighborhood Assistance (FNA) program that provides financial and technical assistance to neighborhoods to improve the quality of life, safety and welfare of their residents.

- Implement a robust legal immigration service referral and data collection system housed at the Gilchrist Immigrant Resource Center.

- Include funding to develop a Faith-Based Housing Development Initiative pilot project by working with mission-aligned houses of worship to increase the supply

of affordable housing for low- and moderate-income households and advance racial equity in the County.

- Provide additional resources to offset discontinued Federal funds for tenants to access legal assistance, counseling, and education services.

- Recommend funding for a Legal Services Coordinator position supporting the "Bienvenidos: Aqui para Ti" initiative led by the Department of Health and Human Services to coordinate legal education, screenings, consultations, wraparound services, and representation for unaccompanied migrant children, asylum seekers and/or families/sponsors.

- Continue funding the Design for Life Program to provide for accessibility upgrades in single-family residences.

## Safe Neighborhoods...

- Increase funding for security grants to $1 million to non-profit and faith-based organizations to augment costs for security personnel or other security planning measures for non-profit organizations located in Montgomery County.

- Continue the Leave-Behind Narcan program to minimize opioid overdose deaths by maintaining pre-assembled Narcan kits on every Montgomery County Fire Rescue Service vehicle and at every station.

- Implement recommendations from the Infrastructure Safety Analysis for ten locations where the highest number of school bus monitoring program citations were issued.

- Add a uniformed Community Action Coordinator and two civilian Community Risk Reduction specialists to deliver targeted prevention and education services including bystander CPR, opiate overdoses, and bleeding control in vulnerable communities. These positions will also ensure communities are connected to sustained services to address their needs in the aftermath of traumatic events.

- Add four school crossing guards to enhance student and pedestrian safety.

- Support pedestrian safety by reducing the backlog of sidewalk repairs needed in the Silver Spring Urban District.

- Implement a Security Camera Program in downtown Silver Spring to enhance crime prevention, offender identification, and to comply with Bill 14-22, Private Security Camera Incentive Program.

- Fund a new mobile low/no cost spay and neuter program serving low-income County resident pet owners in their communities in partnership with the Montgomery County Partners for Animal Well-being and Montgomery County Cat Coalition.

- Include funding for new wayfinding signage in the Wheaton Urban District to make it easier for pedestrians to navigate the area.

- Add a uniformed Critical Incident Stress Management manager and a supervisory psychologist to enhance mental health supports for first responders.

- Fund enhancements related to public safety by increasing the inspections of short span bridges and installing a fence on top of the Wayne Avenue garage in Silver Spring.

## Effective, Sustainable Government...

- Montgomery County received the following National Association of Counties (NACo) Achievement Awards in 2022:

  - Active Aging Week: Redefining Active @ Montgomery County, MD
  - Adapting Design to Justice Values
  - BASIS Workforce Budgeting System
  - Brookville Depot - EV Bus Electrification County
  - Call-n-Ride Essential Delivery Service
  - Cannabis Intoxication Impaired Driving Labs
  - Creating Comfortable, Affordable, and Happy Homes for Montgomery County Residents
  - Defining the Scope
  - Enhancements to Central Vendor Registration System (CVRS) for Individual Payees
  - Free COVID-19 Vaccination/Testing/Mask Pick-up Taxi Program
  - Improving Language for Inclusive Hiring
  - Improving the Customer Service Center: MC311 Address Error Report Form & Tracking
  - LEAP4MCG: A New Approach to Hiring People with Disabilities
  - Montgomery County Department of Environmental Protection Plogging Challenge
  - Montgomery County Safety and Health Program

- Montgomery County, MD's Commercial Food Scraps Recycling Partnership Program
- Notices of Violation and Citations/Court Proceedings - Information Guide
- Play Montgomery Rock N Roll
- Por Nuestra Salud y Bienestar Initiative
- PRO Launch
- Rental Marketplace (Home Page - Marketplace (montgomerycountymd.gov))
- Resiliency: Infrastructure, Energy and Sustainability
- Scotland Recreation Center Resilience Hub
- Service Request Management Map
- Storm Drain Culvert Resiliency Program for Addressing Climate Change
- Streamlined Electronic Invoice Management
- Strengthening Pathways for Advancement in Recreation & Camp Careers (SPARCC)
- Sustainability, Energy, and Mechanical Code Compliance Tools
- Vendor Innovation Portal
- Vendor Process Improvements in Purchasing
- Virtual Alcoholic Beverages License Renewal

✪ Continue expansion of investigation capacity to allow the Office of the Inspector General to manage the requests for review of Montgomery County Public Schools, in accordance with State legislation (Chapter 329 of 2020). Per Bill 11-19, the OIG will also leverage positions added in FY23 to implement 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.

✪ Update all ABS store point of sale register systems to remove technology barriers and enable the addition of services such as curbside pickup, buy online and pick up in store, and queue line checkout.

✪ All Executive Branch departments will develop and implement language access plans, centered around providing high-quality services to the County's multicultural and multilingual communities.

✪ Examine and envision how an investment in Artificial Intelligence (AI) can bring efficiency in decision making and problem solving, enhanced security, and foster effective decision making across the enterprise, by funding AI solutions that boost customer service, resident expectations, and their experiences with government services.

✪ Support the Fleet Management Services' apprentice program in response to hiring

challenges and the need to develop a workforce capable of supporting zero-emission technologies. After completing a 2-year training program, new technicians will be capable of performing skilled maintenance work on the County's fleet of transit buses and heavy equipment. Fleet Management is also working with Montgomery College and the State of Maryland to develop a hiring pipeline and enhance the apprentice training experience.

- Continue implementation and outreach efforts of Ban-the-Box laws that prohibits employers and housing providers from asking applicants about criminal history on job or housing applications.

- In collaboration with partner agencies, launch government planning processes to establish long-term priorities and strategies for building food system resilience, including increased local food production and enhanced food-based economic opportunity.

- Continue to simplify and streamline how MC311 staff answer customer questions over the phone and online, with the cooperation and support of many department operations. This reduces the time customers spend on the phone getting the information they request, and customer satisfaction for callers to MC311 hovers near 90 percent.

- Stream live video of election procedures to bolster public confidence.

- Continue investments in cybersecurity capabilities to combat increasing and advanced security threats to the County's desktop computers, mobile devices, accounts, and data servers.

- The partnership between Civic Design and Montgomery County Police Department (MCPD) has increased the percentage of women in the Academy class, reduced the application process, and increased personalized applicant engagement throughout the process, which candidates state sets MCPD apart from competitors.

- Implement Phase II of the DHHS Community Connect Application to allow residents to apply online for major County programs, including Working Parents Assistance, County Health Programs such as Montgomery Cares, Care for Kids, Senior Dental, and the Rental Assistance Program. Bilingual Spanish access, visible status updates to customers on their application processing, and virtual assistance while the customer is using the portal will also be provided.

# Funding the Budget...

- Recommend a total County budget from all sources for all County agencies of $6,832,777,338 which is $486.3 million or 7.7 percent more than the FY23 budget.
- Recommend tax-supported funding for the Montgomery County Government of $2,504,000,038 (including debt service and OPEB funding).
- Recommend tax-supported funding for the Montgomery County Government of $2,064,608,598 an increase of 8.9 percent (excluding debt service).
- Funding for Montgomery County Public Schools will increase $222.3 million or 12.1 percent. Within this total, the County contribution is $264.8 million over maintenance of effort.
- Funding for Montgomery College's FY24 Recommended Operating Budget totals $345.2 million.
- Recommend tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $8,091,117 or 5.0 percent from FY23 (including debt service and OPEB funding).
- Fund the WSSC Water's FY24 operating and capital budgets with a 7.0 percent water and sewer rate increase in accordance with the Spending Affordability Guidelines adopted by Council.
- Recommended a weighted property tax rate of $1.0785 per $100 of assessed value and a $692 homeowners' property tax credit. The weighted rate includes a $0.10 tax rate that is authorized by Maryland Code, Education § 5-104 (d)(1). The recommended property tax rate is 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 FY23, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

# 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 **2022**
- **Current Year** - Fiscal Year **2023**
- **Next Year** - Fiscal Year **2024**

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 and 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 information, 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.

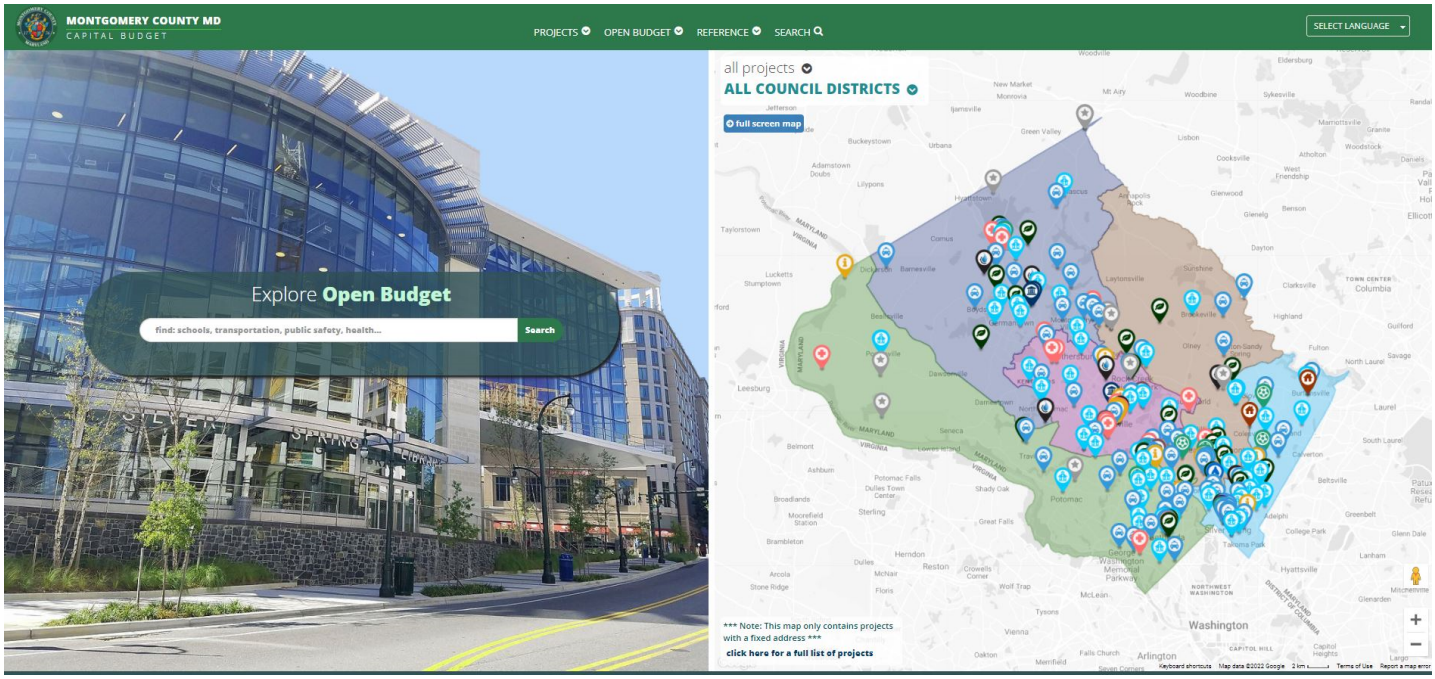
## Capital Improvements Program (CIP)**

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 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; and
- ADA compliant, works on any device / browser.

**The information is available at [montgomerycountymd.gov/capitalbudget](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 FY23 figures and some of the FY24 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**

THIS PAGE INTENTIONALLY LEFT BLANK

# 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 FY24 operating budget development season, the County Executive conducted an historic operating budget forum - the first forum to be conducted in Chinese and the second forum to be conducted in Spanish, making these forums more accessible and interactive.

## 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 FY24 operating budget development season, the County continued investing in efforts to normalize, organize, and operationalize for racial equity and social justice. Incorporating lessons learned from previous budget development seasons, the Office of Racial Equity and Social Justice's (ORESJ) Director and policy analysis staff developed a tool, training, and guidance manual to support the use of a racial equity lens throughout the budget development process. These resources support the County's implementation of the RESJ Act and bring into focus how the budget impacts racial disparities and inequities in the County.

The FY24 operating budget development season is the first fully integrated use of the Operating Budget Equity Tool (OBET) by departments and ORESJ. The tool was incorporated into the Office of Management and Budget's oversight of the budget process. Responses to the tool and analysis of those responses provided decisionmakers with new insights and pathways for allocating resources in ways that contribute to reducing and ultimately eliminating racial disparities and inequities in the County.

For the FY24 budget development season, the OBET included department- and program-level questions. All departments were required to answer the department-level questions. Each department was also asked to respond to the OBET program-level questions regarding a proposed program enhancement, new program, or program reduction for a minimum of one (maximum of three) programs.

Department-level questions provided departments an opportunity to:

- Explain how the overall budget will support the department's commitment to advancing racial equity and social justice. Using the GARE (Government Alliance on Racial Equity) framework (Normalize, Organize, and Operationalize), departments could select activities to help demonstrate department-level commitments to racial equity and social justice.
    - Normalize-Establish racial equity as a key value by developing a shared understanding of key concepts across the department and create a sense of urgency to make changes.
    - Organize-Build staff and organizational capacity, skills, and competencies through training while also building infrastructure to support the work, like internal organizational change teams and external partnerships with other institutions and community.
    - Operationalize-Put theory into action by implementing new tools for decision-making, measurement, and accountability like a Racial Equity Tool and developing a Racial Equity Action Plan.
- Explain how the department's budget allocate funds towards ensuring that public documents (including websites and related apps), policies, plans, meetings, and hearings are readily accessible to the public.
- Describe persistent gaps or limitations that could inhibit the department's ability to advance racial equity and social justice.

Program-level requests were divided into two categories, which include new programs, program enhancements or program reductions.

- New Program or Program Enhancement questions provided departments an opportunity to:
    - Describe the purpose of the program, service, initiative, or activity.
    - Describe the ways the department used (quantitative and qualitative) data, community engagement, research on racial disparities and inequities (in the US and the County) and best practices for advancing racial equity to design/enhance the program.
    - Explain how the program specifically reaches the people most negatively impacted by the challenges the program addresses.
    - Describe how the department will track and measure program and service outcomes.
- Program reduction questions provided departments an opportunity to:
    - Describe the purpose of the program, service, initiative, or activity.
    - Identify how reductions to the program budget affect people most negatively impacted by the challenges the program addresses.
    - Discuss steps taken to mitigate against the creation or worsening of racial disparities or inequities that may result from the proposed program reduction.
    - Describe how the Department will track and measure program and service outcomes.

ORESJ 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' examination of policies, procedures, and practices to determine if they create or exacerbate racial disparities in the County; and
- facilitate planning and development of Racial Equity Action Plans with departments
- 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 42 for a discussion on the Office of Racial Equity and Social Justice. See Chapter 76 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 integrated these considerations as part of the budget process. As an initial step, the County's Office of Racial Equity & Social Justice:

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

## Climate Change

During the FY24 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); and
- each department identify its Climate Change Ambassadors 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 starting in the FY22 operating budgeting development season to incorporate climate change considerations 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 75 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** 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 |

| Tax Supported Funds | Non-Tax Supported 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' 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 made contributions 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.

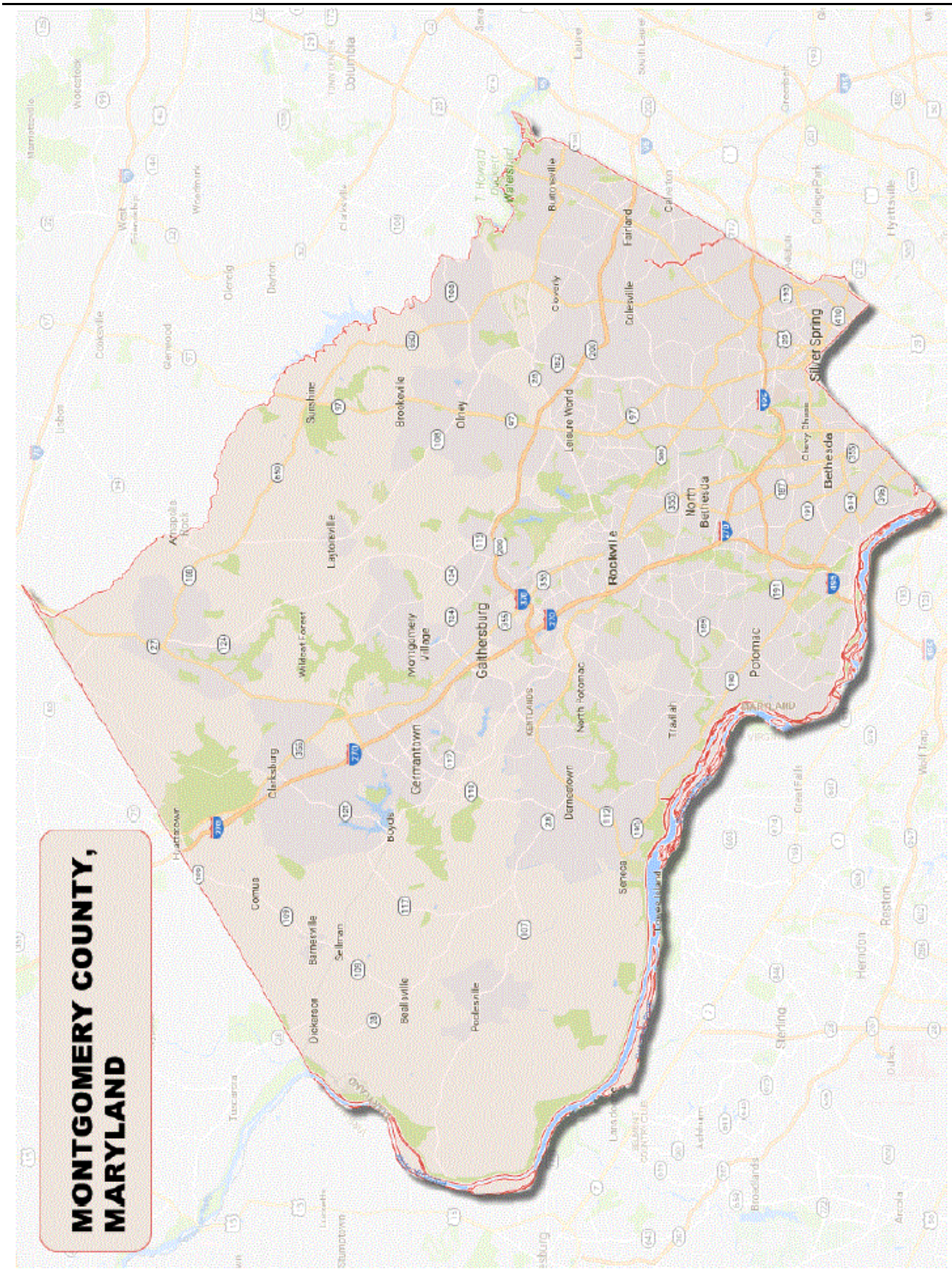
**Restricted Donations Fund:** accounts for donations and contributions received by the County that are restricted for use in specific County programs.

## SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions )

| | A<br>CATEGORY | B<br>FY23<br>CC Approved<br>5-26-22 | C<br>FY23<br>Estimate | D<br>FY24<br>CC SAG<br>2-14-23 | E<br>FY24<br>CE Recommended<br>3-15-23 | F<br>FY24<br>% Chg<br>App / Rec | G<br>FY24<br>$ Chg<br>App / Rec |
|---|---|---|---|---|---|---|---|
| 1 | Property Tax | 1,951.4 | 1,931.7 | | 2,225.4 | 14.0% | 274.0 |
| 2 | Income Tax | 1,870.5 | 2,044.4 | | 1,925.1 | 2.9% | 54.6 |
| 3 | Transfer/Recordation Tax | 228.9 | 175.1 | | 174.6 | -23.7% | (54.4) |
| 4 | Other Tax | 266.6 | 268.6 | | 275.8 | 3.4% | 9.2 |
| 5 | General State/Fed/Other Aid | 1,039.1 | 1,077.6 | | 1,131.1 | 8.9% | 92.0 |
| 6 | All Other Revenue | 175.0 | 190.1 | | 211.4 | 20.8% | 36.4 |
| 7 | **Revenues** | **5,531.5** | **5,687.5** | | **5,943.3** | **7.4%** | **411.8** |
| 8 | Net Transfers In (Out) | 18.8 | 19.3 | | 4.4 | -76.6% | (14.4) |
| 9 | Set Aside: Potential Supplementals | - | - | | - | n/a | - |
| 10 | Set Aside: Other Claims | 1.6 | 1.6 | | 1.7 | 6.5% | 0.1 |
| 11 | Beginning Reserve: Total | 698.1 | 887.9 | | 909.4 | 30.3% | 211.3 |
| 11a | Revenue Stabilization Fund | 518.5 | 587.4 | | 604.0 | 16.5% | 85.4 |
| 11b | Reserve: Undesignated | 179.5 | 300.5 | | 305.4 | 70.1% | 125.9 |
| 12 | **TOTAL RESOURCES** | **6,250.1** | **6,596.2** | | **6,858.9** | **9.7%** | **608.8** |
| 13 | **APPROPRIATIONS** | | | | | | |
| 14 | **Capital Budget:** | | | | | | |
| 15 | CIP Current Revenue | (92.4) | (112.5) | (98.3) | (101.4) | 9.7% | (9.0) |
| 16 | CIP PAYGO | (33.9) | (33.9) | (112.8) | (32.8) | -3.2% | 1.1 |
| 17 | **Operating Budget:** | | | | | | |
| 18 | MCPS | (2,729.7) | (2,717.6) | (2,720.8) | (3,020.9) | 10.7% | (291.2) |
| 19 | College, Total | (275.3) | (257.1) | | (281.0) | 2.1% | (5.7) |
| 20 | Less College Tuition | 56.1 | 56.1 | | 59.0 | 5.1% | 2.9 |
| 21 | College, Net | (219.1) | (200.9) | (208.8) | (222.0) | 1.3% | (2.9) |
| 22 | County Government | (1,836.0) | (1,914.5) | (1,882.6) | (2,002.4) | 9.1% | (166.4) |
| 23 | M-NCPPC | (150.2) | (150.2) | (154.0) | (158.1) | 5.2% | (7.9) |
| 24 | Retiree Health Insurance Prefunding | (62.8) | (62.8) | (62.6) | (65.6) | 4.4% | (2.8) |
| 24 | Other: (Unallocated) / GAP | - | - | | - | n/a | - |
| 25 | **Total Operating Budget:** | **(5,053.9)** | **(5,102.1)** | | **(5,527.9)** | **9.4%** | **(474.0)** |
| 26 | **Debt Service:** | | | | | | |
| 27 | All County Debt Service | (400.7) | (400.0) | (446.2) | (411.9) | 2.8% | (11.3) |
| 28 | M-NCPPC Debt Service | (6.7) | (6.7) | - | (7.3) | 8.7% | (0.6) |
| 29 | MCG Long Term Leases (b) | (34.5) | (31.5) | - | (27.5) | -20.5% | 7.1 |
| 30 | **TOTAL APPROPRIATIONS** | **(5,622.1)** | **(5,686.8)** | **(5,686.1)** | **(6,108.7)** | **8.7%** | **(486.6)** |
| 31 | (incl. Capital, Operating & Debt Service) | | | | | | |
| 32 | **Aggregate Operating Budget** | **(5,566.0)** | **(5,630.7)** | **(5,686.1)** | **(6,049.7)** | **8.7%** | **(483.7)** |
| 33 | (excludes College tuition) | | | | | | |
| 34 | Revenue Stabilization Fund (new $s) | (3.0) | (16.6) | | (26.2) | 784.6% | (23.2) |
| 35 | **Ending Reserve: Total** | **628.0** | **909.4** | | **750.2** | **19.5%** | **122.2** |
| 36a | Revenue Stabilization Fund | **521.5** | **604.0** | | **630.2** | **20.8%** | **108.7** |
| 36b | Ending Reserve: Designated | - | - | | - | **n/a** | - |
| 36c | Ending Reserve: Undesignated | **106.5** | **305.4** | | **120.0** | **12.7%** | **13.5** |
| 37 | **Maximum AOB without 6 votes** | **(5,355.8)** | | | **(5,964.5)** | | |
| 38 | (Prior Year AOB + inflation as shown) | **4.16%** | | | **7.16%** | | |

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
Silver Spring
Bethesda
Rockville
Gaithersburg
Germantown
Potomac
North Bethesda
Leisure World
Olney
Brookeville
Sunshine
Laytonsville
Clarksburg
Damascus
Boyds
Barnesville
Dickerson
Poolesville
Seneca
Travilah
North Potomac
Montgomery Village
Wildwood Forest
Cloverly
Fairland
Colesville
Burtonsville
Takoma Park
College Park
Hyattsville
Greenbelt
Laurel
Columbia
Woodstock
Mount Airy
Westminster
Glenwood
Clarksville
Ellicott City
Dayton
Cooksville
Lisbon
Annapolis Rock
Hyattstown
Comus
Barnesville
Sellman
Beallsville
Tuscarora
Stumptown
Sterling
Herndon
Reston
Great Falls
Wolf Trap
Arcola
Broadlands
Ashburn
Lansdowne
Tower Island
MARYLAND
VIRGINIA

# MONTGOMERY COUNTY PUBLIC DOCUMENTS

## ANNUAL BUDGETS AND GROWTH POLICY INFORMATION

| DATE | ITEM | AVAILABILITY |
|---|---|---|
| January 15th (even calendar years) | **COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND CAPITAL IMPROVEMENTS PROGRAM (CIP)**<br>*County Executive's Transmittal; Introductory Sections; County Government Departments; HOC; Revenue Authority; MCPS; Montgomery College; M-NCPPC; WSSC* | www.montgomerycountymd.gov/omb<br>Reference copies at public libraries<br>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**<br>*County Executive's Transmittal; Capital Budget; Amendments* | www.montgomerycountymd.gov/omb |
| March 15th | **COUNTY EXECUTIVE'S RECOMMENDED OPERATING BUDGET AND PUBLIC SERVICES PROGRAM**<br>*County Executive's Transmittal; Financial Summaries; Legislative, Judicial, Executive Branch Departments; MCPS; Montgomery College; M-NCPPC; WSSC* | www.montgomerycountymd.gov/omb<br>Reference copies at public libraries<br>Office of Management and Budget (240.777.2800) |
| March 31st | **FISCAL PLAN**<br>*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<br>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**<br>*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<br>Reference copies at public libraries<br>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**<br>*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<br>Office of Management and Budget<br>www.montgomerycountymd.gov/omb<br>(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:<br>Department of Finance (240.777.8822)<br>www.montgomerycountymd.gov/finance<br>(on limited basis) |
| Quarterly | **ECONOMIC INDICATORS** | Department of Finance (240.777.8866)<br>www.montgomerycountymd.gov/finance |
| Monthly (To update the Economic Indicators Report) | **ECONOMIC UPDATE** | Department of Finance (240.777.8866)<br>www.montgomerycountymd.gov/finance |
| Annually | **ANNUAL INFORMATION STATEMENT** | Department of Finance (240.777.8822)<br>www.montgomerycountymd.gov/finance<br>(on limited basis) |
| Available throughout the year | **MONTGOMERY COUNTY HISTORICAL SOCIETY INFORMATION** | Montgomery County Historical Society<br>(301.340.2825)<br>www.montgomeryhistory.org |
| Available throughout the year | **MONTGOMERY COUNTY DEMOGRAPHIC INFORMATION** | Maryland-National Capital Park and Planning Commission:<br>Montgomery County Planning Board<br>(301.650.5600)<br>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) (BIENNIAL) PROCESS TIMELINE

**APRIL**

Citizens Advisory Board/Capital Improvements Program Budget Forums (Full CIP)

**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
Judicial Branch
Circuit Court
State's Attorney
Sheriff
Board of Education
Montgomery County Public Schools
Other Agencies
Revenue Authority
Washington Suburban Sanitary Commission
Washington Suburban Transit Commission
Housing Opportunities Commission
Montgomery College
Maryland-National Capital Park & Planning Commission
Executive Branch
County Executive
Chief Administrative Officer
Legislative Branch
County Council
Boards, Committees, and Commissions
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
Conservation of Natural Resources
• Environmental Protection
Alcohol Beverage Services
• Alcohol Beverage Services
General Government
• County Executive
• Board of Elections
• Community Engagement
• County Attorney
• Ethics Commission
• Finance
• Food Systems Resilience
• 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
Libraries, Culture, & Recreation
• Community Use of Public Facilities
• Public Libraries
• Recreation
Health & Human Services
• Health and Human Services
Legislative
• County Council
• Board of Appeals
• Inspector General
• Legislative Oversight
• Merit System Protection Board
• Peoples Counsel
• Zoning and Administrative Hearings

# 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 the appropriate level of 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:

- Framework for fiscal policy
- 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

## 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 GAAPstandards. 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 Budget:

- 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.

## FISCAL CONTROL POLICIES

### Structurally Balanced Budget

The County has 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 must be planned or incurred.

### Reserves

The County has a goal of maintaining an unrestricted General Fund balance of five percent of the prior year's General Fund revenues (which is the maximum allowed per Section 310 of the Montgomery County Charter) 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.

Reserves exceeded the County's 10 percent target in FY21 and FY22. Reserves for FY23 were budgeted at 10.2 percent but due to strong tax revenue growth they are projected to further increase in FY23 to 14%. Due to significantly increased costs for services caused by high inflation and a mild recession forecast to occur during 2023, this budget utilizes a portion of reserves to fund programs and one-time costs to bridge the forecasted recession. Reserves are forecast to remain over 11% at the end of FY24.

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 identify

targeted budget reductions that will minimize impact on the County's service delivery to reduce the need to use County Government Reserves. Resolution 19-753 does not address the current situation of a forecasted mild recession where resources are needed to support essential services and reserves exceed our policy target. Utilizing reserves in excess of policy levels will bridge a mild recession.

The Reserve and Select Fiscal Policies Resolution further states that following a decrease in County Government Reserves during an economic recession or national emergency, the County must replenish the County Government 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 were temporarily reduced or suspended. An additional $13.1 million above the 10 percent PAYGO policy has been assumed in the FY23-FY28 Capital Improvements Program.

## 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 both policy level and excess reserves, 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.
- 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 proceeds and expenditures related to lease and subscription-based information technology arrangements (SBITA) activities are not budgeted.
- 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.
- Mortgages and loans made and related repayments are generally budgeted for as expenditures and revenues, respectively.
- 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 any 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 bad debt expenses.
- 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 eight of the eleven Council members 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.

Due to the impact of State and Federal aid and the underlying strength of the local economy, the dire predictions for our regional economy because of the COVID-19 pandemic did not materialize. Like the State of Maryland, the County's revenue streams have outperformed our fiscally prudent revenue projections for both FY22 and FY23 based on year-to-date collections. As a result, we are projecting that the County will end FY23 with reserves of $842.0 million, or $239.8 million more than needed to meet the County's policy of maintaining 10 percent of adjusted governmental revenues in reserve.

In looking ahead to FY24, the County has assumed a mild recession in revenue forecasts for FY23 and FY24 with lower growth rates or decreases in several key tax revenues compared to previous forecasts. For example, income taxes are expected to experience a modest FY24 decrease from FY23 estimates, reflecting solid but slowing growth in withholding revenue and a decrease in income tax from capital gains activity due to the weak equity and asset markets in 2022. Transfer and recordation taxes have experienced significant declines in FY23 due to reductions in real estate transaction activity caused by a dramatic decrease in home sales attributed to increased mortgage rates, housing prices, and low inventory. This declining trend is forecast to continue in FY24 albeit at a much slower rate and then to begin gradually recovering in FY25. Fortunately, assessable base property values plus new construction and personal property are increasing, resulting in a year over year increase in property tax revenues.

Expenditure pressures facing the County generally fall into three categories - 1) inflationary cost increases; 2) increased

school funding to maintain adequate staffing and core services while supporting state-mandated educational program improvements; and 3) a desire to maintain a number of COVID-era safety net programs during the expected recession.

Inflationary pressures for utilities, fuel, contracts, and other operating costs are affecting all areas of the County's operations. Inflation-related increases in our labor contracts have added significantly to the County's costs, but with a tight labor market and high vacancies, these increases are essential to attracting a high-quality workforce. In some cases, such as police officers and transit operators, the County has had to offer signing bonuses and mid-year pay scale adjustments to effectively recruit and retain employees.

The Montgomery County Public Schools budget faced similar cost pressures. The labor market - particularly for teachers - is very competitive, and salary increases will be needed to attract and retain top talent. Enrollment growth, the opening of a new school, student technology device needs, and cost increases for fuel, supplies, and contracts resulted in additional cost increases. MCPS' requested budget increase is anticipated to support the State-mandated Blueprint for Maryland's Future services and initiatives - including preschool programs, college and career readiness, special education and English as a Second Language services, and teacher career tracks and salaries.

During COVID, the County used federal funds to enhance safety net services to protect our most vulnerable residents. These services included increased rental assistance, eviction prevention, food distribution, guaranteed housing for homeless persons, service coordination through the County's Service Hubs, and an increased local match for the federal Earned Income Tax Credit. As we head into a recession, the County is now choosing to use its own funds to maintain availability of these services.

In order to mitigate the short-term impact of the recession, the FY24 budget assumes the one-time use of $159.3 million in surplus tax-supported reserves, beyond the County's 10% policy level, to provide needed services and to remain competitive in the local labor market. In addition, we expect that some of the FY24 safety net investments can be reduced, transfer and recordation taxes will rebound, and inflationary pressures will ease as the economy rebounds from this mild recession so that this type of use of reserves will not be necessary in the future. Even with this use of surplus reserves, we estimate that the County will end FY24 with $715.4 million in reserves, 11.4 percent or $86.0 million more than required to meet the County's fund balance policy.

To fund budget increases related to recruiting and retaining high quality teachers, and funding enrollment and system growth while supporting State-mandated Blueprint for Maryland's Future service requirements, the Recommended budget assumes a $0.10 property tax increase which is dedicated solely to cost increases for MCPS.

It has become clear that the County's financial policies need to be updated to reflect the County's progress in the past decade in strengthening its financial position - particularly with regard to exceeding the reserve policy and continuously funding the Health Benefits Trust to provide for other post-employment benefits (OPEB).

The County's reserves policies require that the County's goal would be to budget for and maintain an unrestricted General Fund balance of five percent of the prior year's General Fund revenues and the Revenue Stabilization Fund which together will represent 10 percent of Adjusted Governmental Revenues - except during a period of economic recession or national emergency. Contributions of at least 0.5 percent of Adjusted Governmental Revenues up to the 10 percent total reserve target must be made to the Revenue Stabilization Fund. If greater than 10 percent total reserve, then 50 percent of certain excess revenues must be transferred to the Fund. Revenue Stabilization Funds were not to be used unless appropriations became unfunded due to revenue shortfalls.

After establishing the reserves policy, the County committed to a multi-year plan to achieve the 10 percent target. For a number of years, the County made progress toward achieving the 10 percent reserves target. During the pandemic, the County revised its policy to specify that if the total reserves fell below the 10 percent goal, that the County must replenish the reserves to its policy goal within three fiscal years.

While the County's reserve policy was successful in providing an adequate reserve to weather the financial implications of recessions, storms, and a pandemic, it did not adequately anticipate how the reserves should be managed once the 10 percent goal was achieved. For instance, a sustainable fund balance policy has a mix of funding in both undesignated reserves, which may be used to pay for unanticipated expenditures throughout the fiscal year, and our Revenue Stabilization Fund (RSF), which is used only in the case of appropriated revenue shortfalls. Under current fiscal conditions, if we were to only have 10 percent of adjusted governmental revenues in reserve, all of that would be locked away in the RSF and would not allow the Council to have the flexibility to provide mid-year budget amendments. Now that the County has exceeded the 10 percent fund balance target for three years, the County Executive has asked the Department of Finance, the Office of Management and Budget, and the Office of the County Attorney staff to work with the County Council to update the policy and the Revenue Stabilization Fund law to better reflect our current circumstances as we strive to balance fiscal prudence with residents' needs and a desire to limit unnecessary taxation.

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 solely building the Trust to a policy that allows for continued growth, utilization, and maintenance of the Trust. In FY23 and FY24, the actuarial analysis assumed a utilization of Trust assets of $12.6 million and $17.4 million, respectively, to pay for a portion of retiree health care expenses based on the funded status of the plan. The County did not utilize any Trust assets in FY23, resulting in total funding to the OPEB Trust that exceeded the ADC by $12.6 million. In FY24, the County will provide total funding to the OPEB Trust that exceeds the ADC by $17.4 million. The County Executive will continue to work with the County Council to finalize a long-term OPEB funding and utilization policy that ensures the fund's sustainability to fulfill the Trust's purpose of paying a portion or all of retiree health care expenses.

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, and meetings, and into the 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 Amended 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, generally, the County continues to reduce the amount of annual General Obligation debt issued to limit the impact to the operating budget. In FY24 and FY25, the Recommended Amended CIP assumes an additional $20 million a year ($40 million total) in General Obligation debt to address construction cost inflation and to ensure that the County is able to commit State Built to Learn funding for school construction before interest rate increases further erode the amount of available school construction funds. After this modest increase, the County Recommended Amended CIP assumes a return to the gradual reduction in debt that had previously been assumed. 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 have helped the County mitigate the impact of construction cost

increases and increase funding for PAYGO above the 10 percent policy level. It was also necessary to defer some previously approved projects 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 FY24 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 revenues. 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 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 full ADC is budgeted as two types of expenses - pay-as-you-go costs and pre-funding contributions. The actuarial valuation for FY23 and FY24 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. In FY23, the approved budget included full pay-as-you-go costs, with no utilization of trust assets, resulting in total funding in excess of the County's policy of funding the ADC. The FY24 budget will also result in funding in excess of the County's policy of funding the ADC. It is anticipated that the County will conclude efforts

to amend the policy from one intended solely to build the Trust to one that continues to grow, utilize, and maintain the Trust in time for inclusion in the actuarial valuation process for the FY25 budget.

### 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 weighted average 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. The revenue generated by the proposed FY24 10 cent property tax rate increase will be dedicated to funding schools and pursuant to this State law, will not be subject to the County's property tax 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 parking lot districts' 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 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's goal will be to budget for and maintain an unrestricted General Fund balance of five percent of the prior year's General Fund revenues, consistent with the County Charter Section 302 limitation, along with the Revenue Stabilization Fund which together, will represent 10 percent of Adjusted Governmental Revenues, except during a period of economic recession or national 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 must equal the greater of a) 50% of any excess revenue or b) an annual amount equal to the lesser of 0.5% of Adjusted Governmental Revenues or the amount needed to obtain a total reserve of 10% of Adjusted Governmental Revenues. By an affirmative vote of seven 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. Reserves for FY23 were budgeted at 10.2 percent but due to strong tax revenue growth they are projected to further increase in FY23 to 14%. Due to significantly increased costs for services caused by high inflation and a mild recession forecast to occur during 2023, this budget utilizes a portion of reserves to fund programs and one-time costs to bridge the forecasted recession. Reserves are forecast to remain over 11% at the end of FY24.

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.

## Change in Ending Fund Balance

| | FY23 Approved Ending Fund Balance | FY24 Recommended Ending Fund | Change in Fund Balance | % Change |
|---|---|---|---|---|
| **TAX SUPPORTED** | | | | |
| **Montgomery County Government** | | | | |
| County General Fund | 75,248,249 | 85,203,390 | 9,955,141 | 13.2% |
| Bethesda Urban District | 402,449 | 95,050 | -307,399 | -76.4% |
| Fire | 421,506 | 39,037 | -382,469 | -90.7% |
| Mass Transit | 186,233 | 347,341 | 161,108 | 86.5% |
| Recreation | 248,922 | 297,200 | 48,278 | 19.4% |
| Revenue Stabilization Fund | 521,496,428 | 630,156,187 | 108,659,759 | 20.8% |
| Silver Spring Urban District | 101,761 | 121,009 | 19,248 | 18.9% |
| Wheaton Urban District | 76,583 | 82,958 | 6,375 | 8.3% |
| **Montgomery College** | | | | |
| Emergency Repair Fund | 444,599 | 535,078 | 90,479 | 20.4% |
| Current Fund MC | 23,452,672 | 27,245,383 | 3,792,711 | 16.2% |
| **Maryland-National Capital Park and Planning Commission** | | | | |
| Administration Fund | 1,204,818 | 1,264,261 | 59,443 | 4.9% |
| Park Fund | 4,669,011 | 4,792,426 | 123,415 | 2.6% |
| **NON-TAX SUPPORTED** | | | | |
| **Montgomery County Government** | | | | |
| Cable Television | 163,915 | 117,301 | -46,614 | -28.4% |
| Water Quality Protection Fund | 6,702,394 | 6,108,799 | -593,595 | -8.9% |
| Bethesda Parking District | 8,735,684 | 6,760,290 | -1,975,394 | -22.6% |
| Community Use of Public Facilities | 1,125,178 | 1,872,179 | 747,001 | 66.4% |
| Liquor Control | 15,935,371 | 4,884,278 | -11,051,093 | -69.3% |
| Permitting Services | 31,437,678 | 38,957,037 | 7,519,359 | 23.9% |
| Silver Spring Parking District | 1,400,164 | 2,854,025 | 1,453,861 | 103.8% |
| Solid Waste Collection | -2,774,683 | 787,182 | 3,561,865 | N/A |
| Vacuum Leaf Collection | 711,386 | 1,133,281 | 421,895 | 59.3% |
| Wheaton Parking District | 470,232 | 1,367,321 | 897,089 | 190.8% |

**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 with this reserve policy. The County met its 10% reserve target in FY21, and reserves have continued to grow. In FY24, General Fund surplus reserves will be drawn down as a bridge for an expected mild recession.
- Bethesda Urban District — The FY24 Recommended Fund Balance decreased due to reductions in the Parking Lot District transfer.
- Silver Spring Urban District — The FY22 approved fund balance was below the policy level of 2.5% of resources. In FY24, General Fund transfers have been increased to achieve the policy target.
- 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.

**Explanation of Changes in Fund Balance Greater Than 10% (Continued):**

| | |
|---|---|
| ▪ 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. |
| ▪ Liquor Control | The decrease in fund balance is due to changes in inventory, investments in store renovations, and cost increases - particularly for personnel. |
| ▪ Current Fund MC | The FY24 fund balance increase is primarily due to FY23 cost savings and an FY24 tuition increase partially offset by increased costs in FY24. |
| ▪ Bethesda Parking District | The Recommended FY23 ending fund balance is lower because an anticipated land sale will not occur by FY24. |
| ▪ Revenue Stabilization Fund | The increase in fund balance is due to legally required contributions of 0.5 percent of Adjusted Governmental Revenues. RSF reserves are expected to equal 10% of Adjusted Governmental Revenues by the end of FY24. |
| ▪ 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 fund balance increase is primarily due to an increased ending balance in FY22 partially offset by increased costs in FY24. |
| ▪ Cable Television | The FY24 Recommended Fund Balance decreased due to falling Cable Fund Revenue. Some costs were shifted to the General Fund in order to maintain a positive fund balance. |
| ▪ Community Use of Public Facilities | The FY23 ending fund balance is estimated to be almost $1 million greater than anticipated due to a slower than anticipated return to pre-pandemic activity levels and reduced utility reimbursements to MCPS. Other offsetting factors affecting the FY24 ending balance include FY24 cost increases that exceed revenues. |
| ▪ Silver Spring Parking District | The FY23 approved fund balance was below the policy level of 25% of the following year's operating expenses. To achieve the target fund balance in FY24, an extended fee collection schedule and capital project deferrals have been proposed. |
| ▪ Wheaton Parking District | The Recommended FY24 ending fund balance is higher due to improved revenue projections. |
| ▪ Permitting Services | The Recommended FY24 ending fund balance is higher due to an increase in the FY22 ending fund balance, increased revenues and cost savings, in part, due to turnover savings. |
| ▪ Solid Waste Collection | Rate increases were proposed to repay a loan from the Disposal Fund and to satisfy the Fund's fund balance policy. |
| ▪ Vacuum Leaf Collection | The change in fund balance is due to favorable weather conditions resulting in lower costs. |

# 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 FY24 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 (â€˜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 1,047,661in 2020 (Census) to 1,147,489 by 2033. This reflects an average annual growth rate of 0.70 percent.
- Current projections estimate the number of households to increase from 372,825 (Census) in 2020 to 425,574 by 2033. Household growth over that period is projected to grow at an average annual rate of 1.0 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 11,700 in 2022 to 13,010 by 2029.
- The County expects Montgomery County Public School student enrollment to increase by 4,766 between FY23 and FY29.
- Montgomery College full-time equivalent student enrollments are projected to decrease from 14,184 in FY23 to 13,956 in FY27.

Using mild recession 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;

While the effects of the COVID-19 virus on the County's revenues (and expenditures) have had both-one time and structural impacts, further diminution of the COVID-19 pandemic has contributed to improvement in labor force participation and broad-based wage gains.

## Policy Assumptions

Revenue and resource estimates presented are the result of the recommended policies of the County Executive for the FY24 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.

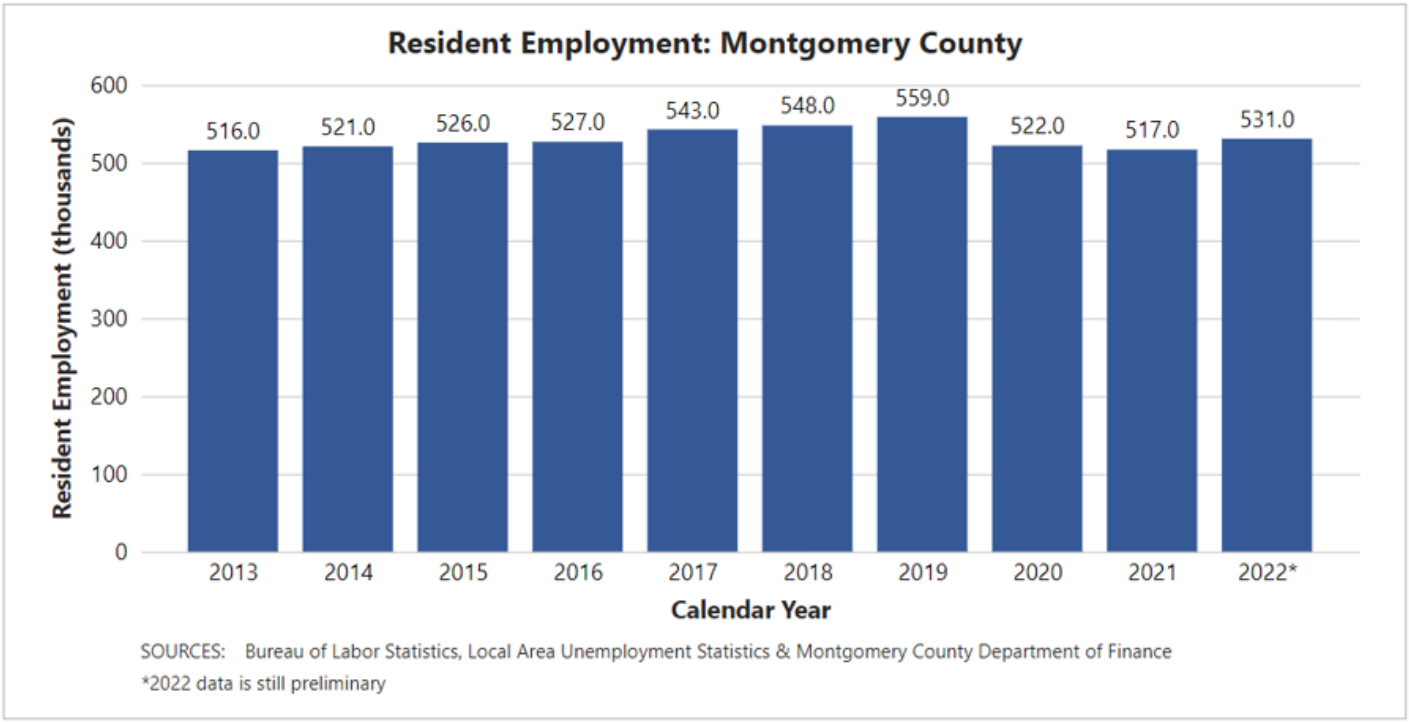
## Economic Assumptions

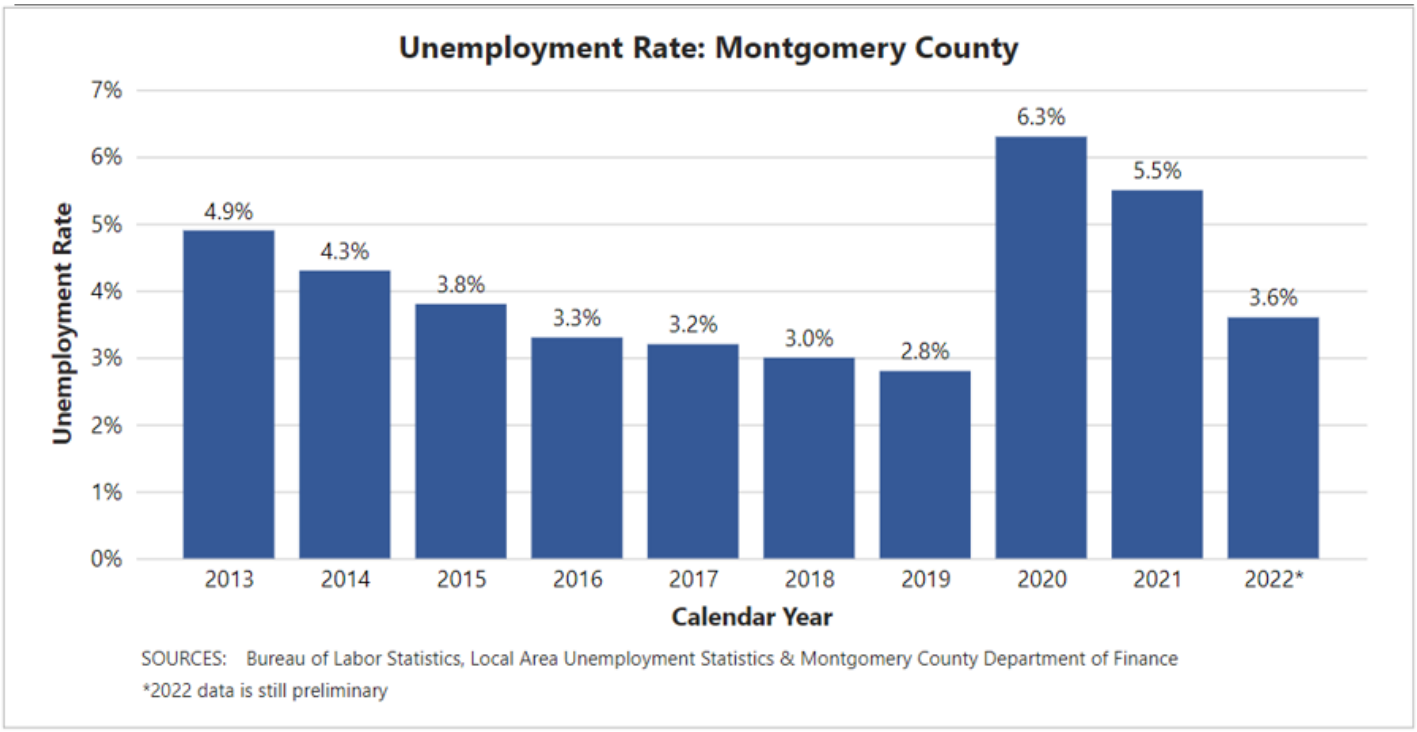
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment survey) employment, residential and nonresidential construction, housing sales, 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) 2022, with strong employment and income growth, but a sharp decline in home sales and reduced construction of residential housing and non-residential projects. The pace of growth of home values moderated from prior years, but prices did not decline despite the sharp drop in sales volume, indicating continued demand to live in Montgomery County.

## Resident Employment

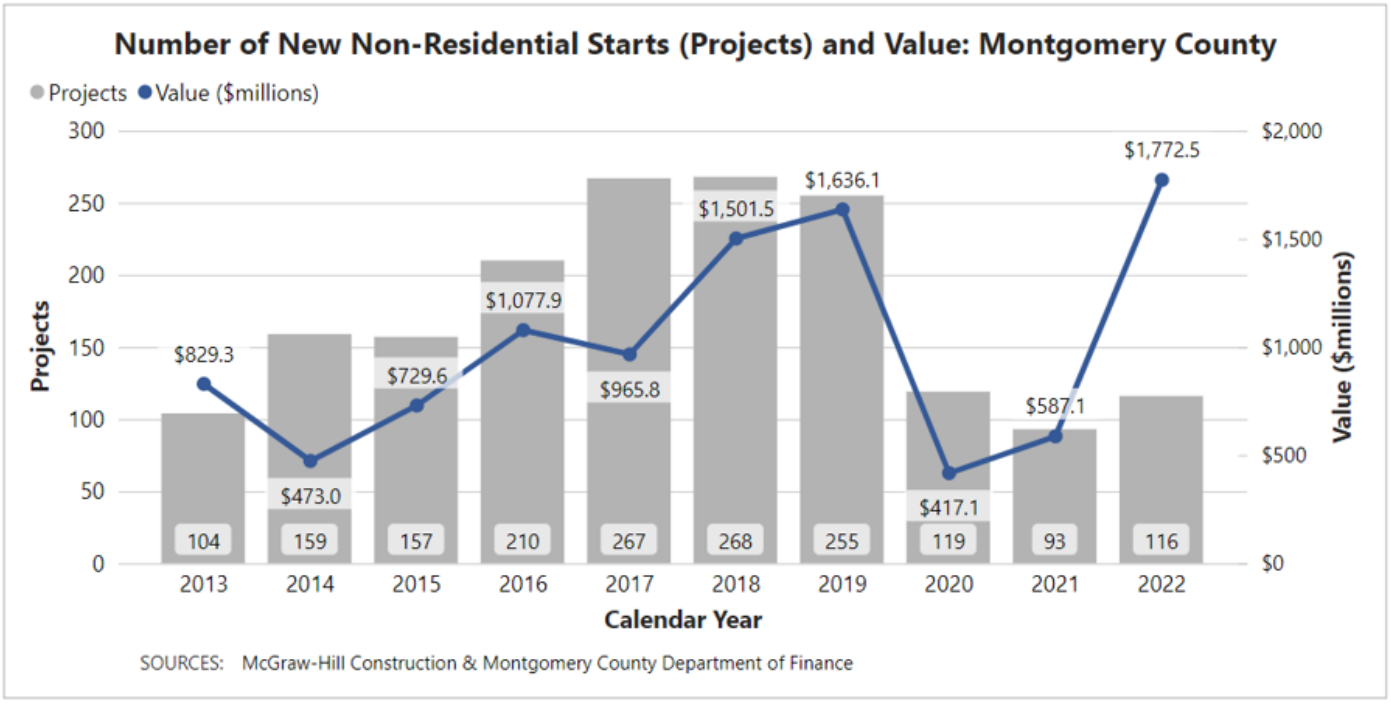
Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S. Department of Labor, resident employment (labor force series and not seasonally adjusted) in CY22 grew, increasing by 13,630 from CY21 (2.63 percent). This followed declines of 4,470 from CY20 to CY21 (0.86 percent) and a drop of 37,288 from CY19 to CY20 (6.67 percent). The County's unemployment rate came down from 5.5 percent in 2021 to 3.6 percent in 2022 attributed to a greater increase in employment (2.63 percent) than the increase in the labor force of 3,200 or 0.58 percent. The unemployment rate in CY22 remains higher than the pre-pandemic rate of 2.8% in CY19.

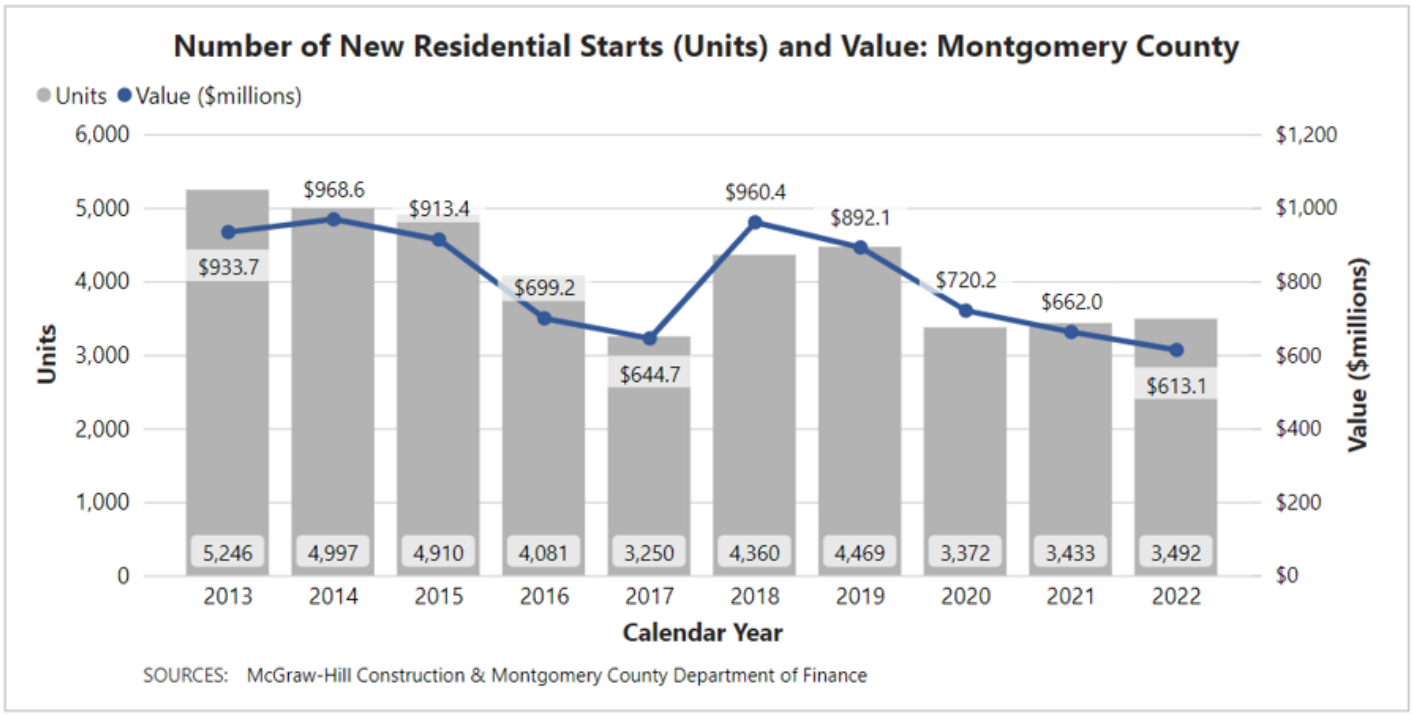



## Construction Activity

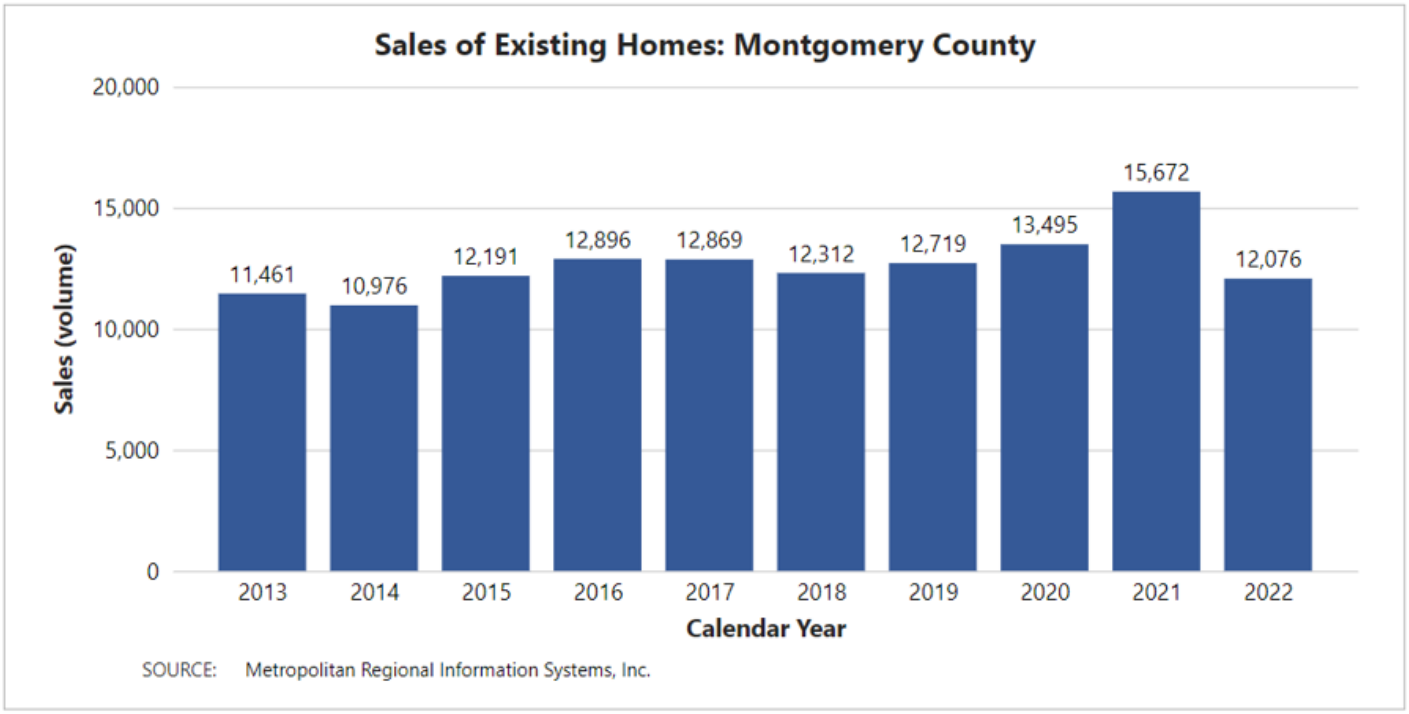
Despite the increase in interest and mortgage rates depressing housing demand, the construction of new residential units was virtually unchanged in CY22 as compared to CY21 and CY20. However, total value added from new residential units decreased from $662.0 million in CY21 to $613.1 million in CY22 (7.4 percent). The total value added from non-residential projects increased back to levels attained between CY17 and CY19. Non-residential project value went from $587.0 million in CY21 to $1,772.5 million (201.9 percent) in CY22.

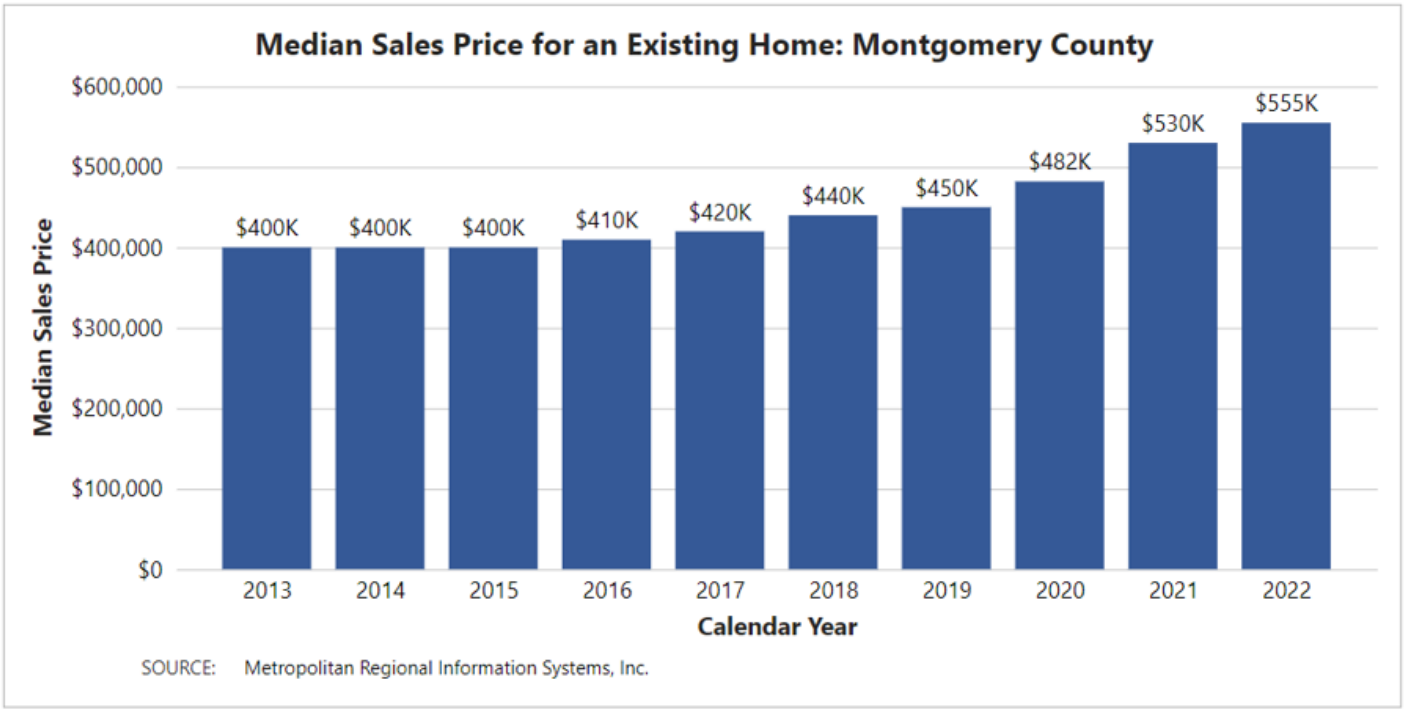



## Residential Real Estate

The Federal Reserve raised the federal funds rate a total of 8 times since March 2022 a total of 4.25% to its current target range of 4.50%-4.75% which caused a sharp increase in mortgage rates. This increase in mortgage rates depressed demand for existing homes, with total sales declining by 22.9 percent in CY22. Despite reduced activity, median sales price for existing homes climbed another 4.72 percent in CY 22 after increasing by 9.9 percent in CY21 and 7.1 percent in CY20.



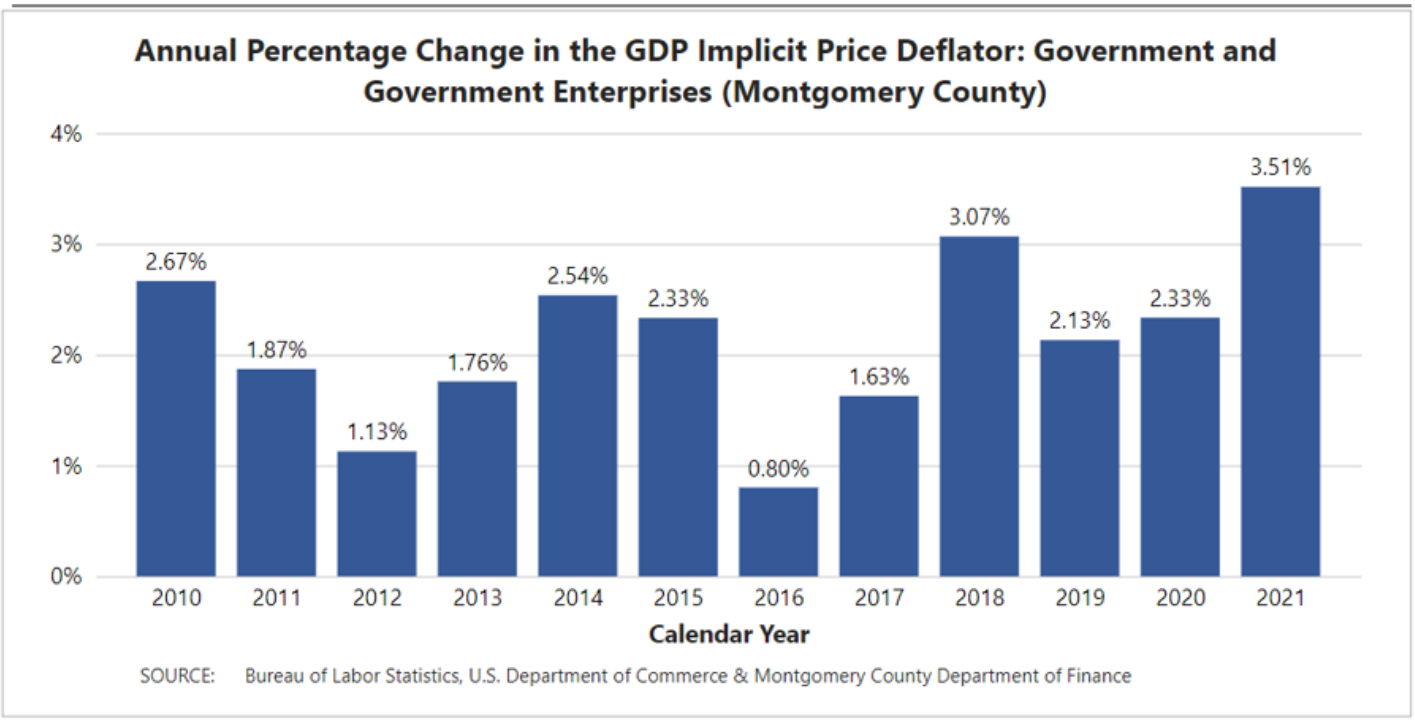




**GDP Implicit Price Deflator - Government consumption expenditures and gross investment: State and local (implicit price deflator): Montgomery County**

Government consumption expenditures and gross investment measures the portion of gross domestic product (GDP), or final expenditures, that is accounted for by the government sector. Government consumption expenditures consist of spending by government to produce services to the public such as public-school expenditures. Gross investment consists of spending by government for fixed assets that directly benefit the public such as highway construction, or that assist government agencies in their production activities such as purchasing vehicles and equipment.

The GDP implicit price deflator for state and local government consumption expenditures and gross investment was 3.5

percent for Montgomery County in CY21 (the latest year of available data). This was higher than any year since CY10 and indicates rising costs to operate municipal government.



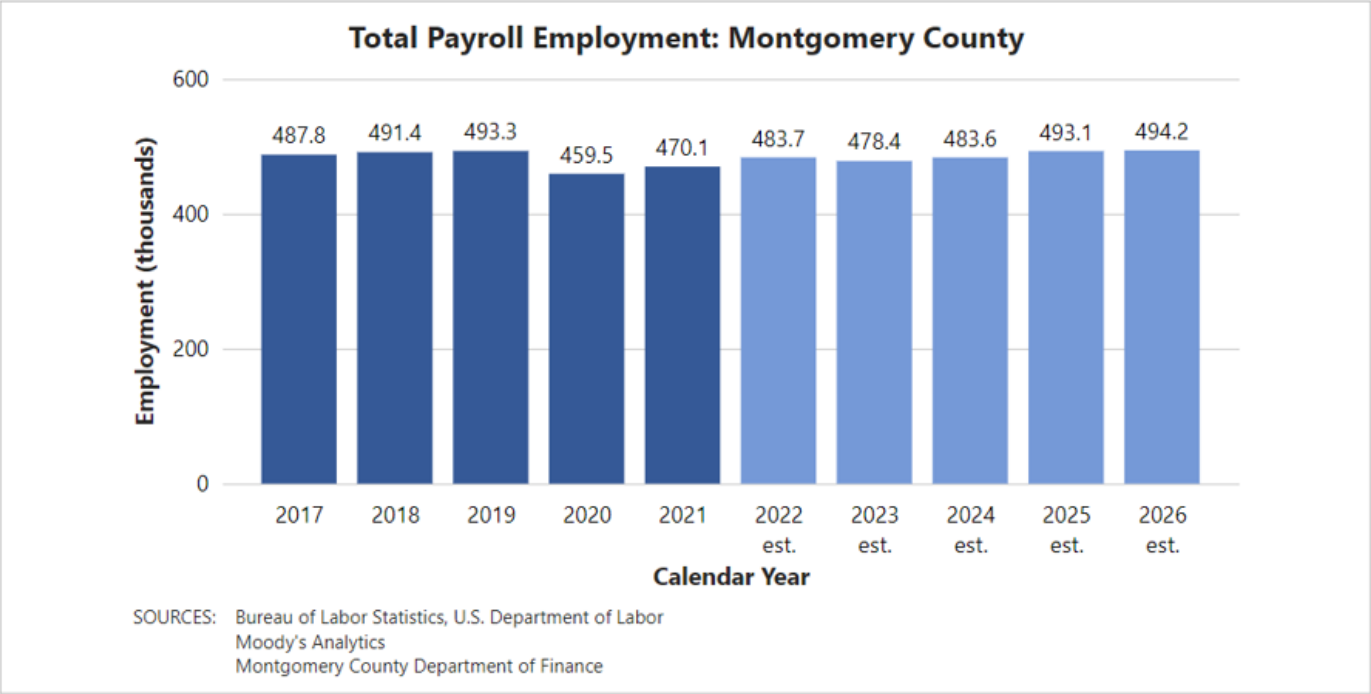

## CONCLUSION

The employment, real estate, and government inflation economic indicators contain mixed signals regarding the County's economy during CY22 and the potential future trajectory. That performance included an improved labor market, continued production of new building space and housing units, but a sharp decline in residential real estate demand.

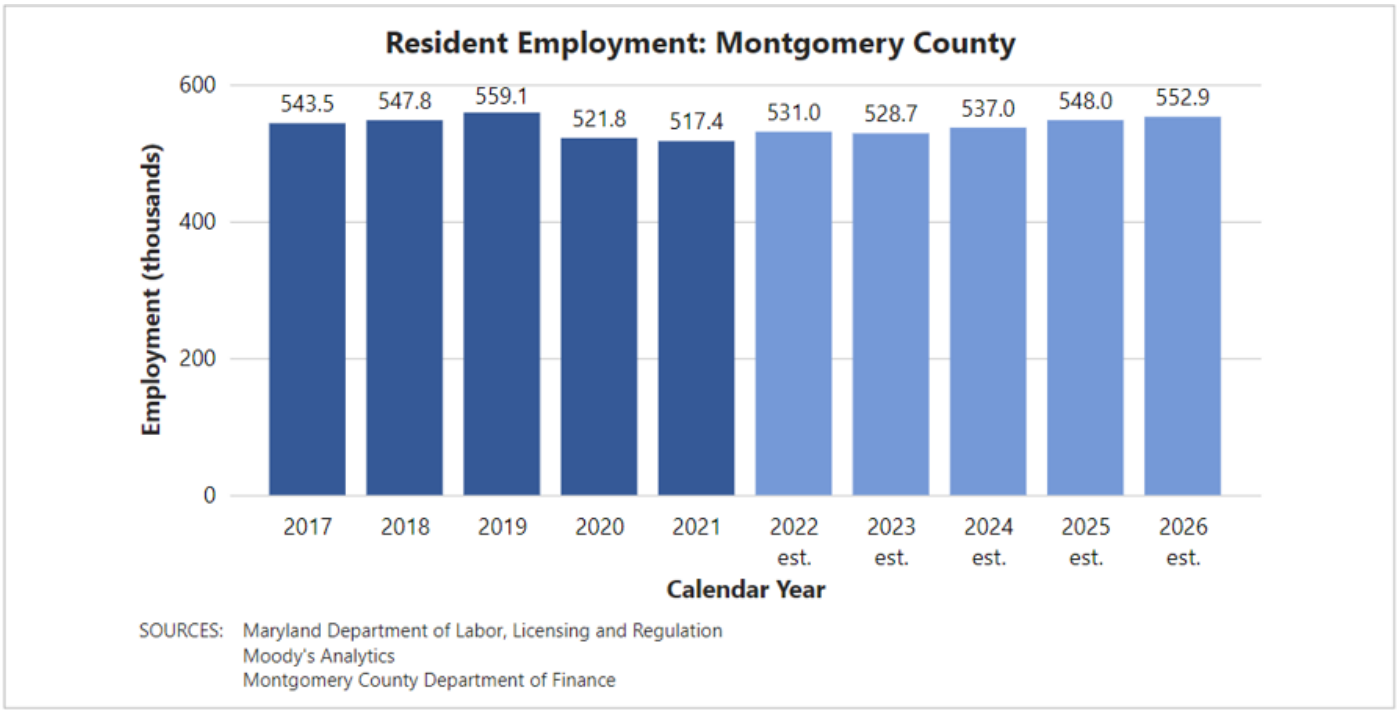
## ECONOMIC OUTLOOK

Finance forecasts that Montgomery County may experience a mild recession during CY23 which will result in a slowdown in the labor market but will continue to see modest growth in total personal income. The mild pullback in labor markets would be the result of the significant increase in interest rates depressing investment and job creation nationwide and in the County.

***Employment***. Based on payroll employment from Current Employment Statistics (CES) series from the Bureau of Labor Statistics (BLS) for the Silver Spring - Frederick - Rockville: MD metropolitan division and Moody's Analytics, Finance assumes that payroll employment will increase from CY21 to CY26 at an average annual rate of 1.0 percent, including a drop of 1.1 percent from CY22 to CY23. This is greater than the average annual rate of -0.9 percent experienced between CY17 and CY21 attributed to COVID. Finance assumes payroll employment will return to pre-pandemic levels by CY25.

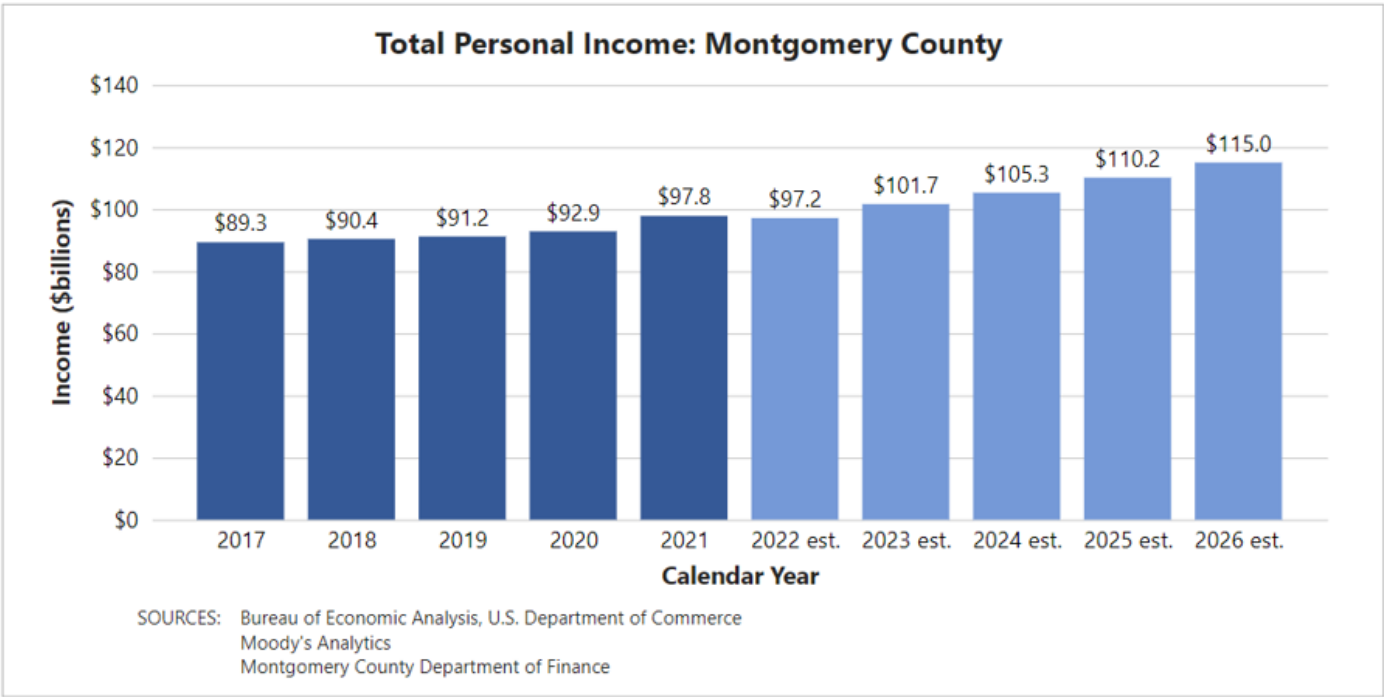



Finance assumes that resident employment will increase at an average annual rate of 1.3 percent from CY21 to CY26. That rate reverses the average annual rate of -1.2 percent between CY17 and CY21 which is primarily attributed to COVID-19 in CY20 and CY21. Even with the average annual increase of 1.3 percent from CY21 to CY26, Finance estimates that resident employment will not attain its pre-pandemic levels until after CY26.

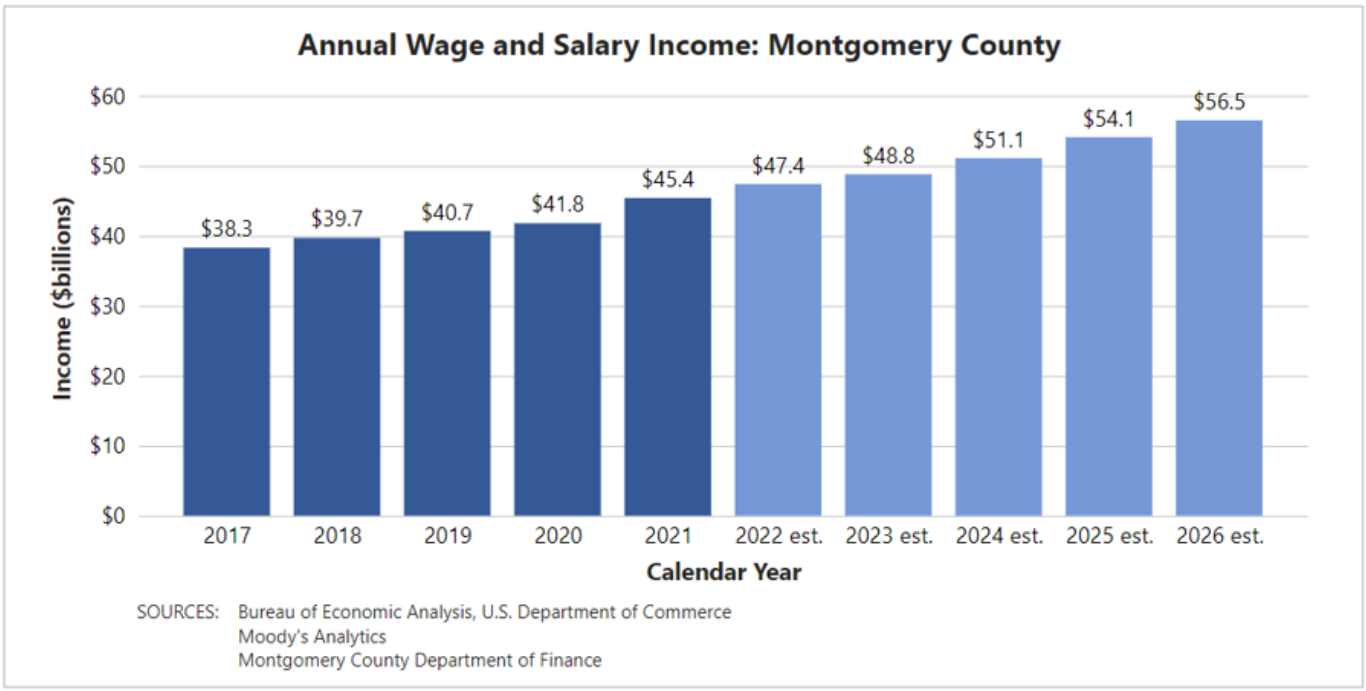



***Personal Income***. Finance assumes that total personal income in Montgomery County will increase at an average annual rate of 3.3 percent from CY21 to CY26 compared to an average annual growth rate of 2.3 percent from CY17 to CY21. The forecast indicates that personal income will continue growing despite a potential decline in employment in CY23, indicating

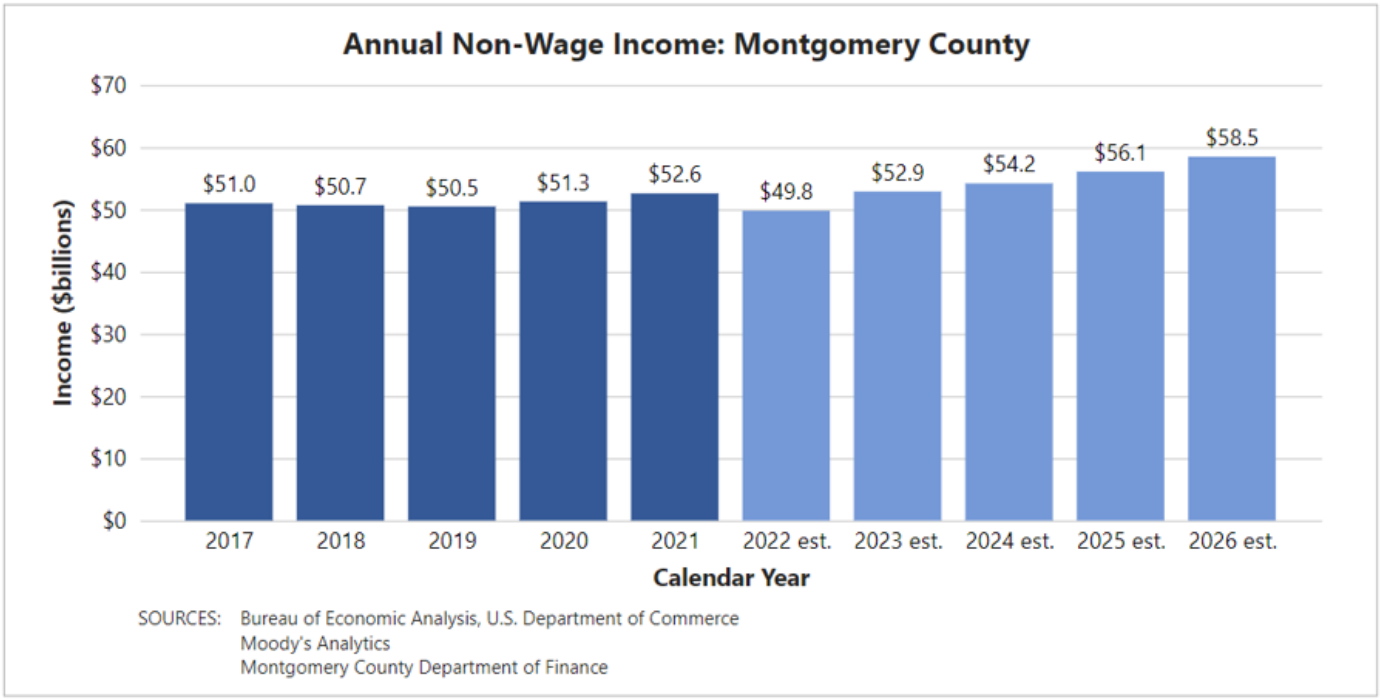
continued growth in wages and non-wage income.




***Wage and Salary Income.*** Finance assumes wage and salary income will continue growing as it has in the recent past, increasing at an average annual rate of 4.5 percent from CY21 to CY26. This compares to the average annual growth rate of 4.3 percent from CY17 to CY21.

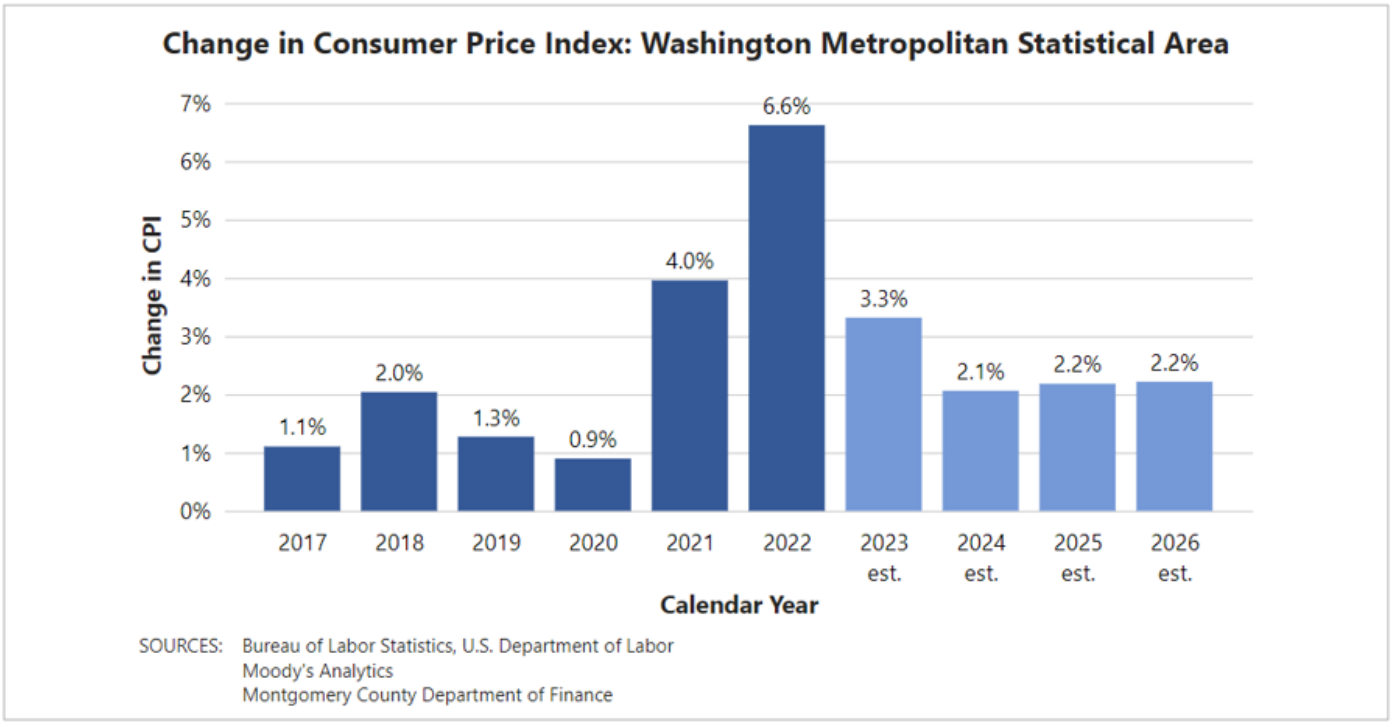



***Non-Wage Income***[1] Finance assumes that non-wage income in Montgomery County will increase at an average annual rate of 2.2 percent from CY21 to CY26, following a decline of 5.3 percent from CY21 to CY22. This compares to the average annual growth rate of 0.8 percent from CY17 to CY21.



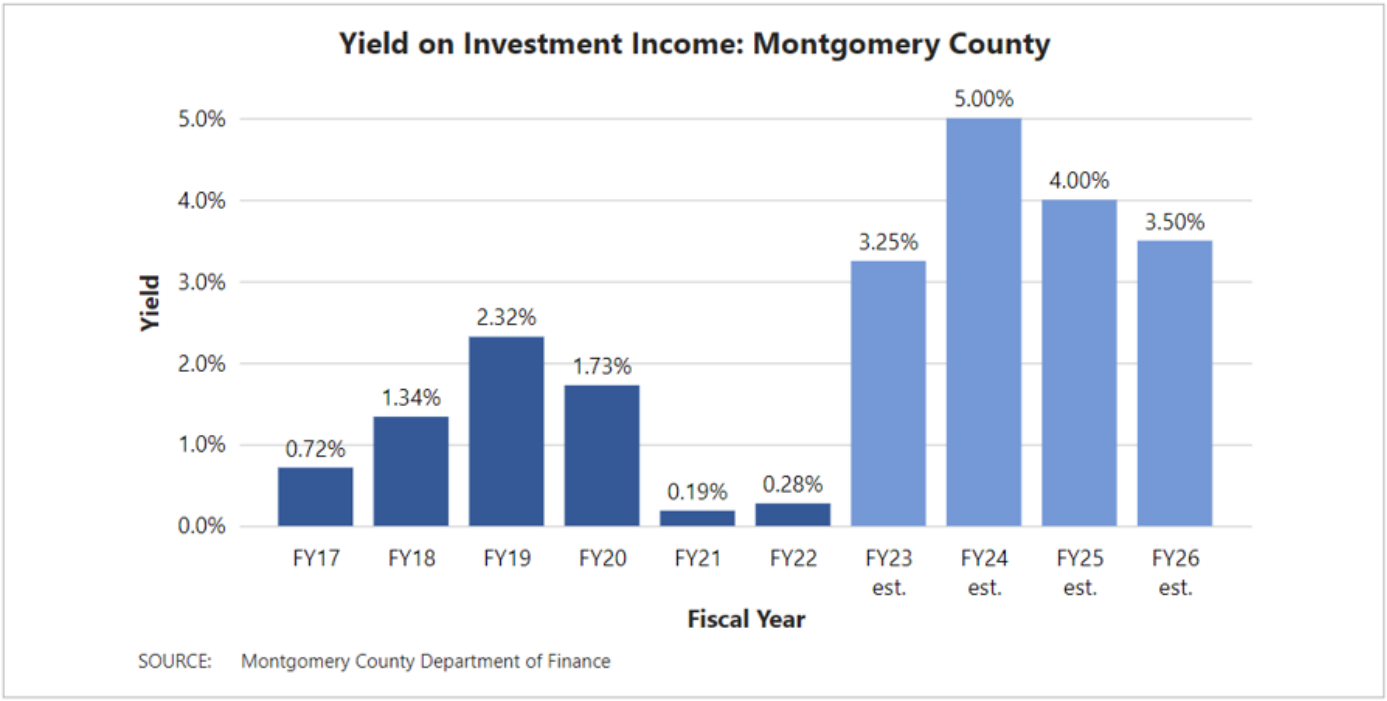

[1] Non-wage income is the sum of proprietor's income, supplements to wages and salaries, transfer receipts, dividends/interest/rents, adjustment for residence, less contributions for government social insurance.

***Inflation (annual average)***. Finance assumes that the overall regional inflation index for the Washington-Arlington-Alexandria, DC-VA-MD-WV metropolitan statistical area will moderate from 6.6 percent in CY22 to 3.3 percent in CY23 and will then approach the more long-term trend of 2.1-2.2 percent annual inflation in CY24 through CY26.




***Interest Rates***. Since the yield on the County's short-term investments is highly correlated with the federal funds rate, the County earned an average of 0.33 percent in investment income on its short-term portfolio for fiscal year (FY) 2022. Rate increases 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 has increased yields, rising to 3.25 percent in FY23 and then to 5.00 percent in FY24.




## 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. 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 provide the allocations of annual resources to the Capital Budget as planned for in the County Executive's Recommended Amended FY23-28 CIP (as of January 17, 2023). Anticipated current revenue adjustments to the County Executive's Recommended Amended FY23-28 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 FY22 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 fund balance for the preceding year.

## Net Transfers

Net transfers are the net of transfers in and transfers out between all tax supported and non-tax supported funds in all agencies. The largest single transfer to the General Fund is the earnings transfer from the Liquor Control Fund to the General Fund. The transfer from the General Fund to Montgomery Housing Initiative to support the Executive's housing policy is the largest transfer to a non-tax supported fund. The payment from the General Fund to the Solid Waste Disposal Fund for disposal of solid waste collected at County facilities is the next largest transfer to a non-tax supported fund. The level of transfers is an estimate based on individual estimates of component transfers.

## Debt Service Obligations

Debt service estimates are those made to support the County Executive's Recommended Amended FY23-28 CIP (as of January 17, 2023). 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 33.7 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, 2022, is 1.71 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 (AGR) 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 FY24 Recommended Budget estimates that the Revenue Stabilization Fund balance will be $603.9 million in FY23 and the balance is estimated to increase to $630.2 million in FY24.

### 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 may maintain an unrestricted General Fund balance of up to five percent of prior year's General Fund revenues (pursuant to Charter § 310) and a combined unrestricted General Fund balance plus the Revenue Stabilization Fund balance of 10% of AGR. This budget satisfies the County's policy to maintain the budgeted total reserve of the unrestricted General Fund and Revenue Stabilization Fund at 10 percent of Adjusted Governmental Revenues after utilizing reserves in excess of the policy level to bridge FY24 forecasted mild recession and maintain services.

## 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 SUPPORTED REVENUES

Tax supported revenues come from a number of sources including but not limited to property and income taxes, real estate transfer and recordation taxes, excise taxes, intergovernmental revenues, service charges, fees and licenses, college tuition, and investment income. In order of magnitude, however, the property tax and the income tax are the most important with 47.3 percent and 42.7 percent, respectively, of the estimated total tax revenues in FY24. The third category is the energy tax estimated for the General Fund with 4.3 percent share. In fact, these three revenue sources represent 94.3 percent of total tax revenues. Of the total tax-supported revenues, property tax and income tax are also the most important with 36.5 percent

and 32.9 percent, respectively. The third category is intergovernmental revenues with a 19.3 percent share of the estimated total tax supported revenues in FY24. 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 2023) and a recommended $692 Income Tax Offset Credit (ITOC), total estimated FY24 tax supported property tax revenues of $2,225.4 million are 15.2 percent above the revised FY23 estimate. The general countywide rate for FY24 (Levy Year 2023) is $0.7700 per $100 of assessed real property, while a rate of $1.9250 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 FY24 (Levy Year 2023) is $1.0785 $100 of assessed real property. The weighted average tax rate for FY24 includes a $0.10 general fund property tax increases for school purposes pursuant to Maryland Code, Education § 5-104 (d)(1). 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 proposed $0.10 property tax increase dedicated to school funding is not included in the charter limit pursuant to § 5-104 of the State Education Article, which allows a county to set a property tax rate greater than would otherwise be allowed under the county's charter limit and may be approved by a majority of the number of councilmembers.

The countywide total property taxable assessment is estimated to increase approximately 2.9 percent from a revised $212.0 billion in FY23 to $218.1 billion in FY24. The total property taxable assessment is comprised of i) real property and ii) personal property. For FY24, the Department of Finance estimates a real property taxable assessment of approximately $213.8 billion, an increase of 3.0 percent from FY23, with the remaining $4.3 billion from personal property. This is an increase in total property taxable assessments after a decrease in FY22 attributed to a decrease in personal property of 9.4 percent.

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 3 increased 6.6 percent and commercial property increased 14.4 percent for levy year 2021 (FY22) followed by the triennial residential property reassessment for Group 1 that increased 11.3 percent and commercial property increased 10.1 percent for levy year 2022 (FY23). Based on data from SDAT the triennial reassessment for real property is estimated to increase 19.8 percent for residential properties in Group 2 and is estimated to increase 19.4 percent for commercial property for levy year 2023 (FY24).

## 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 (an average of 82 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.

Estimated FY24 income tax revenues of 1,925.1 million are 1.2 percent below the revised FY23 estimate. The FY23 estimate has been revised from $1,947.9 million in the December Fiscal Plan to $1,925.1 million due to the February quarterly income tax distribution and expected reconciling income tax due to the Comptrollers review of tax records for taxpayers who had filed for extensions for tax year ('TY') 2021. 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 specifically related to pass-through-entities (PTEs).

On May 8, 2020, the Maryland General Assembly enacted SB523 that amended Article II, Section 17(c), of the Maryland Constitution - Chapter 641. At that time, the State of Maryland was one of nine states that enacted a pass-through-entity tax. Specifically, the bill authorized a PTE to elect to be taxed at the entity level for the income tax. Also, "an individual or corporation may claim a tax credit against the State income tax equal to the tax paid by the PTE on the member's share of the PTE's taxable income." According to the Maryland Comptroller, PTEs are partnerships, limited liability companies, S-corporations, and business trusts. Because of this option to pay at the entity level and noted by the Maryland Comptroller's office, the impact of state law regarding PTEs could impact the growth of estimated and final payments. This option may have resulted in the substantial variation in the County's reconciling distributions in the past 2 years.

## Transfer and Recordation Taxes

Estimated FY24 revenues for the General Fund of $174.6 million, which excludes the School Capital Improvement Program (CIP) portion, condominium conversions, and the tax premium, are 0.3 percent below the revised FY23 estimate. This reflects a FY24 estimate of $118.1 million in the transfer tax and $56.5 million in the General Fund portion of the recordation tax. 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 22.6 percent in CY23 but increase 14.8 percent in CY24. Over the same two years, median sales prices will decrease 5.1 percent in CY23 and another decrease of 3.6 percent in CY24.

## Energy Tax

Estimated FY24 revenues of $193.1 million are 4.6 percent above the revised FY23 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 considerably in FY21 from FY20 while residential tax collections' share increased almost 99 percent in FY21 from FY20. However, as the effects of COVID have subsided through FY22 and the first half of FY23, non-residential tax collections have returned back to their historic share of roughly 65 percent of collections. Employees transitioning back to the office have stabilized energy tax estimates from their weaker than normal outlier values during the depths of the pandemic.

## Telephone Tax

Estimated FY24 revenues of $55.6 million are 0.6 percent above the revised FY23 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 growth in the cellular wireless component, which has moderated over the past couple of years.

### Hotel/Motel Tax

Estimated FY24 revenues of $22.1 million are 1.8 percent above the revised FY23 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 28.6 percent in FY23 and continue to rebound from the pandemic lows in FY21 with more stable growth rates going forward.

### Admissions/Amusement Tax

Estimated FY24 revenues of $3.0 million are 3.0 percent above the revised FY23 estimate. 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 FY24 revenues is attributed to a rebound in the growth in attendance.

### E-Cigarettes Tax

Estimated FY24 revenues from the E-Cigarettes tax of $1.1 million are 6.3 percent above the revised FY23 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, FY24 revenues are estimated to be 21.4 percent lower than the peak of $1.4 million in FY20.

## OTHER 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 $1.343 billion in FY24. This is a $74.6 million increase, or 5.9 percent, from the revised FY23 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 FY24. 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 FY24 assumes a $62.0 million, or 5.8 percent, increase in intergovernmental revenues from the revised FY23 estimate, of which 82.4 percent of the $1.131 billion in revenues would be allocated to the Montgomery County Public Schools, 5.5 percent to other intergovernmental, 5.1 percent to Montgomery Community College, and 3.6 percent to Mass Transit.

## 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 FY24 assumes a 2.1percent increase over the revised estimates for FY23, resulting in $12.7 million in available resources in FY24.

## 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 FY24 assumes an increase of 9.0 percent over the revised estimates for FY23, resulting in $54.8 million in available resources in FY24.

## 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 F243 assumes that fines and forfeitures will decrease 0.4 percent from the revised estimates for FY23, resulting in $30.2 million in available resources in FY24.

## 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 FY24 assumes a 5.6 percent increase in tuition from $58.47 million in FY23 to $61.7 million in FY24.

## 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

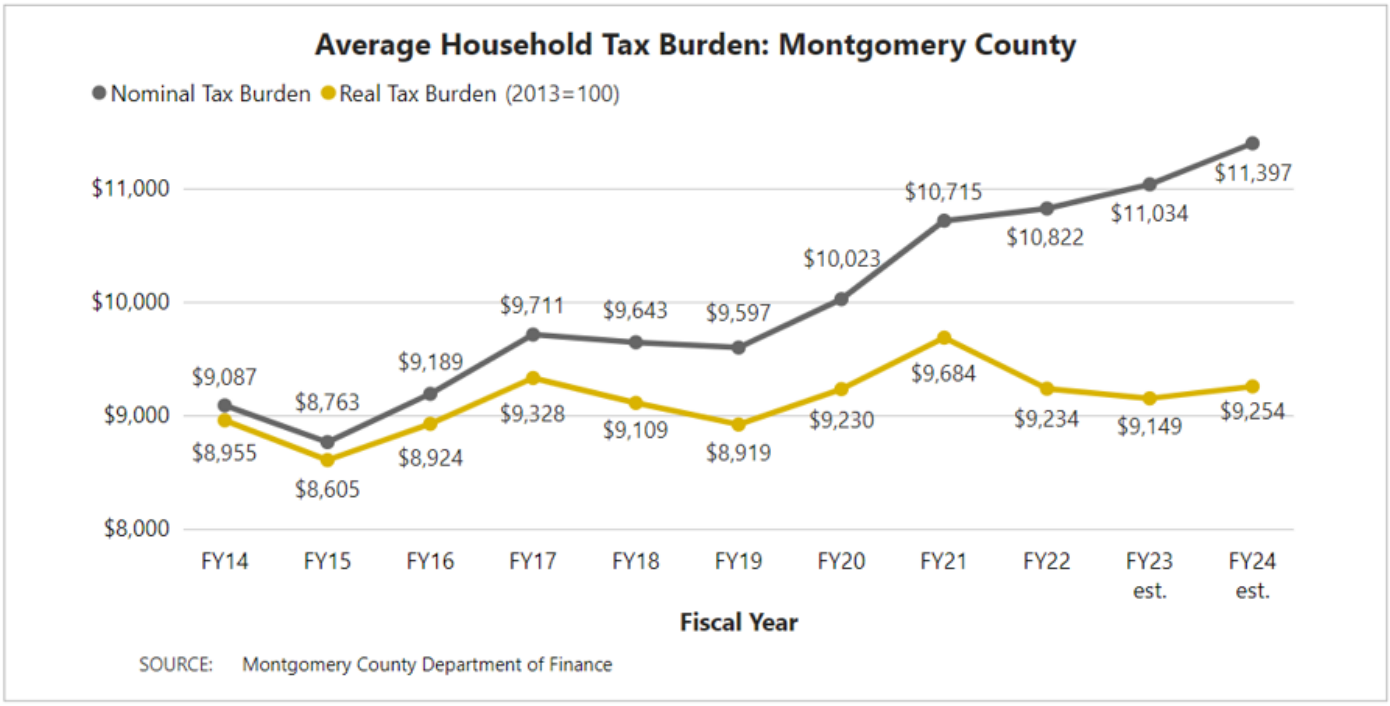
percentage which reflects short-term interest rates and may vary considerably during the year.

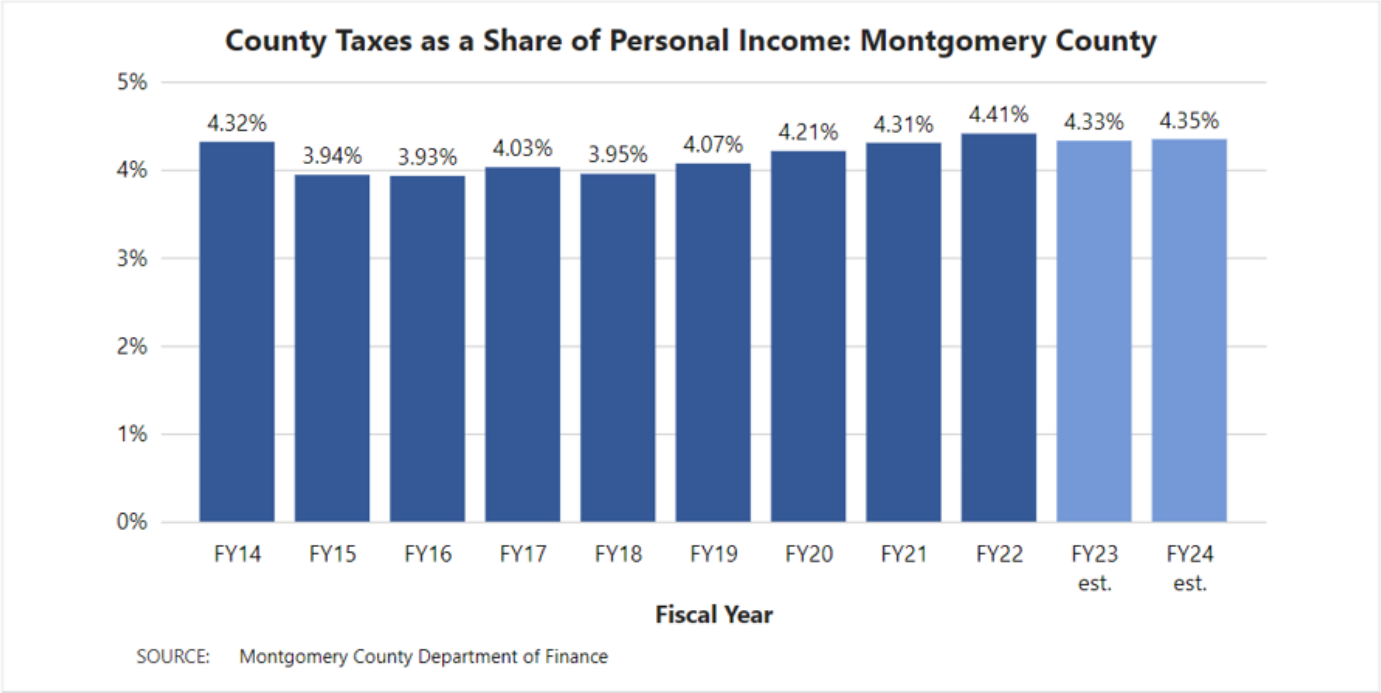
The revised FY23 tax-supported investment income estimate of $23.3 million assumes a yield of 3.25 percent and an average daily portfolio balance of $1.850 billion. The FY24 projected estimate of tax-supported investment income of $36.5 million assumes a yield of 5.00 percent and an average daily portfolio balance of $1.900 billion. The Federal Open Market Committee (FOMC) began increasing the targeted federal funds rate starting on March 17, 2022, in response to the rapid growth in the rate of inflation and increased the effective federal funds rate a total of eight times reaching an effective rate of 4.57 percent by March 7, 2023 The estimated investment income for FY23 and FY24 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 FY24, miscellaneous revenues will decrease 3.2 percent from the revised estimates for FY23, resulting in $15.5 million in available resources in FY24.

| TRENDS AND PROJECTIONS | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **DEMOGRAPHIC AND PLANNING INDICATORS** | **FY22** | **FY23** | **FY24** | **FY25** | **FY26** | **FY27** | **FY28** | **FY29** |
| **POPULATION** | **1,061,814** | **1,068,846** | **1,075,926** | **1,083,052** | **1,091,196** | **1,099,402** | **1,107,669** | **1,115,998** |
| Annual Increase | (7,281) | 7,032 | 7,080 | 7,126 | 8,144 | 8,206 | 8,267 | 8,329 |
| Population Growth Since 2014 | 4.3% | 5.0% | 5.7% | 6.4% | 7.2% | 8.0% | 8.8% | 9.6% |
| County Resident Births (Prior Calendar Year) (a) | **11,700** | **12,000** | **12,200** | **12,400** | **12,620** | **12,820** | **12,920** | **13,010** |
| **HOUSEHOLDS** | **391,233** | **394,090** | **396,969** | **399,868** | **403,101** | **406,360** | **409,646** | **412,958** |
| Household Annual Growth (%) | -0.5% | 0.7% | 0.7% | 0.7% | 0.8% | 0.8% | 0.8% | 0.8% |
| Household Growth Since 2014 | 7.2% | 8.0% | 8.8% | 9.6% | 10.5% | 11.4% | 12.3% | 13.2% |
| Household Growth Since 1992 | 34.4% | 35.3% | 36.3% | 37.3% | 38.4% | 39.5% | 40.7% | 41.8% |
| Household Size | 2.71 | 2.71 | 2.71 | 2.71 | 2.71 | 2.71 | 2.70 | 2.70 |
| **RESIDENT EMPLOYMENT (Jan = Calendar Year)** | **530,986** | **528,657** | **537,021** | **547,971** | **552,865** | **556,973** | **560,810** | **564,346** |
| Resident Employment Annual Growth (%) | 3.6% | -0.4% | 1.6% | 2.0% | 0.9% | 0.7% | 0.7% | 0.6% |
| Resident Employment Growth Since 2014 | 2.1% | 1.6% | 3.2% | 5.3% | 6.3% | 7.0% | 7.8% | 8.5% |
| Resident Employment Per Household | 1.36 | 1.34 | 1.35 | 1.37 | 1.37 | 1.37 | 1.37 | 1.37 |
| Jobs in County (a) | **555,100** | **560,900** | **566,700** | **572,500** | **578,900** | **585,300** | **591,700** | **598,100** |
| **PERSONAL INCOME ($ Millions)** | **$97,170** | **$101,660** | **$105,330** | **$110,180** | **$115,030** | **$119,490** | **$123,700** | **$127,710** |
| Per Capita Personal Income | **$91,510** | **$95,110** | **$97,900** | **$101,730** | **$105,420** | **$108,690** | **$111,680** | **$114,440** |
| Annual Growth (%) | -2.0% | 3.9% | 2.9% | 3.9% | 3.6% | 3.1% | 2.8% | 2.5% |
| **CONSUMER PRICE INDEX (CPI) - Fiscal Year** | **5.92%** | **2.91%** | **2.11%** | **2.18%** | **2.21%** | **2.23%** | **2.34%** | **2.33%** |
| Inflation Growth (Fiscal Year) Since 2014 | 244.2% | 69.2% | 22.7% | 26.7% | 28.5% | 29.7% | 36.0% | 35.5% |
| **CONSUMER PRICE INDEX (CPI) - Calendar Year (%)** | **6.62%** | **3.32%** | **2.06%** | **2.18%** | **2.22%** | **2.20%** | **2.34%** | **2.33%** |
| **ASSESSABLE TAX BASE ($ Millions)** | **$206,800** | **$212,044** | **$218,111** | **$224,833** | **$230,601** | **$234,477** | **$236,304** | **$237,643** |
| Annual Growth (%) | 1.9% | 2.5% | 2.9% | 3.1% | 2.6% | 1.7% | 0.8% | 0.6% |
| Growth of Base Since 1992 (%) | 245.7% | 254.5% | 264.6% | 275.8% | 285.5% | 292.0% | 295.0% | 297.3% |
| Growth of Base Since 2014 (%) | 26.4% | 29.6% | 33.3% | 37.4% | 41.0% | 43.3% | 44.4% | 45.3% |
| **INVESTMENT INCOME YIELD (%)** | 3.33% | 3.25% | 5.00% | 4.00% | 3.50% | 3.00% | 2.50% | 2.50% |
| **MCPS ENROLLMENT (Sept = Calendar Year)** | **161,102** | **162,472** | **164,904** | **165,536** | **165,520** | **166,215** | **167,238** | **167,238** |
| Annual Growth (%) | 0.3% | 0.9% | 1.5% | 0.4% | 0.0% | 0.4% | 0.6% | 0.0% |
| Annual Increase (Decrease) | 538 | 1,370 | 2,432 | 632 | -16 | 695 | 1,023 | 0 |
| **MONTGOMERY COLLEGE ENROLLMENTS (b)** | **16,478** | **17,982** | **17,994** | **18,976** | **19,849** | **20,167** | **20,386** | **20,386** |
| Annual Growth (%) | -7.3% | 9.1% | 0.1% | 5.5% | 4.6% | 1.6% | 1.1% | 0.0% |
| **Full Time Equivalents Students (Sept = Calendar Year) (c)** | **14,446** | **14,184** | **13,711** | **13,543** | **13,762** | **13,956** | **13,956** | **13,956** |
| Annual Growth in FTES (%) | -12.2% | -1.8% | -3.3% | -1.2% | 1.6% | 1.4% | 0.0% | 0.0% |


Average Household Tax Burden: Montgomery County
Nominal Tax Burden
Real Tax Burden (2013=100)
$11,000
$10,000
$9,000
$8,000
$9,087
$8,763
$9,189
$9,711
$9,643
$9,597
$10,023
$10,715
$10,822
$11,034
$11,397
$8,955
$8,605
$8,924
$9,328
$9,109
$8,919
$9,230
$9,684
$9,234
$9,149
$9,254
FY14
FY15
FY16
FY17
FY18
FY19
FY20
FY21
FY22
FY23 est.
FY24 est.
Fiscal Year
SOURCE: Montgomery County Department of Finance


County Taxes as a Share of Personal Income: Montgomery County
5%
4%
3%
2%
1%
0%
4.32%
3.94%
3.93%
4.03%
3.95%
4.07%
4.21%
4.31%
4.41%
4.33%
4.35%
FY14
FY15
FY16
FY17
FY18
FY19
FY20
FY21
FY22
FY23 est.
FY24 est.
Fiscal Year
SOURCE: Montgomery County Department of Finance

## REVENUE SUMMARY
## TAX SUPPORTED BUDGETS
### ($ Millions)

| | KEY REVENUE CATEGORIES | App. FY23 | Est. 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 | % Chg. FY28-29 | Projected FY29 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **TAXES** | 5-26-22 | 3-15-23 | App/Rec | 3-15-23 | | | | | | | | | | |
| 1 | Property Tax | 1,951.35 | 1,931.68 | 14.0% | 2,225.4 | 2.5% | 2,282.0 | 2.7% | 2,343.9 | 1.7% | 2,384.7 | 0.8% | 2,403.8 | 0.6% | 2,417.8 |
| 2 | Income Tax | 1,870.51 | 2,044.36 | 2.9% | 1,925.1 | 5.1% | 2,023.6 | 5.2% | 2,128.0 | 5.3% | 2,241.2 | 7.1% | 2,400.1 | 5.3% | 2,526.2 |
| 3 | Transfer Tax | 154.75 | 118.43 | -23.7% | 118.1 | 4.7% | 123.6 | 0.6% | 124.3 | 5.2% | 130.8 | 5.1% | 137.4 | 6.4% | 146.3 |
| 4 | Recordation Tax | 74.16 | 56.68 | -23.8% | 56.5 | 4.7% | 59.1 | 0.6% | 59.5 | 5.2% | 62.6 | 5.1% | 65.8 | 6.4% | 70.0 |
| 5 | Energy Tax | 186.48 | 189.54 | 3.6% | 193.2 | 0.1% | 193.3 | 0.1% | 193.4 | 0.1% | 193.5 | 0.1% | 193.6 | 0.1% | 193.7 |
| 6 | Telephone Tax | 54.59 | 55.63 | 1.9% | 55.6 | 0.1% | 55.7 | 0.0% | 55.7 | 0.0% | 55.7 | 0.0% | 55.7 | 0.3% | 55.9 |
| 7 | Hotel/Motel Tax | 21.73 | 18.62 | 1.6% | 22.1 | 1.7% | 22.4 | 1.7% | 22.8 | 0.8% | 23.0 | 0.0% | 23.0 | 2.5% | 23.6 |
| 8 | Admissions Tax | 2.68 | 3.79 | 45.8% | 3.9 | 3.1% | 4.0 | 3.2% | 4.2 | 3.2% | 4.3 | 3.3% | 4.4 | 3.3% | 4.6 |
| 9 | E-Cigarette Tax | 1.15 | 0.99 | -8.6% | 1.0 | 3.7% | 1.1 | 3.6% | 1.1 | 3.6% | 1.2 | 3.6% | 1.2 | 3.5% | 1.3 |
| 10 | **Total Local Taxes** | **4,317.40** | **4,419.72** | **6.6%** | **4,600.8** | **3.6%** | **4,764.8** | **3.5%** | **4,933.0** | **3.3%** | **5,097.1** | **3.7%** | **5,285.1** | **2.9%** | **5,439.4** |
| | **INTERGOVERNMENTAL AID** | | | | | | | | | | | | | | |
| 11 | Highway User | 8.80 | 8.74 | 20.2% | 10.6 | 0.0% | 10.6 | 0.0% | 10.6 | 0.0% | 10.6 | 0.0% | 10.6 | 0.0% | 10.6 |
| 12 | Police Protection | 17.19 | 20.84 | 0.0% | 17.2 | 0.0% | 17.2 | 0.0% | 17.2 | 0.0% | 17.2 | 0.0% | 17.2 | 0.0% | 17.2 |
| 13 | Libraries | 5.75 | 4.98 | -11.0% | 5.1 | 0.0% | 5.1 | 0.0% | 5.1 | 0.0% | 5.1 | 0.0% | 5.1 | 0.0% | 5.1 |
| 14 | Health Services Case Formula | 4.84 | 5.17 | 6.8% | 5.2 | 0.0% | 5.2 | 0.0% | 5.2 | 0.0% | 5.2 | 0.0% | 5.2 | 0.0% | 5.2 |
| 15 | Mass Transit | 34.04 | 41.27 | 21.2% | 41.3 | 0.0% | 41.3 | 0.0% | 41.3 | 0.0% | 41.3 | 0.0% | 41.3 | 0.0% | 41.3 |
| 16 | Public Schools | 854.23 | 862.89 | 9.1% | 932.2 | 0.0% | 932.2 | 0.0% | 932.2 | 0.0% | 932.2 | 0.0% | 932.2 | 0.0% | 932.2 |
| 17 | Community College | 55.64 | 55.64 | 3.4% | 57.5 | 0.0% | 57.5 | 0.0% | 57.5 | 0.0% | 57.5 | 0.0% | 57.5 | 0.0% | 57.5 |
| 18 | Other | 58.63 | 78.10 | 5.9% | 62.1 | -2.8% | 60.4 | 0.0% | 60.4 | 0.0% | 60.4 | 0.0% | 60.4 | 0.0% | 60.4 |
| 19 | **Total Intergovernmental Aid** | **1,039.12** | **1,077.63** | **8.9%** | **1,131.1** | **-0.2%** | **1,129.4** | **0.0%** | **1,129.4** | **0.0%** | **1,129.4** | **0.0%** | **1,129.4** | **0.0%** | **1,129.4** |
| | **FEES AND FINES** | | | | | | | | | | | | | | |
| 20 | Licenses & Permits | 13.82 | 12.45 | -8.0% | 12.7 | 1.5% | 12.9 | 1.5% | 13.1 | 1.5% | 13.3 | 1.5% | 13.5 | 1.5% | 13.7 |
| 21 | Charges for Services | 54.59 | 50.25 | 0.4% | 54.8 | 1.7% | 55.8 | 1.8% | 56.8 | 1.8% | 57.8 | 1.9% | 58.9 | 1.9% | 60.0 |
| 22 | Fines & Forfeitures | 29.95 | 30.32 | 0.8% | 30.2 | 1.6% | 30.7 | 1.6% | 31.2 | 1.6% | 31.7 | 1.6% | 32.2 | 1.6% | 32.7 |
| 23 | Montgomery College Tuition | 58.41 | 58.41 | 5.6% | 61.7 | 1.7% | 62.8 | 1.8% | 63.9 | 1.8% | 65.0 | 1.9% | 66.2 | 1.9% | 67.5 |
| 24 | **Total Fees and Fines** | **156.76** | **151.42** | **1.7%** | **159.4** | **1.7%** | **162.1** | **1.7%** | **164.9** | **1.7%** | **167.7** | **1.8%** | **170.8** | **1.8%** | **173.8** |
| | **MISCELLANEOUS** | | | | | | | | | | | | | | |
| 25 | Investment Income | 3.67 | 23.29 | 895.7% | 36.5 | -19.4% | 29.4 | -1.8% | 28.9 | -22.6% | 22.4 | -15.3% | 18.9 | 0.6% | 19.1 |
| 26 | Other Miscellaneous | 14.60 | 15.41 | 6.0% | 15.5 | 2.2% | 15.8 | 2.2% | 16.2 | 2.2% | 16.5 | 2.3% | 16.9 | 2.3% | 17.3 |
| 27 | **Total Miscellaneous** | **18.27** | **38.71** | **184.7%** | **52.0** | **-13.0%** | **45.2** | **-0.4%** | **45.1** | **-13.7%** | **38.9** | **-7.8%** | **35.8** | **1.4%** | **36.4** |
| 28 | **TOTAL REVENUES** | **5,531.55** | **5,687.47** | **7.4%** | **5,943.3** | **2.7%** | **6,101.5** | **2.8%** | **6,272.3** | **2.6%** | **6,433.1** | **2.9%** | **6,621.0** | **2.4%** | **6,778.9** |
| | **Calculation for Adjusted Governmental Revenues*** | | | | | | | | | | | | | | |
| 29 | **Total Tax Supported Revenues** | **5,531.5** | **5,687.5** | **7.4%** | **5,943.3** | **2.7%** | **6,101.5** | **2.8%** | **6,272.3** | **2.6%** | **6,433.1** | **2.9%** | **6,621.0** | **2.4%** | **6,778.9** |
| 30 | **Capital Projects Fund** | **154.3** | **207.5** | **27.4%** | **196.6** | **8.3%** | **212.8** | **25.5%** | **267.0** | **-6.4%** | **250.0** | **-28.6%** | **178.5** | **0.0%** | **178.5** |
| 31 | **Grants** | **136.3** | **136.3** | **12.8%** | **153.8** | **2.2%** | **157.2** | **2.2%** | **160.7** | **2.2%** | **164.3** | **2.3%** | **168.1** | **2.3%** | **172.0** |
| 32 | **MCG Adjusted Revenues** | **5,822.1** | **6,031.3** | **8.1%** | **6,293.8** | **2.8%** | **6,471.5** | **3.5%** | **6,700.0** | **2.2%** | **6,847.3** | **1.8%** | **6,967.6** | **2.3%** | **7,129.4** |

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

# County Excutive's Recommended FY24-29 Public Services Program

## Tax Supported Fiscal Plan Summary

($ in Millions)

| | | App. FY23 | Est. 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 | % Chg. FY28-29 | Projected FY29 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 5-26-22 | 3-15-23 | App/Rec | 3-15-23 | | | | | | | | | | |
| | **Total Revenues** | | | | | | | | | | | | | | |
| 1 | Property Tax | 1,951.4 | 1,931.7 | 14.0% | 2,225.4 | 2.5% | 2,282.0 | 2.7% | 2,343.9 | 1.7% | 2,384.7 | 0.8% | 2,403.8 | 0.6% | 2,417.8 |
| 2 | Income Tax | 1,870.5 | 2,044.4 | 2.9% | 1,925.1 | 5.1% | 2,023.6 | 5.2% | 2,128.0 | 5.3% | 2,241.2 | 7.1% | 2,400.1 | 5.3% | 2,526.2 |
| 3 | Transfer/Recordation Tax | 228.9 | 175.1 | -23.7% | 174.6 | 4.7% | 182.7 | 0.6% | 183.8 | 5.2% | 193.4 | 5.1% | 203.2 | 6.4% | 216.3 |
| 4 | Other Taxes | 266.6 | 268.6 | 3.4% | 275.8 | 0.3% | 276.5 | 0.2% | 277.2 | 0.2% | 277.7 | 0.1% | 278.0 | 0.4% | 279.1 |
| 5 | Other Revenues | 1,214.1 | 1,267.7 | 10.6% | 1,342.5 | -0.4% | 1,336.7 | 0.2% | 1,339.3 | -0.2% | 1,336.0 | 0.0% | 1,336.0 | 0.3% | 1,339.5 |
| 6 | **Total Revenues** | **5,531.5** | **5,687.5** | **7.4%** | **5,943.3** | **2.7%** | **6,101.5** | **2.8%** | **6,272.3** | **2.6%** | **6,433.1** | **2.9%** | **6,621.0** | **2.4%** | **6,778.9** |
| 7 | | | | | | | | | | | | | | | |
| 8 | **Net Transfers In (Out)** | **18.8** | **19.3** | **-76.6%** | **4.4** | **2.2%** | **4.5** | **2.2%** | **4.6** | **2.2%** | **4.7** | **2.3%** | **4.8** | **2.3%** | **4.9** |
| 9 | **Total Revenues and Transfers Available** | **5,550.4** | **5,706.7** | **7.2%** | **5,947.8** | **2.7%** | **6,106.0** | **2.8%** | **6,276.9** | **2.6%** | **6,437.8** | **2.9%** | **6,625.9** | **2.4%** | **6,783.8** |
| 10 | | | | | | | | | | | | | | | |
| 11 | **Non-Operating Budget Use of Revenues** | | | | | | | | | | | | | | |
| 12 | Debt Service | 441.9 | 438.2 | 1.1% | 446.7 | 3.3% | 461.5 | 2.0% | 470.9 | 1.5% | 478.0 | 0.9% | 482.2 | 1.6% | 490.1 |
| 13 | PAYGO | 33.9 | 33.9 | -3.2% | 32.8 | -4.9% | 31.2 | -6.4% | 29.2 | -0.7% | 29.0 | 0.0% | 29.0 | 0.0% | 29.0 |
| 14 | CIP Current Revenue | 92.4 | 112.5 | 9.7% | 101.4 | -9.9% | 91.3 | -5.8% | 86.0 | 12.8% | 97.0 | -5.9% | 91.3 | 0.0% | 91.3 |
| 15 | Change in Other Reserves | -57.4 | -44.5 | 43.2% | -32.6 | 104.6% | 1.5 | -83.5% | 0.2 | -21.1% | 0.2 | -25.5% | 0.1 | 0.5% | 0.1 |
| 16 | Contribution to General Fund Undesignated Reserves | -15.6 | 49.5 | -878.3% | -152.8 | 48.2% | -79.2 | 104.3% | 3.4 | -15.4% | 2.9 | 141.7% | 7.0 | -25.1% | 5.3 |
| 17 | Contribution to Revenue Stabilization Reserves | 3.0 | 16.6 | 784.6% | 26.2 | -46.7% | 14.0 | 31.4% | 18.3 | -41.6% | 10.7 | -42.3% | 6.2 | 49.9% | 9.3 |
| 18 | Set Aside for other uses (supplemental appropriations) | -1.6 | -1.6 | -6.5% | -1.7 | 1257.8% | 20.0 | 0.0% | 20.0 | 0.0% | 20.0 | 0.0% | 20.0 | 0.0% | 20.0 |
| 19 | **Total Other Uses of Resources** | **496.5** | **604.6** | **-15.4%** | **419.9** | **28.7%** | **540.3** | **16.3%** | **628.1** | **1.5%** | **637.9** | **-0.3%** | **635.9** | **1.5%** | **645.2** |
| 20 | **Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)** | **5,053.9** | **5,102.1** | **9.4%** | **5,527.9** | **0.7%** | **5,565.7** | **1.5%** | **5,648.8** | **2.7%** | **5,799.9** | **3.3%** | **5,990.0** | **2.5%** | **6,138.7** |
| 21 | | | | | | | | | | | | | | | |
| 22 | **Agency Uses** | | | | | | | | | | | | | | |
| 23 | | | | | | | | | | | | | | | |
| 24 | Montgomery County Public Schools (MCPS) | 2,729.7 | 2,717.6 | 10.7% | 3,020.9 | | | | | | | | | | |
| 25 | Montgomery College (MC) | 275.3 | 257.1 | 2.1% | 281.0 | | | | | | | | | | |
| 26 | MNCPPC (w/o Debt Service) | 153.9 | 153.9 | 4.9% | 161.4 | | | | | | | | | | |
| 27 | MCG | 1,895.1 | 1,973.6 | 8.9% | 2,064.6 | | | | | | | | | | |
| 28 | **Agency Uses** | **5,053.9** | **5,102.1** | **9.4%** | **5,527.9** | **0.7%** | **5,565.7** | **1.5%** | **5,648.8** | **2.7%** | **5,799.9** | **3.3%** | **5,990.0** | **2.5%** | **6,138.7** |
| 29 | **Total Uses** | **5,550.4** | **5,706.7** | **7.2%** | **5,947.8** | **2.7%** | **6,106.0** | **2.8%** | **6,276.9** | **2.6%** | **6,437.8** | **2.9%** | **6,625.9** | **2.4%** | **6,783.8** |
| 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. Property tax revenues include a 10 cent tax that is authorized by Maryland Code, Education § 5-104 (d)(1). Other taxes are at current rates.
2. Reserve contributions are consistent with legal requirements and the minimum policy target.
3. PAYGO, debt service, and current revenue reflect the County Executive's Recommended Amended FY23-28 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY24-29.

| | | App. FY23 | Est. 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 | % Chg. FY28-29 | Projected FY29 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 31 | **Beginning Reserves** | | | | | | | | | | | | | | |
| 32 | **Unrestricted General Fund** | 90.9 | 188.5 | 161.9% | 238.0 | -64.2% | 85.2 | -92.9% | 6.0 | 57.0% | 9.5 | 30.7% | 12.4 | 56.8% | 19.4 |
| 33 | **Revenue Stabilization Fund** | 518.5 | 587.4 | 16.5% | 604.0 | 4.3% | 630.2 | 2.2% | 644.1 | 2.8% | 662.5 | 1.6% | 673.2 | 0.9% | 679.4 |
| 34 | **Total Reserves** | 609.4 | 775.9 | 38.2% | 842.0 | -15.0% | 715.4 | -9.1% | 650.2 | 3.4% | 671.9 | 2.0% | 685.6 | 1.9% | 698.8 |
| 35 | | | | | | | | | | | | | | | |
| 36 | **Additions to Reserves** | | | | | | | | | | | | | | |
| 37 | **Unrestricted General Fund** | -15.6 | 49.5 | -878.3% | -152.8 | 48.2% | -79.2 | 104.3% | 3.4 | -15.4% | 2.9 | 141.7% | 7.0 | -25.1% | 5.3 |
| 38 | **Revenue Stabilization Fund** | 3.0 | 16.6 | 784.6% | 26.2 | -46.7% | 14.0 | 31.4% | 18.3 | -41.6% | 10.7 | -42.3% | 6.2 | 49.9% | 9.3 |
| 39 | **Total Change in Reserves** | -12.7 | 66.1 | -900.2% | -126.6 | 48.5% | -65.2 | 133.4% | 21.8 | -37.4% | 13.6 | -3.0% | 13.2 | 10.0% | 14.5 |
| 40 | | | | | | | | | | | | | | | |
| 41 | **Ending Reserves** | | | | | | | | | | | | | | |
| 42 | **Unrestricted General Fund** | 75.2 | 238.0 | 13.2% | 85.2 | -92.9% | 6.0 | 57.0% | 9.5 | 30.7% | 12.4 | 56.8% | 19.4 | 27.1% | 24.7 |
| 43 | **Revenue Stabilization Fund** | 521.5 | 604.0 | 20.8% | 630.2 | 2.2% | 644.1 | 2.8% | 662.5 | 1.6% | 673.2 | 0.9% | 679.4 | 1.4% | 688.6 |
| 44 | **Total Reserves** | 596.7 | 842.0 | 19.9% | 715.4 | -9.1% | 650.2 | 3.4% | 671.9 | 2.0% | 685.6 | 1.9% | 698.8 | 2.1% | 713.3 |
| 45 | **Reserves as a % of Adjusted Governmental Revenues** | **10.2%** | **14.0%** | | **11.4%** | | **10.0%** | | **10.0%** | | **10.0%** | | **10.0%** | | **10.0%** |
| 46 | **Other Reserves** | | | | | | | | | | | | | | |
| 47 | **Montgomery College** | 23.9 | 48.4 | 16.2% | 27.8 | 0.0% | 27.8 | 0.0% | 27.8 | 0.0% | 27.8 | 0.0% | 27.8 | 0.0% | 27.8 |
| 48 | **M-NCPPC** | 5.9 | 4.2 | 2.7% | 6.1 | 2.5% | 6.2 | 2.7% | 6.4 | 1.7% | 6.5 | 0.9% | 6.5 | 0.6% | 6.6 |
| 49 | **MCPS** | 0.0 | 25.0 | n/a | 0.0 | n/a | 0.0 | n/a | 0.0 | n/a | 0.0 | n/a | 0.0 | n/a | 0.0 |
| 50 | **MCG Special Funds** | 1.4 | -10.1 | -31.6% | 1.0 | 138.8% | 2.3 | 3.4% | 2.4 | 3.6% | 2.5 | 3.5% | 2.6 | 4.1% | 2.7 |
| 51 | **MCG + Agency Reserves as a % of Adjusted Govt Revenues** | **10.8%** | **15.1%** | | **11.9%** | | **10.6%** | | **10.6%** | | **10.5%** | | **10.6%** | | **10.5%** |
| 52 | **Retiree Health Insurance Pre-Funding** | | | | | | | | | | | | | | |
| 53 | Montgomery County Public Schools (MCPS) | **57.4** | **57.4** | | **62.3** | | **62.3** | | **62.3** | | **62.3** | | **62.3** | | **62.3** |
| 54 | Montgomery College (MC) | **1.7** | **1.7** | | **0.0** | | **0.0** | | **0.0** | | **0.0** | | **0.0** | | **0.0** |
| 55 | MNCPPC | **3.7** | **3.7** | | **3.3** | | **3.2** | | **3.0** | | **3.1** | | **3.1** | | **3.2** |
| 56 | MCG | **0.0** | **0.0** | | **0.0** | | **0.0** | | **0.0** | | **0.0** | | **0.0** | | **0.0** |
| 57 | **Subtotal Retiree Health Insurance Pre-Funding** | **62.8** | **62.8** | | **65.6** | | **65.5** | | **65.3** | | **65.3** | | **65.4** | | **65.5** |
| 58 | **Adjusted Governmental Revenues** | | | | | | | | | | | | | | |
| 59 | **Total Tax Supported Revenues** | **5,531.5** | **5,687.5** | **7.4%** | **5,943.3** | **2.7%** | **6,101.5** | **2.8%** | **6,272.3** | **2.6%** | **6,433.1** | **2.9%** | **6,621.0** | **2.4%** | **6,778.9** |
| 60 | **Capital Projects Fund** | **154.3** | **207.5** | **27.4%** | **196.6** | **8.3%** | **212.8** | **25.5%** | **267.0** | **-6.4%** | **250.0** | **-28.6%** | **178.5** | **0.0%** | **178.5** |
| 61 | **Grants** | **136.3** | **136.3** | **12.8%** | **153.8** | **2.2%** | **157.2** | **2.2%** | **160.7** | **2.2%** | **164.3** | **2.3%** | **168.1** | **2.3%** | **172.0** |
| 62 | **Total Adjusted Governmental Revenues** | **5,822.1** | **6,031.3** | **8.1%** | **6,293.8** | **2.8%** | **6,471.5** | **3.5%** | **6,700.0** | **2.2%** | **6,847.3** | **1.8%** | **6,967.6** | **2.3%** | **7,129.4** |

| FY24 Fee and Fine Changes* | | | | |
|---|---|---|---|---|
| **Department** | **Revenue Title** | **Additional Revenue** | **Method of Change** | **Notes** |
| Montgomery College | Tuition and Fee Rates | 987,192 | Board of Trustees Action | The College's FY24 budget assumes a tuition increase of $132 to $134 per-credit for County residents; $269 to $243 for in-State, out-of-County students; and $374 to $380 for out-of-State students. The consolidated fee paid by students will remain 20% of tuition. |
| Department of Environmental Protection | Solid Waste Disposal Charge | 5,853,340 | Council Resolution | Increase fee by $5.06 for single family homes, by $0.21 for multi-family units, and decrease the fee for medium charge nonresidential properties by $37.08. |
| Department of Environmental Protection | Refuse Collection Charge | 3,162,586 | Council Resolution | Increase charges from $127.00 to $160.00 per household. |
| Department of Environmental Protection | Water Quality Protection Charge | 1,892,610 | Council Resolution | Increase the rate per Equivalent Residential Unit (ERU) from $119.50 to $128.00.per ERU. |
| Housing and Community Affairs | Licensing Fees | 791,100 | Executive Regulation | A 10% rate increase will be applied to rental license for all housing types, including accessory apartments, condominium, multifamily, and single family rental housing. |
| Housing and Community Affairs | Common Ownership Community/HOA Fees | 221,855 | Executive Regulation | The registration fee for all COC units in the County will be increased from $5 to $6.5 per unit. |
| Transportation | Leaf Vacuuming Fee | 373,271 | Council Resolution | Increase charges from $118.67 to $123.67 for single-family houses and from $4.43 to $4.61 for multi-family dwellings and townhouses. |

# 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 recognized the importance of establishing priorities for the provision of public facilities. And the Thrive Montgomery 2050 General Plan approved by the County Council on October 25, 2022, recognized the need for more housing - particularly housing that was affordable to low and moderate-income households, improved transit services, community connections, racial equity, and sustainable communities. 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.

## 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. Efforts to solicit and incorporate input from communities that do not typically participate in these processes have increased with operating budget forums hosted in Spanish and Chinese, remote and in-person public input opportunities and targeted outreach to underrepresented communities.

## 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

Capital improvement projects generate future operating budget costs in the following 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 FY24 tax-supported debt service, as displayed later in the Debt Service section, is approximately $439.4 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 FY24 tax-supported Current Revenue and PAYGO are approximately $134.2 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 Amended FY23-28 CIP in January, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended Amended 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 | -106 | -134 | -134 | -134 | -134 | -134 |
| General Services | 1,814 | 2,114 | 2,654 | 2,654 | 2,654 | 2,654 |
| Health and Human Services | 5,343 | 5,977 | 9,939 | 10,532 | 13,881 | 15,373 |
| Police | - | - | 315 | 632 | 632 | 632 |
| Public Libraries | - | 364 | 327 | 327 | 327 | 2,263 |
| Transportation | 411 | 493 | 710 | 878 | 1,053 | 1,133 |
| **Mass Transit** | | | | | | |
| Transit Services | 0 | 6 | 12 | 12 | 12 | 22 |
| **Fire** | | | | | | |
| Fire and Rescue Service | - | 162 | 162 | 162 | 260 | 420 |
| **Recreation** | | | | | | |
| Recreation | 2,197 | 2,950 | 2,950 | 2,903 | 2,901 | 2,900 |
| **Recycling and Resource Management** | | | | | | |
| Recycling and Resource Managemer | - | - | - | - | 711 | 720 |
| **Water Quality Protection Fund** | | | | | | |
| Environmental Protection | 90 | 90 | 90 | 90 | 90 | 90 |
| **Total** | **9,749** | **12,022** | **17,025** | **18,056** | **22,387** | **26,073** |

## 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 Fund 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).
- Funding to build out a new warehouse to facilitate mixed-use redevelopment of the current Stonestreet warehouse location.
- 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, South County Regional Recreation and Aquatic Center, 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 $351.3 million for Montgomery College capital and information technology - including planning funds for a new permanent East County Campus.
- 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.
- Five library refresh projects (Potomac, Damascus, Silver Spring, Rockville, Olney).
- Renovation or replacement of the Chevy Chase Library.
- 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 and South Lake Elementary School.
- A new Linkages to Learning site at Silver Spring International and Neelsville Middle Schools.
- Design and construction for eight High School Wellness Centers.

**Department of Recreation**

- The South County Regional Recreation and Aquatic Center.
- A new Wheaton Arts and Cultural 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 Park and Planning Commission**

- Bethesda Park acquisitions and improvements including two new parks that will be part of a public-private partnership to build new housing and redevelop the historic Farm Women's Market.
- The Black Hill Regional Park Sustainable Education Every Day (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.
- 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:
  - MD355 Bus Rapid Transit (BRT) Central phase
  - Veirs Mill Road BRT
- Advance preliminary engineering of MD355 BRT South/North phase and Phase II of the US29 BRT project.
- Planning and design for a new transit maintenance depot.
- Bus Priority Project to enhance countywide bus system performance.
- Planning for the New Hampshire Avenue BRT corridor and the North Bethesda Transitway.
- Great Seneca Science Corridor Transit Improvements.
- Replacement of diesel-powered Ride On buses with zero emission electric buses 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.
- A new Preservation of Naturally Occurring Affordable Housing Fund project

**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.
- Financial support for demolition, sewer and stormwater management costs for the public-private partnership Elizabeth Square affordable housing project.

## 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 MD108 from Dr. Bird Road to Norwood Road.
- Tuckerman Lane sidewalks to improve safe access to schools.
- The US29 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.
  - A new sidewalk along Oak Drive from the southern intersection with MD27 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 subprojects.
- 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 which will connect two Purple Line-related projects, Capital Crescent Trail and the Silver Spring Green Trail.
- The MD355-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 and Rockville Fire Station 3 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 27 miles of water distribution mains (less than 16" in diameter), with an emphasis on pre-1965 bare cast iron mains to mitigate breaks and leaks and to enable supply of water in sufficient quantity, quality, and pressure.
- Replacement of 6.5 miles of water transmission mains (16" or larger in diameter) to avoid failures that can disrupt service to a large area.
- Rehabilitating 25 miles of small sewer mains and laterals (less than 15" in diameter) in residential areas to replace infrastructure that has exceeded its useful life.
- Rehabilitating 10 miles of small and large diameter sewer mains in environmentally sensitive areas.
- Two new Montgomery County sewer projects to support economic development.
- Upgrades to the Potomac Water Filtration Plant to ensure compliance with the Potomac Consent Decree, improve system reliability, and meet the future water supply needs of the region.
- Construct the Piscataway Bioenergy facility that will generate renewable energy from sewage, thereby reducing WSSC Water's chemical usage, biosolids, and greenhouse gas emissions.
- Support reinvestment in the infrastructure at DC Water's Blue Plains Advanced Wastewater Treatment Plant.

**Department of Correction and Rehabilitation**

- A new Criminal Justice Complex.
- Montgomery County Detention Center improvements.
- Wireless internet installation throughout the Montgomery County Correctional Facility (MCCF), the Pre-release and Reentry Services Center, and an upgrade of 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 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.
- Public safety radio replacement.

- An update to the Integrated Justice Information Systems - Correction and Rehabilitation Information Management System.

**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 Amended 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 Amended FY23-28 CIP, as recommended in January, is included after the Expenditure Summary by Category and Subcategory report. The County Executive's Recommended Amended 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 FY22 | Rem FY22 | 6 Yr Total | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Beyond 6 Yrs | FY 24 Approp. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL GOVERNMENT** | | | | | | | | | | | | |
| County Offices and Other Improvements | 675,019 | 371,340 | 110,317 | 193,362 | 46,342 | 48,807 | 34,153 | 28,220 | 17,920 | 17,920 | - | 26,631 |
| Economic Development | 249,194 | 186,097 | 7,497 | 44,100 | 10,300 | 6,300 | 2,000 | 8,500 | 8,500 | 8,500 | 11,500 | 5,566 |
| Other General Government | 35,851 | 7,759 | 14,601 | 12,820 | 2,400 | 3,080 | 1,783 | 1,213 | 2,144 | 2,200 | 671 | 3,080 |
| Technology Services | 189,623 | 85,641 | 2,374 | 97,864 | 29,618 | 20,319 | 21,159 | 11,552 | 9,667 | 5,549 | 3,744 | 16,418 |
| **GENERAL GOVERNMENT TOTAL** | **1,149,687** | **650,837** | **134,789** | **348,146** | **88,660** | **78,506** | **59,095** | **49,485** | **38,231** | **34,169** | **15,915** | **51,695** |
| **PUBLIC SAFETY** | | | | | | | | | | | | |
| Correction and Rehabilitation | 94,893 | 9,856 | 1,396 | 68,842 | 1,929 | 3,038 | 2,366 | 12,817 | 28,005 | 20,687 | 14,799 | 4,906 |
| Fire/Rescue Service | 246,226 | 92,925 | 27,356 | 125,945 | 25,542 | 15,895 | 19,544 | 25,076 | 25,672 | 14,216 | - | 15,181 |
| Other Public Safety | 141,537 | 140,569 | 89 | 879 | 879 | - | - | - | - | - | - | - |
| Police | 93,148 | 32,585 | 610 | 56,515 | 15,042 | 28,486 | 10,403 | 663 | 219 | 1,702 | 3,438 | 5,672 |
| **PUBLIC SAFETY TOTAL** | **575,804** | **275,935** | **29,451** | **252,181** | **43,392** | **47,419** | **32,313** | **38,556** | **53,896** | **36,605** | **18,237** | **25,759** |
| **TRANSPORTATION** | | | | | | | | | | | | |
| Bridges | 206,226 | 78,452 | 9,703 | 84,676 | 15,096 | 23,633 | 19,326 | 10,341 | 8,905 | 7,375 | 33,395 | 12,638 |
| Highway Maintenance | 681,467 | 442,808 | 5,759 | 232,900 | 38,400 | 38,900 | 38,900 | 38,900 | 38,900 | 38,900 | - | 38,400 |
| Mass Transit (MCG) | 1,531,521 | 699,150 | 115,833 | 715,647 | 112,598 | 104,472 | 100,113 | 172,692 | 148,227 | 77,545 | 891 | 97,148 |
| Parking | 105,690 | 42,871 | 2,786 | 60,033 | 13,387 | 12,182 | 9,931 | 12,132 | 6,137 | 6,264 | - | 8,834 |
| Pedestrian Facilities/Bikeways | 717,684 | 232,435 | 35,492 | 260,741 | 52,001 | 51,629 | 31,876 | 38,866 | 44,540 | 41,829 | 189,016 | 52,881 |
| Roads | 775,006 | 309,831 | 34,927 | 86,818 | 18,529 | 7,041 | 6,663 | 4,852 | 23,535 | 26,198 | 343,430 | 7,304 |
| Traffic Improvements | 431,531 | 218,612 | 4,397 | 108,522 | 18,071 | 17,917 | 17,551 | 20,461 | 17,261 | 17,261 | 100,000 | 17,917 |
| **TRANSPORTATION TOTAL** | **4,449,125** | **2,024,159** | **208,897** | **1,549,337** | **268,082** | **255,774** | **224,360** | **298,244** | **287,505** | **215,372** | **666,732** | **235,122** |
| **RECYCLING AND RESOURCE MANAGEMENT** | | | | | | | | | | | | |
| Recycling and Resource Management | 95,199 | 8,146 | 29,751 | 57,302 | 20,624 | 19,385 | 10,687 | 5,858 | 748 | - | - | 7,103 |
| **RECYCLING AND RESOURCE MANAGEMENT TOTAL** | **95,199** | **8,146** | **29,751** | **57,302** | **20,624** | **19,385** | **10,687** | **5,858** | **748** | **-** | **-** | **7,103** |
| **HEALTH AND HUMAN SERVICES** | | | | | | | | | | | | |
| Health and Human Services | 157,498 | 41,512 | 14,473 | 89,737 | 8,381 | 18,327 | 31,863 | 12,451 | 8,308 | 10,407 | 11,776 | 31,034 |
| **HEALTH AND HUMAN SERVICES TOTAL** | **157,498** | **41,512** | **14,473** | **89,737** | **8,381** | **18,327** | **31,863** | **12,451** | **8,308** | **10,407** | **11,776** | **31,034** |
| **CULTURE AND RECREATION** | | | | | | | | | | | | |
| Libraries | 139,700 | 87,397 | 3,056 | 44,092 | 6,763 | 7,471 | 5,210 | 7,095 | 10,098 | 7,455 | 5,155 | 4,280 |
| Recreation | 269,915 | 97,149 | 22,606 | 129,543 | 22,420 | 28,725 | 24,818 | 12,946 | 20,673 | 19,961 | 20,617 | 10,897 |
| **CULTURE AND RECREATION TOTAL** | **409,615** | **184,546** | **25,662** | **173,635** | **29,183** | **36,196** | **30,028** | **20,041** | **30,771** | **27,416** | **25,772** | **15,177** |

## Expenditure Summary by Category and Subcategory ($000s)

| | Total | Thru FY22 | Rem FY22 | 6 Yr Total | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Beyond 6 Yrs | FY 24 Approp. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **CONSERVATION OF NATURAL RESOURCES** | | | | | | | | | | | | |
| Ag Land Preservation | 23,164 | 11,158 | 5,663 | 6,343 | 3,668 | 529 | 532 | 535 | 538 | 541 | - | 529 |
| Storm Drains | 81,981 | 45,150 | 632 | 36,199 | 10,679 | 5,104 | 5,104 | 5,104 | 5,104 | 5,104 | - | 2,180 |
| Stormwater Management | 255,244 | 124,595 | 8,458 | 122,191 | 23,633 | 20,552 | 28,027 | 18,454 | 16,101 | 15,424 | - | 5,433 |
| **CONSERVATION OF NATURAL RESOURCES TOTAL** | **360,389** | **180,903** | **14,753** | **164,733** | **37,980** | **26,185** | **33,663** | **24,093** | **21,743** | **21,069** | **-** | **8,142** |
| **COMMUNITY DEVELOPMENT AND HOUSING** | | | | | | | | | | | | |
| Community Development | 11,609 | 6,392 | 961 | 4,256 | 541 | 844 | 797 | 688 | 693 | 693 | - | 796 |
| Housing (MCG) | 532,186 | 255,162 | 43,824 | 233,200 | 98,200 | 32,000 | 32,000 | 27,000 | 22,000 | 22,000 | - | 32,000 |
| **COMMUNITY DEVELOPMENT AND HOUSING TOTAL** | **543,795** | **261,554** | **44,785** | **237,456** | **98,741** | **32,844** | **32,797** | **27,688** | **22,693** | **22,693** | **-** | **32,796** |
| **HOUSING OPPORTUNITIES COMMISSION** | | | | | | | | | | | | |
| Housing (HOC) | 87,107 | 23,824 | 53,058 | 10,225 | 3,975 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 | - | 1,250 |
| **HOUSING OPPORTUNITIES COMMISSION TOTAL** | **87,107** | **23,824** | **53,058** | **10,225** | **3,975** | **1,250** | **1,250** | **1,250** | **1,250** | **1,250** | **-** | **1,250** |
| **REVENUE AUTHORITY** | | | | | | | | | | | | |
| Miscellaneous Projects (Revenue Authority) | 37,299 | - | 14,465 | 17,334 | 8,017 | 4,017 | 2,200 | 2,100 | 1,000 | - | 5,500 | 4,017 |
| **REVENUE AUTHORITY TOTAL** | **37,299** | **-** | **14,465** | **17,334** | **8,017** | **4,017** | **2,200** | **2,100** | **1,000** | **-** | **5,500** | **4,017** |
| **MONTGOMERY COUNTY PUBLIC SCHOOLS** | | | | | | | | | | | | |
| Countywide | 2,994,128 | 1,628,018 | 147,513 | 1,151,662 | 217,183 | 282,044 | 214,509 | 189,021 | 117,883 | 131,022 | 66,935 | 288,207 |
| Individual Schools | 1,233,042 | 385,663 | 72,814 | 774,565 | 106,953 | 125,854 | 163,210 | 154,981 | 142,367 | 81,200 | - | 451,843 |
| Miscellaneous Projects | (26,420) | - | (5,000) | (51,416) | - | (38,329) | (36,101) | (21,383) | 23,405 | 20,992 | 29,996 | (43,329) |
| **MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL** | **4,200,750** | **2,013,681** | **215,327** | **1,874,811** | **324,136** | **369,569** | **341,618** | **322,619** | **283,655** | **233,214** | **96,931** | **696,721** |
| **MONTGOMERY COLLEGE** | | | | | | | | | | | | |
| Higher Education | 954,952 | 555,014 | 26,795 | 345,299 | 58,499 | 56,007 | 48,975 | 40,493 | 62,735 | 78,590 | 27,844 | 54,938 |
| **MONTGOMERY COLLEGE TOTAL** | **954,952** | **555,014** | **26,795** | **345,299** | **58,499** | **56,007** | **48,975** | **40,493** | **62,735** | **78,590** | **27,844** | **54,938** |
| **M-NCPPC** | | | | | | | | | | | | |
| Acquisition | 335,552 | 122,002 | 34,623 | 47,935 | 10,600 | 7,350 | 6,874 | 7,900 | 7,711 | 7,500 | 130,992 | 6,350 |
| Development | 538,240 | 181,202 | 71,833 | 234,744 | 50,656 | 41,818 | 38,060 | 39,462 | 33,471 | 31,277 | 50,461 | 32,317 |
| **M-NCPPC TOTAL** | **873,792** | **303,204** | **106,456** | **282,679** | **61,256** | **49,168** | **44,934** | **47,362** | **41,182** | **38,777** | **181,453** | **38,667** |

Expenditure Summary by Category and Subcategory ($000s)

| | Total | Thru FY22 | Rem FY22 | 6 Yr Total | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Beyond 6 Yrs | FY 24 Approp. |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | Approp. |
| | 13,895,012 | 6,523,315 | 918,662 | 5,402,875 | 1,050,926 | 994,647 | 893,783 | 890,240 | 853,717 | 719,562 | 1,050,160 | 1,202,421 |

# All Agency Funding Summary

## All Agency Funding Summary ($000s)

| | Total | Thru FY22 | Rem FY22 | 6 Yr Total | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Beyond 6 Yrs |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Aging Schools Program | 5,975 | 4,710 | 662 | 603 | 603 | - | - | - | - | - | - |
| Agricultural Transfer Tax | 5,157 | 1,599 | 1,022 | 2,536 | 1,536 | 200 | 200 | 200 | 200 | 200 | - |
| Community Development Block Grant | 5,840 | 5,840 | - | - | - | - | - | - | - | - | - |
| Contributions | 78,901 | 49,838 | 7,565 | 21,498 | 3,531 | 1,992 | 2,532 | 4,842 | 7,601 | 1,000 | - |
| Contributions: Bethesda Park Impact Payments | 18,000 | 9,710 | 5,290 | 3,000 | 600 | 100 | 100 | 100 | 700 | 1,400 | - |
| Current Revenue: Cable TV | 93,625 | 68,171 | 679 | 24,775 | 4,234 | 4,741 | 4,791 | 4,306 | 3,348 | 3,355 | - |
| Current Revenue: CUPF | 1,971 | 1,396 | 275 | 300 | 300 | - | - | - | - | - | - |
| Current Revenue: Enterprise (M-NCPPC) | 18,477 | 8,918 | 6,344 | 3,215 | - | - | 750 | 2,465 | - | - | - |
| Current Revenue: Fire | 60,215 | 15,116 | 7,528 | 37,571 | 5,196 | 6,380 | 6,496 | 5,593 | 6,927 | 6,979 | - |
| Current Revenue: General | 1,056,003 | 536,716 | 62,241 | 450,721 | 135,500 | 78,378 | 64,078 | 58,075 | 57,641 | 57,049 | 6,325 |
| Current Revenue: Liquor | 14,462 | 1,271 | 1,938 | 10,582 | 522 | 2,720 | 1,783 | 1,213 | 2,144 | 2,200 | 671 |
| Current Revenue: M-NCPPC | 6,035 | 2,146 | 1,189 | 2,700 | 450 | 450 | 450 | 450 | 450 | 450 | - |
| Current Revenue: Mass Transit | 230,910 | 63,926 | 39,039 | 127,315 | 23,965 | 21,460 | 17,940 | 18,195 | 25,400 | 20,355 | 630 |
| Current Revenue: MCPS | 750 | - | - | 750 | 750 | - | - | - | - | - | - |
| Current Revenue: Montgomery Housing Initiative | 4,775 | 4,775 | - | - | - | - | - | - | - | - | - |
| Current Revenue: Motor Pool | 550 | 550 | - | - | - | - | - | - | - | - | - |
| Current Revenue: Parking - Bethesda | 50,512 | 22,454 | 969 | 27,089 | 8,805 | 5,614 | 3,195 | 3,165 | 3,155 | 3,155 | - |
| Current Revenue: Parking - Montgomery Hill | 100 | 100 | - | - | - | - | - | - | - | - | - |
| Current Revenue: Parking - Silver Spring | 42,455 | 19,800 | 1,661 | 20,994 | 3,715 | 5,005 | 3,004 | 3,870 | 2,700 | 2,700 | - |
| Current Revenue: Parking - Wheaton | 2,430 | 617 | 156 | 1,657 | 517 | 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 | 38,947 | 17,760 | 18,661 | 2,526 | 2,526 | - | - | - | - | - | - |
| Current Revenue: Urban District Bethesda | 435 | 435 | - | - | - | - | - | - | - | - | - |
| Current Revenue: Water Quality Protection | 83,606 | 51,267 | 7,343 | 24,996 | 5,765 | 5,147 | 3,327 | 3,524 | 3,525 | 3,708 | - |
| Developer Payments | 7,031 | 5,093 | 996 | 942 | 100 | - | - | 163 | 338 | 341 | - |
| EDAET | 504 | 504 | - | - | - | - | - | - | - | - | - |
| Enhancement | - | - | - | - | - | - | - | - | - | - | - |
| Fed Stimulus (State Allocation) | 6,550 | 6,550 | - | - | - | - | - | - | - | - | - |
| Federal Aid | 514,877 | 253,695 | 10,531 | 245,701 | 8,776 | 10,482 | 51,301 | 89,991 | 65,785 | 19,366 | 4,950 |

## All Agency Funding Summary ($000s)

| | Total | Thru FY22 | Rem FY22 | 6 Yr Total | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Beyond 6 Yrs |
|---|---|---|---|---|---|---|---|---|---|---|---|
| G.O. Bond Premium | 54,492 | 33,992 | 10,500 | 10,000 | 10,000 | - | - | - | - | - | - |
| G.O. Bonds | 5,640,205 | 2,844,557 | 336,499 | 1,811,272 | 346,391 | 394,007 | 304,355 | 264,468 | 256,743 | 245,308 | 647,877 |
| HIF Revolving Program | 294,643 | 174,682 | 8,852 | 111,109 | 14,896 | 19,277 | 19,234 | 19,229 | 19,229 | 19,244 | - |
| HOC Bonds | 50,000 | 3,557 | 46,443 | - | - | - | - | - | - | - | - |
| Impact Tax | 196,389 | 111,207 | 7,114 | 78,068 | 13,843 | 15,090 | 9,090 | 9,090 | 17,865 | 13,090 | - |
| Intergovernmental | 27,214 | 9,973 | 1,987 | 7,654 | 1,042 | 2,221 | 690 | 1,651 | 2,050 | - | 7,600 |
| Interim Finance | 2,232 | 2,232 | - | - | - | - | - | - | - | - | - |
| Investment Income | 1,275 | 531 | 256 | 488 | 201 | 287 | - | - | - | - | - |
| Land Sale | 58,208 | 28,689 | 5,136 | 24,383 | - | 4,564 | 4,000 | - | 7,000 | 8,819 | - |
| Land Sale (M-NCPPC Only) | 513 | 513 | - | - | - | - | - | - | - | - | - |
| Loan Repayment Proceeds | 143,228 | 71,165 | 20,972 | 51,091 | 37,304 | 2,723 | 2,766 | 2,771 | 2,771 | 2,756 | - |
| Local Area Transportation Impr Program (LATIP) | 101,200 | 2 | 98 | 1,100 | - | 500 | 600 | - | - | - | 100,000 |
| Long-Term Financing | 340,002 | 137,237 | 85,142 | 117,623 | 24,081 | 20,384 | 34,494 | 23,464 | 7,600 | 7,600 | - |
| Long-Term Financing - White Flint | - | - | - | - | - | - | - | - | - | - | - |
| M-NCPPC Bonds | 117,584 | 54,060 | 16,481 | 45,871 | 8,000 | 8,000 | 7,810 | 7,630 | 7,358 | 7,073 | 1,172 |
| Major Facilities Capital Projects Fund (College) | 22,000 | 10,524 | 2,476 | 9,000 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | 1,500 | - |
| Op Lanes Maryland Transit Funding | 169,679 | - | - | 169,679 | 4,850 | 41,522 | 22,101 | 51,520 | 37,242 | 12,444 | - |
| PAYGO | 191,223 | 191,223 | - | - | - | - | - | - | - | - | - |
| POS-Stateside (M-NCPPC Only) | 200 | 200 | - | - | - | - | - | - | - | - | - |
| Program Open Space | 246,664 | 39,523 | 23,890 | 58,603 | 15,603 | 9,000 | 9,000 | 9,000 | 8,000 | 8,000 | 124,648 |
| Qualified Zone Academy Funds | 4,142 | 3,939 | 203 | - | - | - | - | - | - | - | - |
| Recordation Tax | 1,029,447 | 561,177 | - | 468,270 | 77,629 | 82,107 | 73,761 | 74,804 | 77,065 | 82,904 | - |
| Recordation Tax Premium (MCG) | 240,592 | 107,627 | 18,733 | 114,232 | 19,188 | 17,700 | 18,491 | 18,752 | 19,319 | 20,782 | - |
| Revenue Authority | 22,354 | - | 11,465 | 10,614 | 8,017 | 557 | 115 | 1,875 | 50 | - | 275 |
| Revenue Bonds | 85,866 | - | 11,090 | 54,776 | 18,098 | 19,385 | 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 | 1,166 | 3,441 | - | - | - | - | - | - | - | - |
| Revolving Fund: G.O. Bonds | 25,580 | 12,400 | 13,180 | - | - | - | - | - | - | - | - |
| School Facilities Payment | 3,872 | 2,865 | 1,007 | - | - | - | - | - | - | - | - |
| Schools Impact Tax | 326,474 | 171,950 | 25 | 154,499 | 10,546 | 22,147 | 26,892 | 31,638 | 31,638 | 31,638 | - |
| Short-Term Financing | 309,852 | 175,238 | 13,956 | 116,914 | 17,545 | 18,274 | 18,460 | 9,804 | 25,919 | 26,912 | 3,744 |
| Short-Term Lease Financing | 5,054 | 4,131 | 923 | - | - | - | - | - | - | - | - |
| State Aid | 1,413,903 | 385,614 | 90,605 | 899,514 | 189,712 | 159,911 | 160,198 | 150,444 | 140,494 | 98,755 | 38,170 |

## All Agency Funding Summary ($000s)

| | Total | Thru FY22 | Rem 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 | 6,353 | 3,388 | 605 | 2,360 | 380 | 380 | 400 | 400 | 400 | 400 | - |
| TEA-21 | 2,368 | 2,368 | - | - | - | - | - | - | - | - | - |
| Transportation Enhancement Program | 737 | 737 | - | - | - | - | - | - | - | - | - |
| Transportation Improvement Credit | 500 | 500 | - | - | - | - | - | - | - | - | - |
| Utility Incentives | 6,271 | 5,173 | 123 | 975 | 975 | - | - | - | - | - | - |
| Utility Merger Funds | 13,837 | 3,195 | 6,424 | 4,218 | 4,218 | - | - | - | - | - | - |
| Water Quality Protection Bonds | 108,716 | 50,728 | 282 | 57,706 | 11,131 | 11,295 | 8,060 | 9,020 | 9,530 | 8,670 | - |
| White Flint Special Tax District | 160,774 | 54,127 | 5,164 | 7,385 | 7,385 | - | - | - | - | - | 94,098 |

| Total | Thru FY22 | Rem FY22 | 6 Yr Total | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Beyond 6 Yrs |
|---|---|---|---|---|---|---|---|---|---|---|
| **13,895,012** | **6,523,315** | **918,662** | **5,402,875** | **1,050,926** | **994,647** | **893,783** | **890,240** | **853,717** | **719,562** | **1,050,160** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Debt Service

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $468,319,940 | 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 FY24 Operating Budget for Debt Service is $468,319,940, an increase of $4,412,175 or 0.95 percent from the FY23 approved budget of $463,907,765. This amount excludes $54,510 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 33.7 percent of the County's capital expenditures (excluding WSSC) for the six years of the Amended 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 usually lower than for non-government issues.

"General obligation" refers to the fact that the bonds are backed by an irrevocable pledge of the County's full faith and credit and unlimited taxing power. Such Bonds are payable from ad valorem taxes, unlimited as to rate or amount, on all real, tangible personal and certain intangible property subject to taxation at full rates for local purposes in the County. 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 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 7, 2023, the County Council confirmed the guidelines set on October 5, 2021. The County Executive recommends issuances of $280 million in FY23, $300 million for FY24 and FY25, and $280 million in each of years FY26 to FY28, resulting in a total of $1,720.0 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 FY24. When a bond-funded facility supports an activity funded by one of the County's Enterprise funds, the debt service is appropriated in that Enterprise fund operation.

Montgomery County G.O. bonds are budgeted in specific categories for specific purposes: General County (Police, Corrections, Human Services, Libraries, General Government, and other miscellaneous purposes); Roads and Storm Drains; Public Housing; Parks (including land and development for M-NCPPC regional and Countywide use parks); Public Schools; Montgomery College; Fire Tax District; Mass Transit Fund and the Recreation 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, financial advisory, administrative, and production costs of rating, issuing, and selling bonds, BANs/commercial paper and short- and long-term financing. 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.

**FY23 Estimated Debt Service**

The FY23 estimated general obligation debt service, lease, and other long-term debt expenditure requirements for tax-supported funds total $431.5 million which is lower than the budget of $435.2 million primarily due to deferrals to FY24 of some short-term lease financings and the second, $50 million, Housing Opportunities Commission (HOC) Production Fund long-term debt issuance.

**FY24 Recommended Debt Service Budget**

The FY24 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues plus the following:

• An FY24 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 FY29.

• Interest expense based on an anticipated average BANs commercial paper balance of $200 million during FY24.

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

The Debt Service assumptions discussed above result in a total FY24 Debt Service requirement for tax supported funds of $439.4 million, which is a 0.96 percent increase from the FY23 budget of $435.2 million. The General Fund appropriation requirement is $377.7 million, or 0.9 percent more than the budgeted FY23 amount of $374.4 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 2023 (FY24) issue. Projected interest rates for bond issues for FY24 through FY29 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 $439.4 million in FY24 to $482.9 million by FY29 with the General Fund revenue requirement growing from $377.7 million in FY24 to $414.1 million by FY29.

**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 as 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. The chart displays the anticipated debt issues for the six years which are the basis of the G.O. bond-funded portion of the Amended 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 17, 2023 proposals for the Amended Recommended FY23-28 CIP is included at the end of this section.

**Debt Limit**

The County's outstanding general obligation debt totals $ 3,235,985,000 as of June 30, 2022. The allocation of outstanding debt to government programs and functions is displayed in a chart at the end of this section.

The Annotated Code of Maryland, Article 25A, Section 5(P), authorizes borrowing funds and issuance of bonds up to a maximum of 6 percent of the assessed valuation of all real property and 15 percent of the assessed value of all personal property within the County. The legal debt limit as of June 30, 2022, is $12,789,848,000 based upon the assessed valuation $202,557,243,499 for all real property and $4,242,757,208 for personal property. The County's outstanding general obligation debt of $3,235,985,000 plus outstanding short-term commercial paper of $311,000,000 is 1.71 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 Book - for Fiscal Year 2022. 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 Book at the following link: http://www.montgomerycountymd.gov/Finance/financial.html

**Leases and Other Debt**

Long-term lease costs 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 leases, where the payments represent a substantial County commitment for the acquisition of assets that have a shorter life but still result in a substantial asset, are also displayed and appropriated within this Fund.

The FY24 appropriations for the long- and short-term financing are displayed in a chart at the end of this section.

**Other Long-Term Debt**

The County 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.

Commencing in FY12, Water Quality Protection bonds finance 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.

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.

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.

Other long-term debt (MHI) includes the debt service costs, offset by a transfer from the MHI Fund, for the issuance of debt for housing projects, which will significantly increase the County's capacity to acquire and renovate affordable housing. In addition to financing costs related to funding the County's ongoing Affordable Acquisition and Preservation project, the budget includes debt service on two $50 million tranches of Limited Obligation Bonds issued by the Housing Opportunities Commission. The first tranche was issued in FY22 and the second is planned for FY24.

Long-term debt payments to acquire the Silver Spring Music Venue and to finance Rockville Core and Wheaton Redevelopment facilities are also included. Contributions to the Wheaton Redevelopment tax- supported debt service appropriation are assumed from Permitting Services, CUPF, and Water Quality Protection funds.

In FY21 certain Master Leases were refunded as part of a Certificates of Participation (COPs) financing for which debt service is included.

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.

Bond issued for the Kingsview Village Center Development District 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 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 the outstanding bonds.

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 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. 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **DEBT SERVICE** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Debt Service Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Debt Service G.O Bonds | 384,850,193 | 400,658,260 | 400,025,680 | 411,931,880 | 2.8 % |
| Debt Service Other | 27,513,960 | 34,536,905 | 31,499,605 | 27,459,560 | -20.5 % |
| **Debt Service Expenditures** | **412,364,153** | **435,195,165** | **431,525,285** | **439,391,440** | **1.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| Premium on General Obligation Bonds | 3,638,343 | 3,462,510 | 3,462,511 | 1,712,185 | -50.6 % |
| Federal Grants | 234,843 | 243,350 | 230,630 | 241,600 | -0.7 % |
| **Debt Service Revenues** | **3,873,186** | **3,705,860** | **3,693,141** | **1,953,785** | **-47.3 %** |
| 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 | 424,931 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **424,931** | **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 | 424,931 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **424,931** | **0** | **0** | **0** | **—** |
| 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 | 20,024,523 | 28,712,600 | 24,106,600 | 28,928,500 | 0.8 % |
| **Debt Service - Non-Tax Supported Expenditures** | **20,024,523** | **28,712,600** | **24,106,600** | **28,928,500** | **0.8 %** |
| 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** | **432,813,607** | **463,907,765** | **455,631,885** | **468,319,940** | **1.0 %** |
| **Total Full-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Total FTEs** | **0.00** | **0.00** | **0.00** | **0.00** | **—** |
| **Total Revenues** | **4,298,117** | **3,705,860** | **3,693,141** | **1,953,785** | **-47.3 %** |

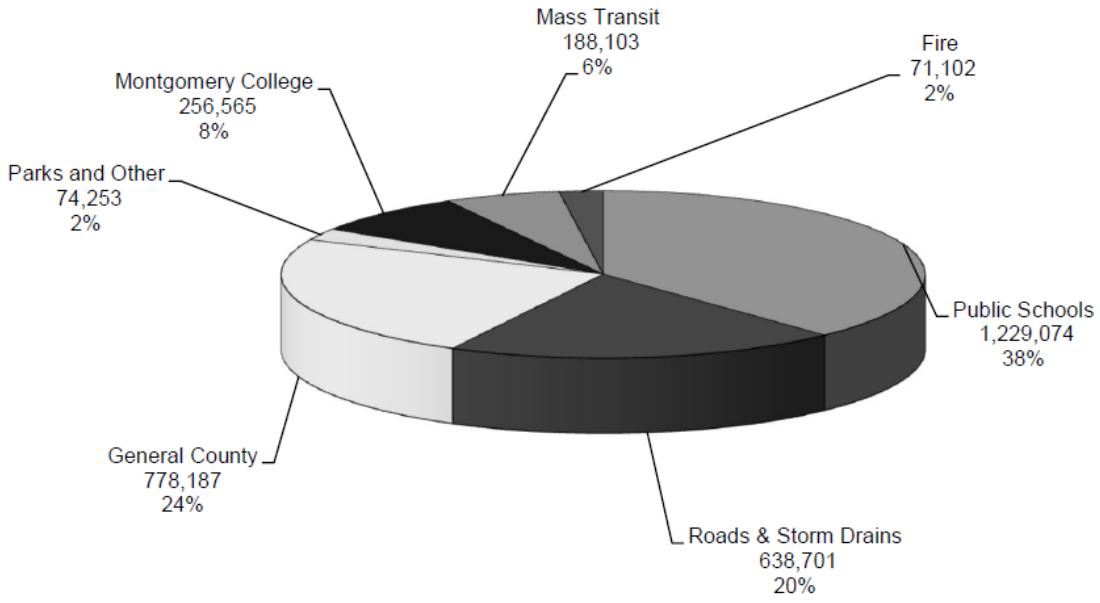
## DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT

| | Actual FY21 | Actual FY22 | Approved FY23 | Estimated FY23 | Recommended FY24 | % Chg App/App | App % GO Bonds |
|---|---|---|---|---|---|---|---|
| **GO BOND DEBT SERVICE EXPENDITURES** | | | | | | | |
| General County | 72,406,533 | 73,142,299 | 73,669,270 | 75,109,092 | 82,724,440 | | 20.6% |
| Roads & Storm Drains | 77,448,929 | 80,264,802 | 81,692,170 | 81,877,426 | 84,555,130 | | 21.1% |
| Public Housing | 49,823 | 52,050 | 50,060 | 50,055 | 46,640 | | 0.0% |
| Parks | 9,304,075 | 9,427,541 | 9,610,150 | 9,572,880 | 10,365,560 | | 2.6% |
| Public Schools | 150,934,211 | 152,822,199 | 157,349,560 | 156,657,506 | 149,963,800 | | 37.4% |
| Montgomery College | 27,610,768 | 27,606,896 | 28,754,980 | 28,918,315 | 30,214,960 | | 7.5% |
| Bond Anticipation Notes/Commercial Paper | 551,912 | 363,149 | 4,725,000 | 3,605,000 | 7,000,000 | | |
| Bond Anticipation Notes/Liquidity & Remarketing | 3,245,430 | 2,707,628 | 2,720,000 | 2,500,000 | 2,900,000 | | |
| Cost of Issuance | 417,748 | 657,702 | 1,033,000 | 900,000 | 920,000 | | |
| Line(s) of Credit | 992,500 | 148,055 | - | - | - | | |
| **Total General Fund** | 342,961,929 | 347,192,321 | 359,604,190 | 359,190,274 | 368,690,530 | 2.5% | 89.2% |
| Fire Tax District Fund | 7,732,894 | 7,461,899 | 8,253,840 | 8,208,702 | 9,311,730 | | 2.3% |
| Mass Transit Fund | 19,187,126 | 20,182,065 | 22,146,340 | 22,073,786 | 22,579,220 | | 5.6% |
| Recreation Fund | 9,917,452 | 10,013,908 | 10,653,890 | 10,552,918 | 11,350,400 | | 2.8% |
| **Total Tax Supported Other Funds** | 36,837,472 | 37,657,872 | 41,054,070 | 40,835,406 | 43,241,350 | 5.3% | 10.8% |
| **TOTAL TAX SUPPORTED** | 379,799,401 | 384,850,193 | 400,658,260 | 400,025,680 | 411,931,880 | 2.8% | 100.0% |
| **TOTAL GO BOND DEBT SERVICE EXPENDITURES** | 379,799,401 | 384,850,193 | 400,658,260 | 400,025,680 | 411,931,880 | 2.8% | 100.0% |
| **LONG-TERM LEASE EXPENDITURES** | | | | | | | |
| Revenue Authority - Conference Center | 987,709 | 990,977 | 991,600 | 991,600 | - | | |
| Revenue Authority - Crossvines Project | - | - | 860,200 | 860,200 | 860,200 | | |
| Fire and Rescue Equipment | - | 35,996 | 725,000 | 740,300 | 1,831,300 | | |
| **TOTAL LONG-TERM LEASE EXPENDITURES** | 987,709 | 1,026,973 | 2,576,800 | 2,592,100 | 2,691,500 | 4.5% | |
| | | | | - | | | |
| **SHORT-TERM LEASE EXPENDITURES** | | | | | | | |
| Technology Modernization Project | 3,646,948 | 3,646,948 | 3,647,100 | 3,647,100 | 1,823,500 | | |
| Libraries System Modernization | 96,955 | 48,479 | - | - | - | | |
| Digital Evidence Data Storage | 153,888 | 247,627 | 247,800 | 247,800 | 247,800 | | |
| Ride On Buses | 5,244,330 | 1,738,182 | 712,400 | 712,400 | 712,400 | | |
| Public Safety System Modernization | 1,322,586 | 17,200 | 320,200 | 26,700 | 968,700 | | |
| Fire Breathing Apparatus | 1,045,422 | - | - | - | - | | |
| Fuel Management System | 414,706 | - | - | - | - | | |
| Transit System Radios | - | - | 375,000 | - | 315,000 | | |
| Police Body Armor | - | - | 225,300 | - | 240,000 | | |
| Intelligent Transit System | - | - | 960,000 | - | 1,030,000 | | |
| Fire Defibrillators | - | - | 151,300 | - | 290,000 | | |
| Radio Lifecycle Replacement | - | - | 1,047,500 | - | 2,238,000 | | |
| **TOTAL SHORT-TERM LEASE EXPENDITURES** | 11,924,835 | 5,698,436 | 7,686,600 | 4,634,000 | 7,865,400 | 2.3% | |
| **OTHER LONG-TERM DEBT** | | | | | | | |
| Silver Spring Music Venue | 294,055 | 72,476 | 215,700 | 215,700 | 214,900 | | |
| Incubators | 931,759 | 936,714 | 4,244,500 | 4,244,500 | - | | |
| Site II Acquisition | 1,238,855 | - | - | - | - | | |
| Rockville Core - **Tax Supported** | - | 1,508,463 | 1,506,850 | 1,506,850 | 1,508,400 | | |
| Energy Performance Leases QECBs | 646,218 | 646,537 | 660,820 | 660,820 | 823,700 | | |
| Energy Performance Leases Other | 1,622,101 | 1,674,892 | 1,716,210 | 1,716,210 | 1,624,910 | | |
| Wheaton Redevelopment | - | 2,143,545 | 2,358,300 | 2,358,300 | 2,358,100 | | |
| MHI-HUD Loan - **Non-Tax supported** | 52,034 | 49,643 | 47,230 | 47,230 | 54,510 | | |
| Water Quality Protection Charge Bonds - **Non-Tax supported** | 8,119,113 | 8,456,639 | 9,450,600 | 8,844,600 | 9,772,900 | | |
| MHI - Property Acquisition and Preservation Fund - **Non-Tax supported** | 9,621,452 | 8,496,842 | 12,188,800 | 12,188,800 | 13,384,600 | | |
| MHI Production Fund - HOC - **Non-Tax supported** | - | 3,071,042 | 7,073,200 | 3,073,200 | 5,771,000 | | |
| COP - Rockville Core - Tax supported | 374,117 | - | - | - | - | | |
| COP - Wheaton Redevelopment - Non-Tax supported | 584,882 | 211,999 | - | - | - | | |
| COPs - Fire SCBA and Apparatus | 1,393,352 | 4,386,575 | 4,383,850 | 4,383,850 | 4,389,750 | | |
| COPs - Fleet Equipment | 57,178 | 329,250 | 329,100 | 329,100 | 328,450 | | |
| COPs - Buses | 2,904,832 | 6,033,150 | 6,022,925 | 6,022,925 | 5,317,500 | | |
| COPs - Fuel Management | 94,756 | 188,800 | 187,400 | 187,400 | 185,800 | | |
| COPs - PSSM | 1,237,780 | 2,504,800 | 2,496,500 | 2,496,500 | - | | |
| COPs - Corrections | 154,733 | 151,350 | 151,350 | 151,350 | 151,150 | | |
| **TOTAL OTHER LONG-TERM DEBT** | 29,327,217 | 40,862,717 | 53,033,335 | 48,427,335 | 45,885,670 | -13.5% | |
| **DEBT SERVICE EXPENDITURES** | | | | | | | |
| **Tax Supported** | **403,661,681** | **415,223,196** | **435,195,165** | **431,525,285** | **439,391,440** | **1.0%** | |
| **Non-Tax Supported - Other Long-term Debt** | **18,377,481** | **17,215,123** | **28,759,830** | **24,153,830** | **28,983,010** | | |
| **TOTAL DEBT SERVICE EXPENDITURES** | **422,039,162** | **432,438,319** | **463,954,995** | **455,679,115** | **468,374,450** | **1.0%** | |
| **GO BOND DEBT SERVICE FUNDING SOURCES** | | | | | | | |
| General Funds | 339,132,535 | 343,525,028 | 356,141,680 | 355,727,763 | 366,978,345 | | |
| Federal Subsidy on General Obligation Bonds | 1,141,184 | - | - | - | - | | |
| Federal Grants | 992,500 | - | - | - | - | | |
| Premium on General Obligation Bonds | 1,832,030 | 3,638,343 | 3,462,510 | 3,462,511 | 1,712,185 | | |
| **Total General Fund Sources** | 343,098,249 | 347,163,371 | 359,604,190 | 359,190,274 | 368,690,530 | | |
| Fire Tax District Funds | 7,648,423 | 7,476,684 | 8,253,840 | 8,208,702 | 9,311,730 | | |
| Mass Transit Fund | 19,198,766 | 20,196,230 | 22,146,340 | 22,073,786 | 22,579,220 | | |
| Recreation Fund | 9,853,966 | 10,013,908 | 10,653,890 | 10,552,918 | 11,350,400 | | |
| **Total Other Funding Sources** | 36,701,155 | 37,686,822 | 41,054,070 | 40,835,406 | 43,241,350 | | |
| **TOTAL GO BOND FUNDING SOURCES** | 379,799,404 | 384,850,193 | 400,658,260 | 400,025,680 | 411,931,880 | | |
| **NON GO BOND FUNDING SOURCES** | | | | | | | |
| General Funds | 12,173,568 | 12,423,619 | 18,300,527 | 16,746,947 | 10,671,889 | | |
| MHI Fund - HUD Loan | 52,034 | 49,643 | 47,230 | 47,230 | 54,510 | | |
| Water Quality Protection Fund | 8,350,885 | 9,398,857 | 9,450,600 | 8,844,600 | 9,772,900 | | |
| MHI - Property Acquisition Fund | 9,621,452 | 11,567,884 | 19,262,000 | 15,262,000 | 19,155,600 | | |
| Wheaton Redevelopment contributions | 295,560 | 1,201,327 | 2,146,053 | 2,146,053 | 2,145,871 | | |
| Motor Pool Fund | 57,178 | 518,050 | 516,500 | 516,500 | 514,250 | | |
| Mass Transit Fund | 8,149,162 | 7,771,332 | 8,070,325 | 6,735,325 | 7,374,900 | | |
| Fire Tax District Fund | 2,948,235 | 4,422,571 | 5,260,150 | 5,124,150 | 6,511,050 | | |
| Federal Subsidy - QECBs | 51,046 | 234,843 | 243,350 | 230,630 | 241,600 | | |
| **TOTAL NON GO BOND FUNDING SOURCES** | 42,239,758 | 47,588,126 | 63,296,735 | 55,653,435 | 56,442,570 | | |
| **TOTAL FUNDING SOURCES** | **422,039,162** | **432,438,319** | **463,954,995** | **455,679,115** | **468,374,450** | | |
| **TOTAL GENERAL OBLIGATION BOND SALES** | | | | | | | |
| Actual and Estimated Bond Sales | 340,000,000 | 310,000,000 | 300,000,000 | 280,000,000 | 300,000,000 | | |
| Council SAG Approved Bond Funded Expenditures | 340,000,000 | 310,000,000 | 300,000,000 | 300,000,000 | 290,000,000 | | |

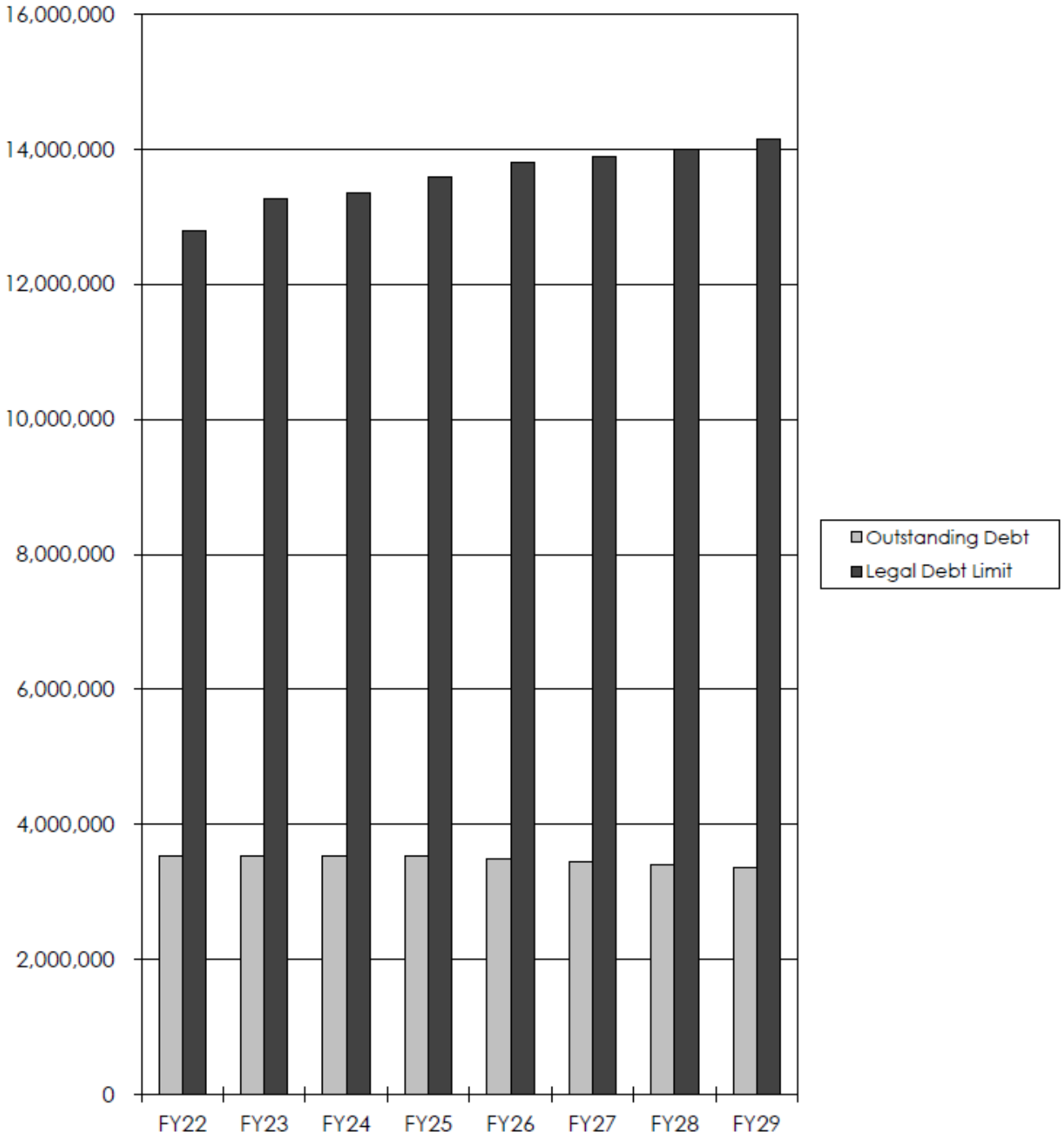
## DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT

| | Recommended FY24 | Projected FY25 | Projected FY26 | Projected FY27 | Projected FY28 | Projected FY29 |
|---|---|---|---|---|---|---|
| **GO BOND DEBT SERVICE EXPENDITURES** | | | | | | |
| General County | 82,724,440 | 85,421,370 | 86,682,500 | 88,087,090 | 93,767,370 | 99,407,960 |
| Roads & Storm Drains | 84,555,130 | 86,715,790 | 90,547,560 | 93,385,310 | 93,241,820 | 98,228,860 |
| Public Housing | 46,640 | 18,080 | 33,540 | 22,890 | 51,980 | 47,240 |
| Parks | 10,365,560 | 10,724,580 | 11,311,290 | 12,392,810 | 12,712,150 | 13,736,440 |
| Public Schools | 149,963,800 | 155,836,770 | 157,225,050 | 155,550,690 | 146,851,600 | 143,268,200 |
| Montgomery College | 30,214,960 | 31,268,230 | 31,318,590 | 31,808,430 | 34,507,560 | 37,508,940 |
| Bond Anticipation Notes/Commercial Paper | 7,000,000 | 6,000,000 | 6,000,000 | 6,500,000 | 6,500,000 | 6,500,000 |
| Bond Anticipation Notes/Liquidity & Remarketing | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 |
| Cost of Issuance | 920,000 | 936,000 | 956,000 | 979,000 | 1,002,000 | 1,026,000 |
| **Total General Fund** | 368,690,530 | 379,820,820 | 386,974,530 | 391,626,220 | 391,534,480 | 402,623,640 |
| Fire Tax District Fund | 9,311,730 | 9,153,950 | 10,062,070 | 11,143,840 | 11,890,570 | 12,001,320 |
| Mass Transit Fund | 22,579,220 | 22,896,620 | 22,583,750 | 21,811,670 | 22,364,530 | 21,284,260 |
| Recreation Fund | 11,350,400 | 12,679,190 | 14,288,360 | 15,371,160 | 16,466,030 | 18,166,540 |
| **Total Tax Supported Other Funds** | 43,241,350 | 44,729,760 | 46,934,180 | 48,326,670 | 50,721,130 | 51,452,120 |
| **TOTAL TAX SUPPORTED** | 411,931,880 | 424,550,580 | 433,908,710 | 439,952,890 | 442,255,610 | 454,075,760 |
| **TOTAL GO BOND DEBT SERVICE EXPENDITURES** | 411,931,880 | 424,550,580 | 433,908,710 | 439,952,890 | 442,255,610 | 454,075,760 |
| **LONG-TERM LEASE EXPENDITURES** | | | | | | |
| Fire and Rescue Equipment | 1,831,300 | 2,433,300 | 2,965,300 | 3,478,300 | 3,970,300 | 4,584,300 |
| Revenue Authority - Crossvines Project | 860,200 | 859,200 | 862,000 | 858,800 | 859,400 | 858,800 |
| **TOTAL LONG-TERM LEASE EXPENDITURES** | 2,691,500 | 3,292,500 | 3,827,300 | 4,337,100 | 4,829,700 | 5,443,100 |
| **SHORT-TERM LEASE EXPENDITURES / FINANCING** | | | | | | |
| Technology Modernization Project | 1,823,500 | - | - | - | - | - |
| Digital Evidence Data Storage | 247,800 | 247,800 | 93,800 | - | - | - |
| Ride On Buses | 712,400 | 915,400 | 1,252,400 | 1,590,400 | 2,110,000 | 4,474,000 |
| Intelligent Transit System | 1,030,000 | 2,060,000 | 2,060,000 | 2,060,000 | 2,060,000 | 2,060,000 |
| Public Safety System Modernization | 968,700 | 968,700 | 968,700 | 968,700 | 942,000 | - |
| Transit System Radios | 315,000 | 630,000 | 630,000 | 630,000 | 630,000 | 315,000 |
| Fire Defibrillators | 290,000 | 290,000 | 290,000 | 290,000 | 290,000 | - |
| Police Body Armor | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 | - |
| Radio Lifecycle Replacement | 2,238,000 | 4,708,000 | 7,518,000 | 8,141,000 | 9,241,000 | 7,003,000 |
| **TOTAL SHORT-TERM LEASE EXPENDITURES** | 7,865,400 | 10,059,900 | 13,052,900 | 13,920,100 | 15,513,000 | 13,852,000 |
| **OTHER LONG-TERM DEBT** | | | | | | |
| Silver Spring Music Venue | 214,900 | 293,200 | 293,210 | 292,700 | 293,300 | 293,400 |
| Rockville Core | 1,508,400 | 1,507,900 | 1,505,400 | 1,505,750 | 1,508,750 | 1,509,250 |
| Energy Performance Leases QECBs | 823,700 | 823,700 | 823,700 | 823,700 | 823,700 | 823,700 |
| Energy Performance Leases Other | 1,624,910 | 1,654,140 | 1,689,430 | 1,703,470 | 1,749,600 | 1,781,135 |
| Wheaton Redevelopment | 2,358,100 | 2,354,800 | 2,358,300 | 2,358,300 | 2,354,800 | 2,357,600 |
| MHI-HUD Loan - **Non-Tax supported** | 54,510 | - | - | - | - | - |
| Water Quality Protection Charge Bonds - **Non-Tax supported** | 9,772,900 | 11,509,550 | 13,683,500 | 15,321,250 | 17,104,000 | 17,810,500 |
| MHI - Property Acquisition and Preservation Fund - **Non-Tax supported** | 13,384,600 | 15,421,220 | 19,621,490 | 22,672,100 | 22,672,700 | 22,670,500 |
| MHI Production Fund - HOC - **Non-Tax supported** | 5,771,000 | 7,069,500 | 7,072,100 | 7,070,300 | 7,068,800 | 7,072,900 |
| COPs - Fire SCBA and Apparatus | 4,389,750 | 4,388,650 | 2,401,500 | 2,399,600 | 2,398,050 | 2,396,650 |
| COPs - Fleet Equipment | 328,450 | 327,300 | 325,650 | 328,375 | 325,475 | 326,950 |
| COPs - Buses | 5,317,500 | 4,640,300 | 3,343,825 | 3,092,000 | 2,859,750 | - |
| COPs - Fuel Management | 185,800 | 189,000 | - | - | - | - |
| COPs - Corrections | 151,150 | 155,750 | 73,500 | - | - | - |
| **TOTAL OTHER LONG-TERM DEBT** | 45,885,670 | 50,335,010 | 53,191,605 | 57,567,545 | 59,158,925 | 57,042,585 |
| **DEBT SERVICE EXPENDITURES** | | | | | | |
| **Tax Supported** | **439,391,440** | **454,237,720** | **463,603,425** | **470,713,985** | **474,911,735** | **482,859,545** |
| **Non-Tax Supported - Other Long-term Debt** | **28,983,010** | **34,000,270** | **40,377,090** | **45,063,650** | **46,845,500** | **47,553,900** |
| **TOTAL DEBT SERVICE EXPENDITURES** | **468,374,450** | **488,237,990** | **503,980,515** | **515,777,635** | **521,757,235** | **530,413,445** |
| **GO BOND DEBT SERVICE FUNDING SOURCES** | | | | | | |
| General Funds | 366,978,345 | 379,820,820 | 386,974,530 | 391,626,220 | 391,534,480 | 402,623,640 |
| Premium on General Obligation Bonds | 1,712,185 | - | - | - | - | - |
| **Total General Fund Sources** | 368,690,530 | 379,820,820 | 386,974,530 | 391,626,220 | 391,534,480 | 402,623,640 |
| Fire Tax District Fund | 9,311,730 | 9,153,950 | 10,062,070 | 11,143,840 | 11,890,570 | 12,001,320 |
| Mass Transit Fund | 22,579,220 | 22,896,620 | 22,583,750 | 21,811,670 | 22,364,530 | 21,284,260 |
| Recreation Fund | 11,350,400 | 12,679,190 | 14,288,360 | 15,371,160 | 16,466,030 | 18,166,540 |
| **Total Other Funding Sources** | 43,241,350 | 44,729,760 | 46,934,180 | 48,326,670 | 50,721,130 | 51,452,120 |
| **TOTAL GO BOND FUNDING SOURCES** | 411,931,880 | 424,550,580 | 433,908,710 | 439,952,890 | 442,255,610 | 454,075,760 |
| **NON GO BOND FUNDING SOURCES** | | | | | | |
| General Funds | 10,671,889 | 11,154,022 | 13,517,387 | 13,841,367 | 14,884,482 | 11,511,469 |
| MHI Fund - HUD Loan | 54,510 | 0 | 0 | - | - | - |
| Water Quality Protection Fund | 9,772,900 | 11,509,550 | 13,683,500 | 15,321,250 | 17,104,000 | 17,810,500 |
| MHI - Property Acquisition Fund | 19,155,600 | 22,490,720 | 26,693,590 | 29,742,400 | 29,741,500 | 29,743,400 |
| Wheaton Redevelopment contributions | 2,145,871 | 2,142,868 | 2,146,053 | 2,146,053 | 2,142,868 | 2,145,416 |
| Motor Pool Fund | 514,250 | 516,300 | 325,650 | 328,375 | 325,475 | 326,950 |
| Mass Transit Fund | 7,374,900 | 8,245,700 | 7,286,225 | 7,372,400 | 7,659,750 | 6,849,000 |
| Fire Tax District Fund | 6,511,050 | 7,111,950 | 5,656,800 | 6,167,900 | 6,658,350 | 6,980,950 |
| Federal Subsidy - QECBs | 241,600 | 228,300 | 214,500 | 200,200 | 185,200 | 170,000 |
| Revenue Authority - Crossvines Project | - | 288,000 | 548,100 | 704,800 | 800,000 | 800,000 |
| **TOTAL NON GO BOND FUNDING SOURCES** | 56,442,570 | 63,687,410 | 70,071,805 | 75,824,745 | 79,501,625 | 76,337,685 |
| **TOTAL FUNDING SOURCES** | **468,374,450** | **488,237,990** | **503,980,515** | **515,777,635** | **521,757,235** | **530,413,445** |
| **TOTAL GENERAL OBLIGATION BOND SALES** | | | | | | |
| Estimated Bond Sales | 300,000,000 | 300,000,000 | 280,000,000 | 280,000,000 | 280,000,000 | 280,000,000 |
| Council SAG Approved Bond Funded Expenditures | 290,000,000 | 280,000,000 | 270,000,000 | 270,000,000 | 270,000,000 | 270,000,000 |
| **ESTIMATED INTEREST RATE** | 5.00% | 5.00% | 5.00% | 5.00% | 5.00% | 5.00% |

**General Obligation Bonds Outstanding by Bond Category**
**($000s)**
**Total $3,235,985 as of June 30, 2022**



## Outstanding Debt and Legal Debt Limit
($000s)



**Projected Debt Obligations**
**Schedule of Principal & Interest**
**FY24 Recommended Budget**

| FUND | Principal | Interest | Total |
|---|---|---|---|
| Debt Service Fund | 314,158,008 | 154,161,932 | 468,319,940 |
| Montgomery Housing Initiative | 53,000 | 1,510 | 54,510 |
| Liquor Control (Section 65) | 6,585,000 | 2,068,590 | 8,653,590 |
| Bethesda Parking Lot District (Section 46) | 1,970,000 | 330,900 | 2,300,900 |
| **Total** | **322,766,008** | **156,562,932** | **479,328,940** |

## GENERAL OBLIGATION BOND ADJUSTMENT CHART

**FY23-28 Amended Capital Improvements Program**

**COUNTY EXECUTIVE RECOMMENDED**

**January 17, 2023**

| ($ millions) | 6 YEARS | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|---|---|---|---|---|---|---|---|
| BONDS PLANNED FOR ISSUE<br>Does not assume Council SAG in FY09 and FY10* | 1,720.000 | 280.000 | 300.000 | 300.000 | 280.000 | 280.000 | 280.000 |
| Plus PAYGO Funded | 185.100 | 33.900 | 32.800 | 31.200 | 29.200 | 29.000 | 29.000 |
| Adjust for Future Inflation ** | **(61.636)** | **-** | **-** | **(5.760)** | **(11.889)** | **(18.646)** | **(25.341)** |
| SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments) | 1,843.464 | 313.900 | 332.800 | 325.440 | 297.311 | 290.354 | 283.659 |
| **Less Set Aside: Future Projects** | **151.212**<br>8.20% | **7.418** | **17.904** | **21.085** | **32.843** | **33.611** | **38.351** |
| **TOTAL FUNDS AVAILABLE FOR PROGRAMMING** | 1,692.252 | 306.482 | 314.896 | 304.355 | 264.468 | 256.743 | 245.308 |
| MCPS | (525.849) | (116.786) | (131.973) | (94.799) | (86.813) | (60.671) | (34.807) |
| MONTGOMERY COLLEGE | (148.760) | (23.702) | (25.069) | (21.663) | (16.955) | (27.041) | (34.330) |
| M-NCPPC PARKS | (79.837) | (12.747) | (15.524) | (12.289) | (13.526) | (12.795) | (12.956) |
| TRANSPORTATION | (526.261) | (110.504) | (101.373) | (80.464) | (78.300) | (73.942) | (81.678) |
| MCG - OTHER | (530.565) | (82.652) | (120.068) | (95.140) | (68.874) | (82.294) | (81.537) |
| Programming Adjustment - Unspent Prior Years* | 119.020<br>- | 39.909 | 79.111 | | | | |
| **SUBTOTAL PROGRAMMED EXPENDITURES** | (1,692.252) | (306.482) | (314.896) | (304.355) | (264.468) | (256.743) | (245.308) |
| **AVAILABLE OR (GAP) TO BE SOLVED** | - | - | - | - | - | - | - |
| NOTES:<br>** Adjustments Include:<br>Inflation = | | 3.04% | 2.11% | 1.77% | 2.19% | 2.33% | 2.36% |

**DEBT CAPACITY ANALYSIS**

**FY23-28 AMENDED CAPITAL IMPROVEMENTS PROGRAM**

**January 17, 2023**

**COUNTY EXECUTIVE RECOMMENDED**

**GO BOND 6 YR TOTAL = 1,720.0 MILLION**

**GO BOND FY23 TOTAL = 280.0.0 MILLION**

**GO BOND FY24 TOTAL = 300.0 MILLION**

| | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 |
|---|---|---|---|---|---|---|---|
| 1 GO Bond Guidelines ($000) | 310,000 | 280,000 | 300,000 | 300,000 | 280,000 | 280,000 | 280,000 |
| 2 GO Debt/Assessed Value | 1.71% | 1.66% | 1.64% | 1.60% | 1.56% | 1.53% | 1.50% |
| 3 Debt Service + LTL + Short-Term Leases/Revenues (GF) | **11.62%** | **11.24%** | **11.39%** | **11.62%** | **11.75%** | **11.73%** | **11.62%** |
| 4 $ Debt/Capita | 3,269 | 3,256 | 3,243 | 3,216 | 3,159 | 3,098 | 3,034 |
| 5 $ Real Debt/Capita (FY23=100%) | 3,269 | 3,256 | 3,176 | 3,094 | 2,975 | 2,851 | 2,728 |
| 6 Capita Debt/Capita Income | 3.69% | 3.49% | 3.24% | 3.07% | 2.91% | 2.77% | 2.63% |
| 7 Payout Ratio | 71.81% | 72.67% | 73.56% | 74.18% | 74.58% | 74.91% | 75.15% |
| 8 Total Debt Outstanding ($000s) | 3,535,985 | 3,529,830 | 3,536,750 | 3,529,910 | 3,494,060 | 3,451,665 | 3,406,300 |
| 9 Real Debt Outstanding (FY23=100%) | 3,535,985 | 3,529,830 | 3,463,601 | 3,396,811 | 3,290,332 | 3,176,355 | 3,062,290 |
| 10 Note: OP/PSP Growth Assumption (2) | | 5.9% | 1.1% | 2.2% | 1.9% | 1.7% | 2.2% |

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 FY23 approved budget to FY24 budget for FY24 and budget to budget for FY25-28.

THIS PAGE INTENTIONALLY LEFT BLANK

# Workforce/Compensation

## SUMMARY OF FY24 RECOMMENDATIONS

### A. SUMMARY OF AGENCY REQUESTS

**Montgomery County Public Schools (MCPS)**: The MCPS workforce for FY24, as recommended by the Board of Education (BOE), is 24,529.3292 FTEs, or 539.4607 FTEs greater than the Board of Education adopted FY23 workforce of 23,989.6185 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 FY24 budget is unknown. For more information on compensation and workforce changes, please see the Board of Education's FY24 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. The FY24 Current Fund increase in personnel costs of roughly $1.2 million is to adjust FY23 wages to a fair, reasonable, and sustainable level. 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 FY24 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 FY24, as recommended by the Planning Board, is an increase of 24.44 FTEs. The Commission's requested budget includes an increase in personnel costs of $8.9 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 FY24 requested budget document.

**Montgomery County Government (MCG)**: The net impact on the County government workforce for FY24, as recommended by the Executive, is an increase of 177 positions. This increase consists of 133 tax supported positions and 44 non-tax supported positions. The tax supported total includes 33 new positions associated with the conversion of contractual services to permanent positions.

The recommended budget contains an increase in total personnel costs of $101.7 million, or 7.9 percent. The increase in FY24 related only to FY24 compensation and benefits adjustments totaled $71.1 million, or 5.5 percent. The primary factors in these changes are:

| Factor | Millions |
|---|---|
| General Wage Adjustment (GWA) | **$22.7** |
| Decrease in required retirement contribution | **-$0.6** |
| Increase in group insurance | **$12.7** |
| Service increments and longevity | **$15.5** |
| Annualization of FY23 Compensation Adjustments | **$43.0** |

| | |
|---|---|
| Other FY24 Compensation Adjustments | **$20.8** |
| New positions in FY24 | **$11.9** |
| Position eliminations in FY24 | **-$1.7** |
| Other changes in personnel costs, including turnover savings and annualization of positions | **-$22.6** |

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 FY24: 4.0 percent effective the first full pay period after July 2, 2023 and 3.0 percent effective the first full pay period after January 14, 2024 for all employees in the Police bargaining unit and Police Leadership Service (PLS); 3.2 percent effective the first full pay period after July 16, 2023 for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; 3.0 percent effective the first full pay period after January 14, 2024 and 3.0 percent effective the last full pay period after June 16, 2024 for all employees in the Office, Professional, and Technical (OPT), and Service, Labor, and Trades (SLT) units, as well as all employees on the Transit Bus Operators and Transit Coordinators Salary Schedules, Deputy Sheriffs and Correctional Officers Uniform Salary Schedules, and all non-represented employees, including Management Leadership Service (MLS).

FY24 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 $1,500 for employees in the Police bargaining unit and PLS in the first full pay period after July 2, 2023.

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

**Longevity Increments**: The Executive recommends longevity increments in FY24 for all eligible employees; adjustments to longevity steps to be awarded after 16, 20, and 25 years of service for all employees in the OPT and SLT units, as well as all employees on the Deputy Sheriff and Correctional Officers Uniform Salary Schedules; adjustments to longevity steps to be awarded after 16 and 20 years of service for all non-represented employees on the General Salary Schedule.

**Performance-Based Pay:** The Executive recommends $2,500,000 in the Compensation Adjustment and Employee Benefits NDA to fund performance-based pay increases for MLS employees and the lump-sum payment for 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**

**FICA (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 2023 and projected changes for 2024. 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 $15,069 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 six percent annually between FY24 and FY29. 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 $2.0 billion - approximately 27.3 percent of the total FY24 budget for all agencies.

**Proposed FY24 Consolidated Retiree Health Benefits Trust Contributions**

| **Montgomery County Government (MCG)** | **FY24** |
|---|---|
| *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 |
| Motor Pool | 0 |
| Risk Management | 0 |
| Central Duplicating | 0 |
| *Participating Agency Contributions* | $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 $66.8 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.

| | |
|---|---|
| **Total MCG Trust Contributions** | **$0** |
| **Consolidated Trust: Montgomery County Public Schools** | **$62,251,472** |
| **Consolidated Trust: Montgomery College** | **$0** |
| **Park and Planning Commission Trust Fund*** | **$3,474,210** |
| **Total Contributions/Assets Held in Trust** | **$65,725,682** |

* MNCPPC's contribution from tax supported funds is $3,327,791.

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 FY23, the County General Fund contributed funding in excess of the ADC by $12.6 million (County General Fund) to fully fund the pay-as-you-go amount, and the prefunding contributions were budgeted at $57.4 million for the MCPS Consolidated Trust and $1.7 million for the MC Consolidated Trust.

In planning for FY24, actuarial analysis assumed a utilization of $17.4 million in Trust assets, as the pay-as-you-go amount was again determined to be higher than the ADC. The FY24 budget again includes funding in excess of the ADC by $17.4 million (County General Fund) to fully fund the pay-as-you-go amount, and no prefunding amount is required for Montgomery County Government. 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 in a fiscally responsible and sustainable manner to pay a portion of the retiree health benefits while maintaining the assets necessary to support continued growth and long-term fulfillment of its purpose through sustained investment growth and contributions as required.

A detailed breakdown of FY24 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 County Executive is recommending that the Retiree Health Benefits Trust provide $27.2 million to MCPS for the payment of retiree health insurance claims in FY24.

**Retirement Benefits**: Montgomery County Government maintains a system of retirement pay and benefits for its employees which is intended to provide income during their retirement years. The Employees' Retirement System, which currently provides benefits to approximately 6,966 retirees and survivors, is administered by the 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, 2022, there were 6,966 retirees and survivors and 5,956 active members, including 2,626 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 144 and the number of public safety employees decreased by 30, for a combined total active enrollment of 3,330 in FY23. GRIP membership decreased by 84 employees to 2,626 in FY23. The RSP saw a decrease of 90 active employees enrolled, for a total FY24 enrollment of 3,238.

Funds for the County's contribution to the ERS for each member employee are included in the appropriate Montgomery County Government departmental budget or agency budget. The County uses multiple contribution rates designating the percentage of payroll for the various employee groups to determine the retirement contribution.

County contributions are determined using actuarially sound assumptions to assure the financial health of the Fund. Factors that affect the County's contributions include the impact of compensation adjustments, changes in the size of the workforce, investment returns, and collectively bargained benefit changes. The ERS contribution rates reflect projections of revenues and expenses to the fund. Revenues include County and member contributions which are set at fixed percentages of salaries and investment income, which is driven by both earnings in the various financial markets and the size of the Fund balance invested.

Expenses of the Fund include pension payments, which are affected by mandated cost-of-living increases and changes in the number of retirees and survivors; administrative and operational expenses of the Fund managers and financial consultants, and charges for services provided by the MCERP staff as well as staff from Finance and Human Resources.

# COLLECTIVE BARGAINING

**Fire and Rescue Bargaining Unit:** The current agreement became effective July 1, 2022, and expires on June 30, 2024. A limited scope reopener agreement became effective July 1, 2023 and will expire on June 30, 2024. The limited scope reopener's salient economic terms include:

- General Wage Adjustment. A 3.2 percent GWA will be paid in July 2023.
- Service Increments. A service increment of 3.5 percent will be paid in FY24 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 2024.
- 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 will be paid in FY24 to eligible unit members the first full pay period following July 1, 2023.
- Salary Schedule Adjustment. A salary schedule adjustment to remove steps A and B, and reletter remaining steps to A through M, will be paid the first full pay period following July 1, 2023.
- Pension Plan Adjustments. A pension plan adjustment amending the cap on pension cost-of-living adjustments for members enrolled on or after July 1, 1978 to a total adjustment of up to 5 percent in any year, and an adjustment to the amount of pension at normal retirement date or early retirement date of 2.6 percent of average final earnings for each of the first 25 years of credited service and 1.25 percent for each year from 25 years to a maximum of 31 years.
- Retiree Vision. An adjustment to the health insurance benefits to provide a fully-insured vision benefit to IAFF retirees in addition to the current zero-cost vision discount plan.

**MCGEO Bargaining Unit:** The current agreement became effective July 1, 2020, and expires on June 30, 2023. The negotiated agreement becomes effective July 1, 2023 and will expire on June 30, 2026. The limited scope reopener agreement's salient economic terms for FY24 include:

- General Wage Adjustment. A 3.0 percent and a 3.0 percent GWA will be paid in January 2024 and June 2024, respectively.
- Service Increments. A service increment of 3.5 percent will be paid in FY24 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 FY12, but which was not funded by the County Council, will be paid in FY24 to eligible unit members the first full pay period following January 1, 2024.
- Longevity Step Increases. Longevity step increases will be paid to eligible employees; effective July 2024, a third longevity step will be added, and longevity steps will be adjusted to be awarded after completion of 16, 20, and 25 years of service.
- Correctional Officer Schedule Adjustment. Adding a step 15 to the Correctional Officers Salary Schedule for Correctional Officer III positions, effective the first full pay period in July 2023.
- Pension Plan Adjustments. A pension plan adjustment for Group E amending the amount of pension at normal retirement date or early retirement date of 2.6 percent of average final earnings for each of the first 25 years of credited service and 2.25 percent for each year from 25 years to a maximum of 30 years, and Group J amending the amount of pension at normal retirement date or early retirement date of 2.5 percent of average final earnings for each of the first 25 years of credited service and 2.0 percent for each year from 25 years to a maximum of 30 years.
- Pension Plan Eligibility. Added certain job classes in the Emergency Communications Center to eligibility for participation in Groups E and J.
- Long-Term Disability Benefit. Adjusted the payment date of Long-Term Disability Benefits for RSP and GRIP participants to age 85.
- Military Service Credit. A credit for up to two years of service for eligible unit members in Group E retirement plans for military service will be applied to eligible retirement accounts.

- Part-time Holiday Pay. An adjustment to the requirements to receive holiday pay for part-time employees.
- Shift Differential. An adjustment to the amount of the shift differential to $1.55 per hour for shift starts between 2:00 pm and 10:59 pm, and $2.00 per hour for shift starts between 11:00 pm and 5:00 am.
- Training Pay Differential. An increase to $4.25 per hour for field training pay differential.
- Transit Subsidy. An increase in the Get-In Program transit subsidy up to $285 per month.
- Meal Allowance. An increase in the meal allowance to $17.
- Tools and Uniforms. An adjustment to shoe allowances with amounts differing by unit.
- Seasonal Wage Adjustment. An adjustment to the seasonal wage scale to maintain a $0.50 an hour difference between grades S1 through S6, and an adjustment to each grade equal to the adjustment to the County minimum wage ($1.05 an hour for FY24) will be provided effective the first full pay period after July 1, 2023.
- Multilingual Pay. An increase to multilingual pay of $1.00 per hour upon successful completion of the recertification process for the unit in FY24.
- Retiree Health Insurance Benefits. An adjustment to the health insurance benefits to provide a fully-insured vision benefit to MCGEO retirees in addition to the current zero-cost vision discount plan, and the elimination of the High Option plan for retirees.
- Sheriff's Office Adjustments. An increase in the clothing allowance to $1,450 annually, adding a lump-sum payment of up to $600 for physical fitness awards, and providing 20 cars for assignment and use by the Sheriff's Office.
- Health and Human Services Adjustments. Added certain job classes to eligibility for $1,500 annual stipend in the Crisis Center.
- Police Adjustments. Add uniform and equipment reimbursements for certain positions.
- Corrections Adjustments. Increase the Charge Nurse differential to $2.75 per hour, increase stipends for Emergency Response Team to $1,800 annually, and provide a $1,200 annual stipend to Critical Incident Response Members.
- Transportation Adjustments. Increase for County covering cost of certain uniform alterations.

**Police Bargaining Unit:** The current agreement became effective July 1, 2020, and expires on June 30, 2023. The negotiated agreement will become effective July 1, 2023 and expire on June 30, 2025. The agreement's salient economic terms include:

- General Wage Adjustment. A 4.0 percent and a 3.0 percent GWA will be paid in July 2023 and January 2024, respectively.
- Service Increments. A service increment of 3.5 percent will be paid in FY24 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 2024.
- Lump Sum Payment. A $1,500 lump sum payment for eligible unit members will be paid the first full pay period following July 1, 2023.
- Shift Differential. An adjustment to the amount of the shift differential to $2.00 per hour for shifts that begin on or after 12:00 noon and prior to 7:59 pm, and $4.25 per hour for shifts that begin on or after 8:00 pm and before 5:59 am.
- Recruitment and Lateral Entry Bonus. A recruitment and lateral entry bonus of $20,000 will be paid in four installments after successful completion of the following milestones: 10 percent on first day of County employment, 30 percent on completion of Field Training Program, 30 percent on completion of probationary period, and 30 percent after three years from date of hire.
- Pension Plan Adjustment. An adjustment to the Social Security integration age to the highest Social Security retirement benefit age (currently age 70).
- Uniforms. Funding will be provided to purchase additional jackets and shirts for bargaining unit members.
- Multilingual Pay. An increase to multilingual pay of $1.00 per hour upon successful completion of the recertification process for the unit in FY24.
- Personal Patrol Vehicles. Expand the allowable range of use for PPV's to within ten miles of the County's borders.

**Volunteer Fire and Rescue Bargaining Unit:** The current agreement became effective on July 1, 2020, and expires on June 30, 2023. At this time, negotiations are ongoing and expected to conclude in March 2023.

## 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 FY24 Operating Budget for Montgomery County Government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY23, which began on July 1, 2022. 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 County Executive for FY24 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, 2023, and technical changes.

**Summary:** The recommended budget includes funding for 10,305 full-time positions, a net increase of 213 from the approved FY23 Personnel Complement of 10,092 full-time positions. Funding for 959 part-time positions is also included, a net decrease of 36 positions from the approved FY23 Personnel Complement of 995 positions. FTEs increased by 170.6 to 11,091.9.

**MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY**
**COUNTY EXECUTIVE RECOMMENDED: FY24**

| | POSITIONS | | FULL-TIME EQUIVALENTS | | |
|---|---|---|---|---|---|
| | Full Time | Part Time | Tax Supported | Non-Tax Supp. | TOTAL |
| FY23 APPROVED COMPLEMENT | 10,092 | 995 | 9,025.7 | 1,895.6 | 10,921.3 |
| FY24 RECOMMENDED COMPLEMENT | 10,305 | 959 | 9,162.9 | 1,929.0 | 11,091.9 |
| CHANGE IN WORKFORCE (GROSS) | 213 | (36) | 137.2 | 33.4 | 170.6 |
| Percentage Change | 2.1% | (3.6%) | 1.5% | 1.7% | 1.6% |

Detailed below are the significant net changes in the number of positions in the FY24 Recommended Budget.

| Workforce Changes | Position Change |
|---|---|
| Health and Human Services - Change is related to staff added to support existing and new programs in Children, Youth, and Family Services; conversion of contractual staff to merit staff; a Rental Assistance grant in Services to End and Prevent Homelessness; additional staff in the Office of the Chief Operating Officer, including a coding unit; additional staff in Aging and Disability Services; conversion of contractual Dental Hygienist and Dental Assistant positions to merit staff in Public Health Services; and additional staff for a new Linkages to Learning and School Based Health Center at Southlake Elementary School (multi-program). | **110** |
| 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; support for Paid Parental Leave, Training and Organizational Development, Recruitment and Selection, and Training and Organizational Development programs; new OMS/FROMS clinic contract; Classification and Compensation structure improvements; and Centralized Processing Unit support. | **18** |
| Environmental Protection - Change is related to new positions for water quality efforts, to increase tree plantings, to manage climate-focused grant and incentive programs, and to implement other climate efforts. Technical adjustments shifted four climate positions from other departments to the Department of Environmental Protection. | **10** |
| Police - Change is due to the Effective Law Enforcement for All (ELE4A) Final Report staff recommendations, and the addition of school crossing guards. | **12** |

| | |
|---|---|
| Fire and Rescue Services - Change is due to the addition of positions to support emergency medical service enhancements supported by Emergency Service Transporter Supplemental Payment Program revenues. | **11** |
| Alcohol Beverage Services - Change is related to reorganization of Alcohol Beverage Services to a more efficient workforce model, staffing for new Gaithersburg store, clerk position FTE adjustments, and other technical changes. | **10** |
| Transit - Change is due to a technical adjustment in a full-time position, and reducing the Ride On bus operator complement by 16 part-time positions to reflect anticipated FY24 staffing requirements and ongoing hiring difficulties. Transit staffing levels will be revisited following the completion of the Ride On Reimagined study. | **-17** |

**MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES**

| | 2022 | | | | | 2023 | | | | | 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 | 1,335 | 1,035 | 1,776 | 4,146 | 46.3% | 1,322 | 979 | 1,778 | 4,079 | 44.2% | (13) | (56) | 2 | (67) | -2.0% |
| Carefirst POS Std | 506 | 219 | 432 | 1,157 | 12.9% | 549 | 255 | 450 | 1,254 | 13.6% | 43 | 36 | 18 | 97 | 0.7% |
| Kaiser | 792 | 390 | 593 | 1,775 | 19.8% | 774 | 386 | 560 | 1,720 | 18.7% | (18) | (4) | (33) | (55) | -1.2% |
| United Healthcare | 663 | 428 | 790 | 1,881 | 21.0% | 640 | 764 | 764 | 2,168 | 23.5% | (23) | 336 | (26) | 287 | 2.5% |
| Grand Total | | | | 8,959 | | | | | 9,221 | | | | | 262 | |

**RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES**

| Employee Retirement System Plans | Number Employees (7/1/21) | Fiscal 2023 Contribution Rate % | Number Employees (7/1/22) | Fiscal 2024 Contribution Rate % | Number Employees (7/21 v. 7/22) | Contribution Rate (7/21 v. 7/22) |
|---|---|---|---|---|---|---|
| **Public Safety** | **2,759** | **15.32%** | **2,729** | **16.54%** | **(30)** | **1.22%** |
| **Non-Public Safety** | **745** | **1.64%** | **601** | **0.71%** | **(144)** | **-0.93%** |
| **Guaranteed Retirement Income Plan** | **2,710** | **6.12%** | **2,626** | **6.10%** | **(84)** | **-0.02%** |
| **Total ERS System Plans** | **6,214** | | **5,956** | | **(258)** | |
| **Retirement Savings Plan** | **3,328** | **8.00%** | **3,238** | **8.00%** | **(90)** | **0.00%** |

Source: Montgomery County Employees' Retirement System, 2021 and 2022 Actuarial Valuation Reports for Plan Years Beginning July 1, 2021, and July 1, 2022, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.

| PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT | | | | | | | |
|---|---|---|---|---|---|---|---|
| ITEM | FY22 APPR | FY22 ACT | FY23 APPR | FY23 EST | FY24 REC | $ | % |
| | | | | | | FY24 Req vs FY23 Appr | |
| EXPENSES | | | | | | | |
| Salaries and Benefits | 187,000 | 159,157 | 196,500 | 189,200 | 205,000 | 8,500 | 4.3% |
| Professional Services | 52,300 | 59,363 | 53,000 | 54,700 | 56,100 | 3,100 | 5.8% |
| Due Diligence/Education | 2,800 | - | 2,800 | 2,800 | 2,800 | 0 | 0.0% |
| Office Management | 8,000 | 4,090 | 8,000 | 8,000 | 8,000 | 0 | 0.0% |
| Investment Management fees | 6,000 | 6,791 | 9,800 | 10,400 | 12,000 | 2,200 | 22.4% |
| **TOTAL EXPENSES** | **256,100** | **229,401** | **270,100** | **265,100** | **283,900** | **$13,800** | **5.1%** |

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 | FY22 APPR | FY22 ACT | FY23 APPR | FY23 EST | FY24 REC | $ | % |
| | | | | | | FY24 Req vs FY23 Appr | |
| EXPENSES | | | | | | | |
| Salaries and Benefits | 526,000 | 477,270 | 565,000 | 533,000 | 591,000 | 26,000 | 4.6% |
| Professional Services | 174,042 | 214,808 | 176,500 | 198,800 | 203,800 | 27,300 | 15.5% |
| Due Diligence/Education | 27,000 | 3,522 | 26,000 | 26,000 | 50,000 | 24,000 | 92.3% |
| Office Management | 14,300 | 8,398 | 14,000 | 10,200 | 14,600 | 600 | 4.3% |
| Investment Management fees | 7,088,250 | 12,031,574 | 8,451,000 | 8,054,000 | 8,648,000 | 197,000 | 2.3% |
| **TOTAL EXPENSES** | **7,829,592** | **12,735,572** | **9,232,500** | **8,822,000** | **9,507,400** | **$274,900** | **3.0%** |

| PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | FY24 Req vs FY23 Appr | |
| ITEM | FY22 APPR | FY22 ACT | FY23 APPR | FY23 EST | FY24 REC | $ | % |
| REVENUE | | | | | | | |
| Contributions | 91,500,000 | 99,322,674 | 75,175,000 | 75,175,000 | 79,480,000 | 4,305,000 | 5.7% |
| Investment Income/(Loss) | 322,000,000 | (217,530,202) | 395,000,000 | 351,495,000 | 360,357,000 | (34,643,000) | (8.8%) |
| Miscellaneous Income | 1,050,000 | 806,341 | 876,000 | 801,000 | 854,000 | (22,000) | (2.5%) |
| **TOTAL REVENUE** | **414,550,000** | **(117,401,187)** | **471,051,000** | **427,471,000** | **440,691,000** | **(30,360,000)** | **(6.4%)** |
| **EXPENSES** | | | | | | | |
| OPERATING EXPENSES | | | | | | | |
| Retirement Benefits | 285,420,000 | 298,725,796 | 312,458,000 | 317,799,000 | 336,141,000 | 23,683,000 | 7.6% |
| Investment Management fees | 24,582,250 | 40,303,901 | 28,174,000 | 25,060,000 | 26,653,000 | (1,521,000) | (5.4%) |
| SUBTOTAL | 310,002,250 | 339,029,697 | 340,632,000 | 342,859,000 | 362,794,000 | **22,162,000** | **6.5%** |
| ADMINISTRATIVE EXPENSES | | | | | | | |
| Salaries and Benefits | 2,550,000 | 2,059,621 | 2,823,000 | 2,658,000 | 2,954,000 | 131,000 | 4.6% |
| Professional Services | 1,013,900 | 953,024 | 1,024,200 | 1,088,200 | 1,115,800 | 91,600 | 8.9% |
| Benefit Processing | 129,800 | 127,997 | 132,300 | 129,000 | 136,400 | 4,100 | 3.1% |
| Due Diligence/Education | 33,700 | 7,927 | 33,700 | 33,700 | 57,700 | 24,000 | 71.2% |
| Office Management | 88,300 | 77,134 | 88,300 | 82,000 | 90,700 | 2,400 | 2.7% |
| SUBTOTAL | 3,815,700 | 3,225,703 | 4,101,500 | 3,990,900 | 4,354,600 | 253,100 | 6.2% |
| **TOTAL EXPENSES** | **313,817,950** | **342,255,400** | **344,733,500** | **346,849,900** | **367,148,600** | **22,415,100** | **6.5%** |
| **NET REVENUE** | **100,732,050** | **(459,656,587)** | **126,317,500** | **80,621,100** | **73,542,400** | **(52,775,100)** | **(41.8%)** |

| PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | Change: FY24 Req vs FY23 Appr | |
| ITEM | FY22 APPR | FY22 ACT | FY23 APPR | FY23 EST | FY24 REC | $ | % |
| REVENUE | | | | | | | |
| Investment Income | 5,000 | 530 | 1,600 | 500 | 600 | (1,000) | (62.5%) |
| Miscellaneous Income | 150,000 | 547,006 | 312,000 | 310,000 | 313,000 | 1,000 | 0.3% |
| **TOTAL REVENUE** | **155,000** | **547,536** | **313,600** | **310,500** | **313,600** | **0** | **0.0%** |
| **EXPENSES** | | | | | | | |
| OPERATING EXPENSES | | | | | | | |
| Investment Management fees | 6,000 | 6,791 | 9,800 | 10,400 | 12,000 | 2,200 | 22.4% |
| SUBTOTAL | 6,000 | 6,791 | 9,800 | 10,400 | 12,000 | 2,200 | 22.4% |
| ADMINISTRATIVE EXPENSES | | | | | | | |
| Salaries and Benefits | 213,000 | 197,462 | 224,500 | 217,200 | 234,800 | 10,300 | 4.6% |
| Professional Services | 66,700 | 75,113 | 75,000 | 73,700 | 77,600 | 2,600 | 3.5% |
| Due Diligence/Education | 2,800 | - | 2,800 | 2,800 | 2,800 | 0 | 0.0% |
| Office Management | 7,300 | 4,090 | 7,300 | 7,300 | 7,300 | 0 | 0.0% |
| SUBTOTAL | 289,800 | 276,665 | 309,600 | 301,000 | 322,500 | 12,900 | 4.2% |
| **TOTAL EXPENSES** | **295,800** | **283,456** | **319,400** | **311,400** | **334,500** | **15,100** | **4.7%** |

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

| Article | Item | Description | FY24 | Annual Cost Bevond FY24 | Estimated # affected*** |
|---|---|---|---|---|---|
| 5 | Tech Pay | Increase in Multilingual Pay of $1.00 per Hour upon Successful Completion of Recertification | $205,633 | $357,266 | |
| 28 | Service Increments | Service Increment of 3.5 Percent for Eligible Employees | $953,829 | $1,611,355 | 471 |
| 28 | Longevity | Longevity Step Increase of 3.5 Percent for Eligible Employees | $85,046 | $262,668 | 63 |
| 30 | Uniforms and Equipment | Adjustments to Clothing Issued to Include Shirts and Jackets | $675,151 | -$48,976 | 1,092 |
| 35 | Vehicles | Increase to Personal Patrol Vehicle out-of-County Mileage | $944,362 | $944,362 | |
| | Vehicles | Marking for Certain Vehicles | $116,800 | $0 | |
| 36 | Wages | Recruitment Bonus for New Recruits and Lateral Entries | $408,000 | $938,400 | 51 |
| 36 | Wages | Lump Sum Payment of $1,500 in January 2024 for Eligible Employees | $1,631,874 | $0 | 1,092 |
| 36 | Wages | 4.0 and 3.0 Percent General Wage Adjustment in July 2023 and January 2024, Respectively | $6,696,703 | $8,929,607 | 1,092 |
| 41 | Shift Differential | Increase Shift Differential from $1.42/$1.87 to $2.00/$4.25 for Eligible Employees | $1,309,751 | $1,309,751 | |
| 57 | Retirement | Social Security Benefit Age Adjustment to Pension Calculation | $1,220,578 | $0 | 1,092 |
| | | **Total** | **$14,042,094** | **$13,947,167** | **1,092** |

## Police Uniformed Management Pass-Through Estimates**

| Item | Description | FY24 | Annual Cost Bevond FY24 | Estimated # affected*** |
|---|---|---|---|---|
| Wages | 4.0 and 3.0 Percent General Wage Adjustment in July 2023 and January 2024, Respectively | $469,713 | $626,405 | 50 |
| Wages | $1,500 Lump Sum Payment in lieu of Pay for Performance in July 2023 | $80,738 | $0 | 50 |
| | **Total** | **$469,713** | **$626,405** | **50** |

* 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.

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

| Article | Item | Description | FY24 | Annual Cost Beyond FY24 | Estimated # affected** |
|---|---|---|---|---|---|
| 19.1 | Wages | 3.2 Percent General Wage Adjustment in July 2023 | $3,622,465 | $3,767,083 | 1,118 |
| 19 | Wages | Salary Schedule Adjustment to Remove Steps A and B and Reletter Steps A through M | $3,412,656 | $4,158,907 | 640 |
| 19 | Longevity | Longevity Step Increases of 3.5 Percent for Eligible Employees | $114,564 | $332,369 | 83 |
| 20 | Insurance Benefits | Offering IAFF Retirees Fully Insured Vision Benefit | $36,228 | $36,228 | |
| 51 | Pensions | Amending of the Cost-of-Living Adjustment for Eligible Group G Members | $1,210,091 | $0 | 1,118 |
| 51 | Pensions | Increase Pension Formula for Group G Participants | $1,995,524 | $0 | 1,118 |
| 55 | Service Increments | Service Increment of 3.5 Percent for Eligible Employees | $874,175 | $1,657,461 | 676 |
| 55.8 | Service Increments | Deferred Service Increment from FY13 for Eligible Employees, 3.5% Effective July 2023 | $326,617 | $326,617 | 112 |
| | | **Total** | **$11,592,320** | **$10,278,664** | **1,118** |

## Fire and Rescue Uniformed Management Pass-Through Estimates

| Item | Description | FY24 | Annual Cost Beyond FY24 | Estimated # affected** |
|---|---|---|---|---|
| Wages | 3.2 Percent General Wage Adjustment in July 2023 | $226,627 | $235,683 | 42 |
| Service Increments | Service Increment of 3.5 Percent for Eligible Employees | $5,962 | $11,393 | 3 |
| | **Total** | **$232,589** | **$247,076** | **42** |

* 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 | FY24 | Annual Cost Beyond FY24 | Estimated # affected** |
|---|---|---|---|---|---|
| 5 | Wages | 3.0 and 3.0 Percent General Wage Adjustment in January 2024 and June 2024, Respectively | $7,678,972 | $29,251,524 | 6,056 |
| 5.1 | Longevity | Longevity Step Increase of 3.25 or 3.5 Percent for Eligible Employees, After Completion of 16, 20, and 25 Years of Service | $4,056,783 | $4,526,889 | 2,618 |
| 5.3 | Shift Differential | Increase Shift Differential from $1.42/$1.87 to $1.55/$2.00 for Eligible Employees | $601,956 | $601,956 | |
| 5.4 | Multilingual | Increase in Multilingual Pay of $1.00 per Hour upon Successful Completion of Recertification | $812,873 | $1,069,746 | |
| 5.22 | Field Training Pay | Increase Field Training Pay to $4.25 per Hour | $44,651 | $44,651 | |
| 5.24 | Meal Allowance | Increase Meal Allowance to $17 | $2,000 | $2,000 | |
| 5.31 | Transit Subsidy | Increase to up to $285 per Month | $24,000 | $24,000 | |
| 6 | Service Increments | Service Increment of 3.5 Percent for Eligible Employees | $4,906,891 | $9,705,858 | 2,773 |
| 6 | Deferred Increment | Deferred Service Increment from FY12 for Eligible Employees, 3.5% Effective January 2024 | $546,957 | $546,957 | 515 |
| 20 | Holiday Pay | Adjustment to Part-Time Employee Holiday Pay Requirements | $259,351 | $259,351 | |
| 21 | Health Benefits | Offering MCGEO Retirees Fully Insured Vision Benefit | $87,756 | $87,756 | |
| 41 | Pension | Increase Pension Formula for Groups E and J Participants | $1,279,163 | $0 | |
| 41 | Pension | Add ECC Employees to Groups E and J | $157,397 | $0 | |
| 44 | Military Credit | Military Service Credit for Eligible Group E Members | $134,758 | $134,758 | |
| 53 | Seasonal Employees | Adjustment to Wage Scale to Alleviate Compression and $1.05 Adjustment Effective the First Full Pay Period in July 2023 | $560,438 | $560,438 | |
| | Sheriff Appendix | Adjustments to Clothing Allowance | $16,800 | $16,800 | |
| | Sheriff Appendix | Adjustments to Boot Allowance | $3,750 | $3,750 | |
| | Sheriff Appendix | Physical Fitness Award Lump-Sum Payments | $38,350 | $38,350 | |
| | Sheriff Appendix | Addition of 20 Vehicles | $1,200,000 | $1,200,000 | |
| | HHS Appendix | Additional Positions Eligible for Crisis Center Stipend of $1,200 Annually | $16,148 | $16,148 | |
| | Police Appendix | Adjustments to Boot Allowance | $31,000 | $31,000 | |
| | DOCR Appendix | Increase in Charge Nurse Differential to $2.75 per Hour | $18,860 | $18,860 | |
| | DOCR Appendix | Adjustments to Boot Allowance | $1,750 | $1,750 | |
| | DOCR Appendix | Increase to DOCR Stipends | $34,233 | $34,233 | |
| | DOCR Appendix | Adjustment to Correctional Officer Salary Schedule to add Step 15 for Correctional Officer III Grade | $130,772 | $130,772 | |
| | DOT Appendix | County Cost to Cover Uniform Alterations | $5,000 | $5,000 | |
| | | **Total** | **$22,650,609** | **$48,312,548** | **6,056** |

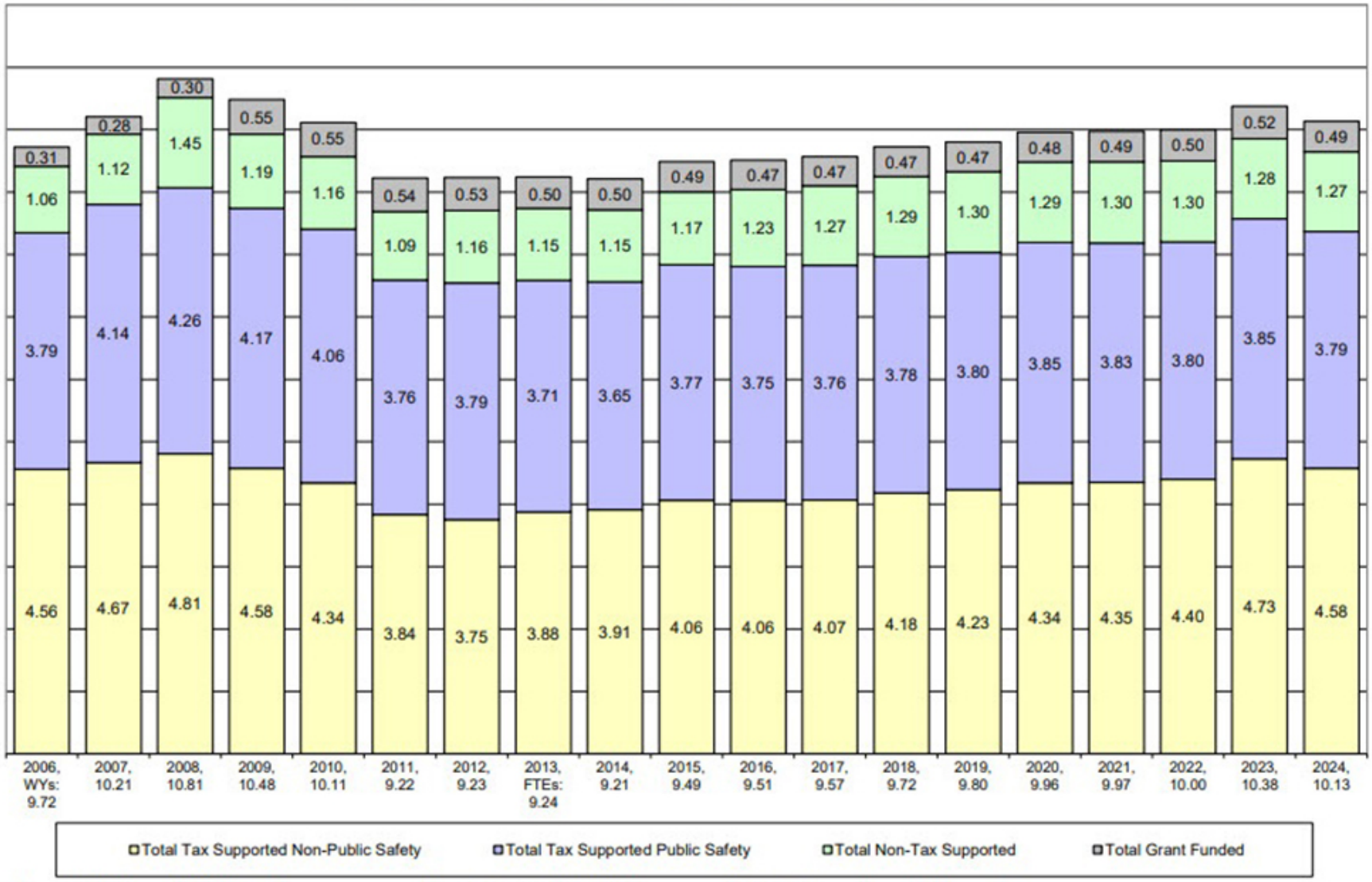
## Non-Represented Pass-Through Estimates*

| Item | Description | FY24 | Annual Cost Beyond FY24 | Estimated # affected** |
|---|---|---|---|---|
| Wages | 3.0 and 3.0 Percent General Wage Adjustment in January 2024 and June 2024, Respectively | $4,489,362 | $17,058,884 | 2,417 |
| Longevity | Longevity Step Increase of 3.25 or 3.5 Percent for Eligible Employees, After Completion of 16 and 20 Years of Service | $3,207,670 | $3,376,838 | 675 |
| Service Increments | Service Increment of 3.5 Percent for Eligible Employees | $1,809,469 | $3,720,876 | 748 |
| | **Total** | **$9,506,502** | **$24,156,597** | **2,417** |

* 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.

## HISTORY OF APPROVED COUNTY GOVERNMENT POSITIONS
## PER 1,000 POPULATION BY FUNDING CATEGORY
## FY06-FY23 Approved Workyears and FTEs, FY24 Recommended FTEs[1]




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

# MONTGOMERY COUNTY PRODUCTION REPORT

## FY24 Total Employee Benefits County Wide

| | Social Security | Group Insurance | Retirement | Total Benefits |
|---|---|---|---|---|
| **County General Fund** | | | | |
| **General Government** | | | | |
| Board of Appeals | 37,202 | 52,742 | 27,323 | 117,267 |
| Board of Elections | 324,108 | 486,852 | 191,290 | 1,002,250 |
| Circuit Court | 682,141 | 1,545,639 | 636,676 | 2,864,456 |
| Community Engagement Cluster | 352,255 | 834,938 | 254,263 | 1,441,456 |
| County Attorney | 405,715 | 626,524 | 314,592 | 1,346,831 |
| County Council | 903,509 | 1,612,383 | 706,382 | 3,222,274 |
| County Executive | 346,452 | 603,936 | 302,310 | 1,252,698 |
| Ethics Commission | 20,839 | 30,138 | 14,925 | 65,902 |
| Finance | 861,014 | 1,495,889 | 610,461 | 2,967,364 |
| Food Systems Resilience | 23,291 | 45,207 | 12,178 | 80,676 |
| General Services | 976,547 | 2,071,834 | 716,094 | 3,764,475 |
| Grants Management | 34,166 | 67,811 | 19,672 | 121,649 |
| Human Resources | 523,151 | 923,828 | 349,776 | 1,796,755 |
| Human Rights | 96,384 | 177,062 | 73,319 | 346,765 |
| Inspector General | 173,744 | 278,777 | 152,802 | 605,323 |
| Intergovernmental Relations | 54,380 | 90,414 | 36,356 | 181,150 |
| Labor Relations | 74,498 | 115,821 | 61,493 | 251,812 |
| Legislative Oversight | 134,548 | 208,706 | 101,629 | 444,883 |
| Management and Budget | 393,313 | 596,132 | 296,773 | 1,286,218 |
| Merit System Protection Board | 16,459 | 30,138 | 10,711 | 57,308 |
| Peoples' Counsel | 13,072 | 22,604 | 6,835 | 42,511 |
| Procurement | 270,507 | 532,720 | 185,788 | 989,015 |
| Public Information | 399,573 | 897,919 | 324,790 | 1,622,282 |
| Racial Equity and Social Justice | 66,432 | 128,087 | 51,352 | 245,871 |
| State's Attorney | 1,214,188 | 2,288,854 | 1,117,069 | 4,620,111 |
| Technology and Enterprise Business Solutions | 1,510,131 | 2,200,263 | 990,333 | 4,700,727 |
| Zoning and Administrative Hearings | 39,435 | 60,276 | 38,436 | 138,147 |
| **Total General Government** | **9,947,054** | **18,025,494** | **7,603,628** | **35,576,176** |
| **Public Safety** | | | | |
| Animal Services | 450,069 | 1,086,089 | 321,479 | 1,857,637 |

# MONTGOMERY COUNTY PRODUCTION REPORT

## FY24 Total Employee Benefits County Wide

| | Social Security | Group Insurance | Retirement | Total Benefits |
|---|---|---|---|---|
| Consumer Protection | 153,883 | 276,005 | 99,568 | 529,456 |
| Correction and Rehabilitation | 4,062,533 | 7,943,809 | 2,475,213 | 14,481,555 |
| Emergency Management and Homeland Security | 108,001 | 169,908 | 83,792 | 361,701 |
| Police | 15,566,106 | 29,361,581 | 12,327,591 | 57,255,278 |
| Sheriff | 1,329,484 | 2,751,866 | 966,742 | 5,048,092 |
| **Total Public Safety** | **21,670,076** | **41,589,258** | **16,274,385** | **79,533,719** |
| **Transportation** | | | | |
| Transportation | 1,513,494 | 3,402,027 | 904,186 | 5,819,707 |
| **Health and Human Services** | | | | |
| Health and Human Services | 9,826,483 | 21,799,026 | 6,885,981 | 38,511,490 |
| **Culture and Recreation** | | | | |
| Public Libraries | 2,249,376 | 6,409,684 | 1,420,813 | 10,079,873 |
| **Housing and Community Development** | | | | |
| Agriculture | 54,980 | 88,907 | 33,789 | 177,676 |
| Housing and Community Affairs | 530,565 | 1,048,386 | 393,967 | 1,972,918 |
| **Total Housing and Community Developme** | **585,545** | **1,137,293** | **427,756** | **2,150,594** |
| **Environment** | | | | |
| Environmental Protection | 238,273 | 434,043 | 159,172 | 831,488 |
| **Other County Functions** | | | | |
| NDA - Climate Change Planning | 636 | 753 | 502 | 1,891 |
| NDA - Compensation and Employee Benefit Adjustments | 11,777 | 16,878 | 8,345 | 37,000 |
| NDA - Conference Center | 8,030 | 15,069 | 8,397 | 31,496 |
| NDA - Early Care and Education | 64,770 | 172,596 | 95,568 | 332,934 |
| NDA - Guaranteed Income | 6,207 | 13,893 | 9,817 | 29,917 |
| NDA - Incubator Programs | 40,853 | 75,345 | 27,510 | 143,708 |
| NDA - Independent Audit | 1,848 | 2,260 | 1,291 | 5,399 |
| NDA - Legislative Branch Communications Outreach | 103,456 | 207,199 | 81,722 | 392,377 |
| NDA - Police Accountability Board | 29,323 | 30,138 | 8,190 | 67,651 |
| NDA - State Positions Supplement | 4,318 | 0 | 0 | 4,318 |
| NDA - Vision Zero | 9,089 | 15,069 | 9,505 | 33,663 |
| **Total Other County Functions** | **280,307** | **549,200** | **250,847** | **1,080,354** |
| **Total County General Fund** | **46,310,608** | **93,346,025** | **33,926,768** | **173,583,401** |

# MONTGOMERY COUNTY PRODUCTION REPORT

## FY24 Total Employee Benefits County Wide

| | Social Security | Group Insurance | Retirement | Total Benefits |
|---|---|---|---|---|
| **Special Funds - Tax Supported** | | | | |
| Bethesda Urban District | 7,118 | 15,069 | 7,444 | 29,631 |
| Economic Development Fund | 11,126 | 15,069 | 11,635 | 37,830 |
| Fire | 12,167,405 | 19,939,713 | 25,752,362 | 57,859,480 |
| Mass Transit | 5,925,607 | 12,884,642 | 4,114,999 | 22,925,248 |
| Recreation | 2,248,256 | 2,766,897 | 866,354 | 5,881,507 |
| Silver Spring Urban District | 162,731 | 513,870 | 109,679 | 786,280 |
| Wheaton Urban District | 108,206 | 321,480 | 76,837 | 506,523 |
| **Total Special Funds - Tax Supported** | **20,630,449** | **36,456,740** | **30,939,310** | **88,026,499** |
| **Total Tax Supported Funds** | **66,941,057** | **129,802,765** | **64,866,078** | **261,609,900** |
| **Special Funds - NonTax Supported** | | | | |
| Cable TV | 217,066 | 366,780 | 160,865 | 744,711 |
| Grant Fund | 3,939,026 | 9,197,213 | 3,092,727 | 16,228,966 |
| Montgomery Housing Initiative | 175,398 | 318,744 | 132,760 | 626,902 |
| Water Quality Protection | 677,783 | 1,445,733 | 662,150 | 2,785,666 |
| **Total Special Funds - NonTax Supported** | **5,009,273** | **11,328,470** | **4,048,502** | **20,386,245** |
| **Enterprise Funds** | | | | |
| Bethesda Parking | 153,087 | 304,718 | 111,911 | 569,716 |
| Community Use of Public Facilities | 219,665 | 452,236 | 163,813 | 835,714 |
| Leaf Vacuuming | 214,768 | 433,332 | 130,223 | 778,323 |
| Liquor | 2,447,707 | 6,978,970 | 1,668,033 | 11,094,710 |
| Permitting Services | 1,986,351 | 3,588,149 | 1,435,253 | 7,009,753 |
| Silver Spring Parking | 166,978 | 361,902 | 133,182 | 662,062 |
| Solid Waste Collection | 106,913 | 181,282 | 90,281 | 378,476 |
| Solid Waste Disposal | 769,833 | 1,513,044 | 598,533 | 2,881,410 |
| Wheaton Parking | 25,428 | 50,577 | 19,789 | 95,794 |
| **Total Enterprise Funds** | **6,090,730** | **13,864,210** | **4,351,018** | **24,305,958** |
| **Total Non Tax Supported Funds** | **11,100,003** | **25,192,680** | **8,399,520** | **44,692,203** |
| **Internal Service Funds** | | | | |
| Central Duplicating (Printing & Mail) | 202,413 | 516,038 | 139,023 | 857,474 |
| Employee Health Self Insurance | 216,635 | 378,725 | 194,338 | 789,698 |
| Motor Pool | 1,603,235 | 3,083,357 | 1,281,253 | 5,967,845 |
| Risk Management (Self Insurance - ISF) | 307,332 | 483,581 | 247,962 | 1,038,875 |
| **Total Internal Service Funds** | **2,329,615** | **4,461,701** | **1,862,576** | **8,653,892** |
| **Total Benefits** | **80,370,675** | **159,457,146** | **75,128,174** | **314,955,995** |

THIS PAGE INTENTIONALLY LEFT BLANK

# 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 FY24 Operating Budget for the County Government is $2,621,052,628, an increase of $161,115,872 or 6.5 percent from the FY23 approved budget of $2,459,936,756 (excludes debt service). The total recommended FY24 tax supported operating budget for the County Government is $2,064,608,598, an increase of $169,494,743 or 8.9 percent from the FY23 approved tax supported budget of $1,895,113,855.

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 2023, the Council approved FY24 Spending Affordability Guidelines (SAG) of $1,941.5 million for Montgomery County Government tax supported funds. For FY24, the Executive recommends $2,064.6 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
Residents
Judicial Branch
Circuit Court
State's Attorney
Sheriff
Board of Education
Montgomery County Public Schools
Other Agencies
Revenue Authority
Washington Suburban Sanitary Commission
Washington Suburban Transit Commission
Housing Opportunities Commission
Montgomery College
Maryland-National Capital Park & Planning Commission
Executive Branch
County Executive
Chief Administrative Officer
Legislative Branch
County Council
Boards, Committees, and Commissions
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
Conservation of Natural Resources
• Environmental Protection
Alcohol Beverage Services
• Alcohol Beverage Services
General Government
• County Executive
• Board of Elections
• Community Engagement
• County Attorney
• Ethics Commission
• Finance
• Food Systems Resilience
• 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
Libraries, Culture, & Recreation
• Community Use of Public Facilities
• Public Libraries
• Recreation
Health & Human Services
• Health and Human Services
Legislative
• County Council
• Board of Appeals
• Inspector General
• Legislative Oversight
• Merit System Protection Board
• Peoples Counsel
• Zoning and Administrative Hearings

THIS PAGE INTENTIONALLY LEFT BLANK

# Montgomery County Public Schools

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $3,208,490,078 | 24,529.33 |

## 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 2022-2023 school year (FY23), 159,997 students in prekindergarten classes through Grade 12 attend 210 separate public educational facilities. For the 2023-24 school year (FY24), enrollment is estimated to be 161,831 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 FY24 budget is $3,208.5 million, an increase of $288.5 million, or 9.9 percent over the FY23 Approved budget of $2,920.0 million. This recommended budget exceeds the amount required by the State's Maintenance of Effort (MOE) law by $264.8 million.

In response to the Board of Education's largest ever requested budget, an increase of nearly $300 million, the County Executive's recommended budget funds 99.8% of the Board's request.

In order to support this level of spending, the County Executive's budget assumes a $0.10 property tax rate authorized under State Law (§5-104 of the Education Article). State Law permits counties to increase a property tax rate above a limit imposed by a charter for the sole purpose of funding the approved budget of the County Board of Education. All revenue generated under a supplementary school funding property tax must be allocated to schools and may not supplant local appropriations, two restrictions with which the County Executive's budget complies.

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 FY24.

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 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 $29.1 million in FY24 Current Revenue: General and $74.0 million in Recordation Tax are recommended in the Amended FY23-28 CIP. The Debt Service requirement for the MCPS capital program is estimated at $150.0 million in FY24.

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

| Additional County Support for MCPS in FY24 | |
|---|---|
| **MCPS Budget (in millions)** | **$3,208.5** |
| Additional County funding (not included in MCPS budget) | |
| • Debt service on school construction bonds | $150.0 |
| • Pre-funding retiree health benefits | $62.3 |
| • Support services | $125.6 |
| • Technology modernization | $26.7 |
| **Total additional County funding** | **$364.5** |
| **Total expenditures for MCPS** | **$3,572.9** |
| Sources: CE Recommended FY24 Operating and Capital Budgets | |
| Numbers may not sum due to rounding. | |

The recommended budget includes the County's contribution of $2,062.4 million plus $25.0 million in carryover funds (65.1 percent of all recommended funding), $1.0 million of which is for lease payments at the new Stone Street warehouse. State Aid and grants total $933.3 million (29.1 percent); Federal grants and aid total $88.4 million (2.8 percent); and tuition, fees, and private grants total $12.8 million (0.4 percent). The recommended appropriation for the fee-supported Enterprise Fund is $85.0 million (2.6 percent) and for the Special Revenue Fund is $1.7 million (0.1 percent).

The County Executive recommends a reduction to the Instructional Television Fund appropriation of $0.1 million, recognizing a shortfall of revenues in the Cable Fund.

**Tax Supported Funding for the Public Schools**

For FY24, the total tax-supported portion of the County Executive's recommended budget (excluding grants, enterprise funds, fund balance, and special revenue funds) is $2,995.9 million, an increase of $301.2 million, or 11.2 percent from the FY23 adjusted tax-supported spending, driven by increases in the County contribution and State funding. The tax-supported portion of the recommendation includes a FY24 local contribution of $2,062.4 million, plus carryover of $25.0 million from prior-year appropriations, for a total local contribution of $2,087.4 million. The local contribution represents a $223.3 million increase from the prior-year appropriation.

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 FY24, MOE allows for a decrease of $41.5 million. With a recommended County contribution increase of $223.3 million over FY23, the County Executive's budget exceeds the MOE-required level by $264.8 million.

**Fiscal Summary**

The County Executive's total recommended budget, from all funding sources, is $3,208.5 million, and funds 99.8 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.

However, §5-102 (c)(2) of the Education Article requires the County Executive to "indicate in writing which major categories of the annual budget of the county board have been denied in whole or reduced in part and the reason for the denial or reduction," a law that pertains only to counties whose "governing body ... consists of a county executive and county council," §5-102 (c)(1).

The County Executive's budget is $7.5 million less than the Board of Education's total budget request due to a shortfall in revenues to both the Cable Fund and the General Fund. In order to conform with §5-102 (c)(2), and because of a shortfall in revenues, the County Executive intends to allocate $0.1 million of the $7.5 million to expenditures under Fund 5 Instructional Television Special Revenue Fund, and for the remaining $7.4 million to be allocated between Categories 1-14 in equal proportion to the total amount of the County contribution in each Category. For example, if 15 percent of all County funds are allocated to Category 1 Administration, then 15 percent of the $7.4 million should be allocated to Category 1 Administration as well.

**Spending Affordability**

In February 2023, the Montgomery County Council approved FY24 Spending Affordability Guidelines (SAG) of $2,720.8 million for the tax-supported funds of MCPS. The BOE requested $3,003.3 million in tax-supported funds, exceeding the SAG guideline by $282.5 million. The County Executive's recommendation is $275.1 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 FY24 Operating Budget adopted by the BOE in February 2023. 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %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 | 2,574,233,991 | 2,729,660,177 | 2,717,555,327 | 3,020,900,292 | 10.7 % |
| **Current Fund MCPS Expenditures** | **2,574,233,991** | **2,729,660,177** | **2,717,555,327** | **3,020,900,292** | **10.7 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 22,399.34 | 22,623.50 | 22,623.50 | 23,242.56 | 2.7 % |
| REVENUES | | | | | |
| Tuition-Other Sources | 2,259,933 | 1,259,933 | 1,259,933 | 1,259,933 | — |
| Basic State Aid | 384,201,699 | 424,688,660 | 424,688,660 | 415,772,353 | -2.1 % |
| Federal Revenues | 100,000 | 100,000 | 100,000 | 100,000 | — |
| Foster Care/Miscellaneous | 180,000 | 180,000 | 180,000 | 180,000 | — |
| GCEI - Geographic Cost of Education Index | 39,382,053 | 42,290,391 | 42,290,391 | 0 | -100.0 % |
| Students With Disabilities | 64,098,271 | 77,447,408 | 77,447,408 | 87,435,661 | 12.9 % |
| Supplemental Grant | 49,094,041 | 0 | 0 | 0 | — |
| Thornton Legislation | 210,952,720 | 94,674,168 | 94,674,168 | 104,568,200 | 10.5 % |
| Transportation | 42,164,380 | 50,978,010 | 50,978,010 | 55,568,313 | 9.0 % |
| Blueprint | 31,301,475 | 30,186,595 | 38,843,931 | 34,188,924 | 13.3 % |
| Compensatory Education | 0 | 133,783,552 | 133,783,552 | 200,618,950 | 50.0 % |
| Comparable Wage Index | 0 | 0 | 0 | 33,818,923 | — |
| **Current Fund MCPS Revenues** | **823,734,572** | **855,588,717** | **864,246,053** | **933,511,257** | **9.1 %** |
| **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 | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6 % |
| **Grant Fund MCPS Expenditures** | **94,767,392** | **108,108,340** | **99,451,004** | **100,956,665** | **-6.6 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 588.70 | 708.55 | 708.55 | 638.70 | -9.9 % |
| REVENUES | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Federal Grants | 83,878,035 | 88,567,963 | 88,547,344 | 88,293,005 | -0.3 % |
| Private Grants | 10,031,204 | 10,031,204 | 10,031,204 | 11,531,204 | 15.0 % |
| State Grants | 858,153 | 9,509,173 | 872,456 | 1,132,456 | -88.1 % |
| **Grant Fund MCPS Revenues** | **94,767,392** | **108,108,340** | **99,451,004** | **100,956,665** | **-6.6 %** |
| **FOOD SERVICE FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Food Service Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 68,848,570 | 63,411,099 | 63,411,099 | 68,092,925 | 7.4 % |
| **Food Service Fund Expenditures** | **68,848,570** | **63,411,099** | **63,411,099** | **68,092,925** | **7.4 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 607.57 | 604.45 | 604.45 | 607.57 | 0.5 % |
| REVENUES | | | | | |
| Sale of Meals | 1,131,282 | 19,467,167 | 19,467,167 | 24,148,993 | 24.0 % |
| Federal Food | 94,089,032 | 41,982,540 | 41,982,540 | 41,982,540 | — |
| State Food | 1,802,838 | 1,961,392 | 1,961,392 | 1,961,392 | — |
| Miscellaneous: Investment Income | 2,376 | 0 | 0 | 0 | — |
| **Food Service Fund Revenues** | **97,025,528** | **63,411,099** | **63,411,099** | **68,092,925** | **7.4 %** |
| **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 | 4,813,175 | 4,957,216 | 4,957,216 | 4,957,216 | — |
| **Real Estate Fund Expenditures** | **4,813,175** | **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 | 10.00 | 10.00 | 10.00 | — |
| REVENUES | | | | | |
| Real Estate Fund | 2,832,976 | 4,957,216 | 4,957,216 | 4,957,216 | — |
| **Real Estate Fund Revenues** | **2,832,976** | **4,957,216** | **4,957,216** | **4,957,216** | **—** |

## FIELD TRIP FUND

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Field Trip Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 1,048,486 | 3,074,182 | 3,074,182 | 2,854,856 | -7.1 % |
| **Field Trip Fund Expenditures** | **1,048,486** | **3,074,182** | **3,074,182** | **2,854,856** | **-7.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 4.50 | 4.50 | 4.50 | 5.00 | 11.1 % |
| REVENUES | | | | | |
| Field Trip Fees | 763,806 | 3,074,182 | 3,074,182 | 2,854,856 | -7.1 % |
| **Field Trip Fund Revenues** | **763,806** | **3,074,182** | **3,074,182** | **2,854,856** | **-7.1 %** |

## ENTREPRENEURIAL ACTIVITIES FUND

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Entrepreneurial Activities Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 8,689,763 | 9,046,838 | 9,046,838 | 9,046,838 | — |
| **Entrepreneurial Activities Fund Expenditures** | **8,689,763** | **9,046,838** | **9,046,838** | **9,046,838** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 12.00 | 12.00 | 12.00 | 12.00 | — |
| REVENUES | | | | | |
| Entrepreneurial Activities Fee | 1,073,335 | 2,446,838 | 2,446,838 | 2,446,838 | — |
| **Entrepreneurial Activities Fund Revenues** | **1,073,335** | **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 | 1,793,911 | 1,769,775 | 1,769,775 | 1,681,286 | -5.0 % |
| **Instructional Television Fund Expenditures** | **1,793,911** | **1,769,775** | **1,769,775** | **1,681,286** | **-5.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 13.50 | 13.50 | 13.50 | 13.50 | — |
| REVENUES | | | | | |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **2,754,195,288** | **2,920,027,627** | **2,899,265,441** | **3,208,490,078** | **9.9 %** |
| **Total Full-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **23,636.61** | **23,976.50** | **23,976.50** | **24,529.33** | **2.3 %** |
| **Total Revenues** | **1,020,197,609** | **1,037,586,392** | **1,037,586,392** | **1,112,819,757** | **7.3 %** |

| MCPS BUDGETS FY85-FY24 | | | | |
|---|---|---|---|---|
| County Fiscal Year | Budgeted Enrollment | Total Budget | County Funding | As Percent of Total |
| 85 | 91,704 | $399,916,181 | $330,035,065 | 82.5% |
| 86 | 92,871 | $436,875,791 | $361,788,973 | 82.8% |
| 87 | 94,460 | $475,866,930 | $398,053,264 | 83.6% |
| 88 | 96,271 | $519,622,140 | $434,582,576 | 83.6% |
| 89 | 98,519 | $577,957,669 | $488,062,505 | 84.4% |
| 90 | 100,259 | $642,553,932 | $545,768,528 | 84.9% |
| 91 | 103,732 | $702,260,084 | $601,407,797 | 85.6% |
| 92 | 107,140 | $712,896,646 | $603,939,300 | 84.7% |
| 93 | 110,037 | $738,767,864 | $622,732,456 | 84.3% |
| 94* | 113,429 | $793,907,907 | $666,557,884 | 84.0% |
| 95 | 117,082 | $830,010,147 | $695,512,609 | 83.8% |
| 96 | 120,291 | $878,160,420 | $718,938,647 | 81.9% |
| 97 | 122,505 | $915,141,097 | $740,984,871 | 81.0% |
| 98 | 125,035 | $958,416,196 | $765,835,476 | 79.9% |
| 99 | 127,852 | $1,034,768,530 | $820,833,423 | 79.3% |
| 00 | 130,689 | $1,105,644,145 | $870,940,869 | 78.8% |
| 01 | 134,180 | $1,216,096,599 | $959,754,838 | 78.9% |
| 02 | 136,832 | $1,323,625,477 | $1,029,703,651 | 77.8% |
| 03 | 138,891 | $1,412,161,822 | $1,079,188,698 | 76.4% |
| 04 | 139,203 | $1,501,381,116 | $1,136,392,169 | 75.7% |
| 05 | 139,337 | $1,609,382,533 | $1,217,214,553 | 75.6% |
| 06 | 139,387 | $1,713,736,154 | $1,296,325,112 | 75.6% |
| 07 | 137,798 | $1,851,496,287 | $1,384,725,787 | 74.8% |
| 08 | 137,745 | $1,985,017,619 | $1,456,912,582 | 73.4% |
| 09 | 137,763 | $2,066,683,294 | $1,531,482,602 | 74.1% |
| 10 | 140,500 | $2,200,577,000 | $1,573,754,447 | 71.5% |
| 11 | 143,309 | $2,104,188,040 | $1,425,385,344 | 67.7% |
| 12 | 146,497 | $2,086,786,613 | $1,387,101,480 | 66.5% |
| 13 | 149,018 | $2,160,029,595 | $1,436,513,701 | 66.5% |
| 14 | 151,289 | $2,225,421,052 | $1,475,223,045 | 66.3% |
| 15 | 153,852 | $2,276,763,984 | $1,515,027,760 | 66.5% |
| 16 | 156,447 | $2,318,388,936 | $1,540,794,230 | 66.5% |
| 17 | 159,016 | $2,457,473,761 | $1,650,794,230 | 67.2% |
| 18 | 161,470 | $2,528,825,122 | $1,683,943,316 | 66.6% |
| 19 | 163,294 | $2,612,644,776 | $1,712,627,645 | 65.6% |
| 20 | 164,477 | $2,680,574,773 | $1,726,807,241 | 64.4% |
| 21 | 166,317 | $2,756,257,059 | $1,752,612,120 | 63.6% |
| 22 | 164,175 | $2,782,097,823 | $1,754,247,868 | 63.1% |
| 23 | 160,627 | $2,920,027,627 | $1,839,071,460 | 63.0% |
| 24 | 161,831 | $3,208,490,078 | $2,062,389,035 | 64.3% |

Sources: Approved Operating Budgets and CE Recommended Budget

Note: Budgeted erollment is the enrollment figure used during development of that year's budget.

# FY 2024 MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION




Note: This chart does not include every office, department, division or unit.
Refer to the FY 2024 Summary Budget for a comprehensive list.

13

THIS PAGE INTENTIONALLY LEFT BLANK

# Montgomery College

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $345,165,058 | 1,922.35 |

## 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 FY24 Operating Budget for Montgomery College is $345.2 million, an increase of $23.4 million, or 7.3 percent, from the FY23 Approved Budget of $321.8 million. The budget recommends a $280.2 million Current Fund for FY24, a $5.7 million or 2.1 percent increase from FY23. The County Executive's recommendation provides the full College request for a County contribution of $148.4 million to the Current Fund, the same as the FY23 appropriation.

Montgomery College's requested budget adopts a fiscally conservative maintenance of effort budget for FY24. This budget would provide reasonable wage increases for faculty and staff and continue to advance the East County Education Center - a top priority for both the College and the County.

The requested budget anticipates a small increase in tuition rates, which maintains affordability and accessibility for the College's students. Other Current Fund revenues total $131.8 million, an increase of $5.7 million from FY23, or 4.5 percent. This revenue increase is leveraged by existing Fund Balance, along with additional State Aid, Tuition and Related Charges, and Revenue Transfers.

In addition to the total recommended operating budget for the College, the agency's Capital Improvement Program (CIP) requires Current Revenue funding. Approximately $17.0 million in FY24 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 FY24 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 9, 2023, the County Council approved FY24 spending affordability guidelines (SAG) of $208.8 million for the tax-supported funds of Montgomery College.

**Enrollment**

Current Fund enrollment is projected by the College to decrease 544 Full Time Equivalent Students (FTES) in FY24 from the FY23 enrollment projection. The College estimates an FY24 enrollment of 10,073 FTES, a decline of 5.1 percent compared to the FY23 Actual figure of 10,617 FTES. An FTES enrollment for one year is calculated as the total number of credit hours divided by 30.

**Tuition and Fees**

For FY24, the College request proposes a $2/$4/$6 per hour increase in tuition for in-county/in-state/out-of-state credit-bearing students. The Board of Trustees will make final tuition and fee decisions in April 2023.

Tuition & Related Charges and Other Student Fees represent approximately 22.9 percent of the revenue proposed by the County Executive to fund the FY24 Current Fund budget.

**State Funding**

The $71.1 million of State funding assumed in the County Executive's Recommended FY24 budget is the amount provided in the governor's FY24 Proposed budget. It is comprised of $57.5 million in the Current Fund and $13.6 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 $150.9 million in the four tax-supported funds (Current, Emergency Plant Maintenance and Repair, Cable Television, and Grants). The County's contribution to these funds for FY24 is equal to the FY23 level.

**Current Fund**

For the Current Fund, the County Executive is recommending an appropriation of $280.2 million, an increase of $5.7 million, or 2.1 percent, from the $274.5 million approved in FY23. The recommendation assumes an increase in tuition and fee revenues under the proposed rates 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 FY24, which is equal to the FY23 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 FY24, equal to the FY23 level, to support the College's adult literacy programs.

**Cable Television**

The County Executive recommends an appropriation of $2.0 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 $120,000, or 6.5 percent, above the $1.9 million approved for FY23 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. The County Executive recognizes the importance of higher education to the economic development of Montgomery County and recommends the Board's request of $22.7 million for this fund, which is a $2.5 million, or 12.1 percent increase compared to FY23 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 FY24, the College requests and the County Executive recommends an appropriation of $2.0 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 $19.4 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 FY24 request of a $14.3 million appropriation for this fund to support the financing costs of The Morris and Gwendolyn Cafritz Foundation Arts Center and the renovation of the East County Education Center.

## 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 Julie Knight of the Office of Management and Budget at 240.777.2768 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %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 | 242,792,291 | 274,509,984 | 256,340,637 | 280,235,062 | 2.1 % |
| **Current Fund MC Expenditures** | **242,792,291** | **274,509,984** | **256,340,637** | **280,235,062** | **2.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 1,803.35 | 1,813.85 | 1,813.85 | 1,813.85 | — |
| REVENUES | | | | | |
| Other Student Fees: Current Fund | 2,734,049 | 2,280,208 | 2,280,208 | 2,698,136 | 18.3 % |
| Tuition and Fees: Current Fund | 58,434,636 | 56,126,488 | 56,126,488 | 58,997,700 | 5.1 % |
| Fed. State & Priv. Gifts & Grants | 202,664 | 300,000 | 198,000 | 500,000 | 66.7 % |
| State Aid | 42,720,779 | 55,636,880 | 55,636,880 | 57,514,404 | 3.4 % |
| Current Fund: Other Revenue | 901,093 | 1,256,949 | 799,931 | 1,256,949 | — |
| Current Fund: Performing Arts Center | 0 | 115,000 | 0 | 115,000 | — |
| Current Fund: Interest | 36,693 | 250,000 | 789,434 | 1,000,000 | 300.0 % |
| **Current Fund MC Revenues** | **105,029,914** | **115,965,525** | **115,830,941** | **122,082,189** | **5.3 %** |
| **EMERGENCY REPAIR FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Emergency Repair Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 49,920 | 350,000 | 330,500 | 350,000 | — |
| **Emergency Repair Fund Expenditures** | **49,920** | **350,000** | **330,500** | **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 | 399 | 10,000 | 500 | 10,000 | — |
| **Emergency Repair Fund Revenues** | **399** | **10,000** | **500** | **10,000** | **—** |
| **GRANT FUND MC** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Grant Fund MC Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4 % |
| **Grant Fund MC Expenditures** | **32,537,229** | **16,324,000** | **24,690,000** | **18,995,000** | **16.4 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| Federal/State/Private Grants | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4 % |
| **Grant Fund MC Revenues** | **32,537,229** | **16,324,000** | **24,690,000** | **18,995,000** | **16.4 %** |

## 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 | 1,017,875 | 1,823,008 | 1,021,135 | 1,959,598 | 7.5 % |
| **Auxiliary Fund Expenditures** | **1,017,875** | **1,823,008** | **1,021,135** | **1,959,598** | **7.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 2.00 | 2.00 | 2.00 | 3.00 | 50.0 % |
| REVENUES | | | | | |
| Sales | 375,177 | 914,220 | 305,586 | 896,000 | -2.0 % |
| Auxiliary Fund: Interest Income | 2,164 | 10,500 | 80,000 | 10,500 | — |
| Other Revenues: Miscellaneous | 532,929 | 431,550 | 529,973 | 369,050 | -14.5 % |
| **Auxiliary Fund Revenues** | **910,270** | **1,356,270** | **915,559** | **1,275,550** | **-6.0 %** |

## 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 | 14,623,118 | 20,286,957 | 15,310,070 | 22,748,598 | 12.1 % |
| **Workforce Development & Continuing Ed Expenditures** | **14,623,118** | **20,286,957** | **15,310,070** | **22,748,598** | **12.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 93.50 | 93.50 | 93.50 | 93.50 | — |
| REVENUES | | | | | |
| Tuition and Fees: Continuing Education | 6,621,223 | 8,851,352 | 7,351,352 | 8,724,406 | -1.4 % |
| State Aid | 9,785,671 | 10,422,943 | 10,422,943 | 13,578,568 | 30.3 % |
| Other Revenues; Miscellaneous | 30,386 | 50,000 | 10,000 | 75,000 | 50.0 % |
| **Workforce Development & Continuing Ed Revenues** | **16,437,280** | **19,324,295** | **17,784,295** | **22,377,974** | **15.8 %** |

## 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 | 1,648,601 | 1,856,800 | 1,715,517 | 1,976,800 | 6.5 % |
| **Cable Television Fund Expenditures** | **1,648,601** | **1,856,800** | **1,715,517** | **1,976,800** | **6.5 %** |
| 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 | 349 | 0 | 786 | 269,840 | — |
| **Cable Television Fund Revenues** | **349** | **0** | **786** | **269,840** | **—** |

## 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 | 459 | 1,000 | 1,000 | 1,000 | — |
| **Endowment Fund Revenues** | **459** | **1,000** | **1,000** | **1,000** | **—** |

## MAJOR FACILITIES RESERVE FUND

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Major Facilities Reserve Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 1,943,606 | 2,000,000 | 1,840,000 | 14,300,000 | 615.0 % |
| **Major Facilities Reserve Fund Expenditures** | **1,943,606** | **2,000,000** | **1,840,000** | **14,300,000** | **615.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| Student Fees | 2,812,159 | 2,553,789 | 2,080,032 | 3,062,329 | 19.9 % |
| Interest Income | 11,554 | 5,000 | 10,000 | 10,000 | 100.0 % |
| **Major Facilities Reserve Fund Revenues** | **2,823,713** | **2,558,789** | **2,090,032** | **3,072,329** | **20.1 %** |

## 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** | **—** |
| 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

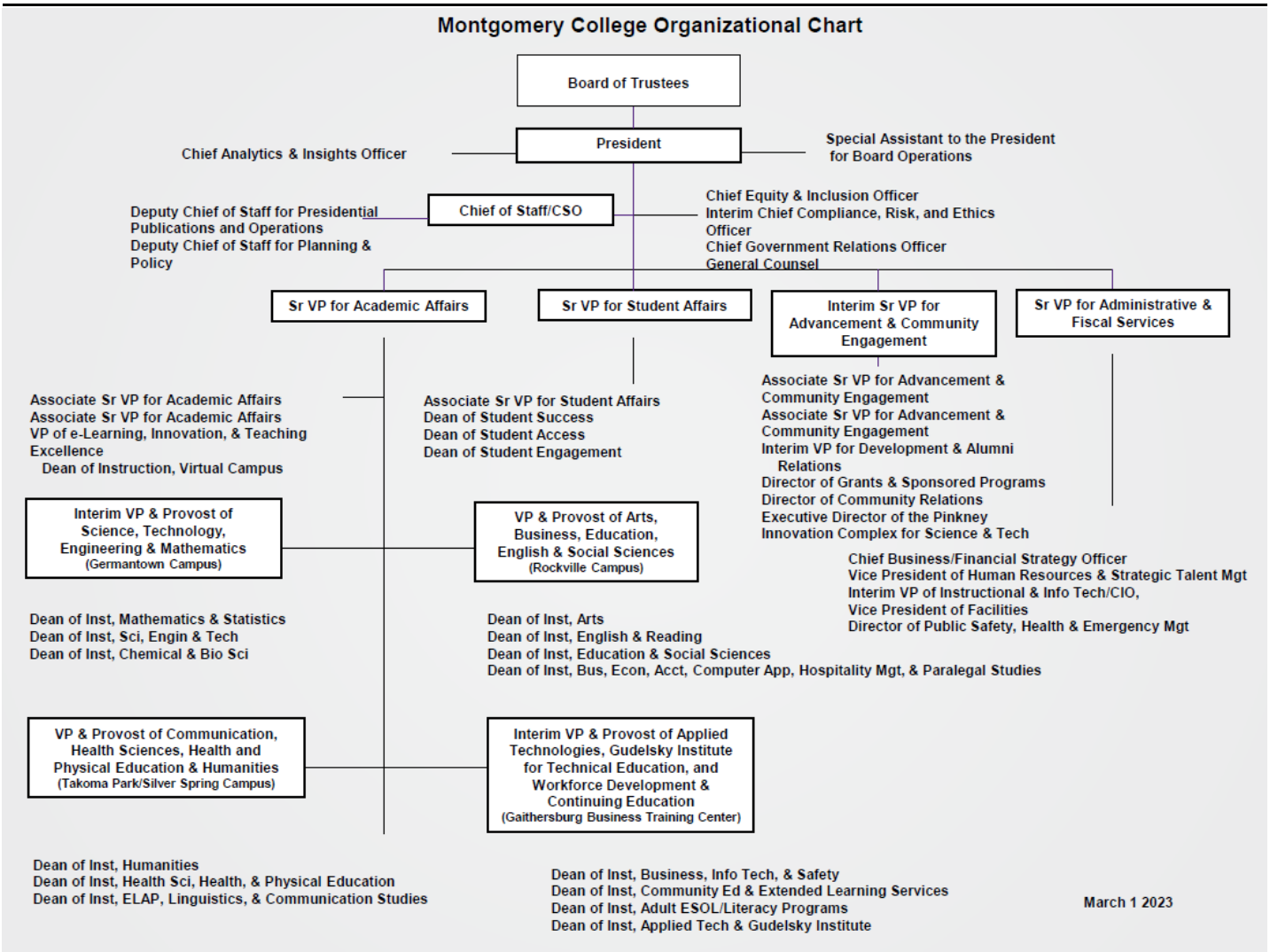
| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Transportation Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 2,278,346 | 4,200,000 | 2,402,236 | 4,200,000 | — |
| **Transportation Fund Expenditures** | **2,278,346** | **4,200,000** | **2,402,236** | **4,200,000** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 1.00 | 1.00 | 1.00 | 1.00 | — |
| REVENUES | | | | | |
| Miscellaneous Other | 1,715 | 165,000 | 37,837 | 50,000 | -69.7 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Student Fees | 2,977,980 | 2,853,789 | 2,767,163 | 3,212,329 | 12.6 % |
| Interest | 46,765 | 0 | 0 | 15,000 | — |
| **Transportation Fund Revenues** | **3,026,460** | **3,018,789** | **2,805,000** | **3,277,329** | **8.6 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **297,290,986** | **321,750,749** | **304,050,095** | **345,165,058** | **7.3 %** |
| **Total Full-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **1,910.85** | **1,921.35** | **1,921.35** | **1,922.35** | **0.1 %** |
| **Total Revenues** | **160,766,073** | **158,558,668** | **164,118,113** | **171,361,211** | **8.1 %** |


Montgomery College Organizational Chart
Board of Trustees
President
Chief Analytics & Insights Officer
Special Assistant to the President for Board Operations
Chief of Staff/CSO
Deputy Chief of Staff for Presidential Publications and Operations
Deputy Chief of Staff for Planning & Policy
Chief Equity & Inclusion Officer
Interim Chief Compliance, Risk, and Ethics Officer
Chief Government Relations Officer
General Counsel
Sr VP for Academic Affairs
Sr VP for Student Affairs
Interim Sr VP for Advancement & Community Engagement
Sr VP for Administrative & Fiscal Services
Associate Sr VP for Academic Affairs
Associate Sr VP for Academic Affairs
VP of e-Learning, Innovation, & Teaching Excellence
Dean of Instruction, Virtual Campus
Associate Sr VP for Student Affairs
Dean of Student Success
Dean of Student Access
Dean of Student Engagement
Associate Sr VP for Advancement & Community Engagement
Associate Sr VP for Advancement & Community Engagement
Interim VP for Development & Alumni Relations
Director of Grants & Sponsored Programs
Director of Community Relations
Executive Director of the Pinkney Innovation Complex for Science & Tech
Interim VP & Provost of Science, Technology, Engineering & Mathematics
(Germantown Campus)
VP & Provost of Arts, Business, Education, English & Social Sciences
(Rockville Campus)
Chief Business/Financial Strategy Officer
Vice President of Human Resources & Strategic Talent Mgt
Interim VP of Instructional & Info Tech/CIO,
Vice President of Facilities
Director of Public Safety, Health & Emergency Mgt
Dean of Inst, Mathematics & Statistics
Dean of Inst, Sci, Engin & Tech
Dean of Inst, Chemical & Bio Sci
Dean of Inst, Arts
Dean of Inst, English & Reading
Dean of Inst, Education & Social Sciences
Dean of Inst, Bus, Econ, Acct, Computer App, Hospitality Mgt, & Paralegal Studies
VP & Provost of Communication, Health Sciences, Health and Physical Education & Humanities
(Takoma Park/Silver Spring Campus)
Interim VP & Provost of Applied Technologies, Gudelsky Institute for Technical Education, and Workforce Development & Continuing Education
(Gaithersburg Business Training Center)
Dean of Inst, Humanities
Dean of Inst, Health Sci, Health, & Physical Education
Dean of Inst, ELAP, Linguistics, & Communication Studies
Dean of Inst, Business, Info Tech, & Safety
Dean of Inst, Community Ed & Extended Learning Services
Dean of Inst, Adult ESOL/Literacy Programs
Dean of Inst, Applied Tech & Gudelsky Institute
March 1 2023

## 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 | FY18 | FY19 | FY20 | FY21 | FY22 | YR 5 VS YR 1 | YR 5 VS YR 4 |
| Fiscal Year Unduplicated Credit Students | 31,342 | 29,961 | 28,945 | 27,840 | 24,085 | -23.2% | -13.5% |
| Fiscal Year Unduplicated Students in WD&CE | 24,609 | 24,890 | 21,598 | 15,944 | 16,644 | -32.4% | 4.4% |
| FY Unduplicated Credit + WD&CE Students at MC | 54,335 | 52,732 | 49,168 | 42,915 | 39,757 | -26.8% | -7.4% |
| Fiscal Year FTEs for Credit Students | 14,686 | 14,040 | 13,495 | 13,021 | 10,939 | -25.5% | -16.0% |
| Fiscal Year FTEs for WD&CE Students | 4,365 | 4,307 | 4,093 | 3,432 | 3,507 | -19.6% | 2.2% |
| FALL SEMESTER CREDIT STUDENTS | FALL 2018 | FALL 2019 | FALL 2020 | FALL 2021 | FALL 2022 | YR 5 VS YR 1 | YR 5 VS YR 4 |
| Total fall semester enrollment | 21,720 | 21,260 | 20,037 | 17,284 | 17,137 | -21.1% | -0.9% |
| New to College | 4,034 | 3,931 | 3,588 | 2,958 | 3,260 | -19.2% | 10.2% |
| Recent MCPS Graduates | 2,446 | 2,484 | 2,490 | 2,047 | 2,160 | -11.7% | 5.5% |
| REASON FOR ATTENDING | FALL 2018 | FALL 2019 | FALL 2020 | FALL 2021 | FALL 2022 | YR 5 VS YR 1 | YR 5 VS YR 4 |
| Degree Seeking | 1,724 | 1,813 | 1,726 | 1,451 | 1,619 | -6.1% | 11.6% |
| Transfer | 239 | 199 | 134 | 96 | 114 | -52.3% | 18.8% |
| Early Placement | 296 | 279 | 417 | 347 | 321 | 8.4% | -7.5% |
| Certificate Seeking | 64 | 40 | 27 | 0 | 0 | -100.0% | #DIV/0! |
| Continuing Education | 21 | 62 | 113 | 103 | 57 | 171.4% | -44.7% |
| Personal Interest | 1 | 2 | 2 | 2 | 5 | 400.0% | 150.0% |
| MD Dream Act | 96 | 87 | 63 | 30 | 32 | -66.7% | 6.7% |
| Other | 5 | 2 | 8 | 18 | 12 | 140.0% | -33.3% |
| Continuing/Returning | 15,798 | 15,187 | 14,009 | 12,158 | 11,459 | -27.5% | -5.7% |
| Transfer-In or "Visiting" | 1,178 | 1,171 | 908 | 696 | 912 | -22.6% | 31.0% |
| Dual Enrollment - MC and High School | 710 | 971 | 1,532 | 1,472 | 1,506 | 112.1% | 2.3% |
| Attending Full-Time | 7,571 | 7,305 | 6,902 | 5,801 | 5,620 | -25.8% | -3.1% |
| Average Hours Enrolled | 9.06 | 9.01 | 8.94 | 8.85 | 8.77 | -3.2% | -0.9% |
| Receiving Pell Grants | 6,595 | 6,101 | 5,016 | 4,304 | 3753* | -43.1% | -12.8% |
| Receiving any Financial Aid | 10,265 | 9,994 | 8,754 | 8,348 | 6792* | -33.8% | -18.6% |
| New-Needing "Preparatory" Coursework | 1,897 | 2,023 | 1,231 | 1,000 | 1,217 | -35.8% | 21.7% |
| "Foreign" by NCES definitions | 2,121 | 2,190 | 1,800 | 1,668 | 1,799 | -15.2% | 7.9% |
| Asian | 3,105 | 3,086 | 3,020 | 2,694 | 2,652 | -14.6% | -1.6% |
| Black | 6,693 | 6,405 | 6,033 | 5,238 | 5,038 | -24.7% | -3.8% |
| Hispanic | 6,389 | 6,350 | 5,971 | 5,245 | 5,539 | -13.3% | 5.6% |
| White | 5,077 | 4,863 | 4,540 | 3,725 | 3,529 | -30.5% | -5.3% |
| Multi-Race, Other, Unknown | 456 | 556 | 473 | 382 | 379 | -16.9% | -0.8% |

** Figures are Preliminary*

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

| CREDIT COURSES AND ENROLLMENTS | YR 1 FALL 2018 | YR 2 FALL 2019 | YR 3 FALL 2020 | YR 4 FALL 2021 | YR 5 FALL 2022 | CHANGE ^ YR 5 VS YR 1 | CHANGE ^ YR 5 VS YR 4 |
|---|---|---|---|---|---|---|---|
| Fall Semester Course Enrollments | 60,249 | 58,228 | 56,044 | 48,187 | 47,571 | -21.0% | -1.3% |
| Fall - Number of Separate Courses | 671 | 656 | 682 | 663 | 634 | -5.5% | -4.4% |
| Fall - Number of Course Sections | 3,173 | 3,164 | 3,011 | 2,850 | 2,798 | -11.8% | -1.8% |
| **EMPLOYEES** | **FALL 2018** | **FALL 2019** | **FALL 2020** | **FALL 2021** | **FALL 2022** | **YR 5 VS YR 1** | **YR 5 VS YR 4** |
| Administrators | 83 | 89 | 80 | 83 | 86 | 3.6% | 3.6% |
| Instructional Faculty | 1,324 | 1,321 | 1,375 | 1,211 | 1,362 | 2.9% | 12.5% |
| Non-Instructional Faculty | 84 | 86 | 82 | 78 | 161 | 91.7% | 106.4% |
| Professional, Technical, and Support Staff | 1,339 | 1,303 | 1,240 | 1,139 | 1,287 | -3.9% | 13.0% |
| TOTAL | 2,830 | 2,799 | 2,777 | 2,511 | 2,896 | 2.3% | 15.3% |

| WORKFORCE DEVELOPMENT & CONTINUING EDUCATION | YR 1 FY18 | YR 2 FY19 | YR 3 FY20 | YR 4 FY21 | YR 5 FY22 | CHANGE ^ YR 5 VS YR 1 | CHANGE ^ YR 5 VS YR 4 |
|---|---|---|---|---|---|---|---|
| FY Unduplicated Students | | | | | | | |
| Workforce Development courses | 10,943 | 11,455 | 9,822 | 5,712 | 5,938 | -45.7% | 4.0% |
| Contract Training courses | 5,045 | 5,099 | 4,398 | 3,075 | 3,212 | -36.3% | 4.5% |
| Industry-Based Certification courses | 5,270 | 5,531 | 4,566 | 3,115 | 3,396 | -35.6% | 9.0% |
| Adult Basic Educ., ESOL, Literacy courses | 5,942 | 5,798 | 5,027 | 4,673 | 4,384 | -26.2% | -6.2% |
| All Specifically Grant-Funded programs/courses | 6467 | NA | 5,867 | 5,046 | 4,788 | -26.0% | -5.1% |
| Apprenticeship Programs | 991 | 1027 | 1,087 | 737 | 884 | -10.8% | 19.9% |
| Allied Health/Health Careers courses | 1,099 | 1,072 | 868 | 683 | 804 | -26.8% | 17.7% |

| OUTPUT INDICATORS (CREDIT PROGRAMS) | YR 1 | YR 2 | YR 3 | YR 4 | YR 5 | CHANGE ^ | CHANGE ^ |
|---|---|---|---|---|---|---|---|
| FALL-TO-FALL NEW STUDENT RETENTION RATES | FALL 2017 | FALL 2018 | FALL 2019 | FALL 2020 | FALL 2021 | YR 5 VS YR 1 | YR 5 VS YR 4 |
| All New Students | 64.7% | 65.6% | 64.3% | 61.5% | 65.9% | 1.2% | 4.4% |
| Developmental Students | 63.7% | 62.2% | 58.4% | 55.6% | 54.7% | -8.9% | -0.9% |
| College-Ready Students | 66.4% | 70.4% | 70.5% | 63.2% | 68.9% | 2.6% | 5.7% |
| Pell Grant Recipients | 66.7% | 67.7% | 68.7% | 69.6% | 71.3% | 4.6% | 1.7% |
| Began as Full-Time | 74.8% | 74.2% | 74.2% | 71.6% | 74.6% | -0.2% | 3.0% |
| Began as Part-Time | 51.4% | 54.8% | 50.5% | 45.8% | 54.1% | 2.7% | 8.3% |
| Asian | 74.9% | 78.1% | 74.4% | 72.2% | 73.9% | -1.0% | 1.7% |
| Black | 62.8% | 62.7% | 63.6% | 59.2% | 65.6% | 2.8% | 6.4% |
| Hispanic | 63.8% | 65.4% | 63.6% | 61.3% | 66.5% | 2.7% | 5.2% |
| White | 62.1% | 62.1% | 57.1% | 57.3% | 59.9% | -2.2% | 2.6% |
| Multi-Race, Other, Unknown | 53.6% | 60.0% | 65.6% | 56.8% | 52.2% | -1.4% | -4.6% |

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

| FOUR-YEAR GRADUATION-TRANSFER RATES | YR 1 ENTER FALL 2013 | YR 2 ENTER FALL 2014 | YR 3 ENTER FALL 2015 | YR 4 ENTER FALL 2016 | YR 5 ENTER FALL 2017 | CHANGE ^ YR 5 VS YR 1 | CHANGE ^ YR 5 VS YR 4 |
|---|---|---|---|---|---|---|---|
| All New Students | 48.2% | 50.2% | 50.7% | 49.5% | 52.8% | 4.6% | 3.3% |
| College-Ready | 67.7% | 69.8% | 70.3% | 70.0% | 68.0% | 0.3% | -2.0% |
| Developmental Completers | 54.6% | 51.8% | 52.7% | 49.1% | 51.7% | -2.9% | 2.6% |
| Developmental Non-Completers | 23.3% | 21.4% | 21.6% | 17.4% | 15.3% | -8.0% | -2.1% |
| Pell Grant Recipients | 42.1% | 44.7% | 48.2% | 44.7% | 52.3% | 10.2% | 7.6% |
| Asian | 59.9% | 63.3% | 60.4% | 62.9% | 64.3% | 4.4% | 1.4% |
| Black | 45.3% | 46.2% | 48.5% | 45.3% | 51.7% | 6.4% | 6.4% |
| Hispanic | 38.0% | 41.7% | 43.7% | 41.7% | 46.3% | 8.3% | 4.6% |
| White | 58.4% | 59.3% | 59.0% | 60.9% | 57.8% | -0.6% | -3.1% |

| GRADUATION / AWARDS / TRANSFERS | YR 1 FY18 | YR 2 FY19 | YR 3 FY20 | YR 4 FY21 | YR 5 FY22 | CHANGE ^ YR 5 VS YR 1 | CHANGE ^ YR 5 VS YR 4 |
|---|---|---|---|---|---|---|---|
| *Fiscal Year Graduates* | 2,723 | 2,922 | 2,900 | 3,018 | 2,877 | 5.7% | -4.7% |
| *Fiscal Year Awards* | 2,885 | 3,082 | 3,033 | 3,136 | 2,992 | 3.7% | -4.6% |
| Associate Degrees | 2,576 | 2,763 | 2,804 | 2,937 | 2,790 | 8.3% | -5.0% |
| Certificates | 303 | 312 | 224 | 198 | 202 | -33.3% | 2.0% |
| TRANSFER TO FOUR-YEAR INSTITUTIONS | | | | | | | |
| MC Graduate | 2,015 | 2,086 | 2,290 | 2,222 | 1,913 | *-5.1%* | *-13.9%* |
| 12+ Credits, but not Graduate | 2,299 | 2,112 | 1,967 | 2,013 | 1,657 | *-27.9%* | *-17.7%* |

| DEVELOPMENTAL METRICS | YR 1 FALL 2013 | YR 2 FALL 2014 | YR 3 FALL 2015 | YR 4 FALL 2016 | YR 5 FALL 2017 | CHANGE ^ YR 5 VS YR 1 | CHANGE ^ YR 5 VS YR 4 |
|---|---|---|---|---|---|---|---|
| New Students Needing Developmental | 2,922 | 2,746 | 2,823 | 2,477 | 2,165 | *-25.9%* | *-12.6%* |
| Asian | 235 | 233 | 276 | 198 | 177 | *-24.7%* | *-10.6%* |
| Black | 1,007 | 842 | 872 | 811 | 690 | *-31.5%* | *-14.9%* |
| Hispanic | 896 | 996 | 1,068 | 1,005 | 856 | *-4.5%* | *-14.8%* |
| White | 728 | 602 | 526 | 407 | 386 | *-47.0%* | *-5.2%* |
| Completed Developmental in Four Years | 1,867 | 1,677 | 1,694 | 1,525 | 1,284 | *-31.2%* | *-15.8%* |
| New Students Needing Developmental Math | 2,964 | 2,665 | 2,760 | 2,422 | 2,044 | *-31.0%* | *-15.6%* |
| New Students Completing Developmental Math in Year 1 | 1,064 | 1,179 | 1,150 | 1,043 | 851 | *-20.0%* | *-18.4%* |

## 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 | FY18 | FY19 | FY20 | FY21 | FY22 | YR 5 VS YR 1 | YR 5 VS YR 4 |
| Workforce Development Certificate Completers Students | 3,378 | 2,623 | 2,515 | 2,041 | 2,076 | *-38.5%* | *1.7%* |
| Course enrollments | 4,908 | 3,924 | 5,185 | 3,095 | 3,276 | -33.3% | 5.8% |
| Selected Health Career Program Students Obtaining Certification-Percent Successful | 92.0% | 93.5% | 96.8% | 97.8% | 99.0% | 7.0% | 1.2% |
| Percent Selected [ Other Programs ] Students Obtaining Certification | 83.8% | 87.2% | 79.5% | 91.6% | 89.0% | 5.2% | -2.6% |
| Number of WD&CE Students Subsequently Enrolled in Credit Courses | 3,210 | 3,159 | 2,928 | 2,482 | 1,615 | -49.7% | -34.9% |
| Percent Grant-funded Programs/Courses Students that Complete | *70.5%* | *68.8%* | *63.8%* | *70.4%* | *72.1%* | 1.7% | 1.7% |
| Percent Apprenticeship Program Completers within 4 Years | 99.1% | 98.7% | 100.0% | 100.0% | 100.0% | 0.9% | 0.0% |
| Number of Apprenticeship Program Graduates | 159 | 163 | 173 | 160 | 156 | -1.9% | -2.5% |

^Not on "Change" Columns

*For whole numbers, change =((current-previous)/previous))*

*For percentages, change = (Year 5 - Year 1; Year 5 - Year 4)*

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

### DEFINITIONS AND DESCRIPTIONS OF PERFORMANCE MEASURES

| FISCAL YEAR ENROLLMENTS | |
|---|---|
| **Fiscal Year Unduplicated Credit Students** | *Counting all credit students during a fiscal year (July 1 to June 30) but only counting each student one time regardless of how many terms/semesters she attends* |
| **Fiscal Year Unduplicated Students in WD&CE** | *Counting all students enrolled in Workforce Development courses during a fiscal year, but only counting each student one time regardless of how many courses she takes.* |
| **Fiscal Year Unduplicated Credit + WD&CE Students** | *Counting all students enrolled during the year but only counting each student one time even if she took credit and WD&CE courses and is included in their totals.* |
| **Fiscal Year FTEs for Credit Students** | *FTEs (*full-time equivalent students*) are computed by dividing hours of enrollment by 30-the rationale being that a full-time student would take 30 credits (credit hours) in a year* |
| **Fiscal Year FTEs for WD&CE Students** | |

| FALL SEMESTER CREDIT STUDENTS<br>Students enrolled in *for-college-credit* courses, including *preparatory or developmental* courses designed to bring students up to college-level | |
|---|---|
| **New to College** | *Students who are new to any college* |
| **Recent MCPS Graduates** | *Students who graduates from an MCPS high school in the latest spring or summer* |
| **Reason for Attending** | *On the application for admission, students are asked their *primary reason for attending** |
| *Degree Seeking* | |
| *Transfer* | |
| *Early Placement* | |
| *Certificate Seeking* | |
| *Continuing Education* | |
| *Personal Interest* | |
| *MD Dream Act* | |
| *Other* | |
| **Continuing/Returning** | *Students who have attended MC previously - last semester/term or several terms ago.* |
| **Transfer-In or "Visiting"** | *Students transferring-in or just taking one or two courses to transfer-back to their home college* |
| **Dual Enrollment - MC and High School** | *Students still attending high school who take one or more courses at MC* |
| **Attending Full-Time** | *Students paying for 12 hours or more (not necessarily *credits*) in the semester* |
| **Average Hours Enrolled** | |
| **Receiving Pell Grants** | *Pell Grants are provided to students who complete the financial aid application process and qualify for need-based Pell Grants; this program is for financially very needy students.* |
| **Receiving any Financial Aid** | |

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

| | |
|---|---|
| **New-Needing "Preparatory" Coursework** | *These are students who are new-to-any-college and need developmental coursework in reading, English, or mathematics, or English for non-native speakers of English.* |
| **"Foreign" by NCES definitions** | *The federal government considers "Foreign" as a Race/Ethnicity category, but it is removed from the list below. These are students not eligible for federal financial aid because their visa status does not make them eligible for permanent or long-term residence in the U.S.* |
| *Asian* | |
| *Black* | |
| *Hispanic* | **These categorizations "by race" include students who are also categorized as "foreign" above** |
| *White* | |
| *Multi-Race, Other, or Unknown* | |

### GRADUATION / AWARDS / TRANSFERS

| | |
|---|---|
| **Fiscal Year Graduates** | *The number of students earning an Associate Degree or a Certificate in a fiscal year are reported here but only counted once, regardless of how many "Awards" they received* |
| **Fiscal Year Awards** | *The total number of Degrees and Certificates issued during a fiscal year - some graduates received multiple awards* |
| *Associates Degrees* | |
| *Certificates* | *The number of students who attended MC during the fiscal year and transferred during that year or the following fall semester* |
| **Transfer to 4-Year Institutions** | |
| *MC Graduate* | |
| *12+ Credits, but not Graduate* | *The number of new-to-college students in a particular fall semester assessed as needing developmental coursework* |

### DEVELOPMENTAL METRICS

| | |
|---|---|
| **New Students Needing Developmental** | *The number of new-to-college students in a particular fall semester assessed as needing developmental coursework* |
| **Completed Developmental in Four Years** | *The number of those (above) who completed their developmental courses within four years* |
| **New Students Needing Developmental Math** | *The number of new-to-college students in a particular fall semester assessed as needing developmental mathematics courses* |
| **New Students Completing Developmental Math in Year 1** | *The number of those (mathematics) students who completed developmental mathematics within one year of entry to the College* |

## PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

### OUTPUT INDICATORS - WORKFORCE DEVELOPMENT & CONTINUING EDUCATION

#### COURSE / STUDENT SUCCESS RATES

| | |
|---|---|
| **Workforce Developmenta Certificate Completers - Students Courses** | *The number of students and number of courses completed by students in workforce developmental courses. Only FY16 data are currently available.* |
| **Selected Health Career Program Students Obtaining Certification-Percent Successful** | *The percent of students who pass certification or licensure exams in health career programs* |
| **Percent Selected (Other Programs) Students Obtaining Certification** | *The percent of students who pass certification or licensure exams in other programs for which examinations are available* |
| **Number of WD&CE Students Subsequently Enrolled in Credit Courses** | *The number of WD&CE studnets in a two-year period who subsequently enroll in credit courses within the next two-year period* |
| **Percent Grant-funded Programs/Courses Students that Complete** | *The percent of students who successfully complete specific grant-funded programs and the number of courses they took* |
| **Percent Apprenticeship Program Completers within 4 years** | *The percent of students who successfully completed an apprenticeship program within four years of initial enrollment* |
| **Number of Apprenticeship Program Graduates** | *The number of graduates of apprenticeship programs in a fiscal year* |

### NOTES ON PERFORMANCE MEASURES FOR THE 2018 ACADEMIC YEAR

*This is the first year of an expanded set of Performance Measures. The intent was to utilize data that were previously compiled for existing accountability reporting, e.g., in the Performance Accountability Report for the Maryland Higher Education Commission. However, the College became aware that some of these measures were not disaggregated as finitely as was thought, and recreating those data sets to obtain the additional detail was not possible or will require additional time. Additionally, the construction of some measures for the College's WD&CE unit require data not previously systematically collected, so some "redesign" of a few measures is being provided here and more data collection will occur for future years' reporting.*

# Maryland-National Capital Park and Planning Commission

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $189,749,634 | 1,135.13 |

## 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 37,000 acres in 420 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.

## FY24 Budget Information

**Spending Affordability Guidelines**

In February 2023, the Council approved the FY24 Spending Affordability Guidelines (SAG) of $154,000,000 for the tax-supported Administration and Park Funds of M-NCPPC, which represents a $3,812,673, or 2.5 percent increase, from the FY23 Approved budget of $150,187,327, excluding debt service and retiree health insurance prefunding (which are excluded from the SAG calculation). The Commission proposed a FY24 tax-supported budget of $164,952,458, excluding debt service and retiree health insurance prefunding, $10,952,458 above the FY24 SAG.

## County Executive Recommendations

The County Executive recommends a FY24 tax-supported appropriation, excluding debt service, of $161,379,179 for M-NCPPC. This represents an increase of $7,507,024, or 4.9 percent, over the FY23 Approved.

**Park Fund**

The County Executive recommends funding of $121,940,777, excluding debt service. This represents an increase of $4,916,318, or 4.2 percent, over FY23. The Executive concurs with M-NCPPC's request for $7,165,062 in the Park Fund Debt Service Budget, an increase of $593,043, or 9.0 percent, from the FY23 Approved budget. Additionally, the Executive recommends a transfer of $50,000 from the Cable Fund to support the Department of Parks Connected Parks initiative.

**Administration Fund**

The County Executive recommends funding of $39,438,402. This represents an increase of $2,590,706, or 7.0 percent, over FY23 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 $123,600. This represents a decrease of $8,950, or 6.8 percent.

**Enterprise Fund**

The County Executive concurs with the M-NCPPC request for funding of $10,833,205. This represents a $220,127, or 2.1 percent, increase from the FY23 Approved budget.

**Property Management Fund**

The County Executive concurs with the M-NCPPC request for funding of $1,757,600. This represents a $19,800, or 1.1 percent, increase from the FY23 Approved budget.

**Special Revenue Fund**

The County Executive concurs with the M-NCPPC request for funding of $7,940,988. This represents a $610,948, or 8.3 percent, increase from the FY23 Approved budget.

The County Executive concurs with the M-NCPPC request to transfer $1,963,465 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $160,165, or 8.9 percent, from the FY23 Approved budget.

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 FY23 Approved budget.

In addition, this agency's CIP requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

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

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

## PROGRAM CONTACTS

Contact John Kroll of the Maryland-National Capital Park and Planning Commission at 301.454.1731 or Katherine Bryant-Higgins of the Office of Management and Budget at 240.777.2764 for more information regarding this agency's operating budget.

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **ADMINISTRATION FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Administration Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 32,895,164 | 36,847,696 | 36,847,696 | 39,438,402 | 7.0 % |
| **Administration Fund Expenditures** | **32,895,164** | **36,847,696** | **36,847,696** | **39,438,402** | **7.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 191.10 | 190.48 | 190.48 | 191.23 | 0.4 % |
| REVENUES | | | | | |
| Property Tax | 31,698,307 | 36,126,506 | 35,711,427 | 39,374,658 | 9.0 % |
| User Fees | 355,382 | 204,700 | 204,700 | 212,200 | 3.7 % |
| Intergovernmental | 442,766 | 428,100 | 428,100 | 449,505 | 5.0 % |
| Investment Income | (78,593) | 10,000 | 10,000 | 10,000 | — |
| Miscellaneous | 865 | 0 | 0 | 0 | — |
| **Administration Fund Revenues** | **32,418,727** | **36,769,306** | **36,354,227** | **40,046,363** | **8.9 %** |
| **PARK FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Park Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 108,694,292 | 117,024,459 | 117,024,459 | 121,940,777 | 4.2 % |
| Debt Service Other | 6,033,558 | 6,572,019 | 6,572,019 | 7,165,062 | 9.0 % |
| **Park Fund Expenditures** | **114,727,850** | **123,596,478** | **123,596,478** | **129,105,839** | **4.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 766.80 | 779.20 | 779.20 | 783.20 | 0.5 % |
| REVENUES | | | | | |
| Property Tax | 101,285,886 | 115,985,098 | 114,652,474 | 123,528,339 | 6.5 % |
| Facility User Fees | 3,454,686 | 3,163,663 | 3,163,663 | 3,549,101 | 12.2 % |
| Intergovernmental | 3,808,475 | 3,897,355 | 3,897,355 | 4,138,538 | 6.2 % |
| Miscellaneous | 53,259 | 55,500 | 55,500 | 55,500 | — |
| Investment Income | (151,489) | 5,000 | 5,000 | 10,000 | 100.0 % |
| Investment Income: CIP | 802 | 10,000 | 10,000 | 10,000 | — |
| **Park Fund Revenues** | **108,451,619** | **123,116,616** | **121,783,992** | **131,291,478** | **6.6 %** |

## 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 | 133,550 | 132,550 | 132,550 | 123,600 | -6.8 % |
| **ALA Debt Service Fund Expenditures** | **133,550** | **132,550** | **132,550** | **123,600** | **-6.8 %** |
| 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 | 2,109,635 | 2,197,763 | 2,174,927 | 2,233,122 | 1.6 % |
| **ALA Debt Service Fund Revenues** | **2,109,635** | **2,197,763** | **2,174,927** | **2,233,122** | **1.6 %** |

## 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 | 121,823 | 550,000 | 550,000 | 550,000 | — |

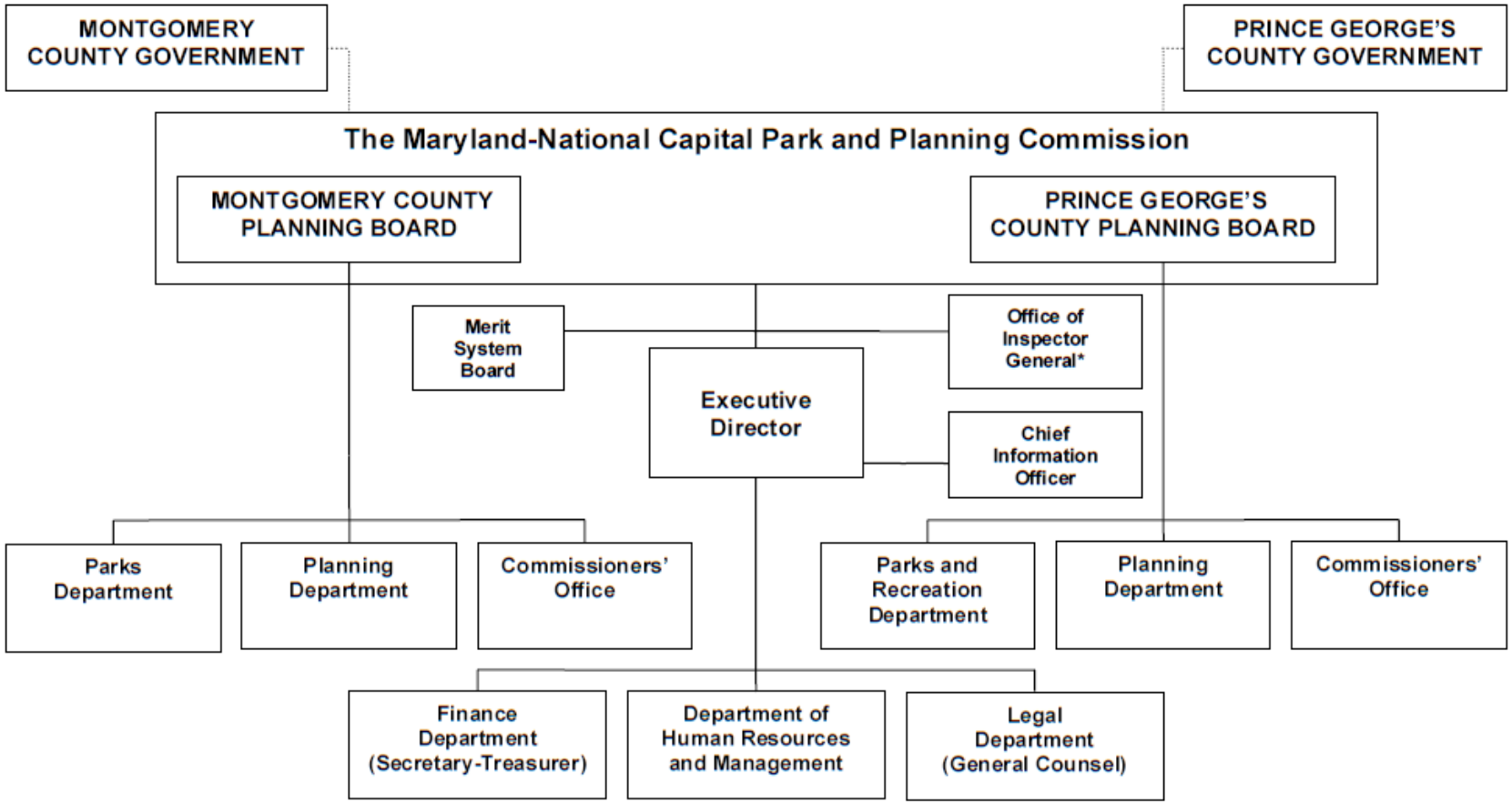
## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Grant Fund MNCPPC Expenditures** | **121,823** | **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 | 25,961 | 150,000 | 150,000 | 150,000 | — |
| Park Fund Grants | 95,862 | 400,000 | 400,000 | 400,000 | — |
| **Grant Fund MNCPPC Revenues** | **121,823** | **550,000** | **550,000** | **550,000** | **—** |
| ENTERPRISE FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Enterprise Fund Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 8,739,209 | 10,613,078 | 10,268,688 | 10,833,205 | 2.1 % |
| **Enterprise Fund Expenditures** | **8,739,209** | **10,613,078** | **10,268,688** | **10,833,205** | **2.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 121.30 | 121.10 | 121.10 | 117.10 | -3.3 % |
| REVENUES | | | | | |
| Fees and Charges | 7,196,344 | 7,165,394 | 6,920,492 | 7,154,258 | -0.2 % |
| Merchandise Sales | 589,719 | 870,750 | 759,300 | 776,150 | -10.9 % |
| Rentals | 4,069,040 | 3,692,046 | 3,742,802 | 3,784,128 | 2.5 % |
| Intergovernmental | 842 | 0 | 0 | 0 | — |
| Non-Operating Revenues/Interest | (173,850) | 15,000 | 15,000 | 15,000 | — |
| Miscellaneous | 803,247 | 800,496 | 839,297 | 829,616 | 3.6 % |
| **Enterprise Fund Revenues** | **12,485,342** | **12,543,686** | **12,276,891** | **12,559,152** | **0.1 %** |
| 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 | 1,648,804 | 1,737,800 | 1,737,800 | 1,757,600 | 1.1 % |
| **Prop Mgmt MNCPPC Expenditures** | **1,648,804** | **1,737,800** | **1,737,800** | **1,757,600** | **1.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 5.80 | 5.80 | 5.80 | 5.80 | — |
| REVENUES | | | | | |
| Miscellaneous | 12,515 | 0 | 0 | 0 | — |
| Rental Income | 1,737,876 | 1,736,800 | 1,736,800 | 1,556,600 | -10.4 % |
| Investment Income | (12,183) | 1,000 | 1,000 | 1,000 | — |
| Other Intergovernmental | 911 | 0 | 0 | 0 | — |
| **Prop Mgmt MNCPPC Revenues** | **1,739,119** | **1,737,800** | **1,737,800** | **1,557,600** | **-10.4 %** |
| **SPECIAL REVENUE FUNDS** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Special Revenue Funds Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 6,106,316 | 7,330,040 | 7,262,273 | 7,940,988 | 8.3 % |
| **Special Revenue Funds Expenditures** | **6,106,316** | **7,330,040** | **7,262,273** | **7,940,988** | **8.3 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 38.25 | 37.80 | 37.80 | 37.80 | — |
| REVENUES | | | | | |
| Service Charges | 3,727,406 | 3,244,989 | 3,038,400 | 3,352,200 | 3.3 % |
| Intergovernmental | 376,791 | 229,960 | 269,630 | 426,998 | 85.7 % |
| Miscellaneous | 617,295 | 325,407 | 583,040 | 562,600 | 72.9 % |
| Investment Income | (60,196) | 3,400 | 3,193 | 6,000 | 76.5 % |
| **Special Revenue Funds Revenues** | **4,661,296** | **3,803,756** | **3,894,263** | **4,347,798** | **14.3 %** |
| **DEPARTMENT TOTALS** | | | | | |
| **Total Expenditures** | **164,372,716** | **180,807,642** | **180,395,485** | **189,749,634** | **4.9 %** |
| **Total Full-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **1,123.25** | **1,134.38** | **1,134.38** | **1,135.13** | **0.1 %** |
| **Total Revenues** | **161,987,561** | **180,718,927** | **178,772,100** | **192,585,513** | **6.6 %** |

# THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION




*Office of Inspector General reports to the Audit Committee.

THIS PAGE INTENTIONALLY LEFT BLANK

# 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 FY24 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $7,972,501. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $339,333 from the FY23 approved budget of $7,633,168.

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.

THIS PAGE INTENTIONALLY LEFT BLANK

# 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 Abdul Rauf of the Office of Management and Budget at 240.777.2766 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://wsscwater.com/budget.

Prior to January 15 of each year, the Commission prepares a preliminary proposed capital and operating budget 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 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, 7 days a week.
- Treating or delivering 162 million gallons per day (MGD) of water to over 477,000 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 the time a customer is without water service to less than 6 hours.
- Implementing the Customer Assistance Program (CAP) to help those with financial hardship. To date, the CAP has assisted more than 17,000 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 limit, they must approve budgets within these limits.

The following table shows the FY24 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 FY24 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 $9.1 million higher than the Spending Affordability (SAG)- approved guidelines. The additional operating costs will be recouped with additional miscellaneous fee and revenue income.

| FY24 Spending Control Limits Comparison ($ in Millions) | | | | |
|---|---|---|---|---|
| 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 | 7.0% | 7.0% | 7.0% | 7.0% |
| New Debt | $380.0 | $380.0 | $380.0 | $380.0 |
| Water and Sewer Debt Service | $328.5 | $328.5 | $328.5 | $328.5 |
| Total Water and Sewer Operating Expenses | $915.3 | $915.3 | $924.4 | $924.4 |

* Covered by offsetting funding sources.

Source: WSSC Water FY24 Proposed Budget

**County Executive Recommendations**

**Operating Budget**

The County Executive recommends that WSSC Water's proposed FY24 budget be approved with a water and sewer rate increase of 7.0 percent in FY24, consistent with the County Council's FY24 Spending Affordability Guidelines.

**Capital Budget**

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

**Overall Budget**

FY24 fiscal projections for all funds and budgets are shown below.

| Expenditures by Category - FY24 WSSC Water Proposed and Executive Recommended ($ in Thousands)) | | | | | | |
|---|---|---|---|---|---|---|
| Expenditure Categories | WSSC Water Total Approved FY23 | WSSC Water Total Proposed FY24 | CE Capital Recommended FY24 | CE Operating Recommended FY24 | CE Total Recommended FY24 | % Change (CE Rec. vs. WSSC Water Proposed) |
| Salaries and Wages | $161,312 | $169,372 | $28,193 | $141,179 | $169,372 | 0.0% |
| Heat, Light, & Power | $19,047 | $27,620 | $247 | $27,373 | $27,620 | 0.0% |
| Regional Sewage Disposal | $60,343 | $64,201 | $0 | $64,201 | $64,201 | 0.0% |
| Contract Work | $351,478 | $384,209 | $384,209 | $0 | $384,209 | 0.0% |
| Consulting Engineers | $72,122 | $84,116 | $84,116 | $0 | $84,116 | 0.0% |
| All Other | $443,565 | $505,436 | $186,304 | $319,132 | $505,436 | 0.0% |
| PAYGO | $31,016 | $44,000 | $0 | $44,000 | $44,000 | 0.0% |
| Reserve Contribution | $0 | $0 | $0 | $0 | $0 | -- |
| Debt Service | $321,844 | $328,467 | $0 | $328,467 | $328,467 | 0.0% |
| **Total Budget** | **$1,460,727** | **$1,607,421** | **$683,069** | **$924,352** | **$1,607,421** | **0.0%** |
| Note: Total expenditures include the water and sewer operating funds and the three capital funds. | | | | | | |

Source: WSSC Water FY23 Proposed Operating Budget

## PROGRAM CONTACTS

Contact Letitia Carolina-Powell of the WSSC Water at 301.206.8379 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this agency's operating budget.

## WSSC WATER PROPOSED BUDGET: SIX-YEAR FORECAST FOR WATER & SEWER OPERATING FUNDS

### ($ IN THOUSANDS)

| FISCAL PROJECTIONS<br>SPENDING AFFORDABILITY RESULTS | FY23<br>Approved | FY24<br>CE REC | FY25<br>PROJECTION | FY26<br>PROJECTION | FY27<br>PROJECTION | FY28<br>PROJECTION | FY29<br>PROJECTION |
|---|---|---|---|---|---|---|---|
| New Water and Sewer Debt | $358,840 | **$379,960** | $388,352 | $326,030 | $364,708 | $325,870 | $287,053 |
| Total Water and Sewer Operating Expenses | $855,945 | **$924,352** | $1,001,524 | $1,122,725 | $1,155,720 | $1,200,981 | $1,260,761 |
| Debt Service | $321,844 | **$328,467** | $366,169 | $387,288 | $405,949 | $424,137 | $434,635 |
| Average Water and Sewer Rate Increase | 6.5% | **7.0%** | 8.0% | 8.0% | 6.5% | 6.5% | 65.0% |
| **BEGINNING FUND BALANCE** | **242,554,000** | **266,601,000** | **274,846,000** | **274,846,000** | **234,910,000** | **228,266,000** | **241,242,000** |
| **REVENUES** | | | | | | | |
| Water and Sewer Rate Revenue | $746,450 | **$790,142** | $853,353 | $921,622 | $981,527 | $1,045,326 | $1,113,272 |
| Interest Income | $2,800 | **$8,000** | $5,500 | $5,500 | $5,500 | $5,500 | $5,500 |
| Account Maintenance Fee | $33,887 | **$36,259** | $39,160 | $42,293 | $45,042 | $47,969 | $51,087 |
| Infrastructure Investment Fee | $41,290 | **$44,180** | $47,715 | $51,532 | $54,881 | $58,449 | $62,248 |
| Plumbing and Inspection Fees | $16,780 | **$20,380** | $20,991 | $21,621 | $22,270 | $22,938 | $23,626 |
| Rockville Sewer Use | $3,100 | **$3,100** | $3,100 | $3,100 | $3,100 | $3,100 | $3,100 |
| Miscellaneous | $19,000 | **$28,722** | $25,452 | $25,707 | $25,962 | $26,222 | $26,486 |
| Uncollectable | -$6,000 | **-$7,901** | -$8,532 | -$9,218 | -$9,814 | -$10,453 | -$11,133 |
| Cost Sharing Reimbursement | $635 | **$743** | $7,013 | $12,860 | $12,860 | $7,158 | $7,004 |
| Miscellaneous | $33,515 | **$45,044** | $48,024 | $54,070 | $54,378 | $48,965 | $49,083 |
| **Total Revenues** | **$857,942** | **$923,625** | **$993,752** | **$1,075,017** | **$1,141,328** | **$1,206,209** | **$1,281,190** |
| SDC Debt Service Offset | $5,772 | **$5,772** | $5,772 | $5,772 | $5,748 | $5,748 | $5,748 |
| Reconstruction Debt Service Offset (REDO) | $4,000 | | | | | | |
| Use of Fund Balance | | | | $39,936 | $6,644 | | |
| Premium Transfer | $2,500 | | | | | | |
| Underwriters Discount Transfer | $2,000 | **$2,000** | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 |
| Miscellaneous Offset | | **$1,200** | | | | | |
| **TOTAL FUNDS AVAILABLE** | **$872,214** | **$932,597** | **$1,001,524** | **$1,122,725** | **$1,155,720** | **$1,213,957** | **$1,288,938** |
| | | | | | | | |
| **EXPENDITURES** | | | | | | | |
| Salaries and Wages | $133,765 | **$141,179** | $148,238 | $154,908 | $161,879 | $169,164 | $176,776 |
| Reconstruction | | | | | | | |
| Heat, Light, and Power | $18,817 | **$27,373** | $26,263 | $25,198 | $26,382 | $27,305 | $28,261 |
| Regional Sewage Disposal | $60,343 | **$64,201** | $65,485 | $66,794 | $68,130 | $69,493 | $70,883 |
| Debt Service | $321,844 | **$328,467** | $366,169 | $387,288 | $405,949 | $424,137 | $434,635 |
| PAYGO | $31,016 | **$44,000** | $63,780 | $147,000 | $141,597 | $148,546 | $177,000 |
| All Other | $290,160 | **$319,132** | $331,589 | $341,537 | $351,783 | $362,336 | $373,206 |
| Reserve Contribution | | | | | | | |
| Unspecified Expenditure Reductions | | | | | | | |
| **TOTAL USE OF RESOURCES** | **$855,945** | **$924,352** | **$1,001,524** | **$1,122,725** | **$1,155,720** | **$1,200,981** | **$1,260,761** |
| **REVENUE/EXPENDITURE SURPLUS/(GAP)** | **$16,269** | **$8,245** | **$0** | **$0** | **$0** | **$12,976** | **$28,177** |
| **YEAR END FUND BALANCE w/o additional reserve contribution** | **$242,554** | **$266,601** | **$274,846** | **$234,910** | **$228,266** | **$228,266** | **$241,242** |
| Adjustments | $7,778 | | | | | | |
| **Additional Reserve Contribution** | **$16,269** | **$8,245** | | | | **$12,976** | **$28,177** |
| **TOTAL YEAR END FUND BALANCE** | **$266,601** | **$274,846** | **$274,846** | **$234,910** | **$228,266** | **$241,242** | **$269,419** |
| Debt Service as a Percent of Water and Sewer Operating Budget | 37.6% | **35.5%** | 36.6% | 34.5% | 35.1% | 35.3% | 34.5% |
| Estimated Water Production (MGD) | 164.0 | **164.0** | 164.0 | 164.0 | 164.0 | 164.0 | 165.0 |
| Total End of Fiscal Year Operating Reserve | $266,601 | **$274,846** | $274,846 | $234,910 | $228,266 | $241,242 | $269,419 |
| Total Operating Reserve as a Percent of Water and Sewer Rate Revenue | 31.1% | **29.8%** | 27.7% | 21.9% | 20.0% | 20.0% | 21.0% |
| Total Workyears (all funds) | 1,796 | **1,836** | 1,836 | 1,836 | 1,836 | 1,836 | 1,836 |

**Assumptions:**

1. The County Executive's operating budget recommendation is for FY24 only and incorporates the Executive's revenue and expenditure assumptions for that budget.

2. The FY25-29 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 FY24 water and sewer operating budget for WSSC Water.

3. The FY24 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY24 budget jointly approved by Montgomery and Prince George's counties. The FY24 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC Water's proposed FY24 budget. The FY24 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC Water budget for FY24. The FY25-29 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 FY24 estimated workyears shown correspond to the actual workyears as of December, 2022.

5. Estimates of revenue in FY25-29 assume the rate increases projected by WSSC Water in the Average Water and Sewer Rate Increase line.

6. Totals in this chart and WSSC Water's FY24 Proposed Long-Range Fiscal Plan for Water and Sewer Operating Funds may not match due to rounding.

## OUR LEADERSHIP AND ORGANIZATION




The flowchart above is an interim organizational structure. Future changes may occur. Section 11 – Organizational Budgets and Measures in the upcoming FY 2024 Approved Budget book will be updated in the event the organizational structure is revised

THIS PAGE INTENTIONALLY LEFT BLANK

# County Council

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $17,098,016 | 106.55 |

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 FY24 Operating Budget for the County Council is $17,098,016, an increase of $1,425,765 or 9.10 percent from the FY23 Approved Budget of $15,672,251. Personnel Costs comprise 90.48 percent of the budget for 124 full-time position(s) and one part-time position(s), and a total of 106.55 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 9.52 percent of the FY24 budget.

## PROGRAM CONTACTS

Contact Sandra Marin of the County Council at 240.777.7923 or Grace Pedersen of the Office of Management and Budget at 240.773.1088 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,589,983** | **44.55** |
| Shift: Personnel Costs from Cable Fund to General Fund | 110,270 | 1.00 |
| Shift: Cable Fund Adjustment to the General Fund | 42,341 | 0.00 |
| Increase Cost: Advertising Expenditures | 368 | 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. | 853,054 | 0.00 |
| **FY24 Recommended** | **7,596,016** | **45.55** |

## Councilmember Offices

The eleven 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, and conducts public hearings and work sessions throughout the year. Each Councilmember serves on two of the following seven Council Committees: Education and Culture; Economic Development; Government Operations and Fiscal Policy; Health and Human Services; Planning, Housing, and Parks; Public Safety; and Transportation and Environment. Seven 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,082,268** | **65.50** |
| Increase Cost: Miscellaneous Operating Expenditures for Councilmember Offices | 40,000 | 0.00 |
| Decrease Cost: Remove 4.5 FTE that are Inactive due to Councilmember Office Transitions | (150,201) | (4.50) |

| FY24 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. | 529,933 | 0.00 |
| **FY24 Recommended** | **9,502,000** | **61.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 8,628,225 | 11,200,486 | 11,250,107 | 12,248,411 | 9.4 % |
| Employee Benefits | 2,302,206 | 2,951,437 | 2,951,437 | 3,222,274 | 9.2 % |
| **County General Fund Personnel Costs** | **10,930,431** | **14,151,923** | **14,201,544** | **15,470,685** | **9.3 %** |
| Operating Expenses | 1,025,674 | 1,520,328 | 1,520,328 | 1,627,331 | 7.0 % |
| Capital Outlay | 3,008 | 0 | 0 | 0 | — |
| **County General Fund Expenditures** | **11,959,113** | **15,672,251** | **15,721,872** | **17,098,016** | **9.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 94 | 127 | 127 | 124 | -2.4 % |
| Part-Time | 9 | 2 | 2 | 1 | -50.0 % |
| FTEs | 87.83 | 110.05 | 110.05 | 106.55 | -3.2 % |
| **County General Fund Revenues** | **0** | **0** | **0** | **0** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **15,672,251** | **110.05** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Lapsed Positions | 859,502 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 549,564 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 356,551 | 0.00 |
| Shift: Personnel Costs from Cable Fund to General Fund [Council Staff Operations] | 110,270 | 1.00 |
| Shift: Cable Fund Adjustment to the General Fund [Council Staff Operations] | 42,341 | 0.00 |
| Increase Cost: Miscellaneous Operating Expenditures for Councilmember Offices [Councilmember Offices] | 40,000 | 0.00 |
| Increase Cost: Printing and Mail | 24,294 | 0.00 |
| Increase Cost: Advertising Expenditures [Council Staff Operations] | 368 | 0.00 |
| Decrease Cost: Retirement Adjustment | (6,924) | 0.00 |
| Decrease Cost: Remove 4.5 FTE that are Inactive due to Councilmember Office Transitions [Councilmember Offices] | (150,201) | (4.50) |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (400,000) | 0.00 |
| **FY24 RECOMMENDED** | **17,098,016** | **106.55** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Council Staff Operations | 6,589,983 | 44.55 | 7,596,016 | 45.55 |
| Councilmember Offices | 9,082,268 | 65.50 | 9,502,000 | 61.00 |
| **Total** | **15,672,251** | **110.05** | **17,098,016** | **106.55** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| NDA - Legislative Branch Communications Outreach | General Fund | 1,438,270 | 13.00 | 1,744,747 | 14.00 |
| Cable Television Communications Plan | Cable TV | 655,672 | 5.00 | 596,997 | 4.00 |
| | **Total** | **2,093,942** | **18.00** | **2,341,744** | **18.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **17,098** | **17,098** | **17,098** | **17,098** | **17,098** | **17,098** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **361** | **361** | **361** | **361** | **361** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **17,098** | **17,459** | **17,459** | **17,459** | **17,459** | **17,459** |

# Board of Appeals

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $644,915 | 3.50 |

BARBARA JAY, EXECUTIVE DIRECTOR

## MISSION STATEMENT

The mission of the Board of Appeals is to implement the flexibility provided by the Zoning Ordinance, as approved by the County Council, in a fair and equitable manner, and to assist County residents, irrespective of race, ethnicity, nativity, gender, disability, or other relevant demographic or socioeconomic characteristics, in understanding and participating in the variance, administrative appeal, special exception modification, and conditional use appeal processes.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Board of Appeals is $644,915, an increase of $40,106 or 6.63 percent from the FY23 Approved Budget of $604,809. Personnel Costs comprise 94.36 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 5.64 percent of the FY24 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 Katherine Bryant-Higgins of the Office of Management and Budget at 240.777.2764 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Number of Administrative Appeals decided | 6 | 1 | 5 | 5 | 5 |
| Average days to issue written Administrative Appeals decisions (within 45 days of close of record unless extended) [1] | 20 | 21 | 21 | 21 | 21 |
| Number of Variances decided [2] | 43 | 42 | 42 | 42 | 42 |
| Average days to issue Variance decision (within 30 days of close of record unless extended) [3] | 10 | 11 | 11 | 11 | 11 |
| Number of Conditional Use cases decided [4] | 0 | 2 | 2 | 2 | 2 |
| Average days to issue Conditional Use decision (must issue within 30 days of voting on the matter unless extended) | n/a | 17 | 17 | 17 | 17 |
| Number of Circuit Court appeals processed | 2 | 2 | 2 | 2 | 2 |
| Number of Administrative Actions taken [5] | 91 | 90 | 90 | 90 | 90 |

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

[2] *The Board continues to see a large number of variances relative to past years.*

[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 FY23 filings.*

[5] *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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Wages | 443,036 | 454,250 | 445,967 | 491,301 | 8.2 % |
| Employee Benefits | 105,401 | 109,269 | 107,795 | 117,267 | 7.3 % |
| **County General Fund Personnel Costs** | **548,437** | **563,519** | **553,762** | **608,568** | **8.0 %** |
| Operating Expenses | 24,735 | 41,290 | 36,297 | 36,347 | -12.0 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **County General Fund Expenditures** | **573,172** | **604,809** | **590,059** | **644,915** | **6.6 %** |
| 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 | 182,620 | 158,064 | 158,064 | 158,064 | — |
| Other Charges/Fees | 10,340 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **192,960** | **158,064** | **158,064** | **158,064** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **604,809** | **3.50** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 23,204 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 15,087 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 7,606 | 0.00 |
| Increase Cost: Printing and Mail | 57 | 0.00 |
| Decrease Cost: Retirement Adjustment | (848) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (5,000) | 0.00 |
| **FY24 RECOMMENDED** | **644,915** | **3.50** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **645** | **645** | **645** | **645** | **645** | **645** |
| 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** | **645** | **654** | **654** | **654** | **654** | **654** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Inspector General

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $3,047,321 | 19.00 |

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 FY24 Operating Budget for the Office of Inspector General is $3,047,321, an increase of $534,921 or 21.29 percent from the FY23 Approved Budget of $2,512,400. Personnel Costs comprise 95.55 percent of the budget for 19 full-time positions and no part-time positions, and a total of 19.00 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 4.50 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Continue to expand investigation capacity to allow the OIG to manage the requests for review of Montgomery County Public Schools in accordance with State legislation (Chapter 329 of 2020). Per Bill 11-19, the OIG will also leverage the new auditor positions added in FY23 to implement 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.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continued development of a mechanism to track savings and improvements identified through OIG audits, investigations, and referrals. Instituted a follow-up system for management to report on actual savings and improvements.
- Implemented 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.
- Created a user-friendly online complaint submission form in English and Spanish to increase accessibility to the OIG for County employees and residents.
- Implemented a case management system, automated complaint processing, audit program management, and investigatory engagements.
- Implemented an internship program for both college students and people with disabilities to increase the impact of the OIG in the workplace. In partnership with the University of Maryland Shady Grove, the OIG hosted a student intern for 10 weeks in the summer of 2022. In the fall of 2022, the OIG began hosting an adult with disabilities as part of the County's Project Search program for another 10 weeks. Both interns contributed to the work of the office to a significant degree.

## PROGRAM CONTACTS

Contact Becky Bolat of the Office of Inspector General at 240.777.8243 or Grace Pedersen of the Office of Management and Budget at 240.773.1088 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Percent of initial inquiries (with no reports or memo) completed within 20 business days [1] | 100% | 100% | 95% | 95% | 95% |
| Percent of audit/inspection/investigation reports completed within 8 months | 71% | 77% | 75% | 80% | 80% |
| Percent of complaints reviewed and action initiated within 5 business days | 97% | 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) | 0 | 2 | 3 | 4 | 5 |
| Number of evaluations, inspections, or reviews of County programs and operations completed annually (the goal is two per year) | 6 | 2 | 2 | 2 | 2 |

[1] *The Office of Inspector General (OIG) either completed preliminary inquiry work without further comment, or reclassified the item for continuation as an audit, inspection, investigation, evaluation, or review.*

## PROGRAM DESCRIPTIONS

### Inspector General

The Inspector General conducts independent audits, reviews, and investigations; receives and investigates credible complaints; reports possible violations of the law to law enforcement or another appropriate organization; notifies the County Council and County Executive of serious problems in programs; reviews legislation and regulations to strengthen controls and increase accountability; and submits reports with recommendations to appropriate officials. The Inspector General periodically conducts

projects jointly with other government agencies and contractors.

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,442,527 | 1,902,262 | 1,863,098 | 2,304,860 | 21.2 % |
| Employee Benefits | 363,637 | 486,377 | 452,081 | 605,323 | 24.5 % |
| **County General Fund Personnel Costs** | **1,806,164** | **2,388,639** | **2,315,179** | **2,910,183** | **21.8 %** |
| Operating Expenses | 76,144 | 123,761 | 121,749 | 137,138 | 10.8 % |
| **County General Fund Expenditures** | **1,882,308** | **2,512,400** | **2,436,928** | **3,047,321** | **21.3 %** |
| PERSONNEL | | | | | |
| Full-Time | 13 | 17 | 17 | 19 | 11.8 % |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 14.00 | 17.00 | 17.00 | 19.00 | 11.8 % |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **2,512,400** | **17.00** |
| **Changes (with service impacts)** | | |
| Enhance: Add staff to support MCPS Investigations, per Bill 11-19 [Inspector General] | 214,017 | 2.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Lapsed Positions | 94,860 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 93,500 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 91,099 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 46,630 | 0.00 |
| Increase Cost: Printing and Mail | 2,975 | 0.00 |
| Decrease Cost: Retirement Adjustment | (2,400) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (5,760) | 0.00 |
| **FY24 RECOMMENDED** | **3,047,321** | **19.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **3,047** | **3,047** | **3,047** | **3,047** | **3,047** | **3,047** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **89** | **89** | **89** | **89** | **89** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(9)** | **(9)** | **(9)** | **(9)** | **(9)** |
| Items recommended for one-time funding in FY24, including new position's computer and furniture costs, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **60** | **60** | **60** | **60** | **60** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **3,047** | **3,186** | **3,186** | **3,186** | **3,186** | **3,186** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Add staff to support MCPS Investigations, per Bill 11-19 | 197,855 | 2.00 | 286,864 | 2.00 |
| **Total** | **197,855** | **2.00** | **286,864** | **2.00** |

# Legislative Oversight

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $2,366,474 | 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 FY24 Operating Budget for the Office of Legislative Oversight is $2,366,474, an increase of $151,440 or 6.84 percent from the FY23 Approved Budget of $2,215,034. Personnel Costs comprise 95.55 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 4.45 percent of the FY24 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 Grace Pedersen of the Office of Management and Budget at 240.773.1088 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 is responsible for preparing economic, racial equity and social justice, and climate impact statements for all proposed County legislation. Also, OLO is responsible for preparing racial equity and social justice impact statements for zoning text amendments.

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,576,247 | 1,715,354 | 1,721,917 | 1,816,250 | 5.9 % |
| Employee Benefits | 419,666 | 408,240 | 394,751 | 444,883 | 9.0 % |
| **County General Fund Personnel Costs** | **1,995,913** | **2,123,594** | **2,116,668** | **2,261,133** | **6.5 %** |
| Operating Expenses | 18,337 | 91,440 | 91,440 | 105,341 | 15.2 % |
| Capital Outlay | 9,940 | 0 | 0 | 0 | — |
| **County General Fund Expenditures** | **2,024,190** | **2,215,034** | **2,208,108** | **2,366,474** | **6.8 %** |
| PERSONNEL | | | | | |
| Full-Time | 14 | 14 | 14 | 14 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 13.67 | 13.85 | 13.85 | 13.85 | — |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **2,215,034** | **13.85** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 89,691 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 60,857 | 0.00 |
| Increase Cost: Annualization of FY23 Operating Expenses | 13,637 | 0.00 |
| Increase Cost: Retirement Adjustment | 628 | 0.00 |
| Increase Cost: Printing and Mail | 264 | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (13,637) | 0.00 |
| **FY24 RECOMMENDED** | **2,366,474** | **13.85** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| NDA - Independent Audit | General Fund | 28,012 | 0.15 | 30,222 | 0.15 |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **2,366** | **2,366** | **2,366** | **2,366** | **2,366** | **2,366** |
| 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** | **2,366** | **2,422** | **2,422** | **2,422** | **2,422** | **2,422** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Merit System Protection Board

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $688,031 | 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 FY24 Operating Budget for the Merit System Protection Board is $688,031, an increase of $15,479 or 2.30 percent from the FY23 Approved Budget of $672,552. Personnel Costs comprise 39.76 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 60.24 percent of the FY24 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 Shantee Jackson 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 206,836 | 204,329 | 212,066 | 216,219 | 5.8 % |
| Employee Benefits | 52,333 | 53,719 | 54,084 | 57,308 | 6.7 % |
| **County General Fund Personnel Costs** | **259,169** | **258,048** | **266,150** | **273,527** | **6.0 %** |
| Operating Expenses | 5,360 | 414,504 | 8,575 | 414,504 | — |
| **County General Fund Expenditures** | **264,529** | **672,552** | **274,725** | **688,031** | **2.3 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 2 | 2 | 2 | 2 | — |
| FTEs | 1.50 | 1.50 | 1.50 | 1.50 | — |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **672,552** | **1.50** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 8,458 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 7,031 | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (10) | 0.00 |
| **FY24 RECOMMENDED** | **688,031** | **1.50** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **688** | **688** | **688** | **688** | **688** | **688** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Classification and Compensation Independent Audit** | **0** | **0** | **(400)** | **(400)** | **(400)** | **(400)** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| 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** | **4** | **4** | **4** | **4** | **4** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **688** | **692** | **292** | **292** | **292** | **292** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Zoning and Administrative Hearings

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $755,988 | 4.00 |

LYNN R. HANNAN, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Zoning and Administrative Hearings (OZAH) is to conduct quasi-judicial trial-type hearings that are fair, understandable, and accessible to all participants regardless of race, ethnicity, disability, and financial income. OZAH is committed to establishing policies, processes, and internal training to minimize unconscious bias, remove barriers for non-English speaking or disabled participants, and mitigate barriers for those without financial resources to expend on the hearing process.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Office of Zoning and Administrative Hearings is $755,988, an increase of $50,987 or 7.23 percent from the FY23 Approved Budget of $705,001. Personnel Costs comprise 90.62 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 9.38 percent of the FY24 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 Katherine Bryant-Higgins of the Office of Management and Budget at 240.777.2764 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 479,457 | 497,132 | 512,504 | 546,941 | 10.0 % |
| Employee Benefits | 115,524 | 127,044 | 109,118 | 138,147 | 8.7 % |
| **County General Fund Personnel Costs** | **594,981** | **624,176** | **621,622** | **685,088** | **9.8 %** |
| Operating Expenses | 41,971 | 80,825 | 24,782 | 70,900 | -12.3 % |
| **County General Fund Expenditures** | **636,952** | **705,001** | **646,404** | **755,988** | **7.2 %** |
| 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 | 1,100 | 0 | 0 | 0 | — |
| Zoning Fees | 74,357 | 65,000 | 65,000 | 65,000 | — |
| **County General Fund Revenues** | **75,457** | **65,000** | **65,000** | **65,000** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **705,001** | **4.00** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Personnel Costs | 28,352 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 18,751 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 14,816 | 0.00 |
| Increase Cost: Printing and Mail | 75 | 0.00 |
| Decrease Cost: Retirement Adjustment | (1,007) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (10,000) | 0.00 |
| **FY24 RECOMMENDED** | **755,988** | **4.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **756** | **756** | **756** | **756** | **756** | **756** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **18** | **18** | **18** | **18** | **18** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **756** | **774** | **774** | **774** | **774** | **774** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Peoples' Counsel

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $246,375 | 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 FY24 Operating Budget for the Office of the Peoples' Counsel is $246,375, a new office in FY24. Personnel Costs comprise 86.61 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 13.39 percent of the FY24 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 TBD or Grace Pedersen of the Office of Management and Budget at 240.773.1088 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 170,864 | — |
| Employee Benefits | 0 | 0 | 0 | 42,511 | — |
| **County General Fund Personnel Costs** | **0** | **0** | **0** | **213,375** | **—** |
| Operating Expenses | 0 | 0 | 0 | 33,000 | — |
| **County General Fund Expenditures** | **0** | **0** | **0** | **246,375** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 2 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 2.00 | — |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **0** | **0.00** |
| **Changes (with service impacts)** | | |
| Add: Office of People's Counsel staffing to enhance effective public participation in land use proceedings [Director's Office] | 213,375 | 2.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Operating expenditures to support the Office of the People's Counsel [Director's Office] | 33,000 | 0.00 |
| **FY24 RECOMMENDED** | **246,375** | **2.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **246** | **246** | **246** | **246** | **246** | **246** |
| **Annualization of Positions Recommended in FY24** | **0** | **80** | **80** | **80** | **80** | **80** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(8)** | **(8)** | **(8)** | **(8)** | **(8)** |
| Items recommended for one-time funding in FY24, including furniture, computers, and office equipment, will be eliminated from the base in the outyears. | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **Subtotal Expenditures** | **246** | **318** | **318** | **318** | **318** | **318** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Office of People's Counsel staffing to enhance effective public participation in land use proceedings | 213,375 | 2.00 | 293,616 | 2.00 |
| **Total** | **213,375** | **2.00** | **293,616** | **2.00** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Circuit Court

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $17,655,333 | 126.50 |

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 FY24 Operating Budget for the Circuit Court is $17,655,333, an increase of $1,129,461 or 6.83 percent from the FY23 Approved Budget of $16,525,872. Personnel Costs comprise 83.87 percent of the budget for 124 full-time position(s) and five part-time position(s), and a total of 126.50 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 16.13 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## PROGRAM CONTACTS

Contact Timothy Sheridan 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 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

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,957,175** | **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. | 233,969 | 2.00 |
| **FY24 Recommended** | **4,191,144** | **35.50** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Case Clearance Rate (includes re-opened cases) - Civil | 98.78% | 99.8% | 89.4% | 90.8% | 92.4% |
| Case Filings (includes re-opened cases) - Civil | 5,813 | 5,794 | 7,244 | 7,490 | 7,697 |
| Case Terminations (includes re-opened cases) - Civil (including District Court appeals) | 6,155 | 5,781 | 6,475 | 6,800 | 7,109 |
| Case Clearance Rate (includes re-opened cases) - Criminal | 100.26% | 99.8% | 100.3% | 105.3% | 113.3% |
| Case Filings (includes re-opened cases) - Criminal | 4,566 | 3,735 | 3,355 | 3,190 | 3,009 |
| Case Terminations (includes re-opened cases) - Criminal (including District Court appeals) | 4,578 | 3,729 | 3,366 | 3,359 | 3,409 |
| Case Clearance Rate (includes re-opened cases) - Domestic Relations | 103.14% | 91.8% | 83.3% | 82.8% | 81.7% |
| Case Filings (includes re-opened cases) - Domestic Relations | 11,354 | 10,649 | 10,701 | 11,048 | 11,350 |
| Case Terminations (includes re-opened cases) - Domestic Relations | 11,710 | 9,777 | 8,908 | 9,151 | 9,275 |
| Case Clearance Rate (includes re-opened cases) - Juvenile | 112.66% | 107.3% | 107.3% | 107.3% | 107.3% |
| Case Filings (includes re-opened cases) - Juvenile | 1,895 | 1,010 | 1,010 | 1,010 | 1,010 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Case Terminations (includes re-opened cases) - Juvenile (including Delinquency, CINA, and TPR) | 2,135 | 1,084 | 1,084 | 1,084 | 1,084 |
| Case Clearance Rate | 101.75% | 96.1% | 88.9% | 89.7% | 90.5% |
| Number Case Filings | 27,822 | 21,188 | 22,310 | 22,738 | 23,066 |
| Number of Case Terminations | 28,308 | 20,371 | 19,834 | 20,393 | 20,877 |
| Number of Trials | 922 | 1,183 | 1,196 | 1,201 | 1,195 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,268,329** | **10.23** |
| Increase Cost: Increase in Jury Service Reimbursement Fee | 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. | (671,883) | (2.00) |
| **FY24 Recommended** | **2,796,446** | **8.23** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,438,819** | **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. | (22,859) | (1.00) |
| **FY24 Recommended** | **1,415,960** | **14.00** |

## 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 Court has an initiative that is allowing litigants to meet with a courthouse appointed meditator at no cost to the community. This is a response to the pandemic to allow litigants to have a licensed meditator to help them reach an agreement before going to trial.

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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,503,488** | **15.00** |
| Re-align: Adjustment to Family Division Services | 185,309 | 0.37 |
| Technical Adj: Family Grant and Juvenile Program Personal Adjustment | 45,617 | 0.63 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 115,225 | (0.73) |
| **FY24 Recommended** | **1,849,639** | **15.27** |

## 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 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **627,147** | **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. | 142,806 | 1.00 |
| **FY24 Recommended** | **769,953** | **7.00** |

## Grants

The Family Law Grant is funded by the State Judiciary 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 Judiciary 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,727,985** | **23.27** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 589,656 | 1.73 |
| **FY24 Recommended** | **3,317,641** | **25.00** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **726,901** | **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. | 231,472 | 0.00 |
| **FY24 Recommended** | **958,373** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **467,953** | **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. | 32,571 | 0.00 |
| **FY24 Recommended** | **500,524** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,539,032** | **13.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 21,164 | (1.00) |
| **FY24 Recommended** | **1,560,196** | **12.00** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **269,043** | **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. | 26,414 | 0.00 |
| **FY24 Recommended** | **295,457** | **2.50** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 7,644,893 | 8,494,116 | 7,922,840 | 8,941,132 | 5.3 % |
| Employee Benefits | 2,454,402 | 2,587,156 | 2,459,912 | 2,864,456 | 10.7 % |
| **County General Fund Personnel Costs** | **10,099,295** | **11,081,272** | **10,382,752** | **11,805,588** | **6.5 %** |
| Operating Expenses | 2,572,174 | 2,601,965 | 2,584,717 | 2,549,967 | -2.0 % |
| **County General Fund Expenditures** | **12,671,469** | **13,683,237** | **12,967,469** | **14,355,555** | **4.9 %** |
| PERSONNEL | | | | | |
| Full-Time | 95 | 99 | 99 | 99 | — |
| Part-Time | 4 | 4 | 4 | 4 | — |
| FTEs | 97.29 | 101.23 | 101.23 | 101.60 | 0.4 % |
| REVENUES | | | | | |
| State Jury Fee Reimbursement | 219,360 | 482,785 | 482,785 | 1,165,570 | 141.4 % |
| Miscellaneous Revenues | 54,291 | 55,230 | 55,230 | 55,230 | — |
| **County General Fund Revenues** | **273,651** | **538,015** | **538,015** | **1,220,800** | **126.9 %** |
| **GRANT FUND - MCG** | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 2,154,612 | 1,884,882 | 1,884,882 | 2,306,629 | 22.4 % |
| Employee Benefits | 744,345 | 660,694 | 660,694 | 696,090 | 5.4 % |
| **Grant Fund - MCG Personnel Costs** | **2,898,957** | **2,545,576** | **2,545,576** | **3,002,719** | **18.0 %** |
| Operating Expenses | 209,426 | 297,059 | 297,059 | 297,059 | — |
| **Grant Fund - MCG Expenditures** | **3,108,383** | **2,842,635** | **2,842,635** | **3,299,778** | **16.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 28 | 24 | 24 | 25 | 4.2 % |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 28.21 | 24.27 | 24.27 | 24.90 | 2.6 % |
| REVENUES | | | | | |
| State Grants | 2,869,626 | 2,842,635 | 2,842,635 | 3,299,778 | 16.1 % |
| Federal Grants | 241,837 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **3,111,463** | **2,842,635** | **2,842,635** | **3,299,778** | **16.1 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **15,779,852** | **16,525,872** | **15,810,104** | **17,655,333** | **6.8 %** |
| **Total Full-Time Positions** | **123** | **123** | **123** | **124** | **0.8 %** |
| **Total Part-Time Positions** | **5** | **5** | **5** | **5** | **—** |
| **Total FTEs** | **125.50** | **125.50** | **125.50** | **126.50** | **0.8 %** |
| **Total Revenues** | **3,385,114** | **3,380,650** | **3,380,650** | **4,520,578** | **33.7 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **13,683,237** | **101.23** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 565,772 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 480,523 | 0.00 |
| Increase Cost: Increase in Jury Service Reimbursement Fee [Administration] | 200,000 | 0.00 |
| Re-align: Adjustment to Family Division Services [Family Division Services] | 185,309 | 0.37 |
| Increase Cost: Printing and Mail | 2,318 | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (2,183) | 0.00 |
| Decrease Cost: Retirement Adjustment | (4,956) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (252,133) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (502,332) | 0.00 |
| **FY24 RECOMMENDED** | **14,355,555** | **101.60** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **GRANT FUND - MCG** | | |
| **FY23 ORIGINAL APPROPRIATION** | **2,842,635** | **24.27** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Personnel Costs | 411,526 | 0.00 |
| Technical Adj: Family Grant and Juvenile Program Personal Adjustment [Family Division Services] | 45,617 | 0.63 |
| **FY24 RECOMMENDED** | **3,299,778** | **24.90** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Adjudication | 3,957,175 | 33.50 | 4,191,144 | 35.50 |
| Administration | 3,268,329 | 10.23 | 2,796,446 | 8.23 |
| Case Assignment | 1,438,819 | 15.00 | 1,415,960 | 14.00 |
| Family Division Services | 1,503,488 | 15.00 | 1,849,639 | 15.27 |
| Family Magistrates | 627,147 | 6.00 | 769,953 | 7.00 |
| Grants | 2,727,985 | 23.27 | 3,317,641 | 25.00 |
| Jury | 726,901 | 4.00 | 958,373 | 4.00 |
| Law Library | 467,953 | 3.00 | 500,524 | 3.00 |
| Technical Services | 1,539,032 | 13.00 | 1,560,196 | 12.00 |
| Trust and Guardianships | 269,043 | 2.50 | 295,457 | 2.50 |
| **Total** | **16,525,872** | **125.50** | **17,655,333** | **126.50** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **14,356** | **14,356** | **14,356** | **14,356** | **14,356** | **14,356** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **355** | **355** | **355** | **355** | **355** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **14,356** | **14,711** | **14,711** | **14,711** | **14,711** | **14,711** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | FY25 Annualized |
|---|---|---|

| | Expenditures | FTEs | Expenditures | FTEs |
|---|---|---|---|---|
| Family Grant Juvenile Social Worker - Alignment of Positions to Split General Fund and Grant Fund | 45,617 | (0.37) | 136,881 | (0.37) |
| **Total** | **45,617** | **(0.37)** | **136,881** | **(0.37)** |

THIS PAGE INTENTIONALLY LEFT BLANK

# State's Attorney

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $22,124,646 | 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 FY24 Operating Budget for the State's Attorney's Office is $22,124,646, an increase of $1,062,364 or 5.04 percent from the FY23 Approved Budget of $21,062,282. Personnel Costs comprise 94.72 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 5.28 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Interns and volunteers donated a total of 19,332 hours to the State's Attorney's Office in calendar year 2022, which equates to 9.29 full time equivalents. The volunteers and interns provide invaluable service and support to the State's Attorney's Office.
- In partnership with Montgomery County Public Schools (MCPS), the State's Attorney's Office presented "Keeping Schools Safe and Gun Free" educational assemblies to over 50,000 MCPS students during the fall of 2022. Students received information about the consequences of violating gun laws, nonviolent conflict resolution, and warning signs that someone may want to harm themselves or others.

## PROGRAM CONTACTS

Contact Lisa Russo of the State's Attorney's Office at 240.777.7407 or Eva Acevedo 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 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

### 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,834,047** | **13.06** |
| Increase Cost: Case Management System Maintenance | 357,850 | 0.00 |
| Increase Cost: Mandated Salary Adjustment, Section 2-123A(b) | 6,716 | 0.00 |
| Technical Adj: Shift FTEs from Grant Fund to General Fund- Victims of Crime Act Grant | 0 | (0.06) |
| Technical Adj: Shift FTEs from Grant Fund to General Fund- Gun Violence Reduction Grant | 0 | (0.03) |
| Technical Adj: Shift FTEs to General Fund from Grant Fund- Victims Of Crime Act & Gun Violence Reduction Grants | 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. | (1,015,140) | (0.09) |
| **FY24 Recommended** | **2,183,473** | **12.97** |

### 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,123,096** | **64.75** |
| Increase Cost: Salary Plan | 95,613 | 0.00 |
| Technical Adj: Shift FTEs to General Fund from Grant Fund- Drug Court Grant | 0 | 0.03 |
| Re-align: Shift FTEs from Grant Fund to General Fund- Drug Court Grant | (4,000) | (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. | 632,899 | 0.00 |
| **FY24 Recommended** | **9,847,608** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,043,486** | **27.13** |
| Technical Adj: Shift FTEs from General Fund to Grant Fund- Violence Against Women Act Grant | 0 | (0.20) |
| Technical Adj: Shift FTEs to Grant Fund from General Fund- Violence Against Women Act Grant | 0 | 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. | 264,527 | 0.03 |
| **FY24 Recommended** | **3,308,013** | **27.16** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,532,285** | **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. | 215,783 | 0.00 |
| **FY24 Recommended** | **1,748,068** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,238,107** | **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. | 246,375 | 0.00 |
| **FY24 Recommended** | **2,484,482** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **571,588** | **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. | (25,710) | 0.00 |
| **FY24 Recommended** | **545,878** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,134,909** | **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. | 270,790 | 0.00 |
| **FY24 Recommended** | **1,405,699** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **584,764** | **5.31** |
| Technical Adj: Shift FTEs to Grant Fund from General Fund- Victims of Crime Act Grant | 0 | 0.07 |
| Technical Adj: Shift FTEs from General Fund to Grant Fund- Victims of Crime Act Grant | 0 | (0.07) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 16,661 | 0.06 |
| **FY24 Recommended** | **601,425** | **5.37** |

# BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| COUNTY GENERAL FUND | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 14,445,165 | 14,693,376 | 15,172,689 | 16,078,297 | 9.4 % |
| Employee Benefits | 4,081,304 | 4,223,237 | 3,948,928 | 4,620,111 | 9.4 % |
| **County General Fund Personnel Costs** | **18,526,469** | **18,916,613** | **19,121,617** | **20,698,408** | **9.4 %** |
| Operating Expenses | 746,476 | 1,884,663 | 1,497,568 | 1,169,232 | -38.0 % |
| Capital Outlay | 7,155 | 0 | 0 | 0 | — |
| **County General Fund Expenditures** | **19,280,100** | **20,801,276** | **20,619,185** | **21,867,640** | **5.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 144 | 147 | 147 | 147 | — |
| Part-Time | 8 | 7 | 7 | 7 | — |
| FTEs | 151.15 | 153.85 | 153.85 | 153.70 | -0.1 % |
| REVENUES | | | | | |
| Other Charges/Fees | 0 | 2,500 | 0 | 0 | -100.0 % |
| Miscellaneous Revenues | 356 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **356** | **2,500** | **0** | **0** | **-100.0 %** |

## GRANT FUND - MCG

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 194,779 | 192,871 | 192,871 | 184,736 | -4.2 % |
| Employee Benefits | 52,264 | 68,135 | 68,135 | 72,270 | 6.1 % |
| **Grant Fund - MCG Personnel Costs** | **247,043** | **261,006** | **261,006** | **257,006** | **-1.5 %** |
| **Grant Fund - MCG Expenditures** | **247,043** | **261,006** | **261,006** | **257,006** | **-1.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 4 | 4 | 4 | 4 | — |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 2.70 | 2.40 | 2.40 | 2.55 | 6.3 % |
| REVENUES | | | | | |
| Federal Grants | (48,862) | 0 | 0 | 0 | — |
| State Grants | 295,923 | 261,006 | 261,006 | 257,006 | -1.5 % |
| **Grant Fund - MCG Revenues** | **247,061** | **261,006** | **261,006** | **257,006** | **-1.5 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **19,527,143** | **21,062,282** | **20,880,191** | **22,124,646** | **5.0 %** |
| **Total Full-Time Positions** | **148** | **151** | **151** | **151** | **—** |
| **Total Part-Time Positions** | **9** | **8** | **8** | **8** | **—** |
| **Total FTEs** | **153.85** | **156.25** | **156.25** | **156.25** | **—** |
| **Total Revenues** | **247,417** | **263,506** | **261,006** | **257,006** | **-2.5 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **20,801,276** | **153.85** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 941,470 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 884,719 | 0.00 |
| Increase Cost: Case Management System Maintenance [Administration] | 357,850 | 0.00 |
| Increase Cost: Salary Plan [Circuit Court Prosecution] | 95,613 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 21,883 | 0.00 |
| Increase Cost: Retirement Adjustment | 14,319 | 0.00 |
| Increase Cost: Mandated Salary Adjustment, Section 2-123A(b) [Administration] | 6,716 | 0.00 |
| Increase Cost: Printing and Mail | 4,836 | 0.00 |
| Technical Adj: Shift FTEs to General Fund from Grant Fund- Victims Of Crime Act & Gun Violence Reduction Grants [Administration] | 0 | 0.09 |
| Technical Adj: Shift FTEs to General Fund from Grant Fund- Drug Court Grant [Circuit Court Prosecution] | 0 | 0.03 |
| Technical Adj: Shift FTEs from General Fund to Grant Fund- Victims of Crime Act Grant [Victim/Witness Court Assistance] | 0 | (0.07) |
| Technical Adj: Shift FTEs from General Fund to Grant Fund- Violence Against Women Act Grant [District Court Prosecution] | 0 | (0.20) |
| Decrease Cost: Annualization of FY23 Personnel Costs | (161,042) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (1,100,000) | 0.00 |
| **FY24 RECOMMENDED** | **21,867,640** | **153.70** |
| **GRANT FUND - MCG** | | |
| **FY23 ORIGINAL APPROPRIATION** | **261,006** | **2.40** |
| **Other Adjustments (with no service impacts)** | | |
| Technical Adj: Shift FTEs from Grant Fund to General Fund- Victims of Crime Act Grant [Administration] | 0 | (0.06) |
| Technical Adj: Shift FTEs from Grant Fund to General Fund- Gun Violence Reduction Grant [Administration] | 0 | (0.03) |
| Technical Adj: Shift FTEs to Grant Fund from General Fund- Victims of Crime Act Grant [Victim/Witness Court Assistance] | 0 | 0.07 |
| Technical Adj: Shift FTEs to Grant Fund from General Fund- Violence Against Women Act Grant [District Court Prosecution] | 0 | 0.20 |
| Re-align: Shift FTEs from Grant Fund to General Fund- Drug Court Grant [Circuit Court Prosecution] | (4,000) | (0.03) |
| **FY24 RECOMMENDED** | **257,006** | **2.55** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 2,834,047 | 13.06 | 2,183,473 | 12.97 |
| Circuit Court Prosecution | 9,123,096 | 64.75 | 9,847,608 | 64.75 |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| District Court Prosecution | 3,043,486 | 27.13 | 3,308,013 | 27.16 |
| District Court Screening and Mediation | 1,532,285 | 13.50 | 1,748,068 | 13.50 |
| Juvenile Court Prosecution | 2,238,107 | 17.50 | 2,484,482 | 17.50 |
| Major Fraud and Special Investigations | 571,588 | 5.00 | 545,878 | 5.00 |
| Prosecution Management | 1,134,909 | 10.00 | 1,405,699 | 10.00 |
| Victim/Witness Court Assistance | 584,764 | 5.31 | 601,425 | 5.37 |
| **Total** | **21,062,282** | **156.25** | **22,124,646** | **156.25** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Police | General Fund | 168,990 | 1.00 | 188,428 | 1.00 |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **21,868** | **21,868** | **21,868** | **21,868** | **21,868** | **21,868** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **514** | **514** | **514** | **514** | **514** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **21,868** | **22,382** | **22,382** | **22,382** | **22,382** | **22,382** |

THIS PAGE INTENTIONALLY LEFT BLANK

# County Executive

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $7,543,082 | 39.28 |

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 FY24 Operating Budget for the Office of the County Executive is $7,543,082, which is a decrease of $140,596 or 1.83 percent from the FY23 Approved Budget of $7,683,678. Personnel costs comprise 81.08 percent of the budget for 47 full-time position(s) and six part-time position(s). There is a total of 39.28 FTEs. Total FTEs may include seasonal or temporary positions and reflect workforce charges to or from other departments or funds. Operating Expenses account for the remaining 18.92 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Attract businesses to the White Oak Science Gateway by developing a marketing plan for a new website, pamphlets,

brochures, and branding for the White Oak Science Gateway.

- Track the County's interactions with the business community through a Customer Relationship Management System. This will ensure faster, more reliable customer service.
- Increase capacity to proactively assist and engage small businesses throughout the County, resulting in more businesses that start, grow, and stay in the County.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Internal Audit worked with departments to ensure that corrective actions required to address recommendations from the Office of The Inspector General, the Office of Legislative Oversight, and Internal Audit reports were implemented in a timely manner, with 90 percent of recommendations being implemented.
- The Office of Internal Audit conducted four internal control reviews and three information technology audits, including risk analyses integral to the County's disaster recovery and business continuity of operations to strengthen the County's Information Technology enterprise environment.
- The Business Advancement Team was rebranded as County's Business Center Team with a redesigned website that helps answer local business questions quickly and a greater focus on proactive outreach and engagement with the County's small businesses.
- The Business Center staff assisted more than 440 businesses by helping them access capital, navigate the County processes for licenses and permits, and connect with the County's resource partners.
- The Business Center provided more than $5.1 million in direct business grants and loans. Several of these business grants, like the Small Business Rental Assistance Program, provided critical funding for businesses still negatively impacted by the pandemic.
- The Business Center staff managed multiple business resource contracts, connecting more than 5,550 County business owners to expert coaching and technical assistance that allows them to sustain and grow their businesses.
- The Accelerator Program returned to in-person interaction with cohorts. Cohort participants from across government drove improvements ranging from improvement of intake for the Department of Housing and Community Affairs to improve the vendor experience for Alcohol Beverage Services stores.
- The Innovation Team co-designed the content of the new Hiring Process Playbook, which guides hiring teams across Montgomery County Government through the hiring process with required steps, best practices, and tools and templates they can adapt and use. As a result, recruiters have reported a decrease in time spent responding to hiring questions, saving recruiters valuable time.
- The Civic Design and Montgomery County Police Department (MCPD) partnership has increased the percentage of women in the Academy class, a reduced application process, and increased personalized applicant engagement throughout the process, which candidates state sets MCPD apart from competitors.
- The Innovation Team developed standards that describe the ideal customer experience. These standards will be used as a benchmark to improve how a customer requests and receives county services.
- The Civic Design team worked with teams across Health and Human Services (HHS) to understand the experience and needs of clients who contact HHS by phone, and the needs and experiences of the staff who serve them. Through this process, the Crisis Center and the Office of Eligibility and Support Services (OESS) Customer Service and Assistance Center identified urgent needs for updated phone technology to serve their clients. The Civic Design team worked with frontline staff in both offices to map the client journey and understand system requirements from the client and staff perspective before engaging with the vendor. The journey maps were used by the vendor to understand the needs of each team and kept the client

perspective centered in the development of a new technology system, which will be tested with staff and clients before roll-out.

## PROGRAM CONTACTS

Contact Taleah Parker of the Office of the County Executive at 240.777.2516 or Abdul Rauf of the Office of Management and Budget at 240.777.2766 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **115,193** | **1.00** |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to County Executive's Base Budget | 161,298 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 64,921 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 10,225 | 0.00 |
| **FY24 Recommended** | **351,637** | **1.00** |

### Business Center Team

The Business Center 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 Team 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,119,399** | **6.00** |
| Add: Two Business Liaison Positions for the Business Center Team | 184,676 | 2.00 |
| Enhance: Marketing for White Oak Science Gateway | 50,000 | 0.00 |
| Enhance: Business Center Customer Relationship Management System Software to Improve Services to Businesses | 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. | (30,855) | 0.00 |
| **FY24 Recommended** | **1,343,220** | **8.00** |

### 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,146,853** | **19.78** |
| Add: Special Projects Manager | 214,391 | 1.00 |
| Shift: White Oak Planning Coordinator Salary from Capital Fund | 91,382 | 0.50 |
| Enhance: Quarterly Leadership Forums (QLF) Programs | 10,000 | 0.00 |
| Increase Cost: Boards, Committees, and Commissions Customer Relationship Management Software Contract | 2,048 | 0.00 |
| Shift: Climate Funding and Performance Specialist to DEP | (75,782) | (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. | 133,176 | 0.00 |
| **FY24 Recommended** | **3,522,068** | **20.28** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,129,748** | **6.00** |
| Add: Indigov Contract for New Customer Relationship Management system | 42,880 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 21,715 | 0.00 |
| **FY24 Recommended** | **1,194,343** | **6.00** |

## Innovation

The innovation Team supports colleagues across Montgomery County government to more deeply understand challenges and redesign how government serves people. The Accelerator course guides employees through a structured problem-solving approach to make tangible improvements to their processes and systems. The Civic Design Team facilitates progress on cross-departmental challenges, such as improving hiring and the customer experience. The Team uses a human-centered design approach to build a government where those closest to the challenges shape the solutions leading to services that seamlessly meet user

needs. The Innovation Orogram anticipates future needs of the County and proactively builds the capacity to deliver better services internally and externally.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **537,170** | **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. | 22,662 | 0.00 |
| **FY24 Recommended** | **559,832** | **3.00** |

### Internal Audit

The Internal Audit program provides independent strategic risk-based auditing services. The core functions of this program are to: improve internal controls and provide reasonable assurance of reliable financial reporting; ensure effective and efficient operations; meet legal and regulatory compliance requirements; conduct fraud investigations and inform deterrence; and safeguard County assets.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **547,461** | **1.00** |
| Increase Cost: Contractual Services | 15,093 | 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. | 9,428 | 0.00 |
| **FY24 Recommended** | **571,982** | **1.00** |

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

### Food Resilience

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,087,854** | **3.00** |
| Shift: Office of Food Resilience to Non-Principal Office | (1,087,854) | (3.00) |
| **FY24 Recommended** | **0** | **0.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 4,173,636 | 4,721,083 | 4,583,752 | 4,863,484 | 3.0 % |
| Employee Benefits | 995,448 | 1,176,467 | 998,875 | 1,252,698 | 6.5 % |
| **County General Fund Personnel Costs** | **5,169,084** | **5,897,550** | **5,582,627** | **6,116,182** | **3.7 %** |
| Operating Expenses | 1,018,574 | 1,786,128 | (173,552) | 1,426,900 | -20.1 % |
| **County General Fund Expenditures** | **6,187,658** | **7,683,678** | **5,409,075** | **7,543,082** | **-1.8 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| PERSONNEL | | | | | |
| Full-Time | 35 | 48 | 48 | 47 | -2.1 % |
| Part-Time | 6 | 6 | 6 | 6 | — |
| FTEs | 32.70 | 39.78 | 39.78 | 39.28 | -1.3 % |
| **County General Fund Revenues** | **0** | **0** | **0** | **0** | **—** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 9,730,405 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **9,730,405** | **0** | **0** | **0** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| State Grants | 894,643 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **894,643** | **0** | **0** | **0** | **—** |
| **DEPARTMENT TOTALS** | | | | | |
| **Total Expenditures** | **15,918,063** | **7,683,678** | **5,409,075** | **7,543,082** | **-1.8 %** |
| **Total Full-Time Positions** | **35** | **48** | **48** | **47** | **-2.1 %** |
| **Total Part-Time Positions** | **6** | **6** | **6** | **6** | **—** |
| **Total FTEs** | **32.70** | **39.78** | **39.78** | **39.28** | **-1.3 %** |
| **Total Revenues** | **894,643** | **0** | **0** | **0** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **7,683,678** | **39.78** |
| **Changes (with service impacts)** | | |
| Add: Special Projects Manager [CAO - Supervision & Management of Executive Branch Departments] | 214,391 | 1.00 |
| Add: Two Business Liaison Positions for the Business Center Team [Business Center Team] | 184,676 | 2.00 |
| Enhance: Marketing for White Oak Science Gateway [Business Center Team] | 50,000 | 0.00 |
| Add: Indigov Contract for New Customer Relationship Management system [County Executive - Policy Planning and Development] | 42,880 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Enhance: Business Center Customer Relationship Management System Software to Improve Services to Businesses [Business Center Team] | 20,000 | 0.00 |
| Enhance: Quarterly Leadership Forums (QLF) Programs [CAO - Supervision & Management of Executive Branch Departments] | 10,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to County Executive's Base Budget [Administration] | 161,298 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 155,085 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 137,055 | 0.00 |
| Shift: White Oak Planning Coordinator Salary from Capital Fund [CAO - Supervision & Management of Executive Branch Departments] | 91,382 | 0.50 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 64,921 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 28,404 | 0.00 |
| Increase Cost: Contractual Services [Internal Audit] | 15,093 | 0.00 |
| Increase Cost: Printing and Mail | 9,532 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 4,129 | 0.00 |
| Increase Cost: Boards, Committees, and Commissions Customer Relationship Management Software Contract [CAO - Supervision & Management of Executive Branch Departments] | 2,048 | 0.00 |
| Increase Cost: Retirement Adjustment | 798 | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (6,129) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (61,863) | 0.00 |
| Shift: Climate Funding and Performance Specialist to DEP [CAO - Supervision & Management of Executive Branch Departments] | (75,782) | (1.00) |
| Decrease Cost: Annualization of FY23 Personnel Costs | (100,660) | 0.00 |
| Shift: Office of Food Resilience to Non-Principal Office [Food Resilience] | (1,087,854) | (3.00) |
| **FY24 RECOMMENDED** | **7,543,082** | **39.28** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 115,193 | 1.00 | 351,637 | 1.00 |
| Business Center Team | 1,119,399 | 6.00 | 1,343,220 | 8.00 |
| CAO - Supervision & Management of Executive Branch Departments | 3,146,853 | 19.78 | 3,522,068 | 20.28 |
| County Executive - Policy Planning and Development | 1,129,748 | 6.00 | 1,194,343 | 6.00 |
| Food Resilience | 1,087,854 | 3.00 | 0 | 0.00 |
| Innovation | 537,170 | 3.00 | 559,832 | 3.00 |
| Internal Audit | 547,461 | 1.00 | 571,982 | 1.00 |
| **Total** | **7,683,678** | **39.78** | **7,543,082** | **39.28** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Transit Services | Mass Transit | 151,323 | 0.74 | 171,018 | 0.74 |
| Permitting Services | Permitting Services | 214,749 | 1.03 | 219,992 | 1.03 |
| CIP | Capital Fund | 73,507 | 0.50 | 0 | 0.00 |
| NDA - Conference Center | General Fund | 110,155 | 1.00 | 136,458 | 1.00 |
| NDA - Incubator Programs | General Fund | 0 | 0.00 | 677,737 | 5.00 |
| NDA - Incubator Programs - Economic Development Partnership | General Fund | 542,794 | 5.00 | 0 | 0.00 |
| NDA - Vision Zero | General Fund | 140,020 | 1.00 | 152,475 | 1.00 |
| NDA - Climate Change Planning | General Fund | 10,225 | 0.05 | 11,555 | 0.05 |
| NDA - Police Accountability Board | General Fund | 181,029 | 2.00 | 258,732 | 2.00 |
| | **Total** | **1,423,802** | **11.32** | **1,627,967** | **10.82** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **7,543** | **7,543** | **7,543** | **7,543** | **7,543** | **7,543** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **62** | **62** | **62** | **62** | **62** |
| 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. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **62** | **62** | **62** | **62** | **62** |
| **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** | **7,543** | **7,813** | **7,813** | **7,813** | **7,813** | **7,813** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Business Liaison #1, Grade 25 | 92,338 | 1.00 | 123,118 | 1.00 |
| Business Liaison #2, Grade 25 | 92,338 | 1.00 | 123,117 | 1.00 |
| **Total** | **184,676** | **2.00** | **246,235** | **2.00** |

# Board of Elections

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $12,239,983 | 56.35 |

BORIS BRAJKOVIC, 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 FY24 Operating Budget for the Montgomery County Board of Elections is $12,239,983, an increase of $1,609,656 or 15.14 percent from the FY23 Approved Budget of $10,630,327. Personnel Costs comprise 43.36 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 56.64 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Continue to expand opportunities for voters to request and cast their ballot, including permanent vote by mail, early voting options, and ballot drop boxes.
- Increase temporary staffing levels during the peak election season to ensure quality customer service and improve resiliency and scalability of election operations.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Reconfigured facility to accommodate expanded vote by mail along with a return to traditional polling places on Election Day.
- 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.

- Continued to invest in ballot sorting and imaging technology to improve the efficiency of vote-by-mail ballot handling and results reporting.
- Identified need to upgrade legacy technology to modernize the methods of communicating with Election Judges and make it easier for voters to sign up and serve during early voting and on Election Day.
- Streamed live video of election procedures to bolster public confidence.

## PROGRAM CONTACTS

Contact Boris Brajkovic of the Montgomery County Board of Elections at 240.777.8523 or Katherine Bryant-Higgins of the Office of Management and Budget at 240.777.2764 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of precincts reporting election results by 11:00 p.m. [1] | 8.00% | 93.75% | 96.50% | 96.50% | 96.50% |
| Average voter wait time on election day (minutes) | 3 | 0 | 3 | 5 | 8 |
| Total ballots cast (000s) | 537 | 181 | 346 | 306 | 510 |

[1] *For the 2020 Presidential General Election, all sites returned their results to the Board of Elections in a timely manner but a technical issue in State software prevented the reporting of full results that night.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,478,387** | **4.00** |
| Increase Cost: State Board of Elections Expenses | 2,262,255 | 0.00 |
| Increase Cost: Additional Postage Required for Mail-in Ballots | 280,000 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Lease Payments for Ballot Sorting Equipment | 181,729 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 146 | 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. | (2,165,006) | 0.00 |
| **FY24 Recommended** | **5,037,511** | **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 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 managed 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 48,000 students to participate in elections since

2004. The Initiative has also recruited nearly 11,000 students that are at least 16 years old to serve as Election Judges.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of voters rating Election Day polling place as "well run" | 97% | 95% | 95% | 97% | 97% |
| Percent of no-show Election Judges on Election Day | 5% | 4% | 3% | 3% | 3% |
| Number of election judges recruited, trained, and placed per election | 3,353 | 2,504 | 2,905 | 4,200 | 4,200 |
| 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 [1] | $13,413 | $18,206 | $29,072 | $23,000 | $32,000 |

[1] *The reduced figure for FY21 reflects restriction of the program only to those age 16 or older due to the pandemic.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,360,781** | **21.53** |
| Enhance: Election Judges - Expand Days/Hours of Early Voting and Canvassing | 253,000 | 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. | (226,989) | (1.00) |
| **FY24 Recommended** | **3,386,792** | **20.53** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of electronic poll books prepared and used on election days [1] | 581 | 1,134 | 903 | 910 | 910 |
| 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) | 1.0 | 0 | 1.0 | 1.0 | 1.0 |
| Incidents of emergency bin use during voting hours | 0 | 0 | 0 | 0 | 0 |

[1] *Less equipment was used in 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. FY22 data and projections for future years reflect acquisition of additional equipment due to expansion of early voting.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **897,141** | **12.45** |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Enhance: Rebuild Election Worker Management System | 163,000 | 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. | 68,678 | 0.00 |
| **FY24 Recommended** | **1,128,819** | **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 reasons.

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; files candidates for office; 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of registered voters served per program FTE | 35,932 | 36,699 | 33,121 | 32,000 | 32,000 |
| Number of absentee ballots requested (000s) | 378 | 114 | 142 | 165 | 200 |
| Number of active registered voters (000s) | 673 | 676 | 679 | 682 | 685 |
| Number of provisional ballots issued on election day(s) | 19,117 | 8,366 | 13,879 | 10,000 | 17,000 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,894,018** | **18.37** |
| Restore: Personnel Costs Associated with Lease of Ballot Sorting and Imaging Equipment | 71,800 | 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. | 721,043 | 1.00 |
| **FY24 Recommended** | **2,686,861** | **19.37** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 3,495,344 | 3,696,686 | 4,949,420 | 4,305,036 | 16.5 % |
| Employee Benefits | 763,572 | 936,061 | 986,008 | 1,002,250 | 7.1 % |
| **County General Fund Personnel Costs** | **4,258,916** | **4,632,747** | **5,935,428** | **5,307,286** | **14.6 %** |
| Operating Expenses | 4,249,209 | 5,997,580 | 9,824,641 | 6,932,697 | 15.6 % |
| **County General Fund Expenditures** | **8,508,125** | **10,630,327** | **15,760,069** | **12,239,983** | **15.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 29 | 32 | 32 | 32 | — |
| Part-Time | 2 | 2 | 2 | 2 | — |
| FTEs | 56.35 | 56.35 | 56.35 | 56.35 | — |
| REVENUES | | | | | |
| Other Charges/Fees | 2,023 | 1,300 | 1,300 | 1,300 | — |
| Miscellaneous Revenues | 2 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **2,025** | **1,300** | **1,300** | **1,300** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **10,630,327** | **56.35** |
| **Changes (with service impacts)** | | |
| Enhance: Election Judges - Expand Days/Hours of Early Voting and Canvassing [Election Operations] | 253,000 | 0.00 |
| Enhance: Rebuild Election Worker Management System [Information Technology ] | 163,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: State Board of Elections Expenses [Administration] | 2,262,255 | 0.00 |
| Increase Cost: Additional Postage Required for Mail-in Ballots [Administration] | 280,000 | 0.00 |
| Restore: Prior-Year Reductions to Seasonal Temps | 220,115 | 0.00 |
| Increase Cost: Lease Payments for Ballot Sorting Equipment [Administration] | 181,729 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 168,863 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 140,074 | 0.00 |
| Increase Cost: Overtime Expenses | 109,970 | 0.00 |
| Restore: Personnel Costs Associated with Lease of Ballot Sorting and Imaging Equipment [Voter Services] | 71,800 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 45,579 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 16,177 | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | 14,957 | 0.00 |
| Increase Cost: Printing and Mail | 2,594 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 146 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Retirement Adjustment | (2,931) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (93,888) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (2,223,784) | 0.00 |
| **FY24 RECOMMENDED** | **12,239,983** | **56.35** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 4,478,387 | 4.00 | 5,037,511 | 4.00 |
| Election Operations | 3,360,781 | 21.53 | 3,386,792 | 20.53 |
| Information Technology | 897,141 | 12.45 | 1,128,819 | 12.45 |
| Voter Services | 1,894,018 | 18.37 | 2,686,861 | 19.37 |
| **Total** | **10,630,327** | **56.35** | **12,239,983** | **56.35** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **12,240** | **12,240** | **12,240** | **12,240** | **12,240** | **12,240** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(2,425)** | **(2,425)** | **(2,425)** | **(2,425)** | **(2,425)** |
| Items recommended for one-time funding in FY24, including Rebuild Election Worker Management System and State Board of Elections Expenses, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **107** | **107** | **107** | **107** | **107** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **12,240** | **9,922** | **9,922** | **9,922** | **9,922** | **9,922** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Community Engagement Cluster

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $8,812,115 | 46.25 |

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.

Established in 2011, CEC is a combination of five Regional Services Centers, the Commission for Women, and the Office of Community Partnerships, including the Gilchrist Center and the Volunteer Center. As a cluster, these offices/functions have combined resources and support staff while retaining staff expertise and experience, as well as the objectives of the partner entities involved.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Community Engagement Cluster is $8,812,115, an increase of $1,255,621 or 16.62 percent from the FY23 Approved Budget of $7,556,494. Personnel Costs comprise 67.72 percent of the budget for 36 full-time position(s) and 21 part-time position(s), and a total of 46.25 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 32.28 percent of the FY24 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**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

## INITIATIVES

- Implement a robust legal immigration service referral and data collection system housed at the Gilchrist Immigrant Resource

Center.

- Increase engagement with multilingual communities through in-language community forums and meetings and in-language social media platforms including the County's Spanish Facebook and Spanish WhatsApp group.
- All executive branch departments will develop and implement language access plans, centered around providing high-quality services to the County's multicultural and multilingual communities. Department action plans will include development of materials in simplified language and training to front-line staff regarding interpretation and translation standards.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Commission for Women provided over 30 seminars to several hundred residents in 2022. The focus of the seminars is to enrich the lives of women and families by informing, educating, empowering, and supporting residents of the County.
- The Commission for Women supported and provided leadership to the Montgomery County Human Trafficking Prevention Committee. During 2022, the Committee trained members of the community about human trafficking, including members of the Montgomery County Public School (MCPS) system, faith groups, and non-profit organizations; supported statewide legislation providing additional protections to human trafficking victims; and assisted MCPS with updating their countywide human trafficking prevention curriculum.
- The Commission for Women organized the 42nd Annual Women's Legislative Briefing in January 2022, with over 400 participants online.
- The Office of Community Partnerships increased engagement with multilingual communities through in-language community forums and meetings, including the County's first Operating Budget forum in Chinese and the second budget forum in Spanish with simultaneous interpretation.
- The Translation Unit completed translation requests from 17 County agencies in Amharic, Chinese, French, Korean, Spanish, and Vietnamese.
- The Office of Community Partnerships collaborated with the Department of Health and Human Services and Regional Services Centers to provide targeted, multilingual information and outreach on COVID-19 information and resources (vaccinations, testing, rent-relief), leading to Montgomery County being #1 in vaccination rates in the country for eligible residents in jurisdictions with more than 300,000 residents.
- The Legal Services Coordinator supported the "Bienvenidos: Aqui para Ti" initiative led by the Department of Health and Human Services to coordinate legal education, screenings, consultations, wraparound services, and representation for unaccompanied migrant children, asylum seekers and/or families/sponsors. The weekly partnership established with MCPS' International Admissions and Enrollment Office provided legal resources to immigrant families.

## PROGRAM CONTACTS

Contact Yvette Torres of the Community Engagement Cluster at 240.777.8044 or Eva Acevedo 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 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

## 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, and 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **830,386** | **5.00** |
| Shift: Emerging Business District Grants From the Community Grants Non-Departmental Account to the Community Engagement Cluster's Base Budget | 600,000 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 35,665 | 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. | (555,624) | 0.00 |
| **FY24 Recommended** | **910,427** | **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 to reduce and prevent human trafficking in Montgomery County by increasing understanding of the issue and developing interagency coordination of strategies for response and prevention.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **296,360** | **2.00** |
| Increase Cost: Human Trafficking Prevention Committee | 25,000 | 0.00 |
| Increase Cost: Commission for Women Internship Stipends | 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. | 31,622 | 0.00 |
| **FY24 Recommended** | **362,982** | **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 OCP's 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, and seniors)

and specific census tracts. Strategies included materials in the top six 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,835,891** | **20.00** |
| Shift: Community Grants From the Community Grants Non-Departmental Account to the Community Engagement Cluster's Base Budget | 144,612 | 0.00 |
| Enhance: Language Access Policy Consultant | 50,000 | 0.00 |
| Increase Cost: Montgomery Sister Cities | 50,000 | 0.00 |
| Enhance: One Part-Time Spanish Translation Specialist | 49,613 | 0.50 |
| Increase Cost: Interpreters and Interpretation Equipment | 30,000 | 0.00 |
| Enhance: Language Access Training | 20,000 | 0.00 |
| Technical Adj: Shift FTEs from General Fund to Grant Fund | 0 | (0.02) |
| Technical Adj: Shift FTEs to Grant Fund from General Fund | 0 | 0.02 |
| Technical Adj: Conversion of Contractual Support | 0 | 1.00 |
| Reduce: Other Professional Services Cost | (84,636) | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 682,732 | 0.25 |
| **FY24 Recommended** | **4,778,212** | **21.75** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **827,998** | **7.75** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 13,148 | (0.25) |
| **FY24 Recommended** | **841,146** | **7.50** |

## Regional Services Centers

The County has five Regional Services Centers: Bethesda-Chevy Chase, East County, Mid-County, Silver Spring, and Upcounty. The Regional Directors in each of the County's five regions work with their respective regional citizens advisory boards, residents, community groups, businesses, and other public agencies to proactively seek and gather information and assess community needs, problems, and issues in order to provide effective and timely input representing their regions in policy discussions and collaborations with departments on service offerings and delivery systems, and in liaising between Montgomery County and its residents. The Regional Directors of the Silver Spring, Wheaton, and Bethesda/Chevy Chase regions provide oversight of the operations of their respective Urban Districts.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,765,859** | **10.00** |
| Enhance: Neighborhood Events Matching Funds Grant Program | 25,000 | 0.00 |
| Add: Regional Services Public Service Internship Program | 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. | 118,489 | 0.00 |
| **FY24 Recommended** | **1,919,348** | **10.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 3,461,481 | 4,273,470 | 3,776,121 | 4,461,444 | 4.4 % |
| Employee Benefits | 947,982 | 1,290,256 | 1,099,073 | 1,441,456 | 11.7 % |
| **County General Fund Personnel Costs** | **4,409,463** | **5,563,726** | **4,875,194** | **5,902,900** | **6.1 %** |
| Operating Expenses | 590,616 | 1,919,323 | 1,940,729 | 2,834,215 | 47.7 % |
| **County General Fund Expenditures** | **5,000,079** | **7,483,049** | **6,815,923** | **8,737,115** | **16.8 %** |
| PERSONNEL | | | | | |
| Full-Time | 31 | 34 | 34 | 35 | 2.9 % |
| Part-Time | 20 | 20 | 20 | 21 | 5.0 % |
| FTEs | 41.10 | 44.27 | 44.27 | 45.75 | 3.3 % |
| REVENUES | | | | | |
| Commission for Women Fees | 1,026 | 0 | 0 | 0 | — |
| Facility Rental Fees | 3,563 | 10,500 | 10,500 | 10,500 | — |
| Parking Fees | (8,280) | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **(3,691)** | **10,500** | **10,500** | **10,500** | **—** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 66,599 | 49,536 | 49,536 | 51,886 | 4.7 % |
| Employee Benefits | 15,165 | 13,296 | 13,296 | 12,501 | -6.0 % |
| **Grant Fund - MCG Personnel Costs** | **81,764** | **62,832** | **62,832** | **64,387** | **2.5 %** |
| Operating Expenses | 996,505 | 10,613 | 10,613 | 10,613 | — |
| **Grant Fund - MCG Expenditures** | **1,078,269** | **73,445** | **73,445** | **75,000** | **2.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 1 | 1 | 1 | 1 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.65 | 0.48 | 0.48 | 0.50 | 4.2 % |
| REVENUES | | | | | |
| Federal Grants | 1,097,666 | 73,445 | 73,445 | 75,000 | 2.1 % |
| State Grants | 59,598 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Grant Fund - MCG Revenues** | **1,157,264** | **73,445** | **73,445** | **75,000** | **2.1 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **6,078,348** | **7,556,494** | **6,889,368** | **8,812,115** | **16.6 %** |
| **Total Full-Time Positions** | **32** | **35** | **35** | **36** | **2.9 %** |
| **Total Part-Time Positions** | **20** | **20** | **20** | **21** | **5.0 %** |
| **Total FTEs** | **41.75** | **44.75** | **44.75** | **46.25** | **3.4 %** |
| **Total Revenues** | **1,153,573** | **83,945** | **83,945** | **85,500** | **1.9 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **7,483,049** | **44.27** |
| **Changes (with service impacts)** | | |
| Enhance: Language Access Policy Consultant [Community Partnership] | 50,000 | 0.00 |
| Enhance: One Part-Time Spanish Translation Specialist [Community Partnership] | 49,613 | 0.50 |
| Enhance: Neighborhood Events Matching Funds Grant Program [Regional Services Centers] | 25,000 | 0.00 |
| Enhance: Language Access Training [Community Partnership] | 20,000 | 0.00 |
| Add: Regional Services Public Service Internship Program [Regional Services Centers] | 10,000 | 0.00 |
| Reduce: Other Professional Services Cost [Community Partnership] | (84,636) | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Shift: Emerging Business District Grants From the Community Grants Non-Departmental Account to the Community Engagement Cluster's Base Budget [Administration] | 600,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 202,172 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 197,480 | 0.00 |
| Shift: Community Grants From the Community Grants Non-Departmental Account to the Community Engagement Cluster's Base Budget [Community Partnership] | 144,612 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 110,048 | 0.00 |
| Increase Cost: Montgomery Sister Cities [Community Partnership] | 50,000 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 35,665 | 0.00 |
| Increase Cost: Interpreters and Interpretation Equipment [Community Partnership] | 30,000 | 0.00 |
| Increase Cost: Human Trafficking Prevention Committee [Commission for Women] | 25,000 | 0.00 |
| Increase Cost: Commission for Women Internship Stipends [Commission for Women] | 10,000 | 0.00 |
| Increase Cost: Printing and Mail | 2,651 | 0.00 |
| Technical Adj: Shift FTEs from General Fund to Grant Fund [Community Partnership] | 0 | (0.02) |
| Technical Adj: Conversion of Contractual Support [Community Partnership] | 0 | 1.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (3,400) | 0.00 |
| Decrease Cost: Retirement Adjustment | (6,520) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Annualization of FY23 Personnel Costs | (72,756) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (140,863) | 0.00 |
| **FY24 RECOMMENDED** | **8,737,115** | **45.75** |

**GRANT FUND - MCG**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **73,445** | **0.48** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Personnel Costs | 1,555 | 0.00 |
| Technical Adj: Shift FTEs to Grant Fund from General Fund [Community Partnership] | 0 | 0.02 |
| **FY24 RECOMMENDED** | **75,000** | **0.50** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 830,386 | 5.00 | 910,427 | 5.00 |
| Commission for Women | 296,360 | 2.00 | 362,982 | 2.00 |
| Community Partnership | 3,835,891 | 20.00 | 4,778,212 | 21.75 |
| Gilchrist Center | 827,998 | 7.75 | 841,146 | 7.50 |
| Regional Services Centers | 1,765,859 | 10.00 | 1,919,348 | 10.00 |
| **Total** | **7,556,494** | **44.75** | **8,812,115** | **46.25** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **8,737** | **8,737** | **8,737** | **8,737** | **8,737** | **8,737** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **14** | **14** | **14** | **14** | **14** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(79)** | **(79)** | **(79)** | **(79)** | **(79)** |
| Items recommended for one-time funding in FY24, including interpretation equipment and funding for a language access policy consultant and training, will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **141** | **141** | **141** | **141** | **141** |
| **Labor Contracts** | **0** | **196** | **196** | **196** | **196** | **196** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **8,737** | **9,010** | **9,010** | **9,010** | **9,010** | **9,010** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| One Part-Time Spanish Translation Specialist | 49,613 | 0.50 | 63,648 | 0.50 |
| **Total** | **49,613** | **0.50** | **63,648** | **0.50** |

# County Attorney

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $7,647,071 | 43.60 |

JOHN MARKOVS, COUNTY ATTORNEY

## MISSION STATEMENT

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

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Office of the County Attorney is $7,647,071, an increase of $885,220 or 13.09 percent from the FY23 Approved Budget of $6,761,851. Personnel Costs comprise 89.05 percent of the budget for 78 full-time position(s) and one part-time position(s), and a total of 43.60 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 10.95 percent of the FY24 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**

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- OCA is updating its contracting resources for departments by providing standardized contracting forms as well as developing specialized terms and conditions for certain contract types. Such forms will include contract templates and standardized language for use in both contracts and amendments. OCA is also standardizing bond forms for non-construction contracts in which bonding may be required. This will enable departments to process their contracts and amendments more efficiently and ensure compliance with relevant County law.
- OCA successfully secured copyrights for comic scripts, jingles, and animated characters developed for the County's "Salud y Bienestar" (For Our Health and Wellbeing) media campaign, spearheaded by HHS' Latino Health Initiative to bring COVID and general health awareness and information to the County's Latino communities.
- OCA developed and implemented a new online portal application to manage workflow and tracking progress of Memoranda of Understanding (MOU) legal reviews requested by the client. Previously, OCA handled MOUs through an ad-hoc system of emails and spreadsheets with no central management system. The new system allows OCA to be more efficient and streamlined in providing this service and provides the client with up-to-date information on progress and outcomes.

- OCA has led the County's effort to retain and manage a consultant to perform the required disparity study for the County's Minority, Female and Disabled-Owned Businesses (MFD) program. This effort includes working with the Office of Procurement and other departments in County government to obtain relevant data for all County contracts and to liaise with local businesses to ensure opportunities to obtain County contracts are made available to all County businesses.
- In August 2022, OCA, in collaboration with TEBS and DGS, launched the electronic archiving application. OCA played a key part in the design, development, and testing processes. The new application improves the archiving process and eliminates mundane paper process.
- OCA launched the subpoena review application in August 2022, an online application designed to centralize all routing and responses to subpoenas issued to HHS for summons of records and witness testimony. This application enables OCA to manage, sort, and track all pending subpoenas for appropriate responses.

## PROGRAM CONTACTS

Contact Carolyn Kilgariff of the Office of the County Attorney at 240.777.6766 or Eva Acevedo 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 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

### 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. This program also provides administrative, research, and technical guidance and support to divisions within the Department, allowing for an equitable distribution of work assignments, cross-training of staff, and fair evaluations of staff performance. The program provides administrative support to the Risk Management Fund, Revenue Authority, and Solid Waste Fund.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Average quality of service rating from department customers responding to Internal Customer Satisfaction Survey (1-4 scale) [1] | 3.55 | 3.55 | 3.55 | 3.55 | 3.55 |

[1] *OCA has the highest ratings of all internal service departments both for quality of service and COVID-19 response.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,074,093** | **12.00** |
| Decrease Cost: Elimination of Long-Term Vacancy | (108,864) | (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. | 317,841 | 1.00 |
| **FY24 Recommended** | **2,283,070** | **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 transactions 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.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of new adoption petitions filed | 22 | 20 | 18 | 18 | 18 |
| Number of new termination of parental rights (TPR) petitions filed | 45 | 38 | 35 | 35 | 35 |
| Number of new children in need of assistance (CINA) petitions filed [1] | 116 | 99 | 124 | 124 | 124 |
| Number of children in need of assistance (CINA) or guardianship hearings | 2,373 | 2,210 | 2,240 | 2,240 | 2,240 |
| Number of adoptions granted | 22 | 20 | 19 | 19 | 19 |
| Number of termination of parental rights (TPR) granted | 38 | 33 | 31 | 31 | 31 |
| Ratio of total number of Termination of Parental Rights (TPR) filed and Adoption petitions filed and total granted | 89.6% | 91.4% | 96.0% | 96.0% | 96.0% |
| Number of children in need of assistance (CINA) cases closed [2] | 171 | 100 | 135 | 135 | 135 |
| Percent of appeals in the Appellate Court won | 25% | 80% | 60% | 60% | 60% |

[1] *Following the enactment of the Federal Families First Prevention Services Act of 2018, Child Welfare Services (CWS) is mandated to provide further enhanced efforts to maintain children and families in the home and avoid removal and placement in foster care. As a result and due to other external factors, CWS removed fewer children from the home in FY22, resulting in 14.7% fewer Child In Need of Assistance (CINA) petitions being filed.*

[2] *The number of CINA cases closed is outside the exclusive control of OCA or CWS. Once a CINA petition is filed with the Juvenile Court, the Court reviews the administrative actions of CWS in the context of active contested litigation and only closes a CINA case when permanency for the child (reunification, adoption, custody & guardianship, Another Planned Permanent Living Arrangement) is achieved.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,687,758** | **30.80** |
| Re-align: Shift Capital Fund Chargeback to General Fund | 354,192 | 1.80 |
| Re-align: Reconfigure Staffing to Address Service Needs | 6,266 | 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. | 315,785 | (1.00) |
| **FY24 Recommended** | **5,364,001** | **31.60** |

## 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. The Litigation program 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of workers' compensation hearings | 1,717 | 1,956 | 1,795 | 1,795 | 1,795 |
| Code citations processed [1] | 3,374 | 4,927 | 5,125 | 5,125 | 5,125 |
| Total prayer amount demanded by plaintiff (Self-Insurance Fund only) ($000) [2] | $188,912 | $128,419 | $250,000 | $250,000 | $250,000 |
| Total number of settlements (Self-Insurance Fund only) | 18 | 22 | 23 | 23 | 23 |
| Total judgment amount paid to plaintiff by the County (Self-Insurance Fund only) ($000) | $41.91 | $47.46 | $37.45 | $37.45 | $37.45 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of wins in Self-Insurance Fund litigation [3] | 100% | 100% | 100% | 100% | 100% |
| Number of judgments in the County's favor (Self-Insurance Fund only) | 34 | 29 | 35 | 35 | 35 |
| Number of judgments against the County (Self-Insurance Fund only) [4] | 1 | 4 | 2 | 2 | 2 |
| Ratio of debt collected to amount referred to the department for collection [5] | 51.0% | 71.6% | 80.0% | 80.0% | 80.0% |
| Ratio of cost of debt collection to revenue | 10% | 5% | 7% | 7% | 7% |
| Code enforcement collected ($000) [6] | $392 | $491 | $440 | $440 | $440 |
| Ratio of wins to total code enforcement cases | 97.6% | 99.8% | 99.0% | 99.0% | 99.0% |
| Debt collection ($000) | $5,346 | $11,076 | $7,945 | $7,945 | $7,945 |
| Forfeitures collected ($000) [7] | $552.5 | $34.7 | $297.0 | $297.0 | $297.0 |
| Total net gain to the County in worker's compensation cases ($000) [8] | $5,656 | $5,737 | $5,007 | $5,007 | $5,007 |

[1] *Due to pandemic, the District Court still has a lot of backlogs.*

[2] *Amount prayed is the amount sought by the plaintiff at the start of the lawsuit.*

[3] *"Win" includes verdicts in favor of the plaintiff where the County pays a judgment below last demands.*

[4] *All four judgments paid in FY22 were below last demand, which is still in the County's favor.*

[5] *Due to the COVID-19 pandemic, mailing of debt collection letters was paused and the court was temporarily closed.*

[6] *Due to pandemic, the District Court stopped processing code enforcement cases until October 2020 and the Court experienced resulting backlogs.*

[7] *The lower number in FY22 is due to the court closure and backlog from COVID-19: both the delay in filing them due to the court closure for the corresponding criminal cases and the delay in getting them set in for hearings.*

[8] *The Maryland Workers' Compensation Commission issues awards on the nature and extent of an employee's job related injuries. Independent medical evaluations are performed by the injured worker's physician and the employer/insurer's physician. The Commission's award is typically a number between the employee's and employer/insurer's evaluation. If the amount the Commission determines that the County must pay is below the average of the two evaluations, that is considered a net gain to the County.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| **FY24 Recommended** | **0** | **0.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 4,640,389 | 4,783,377 | 5,165,695 | 5,462,585 | 14.2 % |
| Employee Benefits | 1,213,246 | 1,143,635 | 1,247,517 | 1,346,831 | 17.8 % |
| **County General Fund Personnel Costs** | **5,853,635** | **5,927,012** | **6,413,212** | **6,809,416** | **14.9 %** |
| Operating Expenses | 1,334,914 | 834,839 | 455,233 | 837,655 | 0.3 % |
| **County General Fund Expenditures** | **7,188,549** | **6,761,851** | **6,868,445** | **7,647,071** | **13.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 77 | 79 | 79 | 78 | -1.3 % |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 41.70 | 42.80 | 42.80 | 43.60 | 1.9 % |
| REVENUES | | | | | |
| Other Charges/Fees | 57 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Federal Financial Participation Reimbursements | 251,339 | 250,000 | 250,000 | 250,000 | — |
| Other Intergovernmental | 45,630 | 45,630 | 45,630 | 45,630 | — |
| Miscellaneous Revenues | 215,000 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **512,026** | **295,630** | **295,630** | **295,630** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **6,761,851** | **42.80** |
| **Other Adjustments (with no service impacts)** | | |
| Re-align: Shift Capital Fund Chargeback to General Fund [General Counsel] | 354,192 | 1.80 |
| Increase Cost: FY24 Compensation Adjustment | 273,139 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 252,194 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 71,302 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 30,640 | 0.00 |
| Re-align: Reconfigure Staffing to Address Service Needs [General Counsel] | 6,266 | 0.00 |
| Increase Cost: Retirement Adjustment | 3,535 | 0.00 |
| Increase Cost: Printing and Mail | 2,816 | 0.00 |
| Decrease Cost: Elimination of Long-Term Vacancy [Administration] | (108,864) | (1.00) |
| **FY24 RECOMMENDED** | **7,647,071** | **43.60** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 2,074,093 | 12.00 | 2,283,070 | 12.00 |
| General Counsel | 4,687,758 | 30.80 | 5,364,001 | 31.60 |
| Litigation | 0 | 0.00 | 0 | 0.00 |
| **Total** | **6,761,851** | **42.80** | **7,647,071** | **43.60** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Board of Appeals | General Fund | 86,016 | 0.50 | 95,439 | 0.50 |
| Finance | General Fund | 192,478 | 1.05 | 162,058 | 1.05 |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| Finance | Risk Management (Self Insurance - ISF) | 3,180,654 | 21.00 | 3,393,487 | 21.00 |
| Human Resources | Employee Health Self Insurance | 12,773 | 0.10 | 16,228 | 0.10 |
| Correction and Rehabilitation | General Fund | 172,679 | 1.00 | 192,439 | 1.00 |
| Police | General Fund | 191,130 | 1.00 | 201,405 | 1.00 |
| Parking District Services | Bethesda Parking | 41,456 | 0.30 | 51,783 | 0.30 |
| Parking District Services | Silver Spring Parking | 32,914 | 0.20 | 35,653 | 0.20 |
| Health and Human Services | General Fund | 150,325 | 1.50 | 157,122 | 1.50 |
| Health and Human Services | Grant Fund | 194,294 | 2.40 | 194,294 | 2.40 |
| Permitting Services | Permitting Services | 182,985 | 1.00 | 153,944 | 1.00 |
| Housing and Community Affairs | General Fund | 96,010 | 0.50 | 104,059 | 0.50 |
| Housing and Community Affairs | Montgomery Housing Initiative | 192,021 | 1.00 | 208,118 | 1.00 |
| Recycling and Resource Management | Solid Waste Disposal | 144,192 | 0.75 | 155,354 | 0.75 |
| Recycling and Resource Management | Solid Waste Collection | 48,064 | 0.25 | 51,785 | 0.25 |
| CIP | Capital Fund | 508,698 | 2.80 | 185,214 | 1.00 |
| NDA - Montgomery County Employee Retirement Plans | General Fund | 18,945 | 0.10 | 16,228 | 0.10 |
| NDA - Montgomery County Employee Retirement Plans | Employees Retirement Savings Plan (RSP) | 12,773 | 0.10 | 16,228 | 0.10 |
| NDA - Montgomery County Employee Retirement Plans | Retirement Fund (ERS) | 53,648 | 0.42 | 68,159 | 0.42 |
| NDA - Retiree Health Benefits Trust | Retiree Health Benefits Trust Fund | 32,207 | 0.17 | 27,588 | 0.17 |
| NDA - Retiree Health Benefits Trust | RSP-Disability Benefits (LTD2) | 11,367 | 0.06 | 9,737 | 0.06 |
| Cable Television Communications Plan | Cable TV | 98,602 | 0.50 | 104,970 | 0.50 |
| | **Total** | **5,654,231** | **36.70** | **5,601,292** | **34.90** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **7,647** | **7,647** | **7,647** | **7,647** | **7,647** | **7,647** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **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** | **7,647** | **7,853** | **7,853** | **7,853** | **7,853** | **7,853** |

# Ethics Commission

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $391,253 | 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 FY24 Operating Budget for the Ethics Commission is $391,253, an increase of $15,497 or 4.12 percent from the FY23 Approved Budget of $375,756. Personnel Costs comprise 90.20 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 9.80 percent of the FY24 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**

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- To ensure new employees are aware of ethics requirements, the Commission implemented a system requiring new County employees to sign and submit an acknowledgement form regarding ethics obligations, in collaboration with the Office of Human Resources. In addition, the Department of Technology Enterprise Business Solutions (TEBS) built a system to enroll new County employees in a mandatory one-hour online ethics training program, conducted monthly by Commission staff.
- In coordination with the Boards, Committees and Commissions (BCC) office in the County Executive's office, a new mandatory training module was created for all BCC members. Commission staff engaged TEBS staff to build a framework for BCC members to take the training, with certificates of completion issued for compliance purposes.
- Implemented new program requirements, including making changes to the financial disclosure system's reporting requirements, as a result of ethics law changes in Bill 17-22.

## PROGRAM CONTACTS

Contact Erin Chu of the Ethics Commission at 240.777.6676 or Eva Acevedo 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 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.

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Number of financial disclosure statements required (calendar year) | 1,463 | 1,872 | 1,872 | 1,872 | 1,872 |
| Number of formal opinions, waivers, and guidance (calendar year) | 13 | 21 | 21 | 21 | 21 |
| Number of lobbyist activity reports (calendar year) | 222 | 287 | 287 | 287 | 287 |
| Number of lobbyists registered (calendar year) | 130 | 184 | 184 | 184 | 184 |
| Number of outside employment requests processed (calendar year) | 768 | 2,042 | 2,042 | 2,042 | 2,042 |
| 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 275,643 | 274,459 | 283,465 | 287,019 | 4.6 % |
| Employee Benefits | 62,530 | 63,003 | 58,516 | 65,902 | 4.6 % |
| **County General Fund Personnel Costs** | **338,173** | **337,462** | **341,981** | **352,921** | **4.6 %** |
| Operating Expenses | 19,545 | 38,294 | 38,294 | 38,332 | 0.1 % |
| **County General Fund Expenditures** | **357,718** | **375,756** | **380,275** | **391,253** | **4.1 %** |
| 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 | 27,375 | 20,000 | 20,000 | 20,000 | — |
| **County General Fund Revenues** | **27,375** | **20,000** | **20,000** | **20,000** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **375,756** | **2.00** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 9,189 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 7,783 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Printing and Mail | 38 | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (14) | 0.00 |
| Decrease Cost: Retirement Adjustment | (1,499) | 0.00 |
| **FY24 RECOMMENDED** | **391,253** | **2.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **391** | **391** | **391** | **391** | **391** | **391** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **1** | **1** | **1** | **1** | **1** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **391** | **392** | **392** | **392** | **392** | **392** |

# Finance

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $112,156,840 | 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 FY24 Operating Budget for the Department of Finance is $112,156,840, an increase of $8,619,324 or 8.32 percent from the FY23 Approved Budget of $103,537,516. Personnel Costs comprise 17.27 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 82.73 percent of the FY24 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 FY24 Operating Budget for the General Fund component is $16,839,725 an increase of $736,148 or 4.6 percent over the FY23 approved budget of $16,103,577. Personnel Costs comprise approximately 84 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 percent of the budget.

The total FY24 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $95,317,115, an increase of $7,883,176 or 9.02 percent over the FY23 Approved budget of $87,433,939. Personnel Costs comprise approximately 5.48 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 94.52 percent of the budget. Included in the total FTEs are 21 FTEs charged to the Self-Insurance Fund by the Office of the County Attorney and 0.37 FTEs charged by the General Fund component of Finance (Controller Division) for services provided in support of Risk Management.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Solicit a Request for Proposals and select a vendor for Banking and Merchant Card services.
- Upgrade of the County's enterprise timekeeping system and migration of this platform to the vendor's Software as a Service cloud environment.
- Upgrade of the Payment in Lieu of Taxes (PILOT) system that is utilized for property tax billing for certain accounts.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Updated the Robotic Process Automation platform for greater integration capability with the County's existing information technology investments.
- Revised eligibility requirements for the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) Matching Grant Programs. The programs now includes financial incentives to assist Research and Development (R&D)-oriented small businesses that are preparing to apply for their first SBIR or STTR Phase I award.
- Authorized and distributed 131 matching fund contributions in the amount of $3,693,456 to 20 certified candidates during the 2022 Election Cycle by the Public Election Fund.

## PROGRAM CONTACTS

Contact Jedediah Millard of the Department of Finance at 240.777.8855 or Abdul Rauf 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 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

### 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, coordinate controls and requirements over enhancements to functions in Oracle EBS financial modules, perform audits of financial transactions, and ensure 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Procurement Card transactions processed | 22,542 | 30,701 | 28,000 | 28,000 | 28,000 |
| Vendor payments issued [1] | 202,889 | 128,656 | 130,000 | 220,000 | 220,000 |
| Journal entries prepared | 2,000 | 1,700 | 1,800 | 1,800 | 1,800 |
| Journal entries reviewed and posted | 4,000 | 3,500 | 3,700 | 3,700 | 3,600 |
| Grant reports produced | 738 | 933 | 933 | 933 | 933 |
| Paychecks and payroll advices issued for employees [2] | 275,991 | 282,720 | 285,000 | 285,000 | 285,000 |
| Pension and long-term disability (LTD2) payroll payments processed | 76,625 | 78,452 | 79,000 | 79,000 | 79,000 |
| Procurement Card rebate revenue generated | $553,034 | $741,803 | $500,000 | $500,000 | $500,000 |
| Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting [3] | Received | Expected | Expected | Expected | Expected |
| Percent of non-compliant payments - Direct purchase orders created the same day as invoice date and duplicate dollars per total invoices | 0.05% | 0.05% | 0.05% | 0.06% | 0.06% |
| Percent of payroll errors per sum of dollars under and overpaid | 0.26% | 0.16% | 0.20% | 0.20% | 0.20% |

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

[2] *Number of employees varies by month due to seasonal and temporary staff. Count reflects number of employees, not number of transactions (a person can have multiple transactions with one check).*

[3] *The County has been awarded this certificate more times than any other county in the nation (FY21 = 52 times).*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,405,468** | **51.87** |
| Increase Cost: Kronos Annual Maintenance and License Contractual Obligation | 8,290 | 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. | 307,559 | (1.00) |
| **FY24 Recommended** | **6,721,317** | **50.87** |

## Fiscal Management

This program provides effective management of County capital and operating fund; 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 safely preserve principal, provide sufficient liquidity to meet cash flow requirements, and maximize investment returns while conforming to all State of Maryland laws and County statutes governing the investment of public funds.

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 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased [1] | 55,446 | 108,188 | 81,799 | 81,811 | 90,599 |
| Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread) | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread) | 11 | 21 | 10 | 10 | 10 |
| Revenue Forecasting - Percent variance between actual revenue and projected revenue | 2.41% | 7.57% | 0% | 0% | 0% |
| Interest Rate - True Interest Cost for Montgomery County General Obligation Bonds (the most common debt instrument used by the County) | 1.42% | 1.48% | 3.14% | 4.00% | 4.50% |
| Investment Return - Rate of return on Montgomery County's investments | 0.18% | 0.33% | 2.50% | 3.50% | 3.50% |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Bond Rating - Rating given to Montgomery County by Fitch, Moody's, and Standard and Poor's (Bond ratings are a measure of the quality and safety of a bond and are based on the issuer's financial condition) | AAA | AAA | AAA | AAA | AAA |

[1] *FY22 performance is attributable to a moderation in pandemic related effects in the commercial real estate market.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,109,194** | **11.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 91,364 | 0.00 |
| **FY24 Recommended** | **2,200,558** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank (000's) | 4,282 | 5,143 | 5,246 | 5,351 | 5,458 |
| Workflows, tasks, and processes streamlined utilizing existing or new technologies | 24 | 49 | 40 | 40 | 40 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,694,028** | **4.00** |
| Increase Cost: Annual PCI and ACH Industry Compliance | 6,630 | 0.00 |
| Decrease Cost: IT Financial Systems Applications - Ongoing Software Maintenance | (151,680) | 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. | 210,817 | (0.02) |
| **FY24 Recommended** | **1,759,795** | **3.98** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,135,854** | **14.37** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 47,842 | 1.00 |
| **FY24 Recommended** | **4,183,696** | **15.37** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Computer based/onsite training classes provided by the Safety Section | 3,085 | 1,978 | 2,500 | 2,500 | 2,500 |
| Workers Compensation - Cost per $100 of payroll | $3.37 | $2.96 | $2.99 | $2.99 | $2.99 |
| Workers Compensation - Number of Montgomery County Government cases resulting in lost work time | 340 | 318 | 320 | 320 | 320 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **86,564,962** | **28.00** |
| Increase Cost: Claims Expense Change | 5,279,996 | 0.00 |
| Increase Cost: Commercial Insurance Premiums | 1,746,332 | 0.00 |
| Increase Cost: Claims Service Contract Administrative costs | 501,695 | 0.00 |
| Increase Cost: Rent increase | 3,956 | 0.00 |
| Decrease Cost: Other Insurance Costs | (65,111) | 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. | 384,923 | 0.00 |
| **FY24 Recommended** | **94,416,753** | **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, excise taxes, fines, and fees. It also offers specific employee services, such as the fare media pass. Functioning as a banking operation, the tellers are the primary provider of

person-to-person contact with County residents.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Tax related number of service request tickets transferred from MC311 Call Center to Treasury | 5,245 | 4,820 | 5,000 | 5,250 | 5,250 |
| Property tax accounts billed | 376,557 | 375,990 | 375,000 | 377,000 | 377,000 |
| Transfer tax transactions processed [1] | 21,620 | 20,333 | 21,000 | 23,000 | 23,500 |
| Cashier transactions processed | 64,734 | 64,276 | 67,000 | 68,000 | 68,500 |

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

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,628,010** | **23.05** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 246,711 | 0.02 |
| **FY24 Recommended** | **2,874,721** | **23.07** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 9,088,636 | 10,615,199 | 9,549,860 | 11,179,280 | 5.3 % |
| Employee Benefits | 2,941,185 | 2,798,829 | 2,966,489 | 2,967,364 | 6.0 % |
| **County General Fund Personnel Costs** | **12,029,821** | **13,414,028** | **12,516,349** | **14,146,644** | **5.5 %** |
| Operating Expenses | 2,557,365 | 2,689,549 | 3,270,286 | 2,693,081 | 0.1 % |
| **County General Fund Expenditures** | **14,587,186** | **16,103,577** | **15,786,635** | **16,839,725** | **4.6 %** |
| PERSONNEL | | | | | |
| Full-Time | 115 | 115 | 115 | 115 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 99.67 | 99.92 | 99.92 | 99.92 | — |
| REVENUES | | | | | |
| Other Charges/Fees | 517,471 | 535,500 | 517,200 | 523,900 | -2.2 % |
| Other Fines/Forfeitures | 6,217 | 0 | 0 | 0 | — |
| Other Intergovernmental | 510,751 | 515,820 | 513,820 | 476,460 | -7.6 % |
| Miscellaneous Revenues | 741,803 | 500,000 | 500,000 | 500,000 | — |
| **County General Fund Revenues** | **1,776,242** | **1,551,320** | **1,531,020** | **1,500,360** | **-3.3 %** |
| **SELF INSURANCE INTERNAL SERVICE FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 3,672,127 | 3,842,799 | 3,663,850 | 4,182,423 | 8.8 % |
| Employee Benefits | 945,807 | 965,097 | 881,152 | 1,038,875 | 7.6 % |
| **Self Insurance Internal Service Fund Personnel Costs** | **4,617,934** | **4,807,896** | **4,545,002** | **5,221,298** | **8.6 %** |
| Operating Expenses | 74,720,975 | 82,626,043 | 82,626,043 | 90,095,817 | 9.0 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Self Insurance Internal Service Fund Expenditures** | **79,338,909** | **87,433,939** | **87,171,045** | **95,317,115** | **9.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 11 | 11 | 11 | 11 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 32.37 | 32.37 | 32.37 | 32.37 | — |
| REVENUES | | | | | |
| Self Insurance Revenues | 78,162,278 | 89,979,623 | 89,979,623 | 92,796,252 | 3.1 % |
| Miscellaneous Revenues | 771,491 | 1,000,000 | 1,000,000 | 1,000,000 | — |
| Investment Income | 379,294 | 1,767,200 | 8,915,910 | 604,420 | -65.8 % |
| **Self Insurance Internal Service Fund Revenues** | **79,313,063** | **92,746,823** | **99,895,533** | **94,400,672** | **1.8 %** |

## 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 | 1,245,594 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **1,245,594** | **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 | 1,192,761 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **1,192,761** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **95,171,689** | **103,537,516** | **102,957,680** | **112,156,840** | **8.3 %** |
| **Total Full-Time Positions** | **126** | **126** | **126** | **126** | **—** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **132.04** | **132.29** | **132.29** | **132.29** | **—** |
| **Total Revenues** | **82,282,066** | **94,298,143** | **101,426,553** | **95,901,032** | **1.7 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **16,103,577** | **99.92** |
| **Other Adjustments (with no service impacts)** | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Annualization of FY23 Compensation Increases | 597,567 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 514,957 | 0.00 |
| Increase Cost: Kronos Annual Maintenance and License Contractual Obligation [Controller] | 8,290 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 8,173 | 0.00 |
| Increase Cost: Annual PCI and ACH Industry Compliance [Information Technology] | 6,630 | 0.00 |
| Increase Cost: Printing and Mail | 3,532 | 0.00 |
| Decrease Cost: Retirement Adjustment | (21,202) | 0.00 |
| Decrease Cost: IT Financial Systems Applications - Ongoing Software Maintenance [Information Technology] | (151,680) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (230,119) | 0.00 |
| **FY24 RECOMMENDED** | **16,839,725** | **99.92** |

**SELF INSURANCE INTERNAL SERVICE FUND**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **87,433,939** | **32.37** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Claims Expense Change [Risk Management ] | 5,279,996 | 0.00 |
| Increase Cost: Commercial Insurance Premiums [Risk Management ] | 1,746,332 | 0.00 |
| Increase Cost: Claims Service Contract Administrative costs [Risk Management ] | 501,695 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 188,728 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 173,859 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 58,933 | 0.00 |
| Increase Cost: Rent increase [Risk Management ] | 3,956 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 2,699 | 0.00 |
| Increase Cost: Printing and Mail | 207 | 0.00 |
| Decrease Cost: Retirement Adjustment | (8,118) | 0.00 |
| Decrease Cost: Other Insurance Costs [Risk Management ] | (65,111) | 0.00 |
| **FY24 RECOMMENDED** | **95,317,115** | **32.37** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Controller | 6,405,468 | 51.87 | 6,721,317 | 50.87 |
| Fiscal Management | 2,109,194 | 11.00 | 2,200,558 | 11.00 |
| Information Technology | 1,694,028 | 4.00 | 1,759,795 | 3.98 |
| Operations and Administration | 4,135,854 | 14.37 | 4,183,696 | 15.37 |
| Risk Management | 86,564,962 | 28.00 | 94,416,753 | 28.00 |
| Treasury | 2,628,010 | 23.05 | 2,874,721 | 23.07 |
| **Total** | **103,537,516** | **132.29** | **112,156,840** | **132.29** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Human Resources | Employee Health Self Insurance | 103,860 | 0.75 | 110,110 | 0.75 |
| Human Resources | Retiree Health Benefits Trust Fund | 43,334 | 0.30 | 44,118 | 0.30 |
| General Services | Central Duplicating (Printing & Mail) | 6,960 | 0.05 | 7,380 | 0.05 |
| Transportation | Leaf Vacuuming | 257,810 | 0.43 | 246,560 | 0.43 |
| Parking District Services | Bethesda Parking | 33,450 | 0.24 | 35,440 | 0.24 |
| Parking District Services | Silver Spring Parking | 37,870 | 0.27 | 40,130 | 0.27 |
| Parking District Services | Wheaton Parking | 12,750 | 0.09 | 13,500 | 0.09 |
| Community Use of Public Facilities | Community Use of Public Facilities | 51,360 | 0.37 | 54,450 | 0.37 |
| Recreation | Recreation | 45,210 | 0.33 | 47,970 | 0.33 |
| Permitting Services | Permitting Services | 13,560 | 0.10 | 14,390 | 0.10 |
| Environmental Protection | Water Quality Protection | 961,505 | 6.00 | 901,108 | 6.00 |
| Recycling and Resource Management | Solid Waste Disposal | 618,950 | 4.38 | 597,440 | 4.38 |
| Recycling and Resource Management | Solid Waste Collection | 284,800 | 0.64 | 232,110 | 0.64 |
| Alcohol Beverage Services | Liquor | 76,820 | 0.50 | 80,980 | 0.50 |
| CIP | Capital Fund | 0 | 0.00 | 0 | 0.00 |
| Non-Departmental Accounts | Retirement Fund (ERS) | 42,716 | 0.30 | 44,822 | 0.30 |
| Non-Departmental Accounts | RSP-Disability Benefits (LTD2) | 1,530 | 0.01 | 1,560 | 0.01 |
| Economic Development Fund | Economic Development Fund | 167,596 | 1.00 | 183,262 | 1.00 |
| | **Total** | **2,760,081** | **15.76** | **2,655,330** | **15.76** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **16,840** | **16,840** | **16,840** | **16,840** | **16,840** | **16,840** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **230** | **230** | **230** | **230** | **230** |
| Restoration of one-time lapse adjustment in FY21 Savings Plan | | | | | | |
| **Labor Contracts** | **0** | **305** | **305** | **305** | **305** | **305** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **16,840** | **17,375** | **17,375** | **17,375** | **17,375** | **17,375** |
| **SELF INSURANCE INTERNAL SERVICE FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **FY24 Recommended** | **95,317** | **95,317** | **95,317** | **95,317** | **95,317** | **95,317** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **122** | **122** | **122** | **122** | **122** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **95,317** | **95,439** | **95,439** | **95,439** | **95,439** | **95,439** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Fleet Management Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $92,426,540 | 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 FY24 Operating Budget for the Division of Fleet Management Services is $92,426,540, an increase of $3,353,358 or 3.76 percent from the FY23 Approved Budget of $89,073,182. Personnel Costs comprise 29.19 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 70.81 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- The Division of Fleet Management Services is working with the DGS Office of Energy and Sustainability to plan a solar microgrid project to support zero emission bus fueling at the Gaithersburg bus depot. The microgrid will provide clean energy to charge electric buses or to generate green hydrogen for use in hydrogen fuel cell buses.
- Work with MCDOT to procure electric buses as part of a Federal Transit Administration (FTA) Bus and Facilities Grant. Buses will operate out of the Brookville Depot in Silver Spring to fully utilize the solar microgrid at that location. DGS has developed a technical specification and a request for proposals to procure at least 100 electric buses with capital funding programmed in FY23-FY26.

- Pilot a program with Montgomery County Fire and Rescue Services using a Ford F150 Lightning as a Battalion Chief Vehicle, including on-site charging, to explore the suitability of electric vehicles for this role.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- In conjunction with the Office of Energy and Sustainability, completed the construction of the solar microgrid at the Brookville bus depot in Silver Spring with a ribbon cutting in October 2022. The facility will support electric buses to be acquired and put into service at this depot.
- Worked in partnership with Montgomery County Department of Transportation to successfully apply for an FTA Low or No Emissions Bus Grant to build a green hydrogen fuel station to support fuel cell electric buses at the Gaithersburg depot. Hydrogen fuel cell buses can provide service on routes that exceed the range capacity of battery electric buses.
- Developed an apprentice program in response to hiring challenges and the need to develop a workforce capable of supporting zero-emission technologies. After completing a 2-year training program, new technicians will be capable of performing skilled maintenance work on the County's fleet of transit buses and heavy equipment. DFMS is also working with Montgomery College and the State of Maryland to develop a hiring pipeline and enhance the apprentice training experience.
- Provided a Ford Mach-E electric vehicle for Montgomery County Police Department as a pilot to explore the suitability of electric vehicles for police patrol use. Wide-scale availability of zero-emissions patrol vehicles is expected by 2025.
- Trained staff on the maintenance and repair of electric propulsion and high-voltage systems, including training for first responders in coordination with Montgomery County Fire and Rescue Service to ensure safe responses to fires and other potential emergencies involving electric buses.

## 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 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of administrative vehicle work orders completed [1] | 2,535 | 2,584 | 4,471 | 3,528 | 3,999 |
| Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles) [2] | 21,774 | 42,701 | 26,533 | 30,336 | 33,190 |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days) [3] | 0.52 | 0.98 | 0.63 | 0.71 | 0.77 |

[1] *FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[2] *FY21 and FY22 data represents an anomaly based on low utilization as a result of the COVID-19 pandemic.*

[3] *FY22 represents an anomaly due to logistics challenges for parts due to the COVID-19 pandemic.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,057,031** | **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. | (842,687) | 0.00 |
| **FY24 Recommended** | **4,214,344** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Amount spent on parts (in dollars) [1] | $5,519,218 | $11,453,432 | $10,228,838 | $10,841,135 | $10,534,986 |
| Fiscal inventory parts turn rate [2] | 1.72 | 1.13 | 1.90 | 1.90 | 1.81 |
| Percent of work orders completed without delay for parts [3] | 73% | 79% | 82% | 80% | 81% |

[1] *FY21 and FY22 represent an anomaly due to reductions in vehicle utilization and subsequent reductions in parts issuances 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 2024, the Division of Fleet Management Services has made adjustments to its internal parts inventory.*

[3] *FY21 and FY22 decrease due to part availability associated with COVID-19 and the fact that disruptions in the supply chain are expected to go into late 2024.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **15,823,767** | **36.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 552,594 | 0.00 |
| **FY24 Recommended** | **16,376,361** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of heavy equipment work orders completed [1] | 1,478 | 1,328 | 3,153 | 2,240 | 2,696 |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days) [2] | 1.74 | 1.13 | 1.90 | 1.90 | 1.81 |
| Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles) [3] | 17,963 | 14,159 | 15,562 | 15,895 | 15,205 |
| Heavy equipment fleet availability [4] | 92.8% | 93.4% | 92.0% | 93.0% | 93.0% |

[1] *FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[2] *3 year rolling average*

[3] *FY21 and FY22 data is an anomaly based on low utilization as a result of the COVID-19 pandemic.*

[4] *3 year rolling average*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,022,892** | **37.50** |
| Increase Cost: Vehicle Maintenance Contracts | 500,000 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 563,574 | 3.00 |
| **FY24 Recommended** | **7,086,466** | **40.50** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of fleet work orders completed [1] | 19,404 | 45,451 | 45,451 | 45,451 | 45,451 |
| Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4) | 3.34 | 3.20 | 3.50 | 3.50 | 3.50 |
| Clean Air Commitment - Gallons of diesel/unleaded used | 4,411,535 | 4,548,540 | 4,339,006 | 4,210,062 | 4,082,570 |
| Clean Air Commitment - Gallons of alternative fuels used [2] | 1,267,407 | 1,512,826 | 1,722,360 | 1,851,304 | 1,990,151 |

[1] *FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[2] *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 FY23 an additional 10 electric buses will be going into service and 41 electric buses are projected for FY24.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **33,500,168** | **14.10** |
| Increase Cost: Fuel | 2,332,155 | 0.00 |
| Increase Cost: Fleet Management Information System Replacement | 391,000 | 0.00 |
| Increase Cost: Oil and Bulk Fluids | 200,000 | 0.00 |
| Increase Cost: Service fees for electric vehicle chargers | 172,500 | 0.00 |
| Re-align: Adjust utilities budget to reflect actuals | (400,000) | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (413,378) | 0.00 |
| **FY24 Recommended** | **35,782,445** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of public safety vehicle work orders completed [1] | 7,229 | 7,533 | 13,114 | 10,324 | 11,719 |
| Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles) [2] | 35,434 | 49,681 | 38,248 | 41,121 | 43,017 |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days) [3] | 1.38 | 2.28 | 1.74 | 2.01 | 1.88 |
| Police vehicle fleet availability [4] | 97% | 96% | 97% | 97% | 97% |

[1] *FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[2] *FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[3] *FY21 and FY22 represent an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.*

[4] *3 year rolling average*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,867,839** | **3.00** |
| Increase Cost: Light Fleet Maintenance | 1,140,841 | 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. | (1,108,840) | 0.00 |
| **FY24 Recommended** | **6,899,840** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of transit work orders completed [1] | 8,162 | 8,225 | 11,823 | 10,024 | 10,924 |
| Percent of transit preventive maintenance completed within 6,000 miles of previous PM | 98% | 99% | 98% | 98% | 98% |
| Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) [2] | 24,536 | 17,019 | 19,619 | 22,077 | 20,848 |
| Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days) [3] | 2.64 | 2.18 | 1.94 | 2.06 | 2.00 |
| Average days out of service per bus for parts [4] | 5.75 | 10.79 | 7.45 | 9.12 | 13.00 |

[1] *FY21 and FY22 represent an anomaly due to reductions in vehicle utilization due to the COVID-19 pandemic.*

[2] *The Federal Transit Administration requirement is 12,000 miles. FY21 and FY22 data is an anomaly based on low utilization as a result of COVID-19. Ride On added a new bus service with 16 new buses. It is expected that the reliability will be more in line with the fleet average as the vehicles age.*

[3] *FY21 and FY22 represent an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.*

[4] *FY21 and FY22 represent an anomaly due to logistic challenges for parts due to the COVID-19 pandemic.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **21,801,485** | **119.00** |
| Re-align: Lapse 4 Mechanic Technician Positions to Reflect Reduced Ride-On service | (377,761) | 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. | 643,360 | (3.00) |
| **FY24 Recommended** | **22,067,084** | **116.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **MOTOR POOL INTERNAL SERVICE FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 18,772,056 | 20,039,669 | 19,017,269 | 21,015,296 | 4.9 % |
| Employee Benefits | 5,280,295 | 5,632,494 | 5,331,396 | 5,967,845 | 6.0 % |
| **Motor Pool Internal Service Fund Personnel Costs** | **24,052,351** | **25,672,163** | **24,348,665** | **26,983,141** | **5.1 %** |
| Operating Expenses | 51,248,505 | 51,678,392 | 56,709,453 | 55,520,772 | 7.4 % |
| Capital Outlay | 5,964,069 | 11,722,627 | 11,722,627 | 9,922,627 | -15.4 % |
| **Motor Pool Internal Service Fund Expenditures** | **81,264,925** | **89,073,182** | **92,780,745** | **92,426,540** | **3.8 %** |
| PERSONNEL | | | | | |
| Full-Time | 207 | 206 | 206 | 206 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 211.10 | 211.10 | 211.10 | 211.10 | — |
| REVENUES | | | | | |
| Motor Pool Charges/Fees | 86,763,535 | 86,718,985 | 90,713,250 | 93,473,703 | 7.8 % |
| Other Charges/Fees | 0 | 69,000 | 0 | 69,000 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Miscellaneous Revenues | 505,887 | 203,000 | 122,372 | 203,000 | — |
| Investment Income | 35,938 | 144,870 | 844,780 | 1,334,790 | 821.4 % |
| Insurance Recoveries | 1,617,092 | 1,844,868 | 1,844,868 | 2,238,070 | 21.3 % |
| **Motor Pool Internal Service Fund Revenues** | **88,922,452** | **88,980,723** | **93,525,270** | **97,318,563** | **9.4 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **MOTOR POOL INTERNAL SERVICE FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **89,073,182** | **211.10** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Fuel [Operational Management] | 2,332,155 | 0.00 |
| Increase Cost: Light Fleet Maintenance [Public Safety Automotive Services] | 1,140,841 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 1,033,652 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 983,431 | 0.00 |
| Increase Cost: Vehicle Maintenance Contracts [Heavy Equipment Services] | 500,000 | 0.00 |
| Increase Cost: Risk Management Adjustment | 446,888 | 0.00 |
| Increase Cost: Fleet Management Information System Replacement [Operational Management] | 391,000 | 0.00 |
| Increase Cost: Oil and Bulk Fluids [Operational Management] | 200,000 | 0.00 |
| Increase Cost: Service fees for electric vehicle chargers [Operational Management] | 172,500 | 0.00 |
| Increase Cost: Printing and Mail | 3,218 | 0.00 |
| Decrease Cost: Retirement Adjustment | (25,126) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (303,218) | 0.00 |
| Re-align: Lapse 4 Mechanic Technician Positions to Reflect Reduced Ride-On service [Transit Equipment Services] | (377,761) | 0.00 |
| Re-align: Adjust utilities budget to reflect actuals [Operational Management] | (400,000) | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (422,222) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (2,322,000) | 0.00 |
| **FY24 RECOMMENDED** | **92,426,540** | **211.10** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administrative Automotive Services | 5,057,031 | 1.50 | 4,214,344 | 1.50 |
| Business Support Services | 15,823,767 | 36.00 | 16,376,361 | 36.00 |
| Heavy Equipment Services | 6,022,892 | 37.50 | 7,086,466 | 40.50 |
| Operational Management | 33,500,168 | 14.10 | 35,782,445 | 14.10 |
| Public Safety Automotive Services | 6,867,839 | 3.00 | 6,899,840 | 3.00 |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Transit Equipment Services | 21,801,485 | 119.00 | 22,067,084 | 116.00 |
| **Total** | **89,073,182** | **211.10** | **92,426,540** | **211.10** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **MOTOR POOL INTERNAL SERVICE FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **92,427** | **92,427** | **92,427** | **92,427** | **92,427** | **92,427** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(2,639)** | **(2,639)** | **(2,639)** | **(2,639)** | **(2,639)** |
| Items recommended for one-time funding in FY24, including implementation of a new fleet management information system and funding for increased fuel costs, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **723** | **723** | **723** | **723** | **723** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **92,427** | **90,510** | **90,510** | **90,510** | **90,510** | **90,510** |

# General Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $48,117,027 | 176.30 |

DAVID DISE, DIRECTOR

## MISSION STATEMENT

The Department of General Services (DGS) proactively serves the diverse business and service requirements of all County departments, providing a single point of government-to-government service, enabling departments to successfully complete their respective missions, and thereby, adding value to the services performed by Montgomery County to County residents.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Department of General Services is $48,117,027, an increase of $6,197,902 or 14.79 percent from the FY23 Approved Budget of $41,919,125. Personnel Costs comprise 42.06 percent of the budget for 241 full-time position(s) and no part-time position(s), and a total of 176.30 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 57.94 percent of the FY24 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Enhance facility maintenance at volunteer-owned fire stations by transferring maintenance from MCFRS to the Department of General Services. This shift adds a professional maintenance team including a Property Manager, HVAC Technician, Plumber, Electrician, and a Craftsworker to oversee these fire stations in the Department of General Services. This allows a uniform Capitan to return to the field and will be funded in part by Emergency Service Transporter Supplemental Payment Program funds. This shift ensures that volunteer-owned stations receive the same expert facilities maintenance service as County-owned fire stations.

- Add a Property Manager II to reduce the average number of facilities managed per position and improve facility oversight and property maintenance. This enhancement is offset by the elimination of a lower priority vacant position elsewhere in the Department.
- Add an Administrative Specialist II to support implementation of the Capital Asset Management System providing technical assistance, customer service, coordinate service and repair work, measure facility management metrics and facility health, and ensure full utilization of system capabilities. This enhancement is offset by the elimination of a lower priority vacant position elsewhere in the Department.
- Add funds to support facilities maintenance at the Nebel Street Emergency Shelter.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Installed sustainability related lighting and lighting controls upgrades and additional Building Automation System upgrades throughout County facilities.
- Developed the Scotland Neighborhood Recreation Center into a Resiliency Hub where residents can take refuge from the heat of summer or the cold of winter when their residences lose power. Moreover, residents will be able to refrigerate critical medicines, charge electronic devices, and safely gather with neighbors. The Scotland Resiliency Hub is the first of several that DGS plans to develop in Low-to-Moderate Income communities.
- Implemented a Monitoring Based Commissioning Program across Rockville Co buildings (Executive Office Building, Judicial Center, and Judicial Center). This initial three-building pilot has established best practices that will expand the program across the County's largest energy-consuming buildings.
- Initiated work needed to repair and stabilize the historic Lincoln Park High School in Rockville. Work includes a complete interior teardown, replacing of rotted floor and ceiling joists, as well as rotted interior walls. Removing antiquated electrical and plumbing systems, and the removal of hazardous materials.
- Improved sustainability and resiliency through power redundancy systems at the County's Clarksburg correctional facility and installed combined heat/power systems at several locations, including power redundancy improvements at Strathmore.
- Building on the County Executive's commitment to expand affordable housing in the county, solicited proposals to construct affordable housing at 18 County-owned properties, to include for-sale and rental housing. Proposals have been received and awards will take place in FY24.
- Continuing the affordable housing initiative, AHC Inc. and Habitat for Humanity were selected as partners to redevelop the former Department of Recreation headquarters (the former Bushey Drive Elementary School). The partners will redevelop the site into rental apartments, for-sale condominiums, and single-family homes affordable to very low and low households earning between 30% and 70% of the area medium income.

## 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 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

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,599,492** | **16.86** |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 26,483 | 0.00 |
| Re-align: Personnel Cost Transfer | 0 | 1.17 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 327,139 | 0.00 |
| **FY24 Recommended** | **3,953,114** | **18.03** |

## Building Design and Construction

This program provides for the overall management of the Department's Capital Improvements Program (CIP) for facilities. This program includes the comprehensive, timely, economic, and environmentally efficient planning, design, and construction of buildings for County use, as well as public venues owned by the County. This program also provides comprehensive architectural and engineering services from planning through design. Functional elements include programming, contract administration, planning management, design management, and project management. Each County project includes an array of sustainable features to reduce the impact of the facility on the environment and lifecycle costs. These features are derived from an integrated design process that evaluates each measure, such as energy efficiency, onsite renewables environmental site design, and enhanced monitoring, collectively reducing utility and other costs. The planning and design of facilities follows best practices in project design and construction estimating and the timely delivery of facilities based on project schedules in the County CIP. This program is fully charged to the CIP.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| **FY24 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of printing orders completed [1] | 5,090 | 6,265 | 6,265 | 6,265 | 6,265 |
| Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4) | 3.49 | 3.48 | 3.49 | 3.49 | 3.49 |
| Print/Mail/Archives: Internal customer survey responsiveness rating (scale of 1-4) | 3.49 | 3.48 | 3.49 | 3.49 | 3.49 |

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

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **8,369,856** | **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. | 332,398 | 0.00 |
| **FY24 Recommended** | **8,702,254** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars) | $1,895,581 | $1,171,679 | $1,390,892 | $1,100,000 | $1,100,000 |
| Utility savings delivered by Energy and Sustainability initiatives (in dollars) | $1,846,856 | $1,018,515 | $1,579,394 | $1,579,394 | $1,579,394 |
| Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent) | 5,943 | 5,074 | 5,509 | 5,509 | 5,509 |
| County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent) | 107,740 | 117,149 | 114,100 | 110,902 | 107,801 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **825,414** | **4.50** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 25,402 | 0.00 |
| **FY24 Recommended** | **850,816** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [1] | $7,597 | $7,907 | $8,073 | $10,158 | $10,158 |
| Average percent of work orders completed in quarter | 71.2% | 80.4% | 85.0% | 85.0% | 85.0% |
| Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4) | 3.15 | 3.12 | 3.15 | 3.15 | 3.15 |

[1] *FY24 and FY25 include contract increases and additional funds for grounds maintenance and custodial for fire stations.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **28,200,612** | **106.70** |
| Shift: Enhance Facilities Maintenance Support of Volunteer-owned Fire Stations by Shifting Facilities Maintenance to the Department of General Services | 2,000,000 | 0.00 |
| Increase Cost: Custodial Services Contractual Cost Increases | 1,265,875 | 0.00 |
| Add: Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations | 502,797 | 5.00 |
| Increase Cost: Contractual Cost Increase for Grounds and Mowing Services; Electrical Controls; and Fire Suppression System Inspection Services | 134,778 | 0.00 |
| Increase Cost: Nebel Street Emergency Shelter Maintenance | 123,000 | 0.00 |
| Add: Property Manager II to Improve Facility Oversight and Maintenance | 113,008 | 1.00 |
| Add: Administrative Specialist II to Support Capital Asset Management System Implementation | 78,293 | 1.00 |
| Technical Adj: Personnel Cost Alignment | 0 | 0.50 |
| Decrease Cost: Recognize Plumbing Contract Savings from Expanded Property Management Support | (87,000) | 0.00 |
| Reduce: Abolish Two Vacant Building Services Worker Positions to Support Higher Need Position Request | (136,616) | (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. | 1,426,168 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY24 Recommended** | **33,620,915** | **112.20** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of square feet of leased space managed | 816,008 | 903,023 | 940,957 | 940,957 | 940,057 |
| Average amount Montgomery County pays in rent (in dollars per square foot) | $30.43 | $21.62 | $16.65 | $19.37 | $19.96 |
| Leased Space Needs: Internal customer survey responsiveness rating (scale of 1-4) | 3.33 | 3.29 | 3.30 | 3.30 | 3.30 |
| Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4) | 3.32 | 3.26 | 3.30 | 3.30 | 3.30 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **923,751** | **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. | 66,177 | 0.00 |
| **FY24 Recommended** | **989,928** | **7.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 12,292,148 | 11,648,690 | 12,796,186 | 12,967,410 | 11.3 % |
| Employee Benefits | 3,566,500 | 3,342,887 | 3,289,350 | 3,764,475 | 12.6 % |
| **County General Fund Personnel Costs** | **15,858,648** | **14,991,577** | **16,085,536** | **16,731,885** | **11.6 %** |
| Operating Expenses | 22,581,053 | 18,557,692 | 18,806,357 | 22,682,888 | 22.2 % |
| Capital Outlay | 79,538 | 0 | 0 | 0 | — |
| **County General Fund Expenditures** | **38,519,239** | **33,549,269** | **34,891,893** | **39,414,773** | **17.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 200 | 201 | 201 | 207 | 3.0 % |
| Part-Time | 1 | 1 | 1 | 0 | -100.0 % |
| FTEs | 134.73 | 135.06 | 135.06 | 141.73 | 4.9 % |
| REVENUES | | | | | |
| Miscellaneous Revenues | 202,771 | 60,000 | 60,000 | 60,000 | — |
| FEMA Reimbursement | 4,181,981 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **4,384,752** | **60,000** | **60,000** | **60,000** | **—** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **PRINTING & MAIL INTERNAL SERVICE FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 2,352,451 | 2,423,227 | 2,399,673 | 2,650,735 | 9.4 % |
| Employee Benefits | 772,630 | 790,739 | 785,727 | 857,474 | 8.4 % |
| **Printing & Mail Internal Service Fund Personnel Costs** | **3,125,081** | **3,213,966** | **3,185,400** | **3,508,209** | **9.2 %** |
| Operating Expenses | 5,449,180 | 4,796,480 | 4,825,046 | 4,834,635 | 0.8 % |
| Capital Outlay | 19,699 | 359,410 | 359,410 | 359,410 | — |
| **Printing & Mail Internal Service Fund Expenditures** | **8,593,960** | **8,369,856** | **8,369,856** | **8,702,254** | **4.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 34 | 34 | 34 | 34 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 34.57 | 34.57 | 34.57 | 34.57 | — |
| REVENUES | | | | | |
| Imaging/Archiving Revenues | 1,583,046 | 1,599,725 | 1,599,725 | 1,748,557 | 9.3 % |
| Mail Revenues | 2,584,692 | 2,296,374 | 2,296,374 | 2,416,714 | 5.2 % |
| Print Revenues | 2,184,118 | 2,632,335 | 2,632,335 | 2,722,562 | 3.4 % |
| Investment Income | 2,381 | 9,670 | 55,960 | 88,420 | 814.4 % |
| Other Charges/Fees | 1,901,952 | 1,869,320 | 1,869,320 | 1,869,320 | — |
| **Printing & Mail Internal Service Fund Revenues** | **8,256,189** | **8,407,424** | **8,453,714** | **8,845,573** | **5.2 %** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 377 | 0 | 0 | 0 | — |
| Employee Benefits | 95 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **472** | **0** | **0** | **0** | **—** |
| Operating Expenses | 883 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **1,355** | **0** | **0** | **0** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| **Grant Fund - MCG Revenues** | **0** | **0** | **0** | **0** | **—** |
| **DEPARTMENT TOTALS** | | | | | |
| **Total Expenditures** | **47,114,554** | **41,919,125** | **43,261,749** | **48,117,027** | **14.8 %** |
| **Total Full-Time Positions** | **234** | **235** | **235** | **241** | **2.6 %** |
| **Total Part-Time Positions** | **1** | **1** | **1** | **0** | **-100.0 %** |
| **Total FTEs** | **169.30** | **169.63** | **169.63** | **176.30** | **3.9 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Total Revenues** | **12,640,941** | **8,467,424** | **8,513,714** | **8,905,573** | **5.2 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **33,549,269** | **135.06** |
| **Changes (with service impacts)** | | |
| Add: Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations [Facilities Management] | 502,797 | 5.00 |
| Add: Property Manager II to Improve Facility Oversight and Maintenance [Facilities Management] | 113,008 | 1.00 |
| Add: Administrative Specialist II to Support Capital Asset Management System Implementation [Facilities Management] | 78,293 | 1.00 |
| Reduce: Abolish Two Vacant Building Services Worker Positions to Support Higher Need Position Request [Facilities Management] | (136,616) | (2.00) |
| **Other Adjustments (with no service impacts)** | | |
| Shift: Enhance Facilities Maintenance Support of Volunteer-owned Fire Stations by Shifting Facilities Maintenance to the Department of General Services [Facilities Management] | 2,000,000 | 0.00 |
| Increase Cost: Custodial Services Contractual Cost Increases [Facilities Management] | 1,265,875 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 661,287 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 656,022 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 503,517 | 0.00 |
| Increase Cost: Contractual Cost Increase for Grounds and Mowing Services; Electrical Controls; and Fire Suppression System Inspection Services [Facilities Management] | 134,778 | 0.00 |
| Increase Cost: Nebel Street Emergency Shelter Maintenance [Facilities Management] | 123,000 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 32,001 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 26,483 | 0.00 |
| Increase Cost: Printing and Mail | 4,451 | 0.00 |
| Technical Adj: Personnel Cost Alignment [Facilities Management] | 0 | 0.50 |
| Re-align: Personnel Cost Transfer [Administration] | 0 | 1.17 |
| Decrease Cost: Retirement Adjustment | (12,392) | 0.00 |
| Decrease Cost: Recognize Plumbing Contract Savings from Expanded Property Management Support [Facilities Management] | (87,000) | 0.00 |
| **FY24 RECOMMENDED** | **39,414,773** | **141.73** |
| **PRINTING & MAIL INTERNAL SERVICE FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **8,369,856** | **34.57** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 181,021 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 120,178 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Annualization of FY23 Operating Expenses | 30,000 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 7,514 | 0.00 |
| Increase Cost: Printing and Mail | 641 | 0.00 |
| Decrease Cost: Retirement Adjustment | (6,956) | 0.00 |
| **FY24 RECOMMENDED** | **8,702,254** | **34.57** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 3,599,492 | 16.86 | 3,953,114 | 18.03 |
| Building Design and Construction | 0 | 0.00 | 0 | 0.00 |
| Central Duplicating, Imaging, Archiving, & Mail Services | 8,369,856 | 34.57 | 8,702,254 | 34.57 |
| Energy and Sustainability | 825,414 | 4.50 | 850,816 | 4.50 |
| Facilities Management | 28,200,612 | 106.70 | 33,620,915 | 112.20 |
| Real Estate Program | 923,751 | 7.00 | 989,928 | 7.00 |
| **Total** | **41,919,125** | **169.63** | **48,117,027** | **176.30** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Recycling and Resource Management | Solid Waste Disposal | 54,624 | 0.10 | 42,162 | 0.10 |
| Alcohol Beverage Services | Liquor | 663,553 | 1.20 | 954,976 | 1.20 |
| CIP | Capital Fund | 8,381,039 | 56.32 | 8,764,621 | 55.15 |
| Administration and Support | General Fund | 749,029 | 3.50 | 749,029 | 3.50 |
| | **Total** | **9,848,245** | **61.12** | **10,510,788** | **59.95** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **39,415** | **39,415** | **39,415** | **39,415** | **39,415** | **39,415** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **180** | **180** | **180** | **180** | **180** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(154)** | **(154)** | **(154)** | **(154)** | **(154)** |
| Items recommended for one-time funding in FY24, including temporary vehicle leases, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **365** | **365** | **365** | **365** | **365** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **39,415** | **39,806** | **39,806** | **39,806** | **39,806** | **39,806** |
| **PRINTING & MAIL INTERNAL SERVICE FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **8,702** | **8,702** | **8,702** | **8,702** | **8,702** | **8,702** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **105** | **105** | **105** | **105** | **105** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **8,702** | **8,807** | **8,807** | **8,807** | **8,807** | **8,807** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Enhance Facilities Maintenance Support of Volunteer Owned Fire Stations | 374,387 | 5.00 | 499,183 | 5.00 |
| Property Manager II to Improve Facility Oversight and Maintenance | 87,326 | 1.00 | 116,435 | 1.00 |
| Administrative Specialist II to Support Capital Asset Management System Implementation | 78,293 | 1.00 | 104,391 | 1.00 |
| **Total** | **540,006** | **7.00** | **720,009** | **7.00** |

# Food Systems Resilience

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $1,118,131 | 3.00 |

HEATHER BOIS BRUSKIN, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Food Systems Resilience is to develop and implement interagency budgetary, regulatory, and operational strategies to build a more equitable, efficient, resilient, and sustainable food system in Montgomery County.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Office of Food Systems Resilience is established at $1,118,131. Personnel Costs comprise 34.44 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 65.56 percent of the FY24 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**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

## INITIATIVES

- Establish interagency coordination mechanisms within County government, including the formal creation of a Food Systems Leadership Committee and a Food Systems Workgroup with participation from key partner agencies including the Departments of Health and Human Services, Environmental Protection, General Services, and the Offices of Agriculture, Community Partnerships, Procurement, and Emergency Management and Homeland Security, as well as Montgomery County Public Schools, Maryland-National Capital Park and Planning Commission, and Montgomery County Economic Development Corporation.
- In coordination with the Office of Racial Equity and Social Justice, address the racial inequities and disparities present in all aspects of the food system.

- Serve as a liaison between government and food system partners, including residents, businesses, and non-profit organizations. Establish communications, survey mechanisms, and feedback loops to ensure policy development and implementation is directly informed by the insight and expertise of the community.
- In collaboration with partner agencies, launch government planning processes to establish long-term priorities and strategies for building food system resilience, including increased local food production and enhanced food-based economic opportunity.
- Develop a long-term county government framework for financial sustainability and strategic investment in food security programs and partnerships that center equity, efficiency, and effectiveness in enhancing resident access to nutritious and culturally diverse food.
- Conduct landscape assessments and gap analyses of County food system financial investments and assets, County food systems policy, and currently available food systems data collected both internally and externally, including mechanisms for communication and analysis of data.
- Establish baseline metrics for key food systems data points and create a dashboard mechanism for tracking longitudinal data. Enhance and refine community service provider partner data collection, reporting, and analysis processes.
- Engage and coordinate with statewide, regional, and national partners to share best practices, maximize external resources, and implement collaborative strategies for policymaking that strengthens equity and food system resilience both in our County and beyond our borders.

## PROGRAM CONTACTS

Contact Heather Bois Bruskin of the Office of Food Systems Resilience at 240.773.3349 or Eva Acevedo of the Office of Management and Budget at 240.777.2763 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Food Systems Resilience

The Office of Food Systems Resilience (OFSR) is charged with developing and maintaining a strategy for improving the efficiency, equity, sustainability, and resilience of the food systems in Montgomery County. Through fostering public-private partnerships with the community toward systems change, OFSR will expand upon the County Government's investments in ensuring equitable and dignified access to nutritious, culturally diverse foods for all residents and harness the unique strengths of business, nonprofit, and government partners to enhance the health of our people, economy, and natural resources. Ensuring greater County government focus on food systems data collection, monitoring, and reporting (including food access and security data) is a priority of OFSR.

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 304,455 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Employee Benefits | 0 | 0 | 0 | 80,676 | — |
| **County General Fund Personnel Costs** | **0** | **0** | **0** | **385,131** | **—** |
| Operating Expenses | 0 | 0 | 0 | 733,000 | — |
| **County General Fund Expenditures** | **0** | **0** | **0** | **1,118,131** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 3 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 3.00 | — |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **Other Adjustments (with no service impacts)** | | |
| Shift: Food Resilience Budget from County Executive Office to Office of Food Systems Resilience [Food Systems Resilience] | 1,087,854 | 3.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 21,725 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 8,552 | 0.00 |
| **FY24 RECOMMENDED** | **1,118,131** | **3.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **1,118** | **1,118** | **1,118** | **1,118** | **1,118** | **1,118** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **10** | **10** | **10** | **10** | **10** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **1,118** | **1,128** | **1,128** | **1,128** | **1,128** | **1,128** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Grants Management

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $609,378 | 5.00 |

RAFAEL PUMAREJO MURPHY, DIRECTOR

## 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 FY24 Operating Budget for the Office of Grants Management is $609,378, an increase of $268,069 or 78.54 percent from the FY23 Approved Budget of $341,309. Personnel Costs comprise 93.09 percent of the budget for five full-time position(s) and no part-time position(s), and a total of 5.00 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 6.91 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Effective, Sustainable Government**

## INITIATIVES

- Add an Outgoing Grants Program Manager II and an Administrative Specialist to manage the expected increased volume of competitive grant programs and grant agreements, support an intensive outgoing grants management training curriculum with a focus on monitoring and oversight, and provide equitable training and support to emerging organizations applying for County grants as part of the County's Racial Equity and Social Justice goals.
- Consolidate all County grant seeking information and support resources onto an OGM intranet site, including basic grant documentation and information about grants.gov, to streamline and expedite County applications for outside grant opportunities. As part of this consolidation, OGM will conduct annual audits to ensure that all departments are applying for federal grants under the MCG umbrella account.

- Streamline competitive grant agreements, development, approvals, and implementation regulations, policies, guidelines, workflows, and support resources to make grant procedures more accessible to departments.
- Continue to leverage data and feedback collected through the FY23 Nonprofit Community Grants and Grants Management Reform Survey to inform the development of grant agreements and competitive programs while continuing to engage with a broad range of nonprofit stakeholders.
- Establish an OGM Liaison in all departments and offices who can evaluate and potentially apply for related outside grant opportunities identified by OGM.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Develop a "Grants Ready" training curriculum and other support resources to help departments and their applicable staff more quickly and effectively respond to outside grant opportunities and successfully manage awards received.
- Consolidate all County competitive grants programs into OGM's online grants application platform to streamline application efficiency, give applicants a single reference point for all County grant opportunities, and ensure compliance with all County grants related legislation and policies.
- Establish and advertise weekly "office hours" to departments considering, pursuing, or currently managing outside grants. Departments will be able to book a 15-minute consultation/clarification as problems and questions arise either about a specific grant application, becoming "Grant Ready," or as an introduction to an issue that requires a longer meeting. As planned, office hours will be coordinated via staff's email signature and the intranet.

## PROGRAM CONTACTS

Contact Rafael Pumarejo Murphy of the Office of Grants Management at 240.777.2775 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Grants Management

The Office of Grants Management leads countywide grants policy and planning by developing countywide policies and procedures to implement best practices regarding grants management; maximizes the County's use of Federal, State, and non-governmental grant opportunities; maximizes the efficiency and effectiveness of grants awarded by the County; ensures public transparency and ethical practice in grants management; and ensures that grants management in the County is consistent with the County's racial equity and social justice goals. The Office of Grants Management's three core functions in County government are to assist departments with winning and complying with outside grant awards, organizing equitable and inclusive competitive grant programs, and issuing County awards as grant agreements.

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 County Executive and the County Council that include 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.

The Office of Grants Management will develop and oversee a grant funding mechanism for departments to use for implementing programs and initiatives; instead of the reimbursable non-competitive contracts the County traditionally calls grants. The Office is 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **89,596** | **1.00** |
| Shift: From Director's Office to Grant's Management - OGM Budget Consolidation | 251,713 | 2.00 |
| Add: Outgoing Grants Compliance Program Manager II | 115,601 | 1.00 |
| Add: Grants Management Administrative Specialist III | 76,591 | 1.00 |
| Shift: From OMB to Office of Grants Management for Software and Database Subscriptions | 9,020 | 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. | 66,857 | 0.00 |
| **FY24 Recommended** | **609,378** | **5.00** |

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

### Director's Office

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **251,713** | **2.00** |
| Shift: From Director's Office to Grant's Management - OGM Budget Consolidation | (251,713) | (2.00) |
| **FY24 Recommended** | **0** | **0.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 256,511 | 245,405 | 445,594 | 73.7 % |
| Employee Benefits | 0 | 63,703 | 55,777 | 121,649 | 91.0 % |
| **County General Fund Personnel Costs** | **0** | **320,214** | **301,182** | **567,243** | **77.1 %** |
| Operating Expenses | 0 | 21,095 | (10,905) | 42,135 | 99.7 % |
| **County General Fund Expenditures** | **0** | **341,309** | **290,277** | **609,378** | **78.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 3 | 3 | 5 | 66.7 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 3.00 | 3.00 | 5.00 | 66.7 % |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **341,309** | **3.00** |
| **Changes (with service impacts)** | | |
| Add: Outgoing Grants Compliance Program Manager II [Grants Management] | 115,601 | 1.00 |
| Add: Grants Management Administrative Specialist III [Grants Management] | 76,591 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Shift: From Director's Office to Grant's Management - OGM Budget Consolidation [Grants Management] | 251,713 | 2.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 56,406 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 9,189 | 0.00 |
| Shift: From OMB to Office of Grants Management for Software and Database Subscriptions [Grants Management] | 9,020 | 0.00 |
| Increase Cost: Printing and Mail | 2,048 | 0.00 |
| Decrease Cost: Retirement Adjustment | (786) | 0.00 |
| Shift: From Director's Office to Grant's Management - OGM Budget Consolidation [Director's Office] | (251,713) | (2.00) |
| **FY24 RECOMMENDED** | **609,378** | **5.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Director's Office | 251,713 | 2.00 | 0 | 0.00 |
| Grants Management | 89,596 | 1.00 | 609,378 | 5.00 |
| **Total** | **341,309** | **3.00** | **609,378** | **5.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **609** | **609** | **609** | **609** | **609** | **609** |
| No inflation or compensation change is included in outyear projections. | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **Annualization of Positions Recommended in FY24** | **0** | **24** | **24** | **24** | **24** | **24** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(8)** | **(8)** | **(8)** | **(8)** | **(8)** |
| Items recommended for one-time funding in FY24, including certain equipment for new positions, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **10** | **10** | **10** | **10** | **10** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **609** | **635** | **635** | **635** | **635** | **635** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Grants Management Administrative Specialist III | 71,605 | 1.00 | 95,473 | 1.00 |
| **Total** | **71,605** | **1.00** | **95,473** | **1.00** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Human Resources

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $344,673,864 | 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.

- 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 |
|---|---|---|
| **FY23 Approved** | **1,859,982** | **14.00** |
| 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 |
| **FY24 Recommended** | **3,115,411** | **19.00** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,220,760** | **20.75** |
| 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) |
| **FY24 Recommended** | **3,872,201** | **22.75** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of cases/inquiries received by EEO [1] | 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% |

[1] *For FY23 and beyond, this measure includes investigations.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **444,307** | **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. | 13,933 | 0.00 |
| **FY24 Recommended** | **458,240** | **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 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 [1] | 73% | N/A | 75% | 75% | 75% |

[1] *Data is reported by Virgin Pulse and is not yet available for 2022.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **313,195,533** | **15.85** |
| 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 |
| **FY24 Recommended** | **329,558,606** | **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 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 |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,404,757** | **3.00** |
| 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 |
| **FY24 Recommended** | **3,440,633** | **6.00** |

## 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), 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.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| 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% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,329,902** | **13.40** |
| 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 |
| **FY24 Recommended** | **2,795,897** | **18.90** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target 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 |
|---|---|---|
| **FY23 Approved** | **895,280** | **4.50** |
| 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 |
| **FY24 Recommended** | **1,432,876** | **7.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| 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 % |
| **County General Fund Personnel Costs** | **5,417,790** | **6,444,120** | **6,135,263** | **8,701,741** | **35.0 %** |
| Operating Expenses | 2,484,013 | 2,979,348 | 3,585,057 | 4,483,802 | 50.5 % |
| **County General Fund Expenditures** | **7,901,803** | **9,423,468** | **9,720,320** | **13,185,543** | **39.9 %** |
| PERSONNEL | | | | | |
| 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 % |
| **County General Fund Revenues** | **0** | **0** | **0** | **0** | **—** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **EMPLOYEE HEALTH SELF INSURANCE** | | | | | |
| EXPENDITURES | | | | | |
| 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 % |
| **Employee Health Self Insurance Personnel Costs** | **2,936,203** | **3,322,706** | **2,971,644** | **3,579,262** | **7.7 %** |
| Operating Expenses | 285,906,173 | 311,604,347 | 310,680,001 | 327,909,059 | 5.2 % |
| **Employee Health Self Insurance Expenditures** | **288,842,376** | **314,927,053** | **313,651,645** | **331,488,321** | **5.3 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 23.85 | 25.25 | 25.25 | 25.25 | — |
| REVENUES | | | | | |
| 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 % |
| **Employee Health Self Insurance Revenues** | **101,816,083** | **314,940,286** | **314,003,552** | **332,553,547** | **5.6 %** |
| **DEPARTMENT TOTALS** | | | | | |
| **Total Expenditures** | **296,744,179** | **324,350,521** | **323,371,965** | **344,673,864** | **6.3 %** |
| **Total Full-Time Positions** | **65** | **72** | **72** | **91** | **26.4 %** |
| **Total Part-Time Positions** | **2** | **2** | **2** | **1** | **-50.0 %** |
| **Total FTEs** | **67.65** | **74.50** | **74.50** | **92.50** | **24.2 %** |
| **Total Revenues** | **101,816,083** | **314,940,286** | **314,003,552** | **332,553,547** | **5.6 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **9,423,468** | **49.25** |
| **Changes (with service impacts)** | | |
| 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 |
| **Other Adjustments (with no service impacts)** | | |
| 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 |
| **FY24 RECOMMENDED** | **13,185,543** | **67.25** |

### EMPLOYEE HEALTH SELF INSURANCE

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **314,927,053** | **25.25** |
| **Other Adjustments (with no service impacts)** | | |
| 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 |
| **FY24 RECOMMENDED** | **331,488,321** | **25.25** |

## 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 |
| **Total** | **324,350,521** | **74.50** | **344,673,864** | **92.50** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| 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 |
| | **Total** | **1,977,051** | **0.75** | **2,463,286** | **0.75** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **13,186** | **13,186** | **13,186** | **13,186** | **13,186** | **13,186** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **422** | **422** | **422** | **422** | **422** |
| 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. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **170** | **170** | **170** | **170** | **170** |
| **Labor Contracts** | **0** | **(100)** | **(100)** | **(100)** | **(100)** | **(100)** |
| 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 |
|---|---|---|---|---|---|---|
| **Subtotal Expenditures** | **13,186** | **13,678** | **13,678** | **13,678** | **13,678** | **13,678** |
| **EMPLOYEE HEALTH SELF INSURANCE** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **331,488** | **331,488** | **331,488** | **331,488** | **331,488** | **331,488** |
| 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** | **331,488** | **331,572** | **331,572** | **331,572** | **331,572** | **331,572** |

## 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 |
| **Total** | **527,358** | **8.00** | **949,784** | **8.00** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Human Rights

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $2,059,712 | 12.10 |

JAMES STOWE, DIRECTOR

## MISSION STATEMENT

The Mission of the Office of Human Rights is to enforce the County's anti-discrimination laws in housing, commercial real estate, employment, public accommodations, and intimidation. The Office also provides training, public education programs, and promotes the increased understanding and tolerance among diverse groups.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Office of Human Rights is $2,059,712, an increase of $423,806 or 25.91 percent from the FY23 Approved Budget of $1,635,906. Personnel Costs comprise 79.60 percent of the budget for 11 full-time position(s) and one part-time position(s), and a total of 12.10 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 20.40 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Hosting the Annual Human Rights Agencies Training Conference in August 2023, in partnership with the International Association of Official Human Rights Agencies (IAOHRA).
- Continue implementation and outreach efforts of Ban-the-Box laws that prohibits employers and housing providers from asking applicants about criminal history on job or housing applications.
- Planning and coordination for the County's Juneteenth Celebration, the observance of November as the month of Remembrance and Reconciliation, and other activities focused on mitigating the incidents of hate violence in the County.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Planned and coordinated the first two-day Juneteenth event as the County celebrated its first official holiday observance with an estimated 4,000 people in attendance.
- Coordinated with the Remembrance and Reconciliation Commission the observance of November as the month of Remembrance and Reconciliation in the County. Activities focus on the recognition of three men lynched in Montgomery County in the late 1800s: George Peck, John Diggs Dorsey, and Sidney Randolph.
- In accordance with the Community Reinvestment Act (CRA) created a minority business training and development program in conjunction with the Human Rights Commission and a private bank. The ten-week intensive program has had 70 small businesses successfully complete the program.
- Held the second in a three-part series in partnership with the US Equal Employment Opportunity Commission, "A Virtual Employer Summit", focused on age discrimination and the multigenerational workplace, including corporate, academic, and federal enforcement officials as presenters.

## PROGRAM CONTACTS

Contact James Stowe of the Office of Human Rights at 240.777.8490 or Alicia Singh of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The 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

### 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **307,822** | **1.00** |
| Add: Funding for Juneteenth and MLK Celebrations | 70,000 | 0.00 |
| Add: Funding for the Remembrance and Reconciliation Commission | 56,000 | 0.00 |
| Add: Part-time Program Manager I for Operational Support | 53,162 | 0.50 |
| Add: Funding for Hosting Human Rights Agencies Conference | 40,000 | 0.00 |
| Add: Funding for the Community Reinvestment Act Initiative | 40,000 | 0.00 |
| Restore: Funding for Ban-the-Box Campaign | 40,000 | 0.00 |
| Increase Cost: Biennial Hall of Fame Event | 2,500 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 6,497 | 0.00 |
| **FY24 Recommended** | **615,981** | **1.50** |

## 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; partners with other local, State, and Federal offices; and conducts various forums to promote increased understanding and tolerance among diverse groups.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of Human Rights Commission meetings facilitated | 10 | 10 | 10 | 10 | 10 |
| Overall satisfaction of Commissioners with the HRC's advocacy for human and civil rights issues (scale of 1-5) | 4.9 | 5.0 | 4.9 | 4.9 | 4.9 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **50,261** | **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. | 6,636 | 0.00 |
| **FY24 Recommended** | **56,897** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of human rights compliance cases processed | 179 | 149 | 180 | 180 | 180 |
| Percent of cases that have completed their investigation within 15 months | 94% | 93% | 94% | 94% | 94% |
| Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator | 95.0% | 97.0% | 97.0% | 97.0% | 97.0% |
| Percent of cases in backlog status (cases not closed within 15 months) | 6% | 7% | 6% | 6% | 6% |
| Percent of referred cases that are mediated successfully [1] | N/A | N/A | 65% | 65% | 65% |

[1] *Mediations were halted during COVID lockdown. Attempts to resume mediations virtually in 2020 and 2021 were unsuccessful.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,075,550** | **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. | 205,252 | 1.00 |
| **FY24 Recommended** | **1,280,802** | **9.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of fair housing workshops and public education programs hosted | 1 | 2 | 2 | 2 | 2 |
| Number of fair housing education ads on Ride On Buses | 50 | 50 | 50 | 50 | 50 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of human rights and fair housing program ads played in movie theater previews | 269,553 | 340,000 | 300,000 | 300,000 | 300,000 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **202,273** | **2.10** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (96,241) | (1.00) |
| **FY24 Recommended** | **106,032** | **1.10** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 786,322 | 1,162,017 | 982,743 | 1,292,759 | 11.3 % |
| Employee Benefits | 203,978 | 305,403 | 259,993 | 346,765 | 13.5 % |
| **County General Fund Personnel Costs** | **990,300** | **1,467,420** | **1,242,736** | **1,639,524** | **11.7 %** |
| Operating Expenses | 309,070 | 168,486 | 243,486 | 420,188 | 149.4 % |
| **County General Fund Expenditures** | **1,299,370** | **1,635,906** | **1,486,222** | **2,059,712** | **25.9 %** |
| PERSONNEL | | | | | |
| Full-Time | 11 | 11 | 11 | 11 | — |
| Part-Time | 0 | 0 | 0 | 1 | — |
| FTEs | 11.60 | 11.60 | 11.60 | 12.10 | 4.3 % |
| REVENUES | | | | | |
| EEOC Reimbursement | 0 | 32,000 | 32,000 | 32,000 | — |
| **County General Fund Revenues** | **0** | **32,000** | **32,000** | **32,000** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **1,635,906** | **11.60** |
| **Changes (with service impacts)** | | |
| Add: Funding for Juneteenth and MLK Celebrations [Administration] | 70,000 | 0.00 |
| Add: Funding for the Remembrance and Reconciliation Commission [Administration] | 56,000 | 0.00 |
| Add: Part-time Program Manager I for Operational Support [Administration] | 53,162 | 0.50 |
| Add: Funding for Hosting Human Rights Agencies Conference [Administration] | 40,000 | 0.00 |
| Add: Funding for the Community Reinvestment Act Initiative [Administration] | 40,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 54,945 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 53,822 | 0.00 |
| Restore: Funding for Ban-the-Box Campaign [Administration] | 40,000 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Annualization of FY23 Personnel Costs | 17,951 | 0.00 |
| Increase Cost: Biennial Hall of Fame Event [Administration] | 2,500 | 0.00 |
| Increase Cost: Printing and Mail | 207 | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (2,005) | 0.00 |
| Decrease Cost: Retirement Adjustment | (2,776) | 0.00 |
| **FY24 RECOMMENDED** | **2,059,712** | **12.10** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 307,822 | 1.00 | 615,981 | 1.50 |
| Community Mediation and Public Affairs | 50,261 | 0.50 | 56,897 | 0.50 |
| Compliance | 1,075,550 | 8.00 | 1,280,802 | 9.00 |
| Fair Housing | 202,273 | 2.10 | 106,032 | 1.10 |
| **Total** | **1,635,906** | **11.60** | **2,059,712** | **12.10** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **2,060** | **2,060** | **2,060** | **2,060** | **2,060** | **2,060** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **16** | **16** | **16** | **16** | **16** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(45)** | **(45)** | **(45)** | **(45)** | **(45)** |
| Items recommended for one-time funding in FY24, including Human Rights Conference and operating expenses associated with new Program Manager I position, will be eliminated from the base in the outyears. | | | | | | |
| **Biennial Hall of Fame Event** | **0** | **(3)** | **3** | **(3)** | **3** | **(3)** |
| This Biennial event recognizes Montgomery County residents who have made personal sacrifices that positively impacted County human rights issues. | | | | | | |
| **Labor Contracts** | **0** | **72** | **72** | **72** | **72** | **72** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **2,060** | **2,100** | **2,106** | **2,100** | **2,106** | **2,100** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Part-time Program Manager I for Operational Support | 48,162 | 0.50 | 64,073 | 0.50 |
| **Total** | **48,162** | **0.50** | **64,073** | **0.50** |

# Intergovernmental Relations

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $1,089,096 | 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 FY24 Operating Budget for the Office of Intergovernmental Relations is $1,089,096, an increase of $13,409 or 1.25 percent from the FY23 Approved Budget of $1,075,687. Personnel Costs comprise 89.26 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 10.74 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## PROGRAM CONTACTS

Contact Wanda Wells of the Office of Intergovernmental Relations at 240.777.6550 or Katherine Bryant-Higgins of the Office of Management and Budget at 240.777.2764 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1] | 555 | 476 | 526 | 526 | 526 |
| Number of formal position statements prepared | 146 | 207 | 176 | 176 | 176 |
| Percent of State legislative package where Intergovernmental Relations position prevailed | 100% | 100% | 100% | 100% | 100% |
| Percent of State priorities fully realized | 100% | 80% | 100% | 100% | 100% |
| Total direct State aid ($ millions) [2] | $901 | $931 | $985 | $985 | $985 |
| Total State retirement payments ($ millions) | $171 | $175 | $166 | $166 | $166 |

[1] *Projections are based on the mathematical average of the last three years' actual figures.*

[2] *Flat projections*

## PROGRAM DESCRIPTIONS

### Intergovernmental Relations

The Office of Intergovernmental Relations (IGR) 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. IGR 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. IGR 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Wages | 718,835 | 783,390 | 698,407 | 790,951 | 1.0 % |
| Employee Benefits | 155,898 | 175,396 | 118,507 | 181,150 | 3.3 % |
| **County General Fund Personnel Costs** | **874,733** | **958,786** | **816,914** | **972,101** | **1.4 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Operating Expenses | 44,711 | 116,901 | 56,556 | 116,995 | 0.1 % |
| **County General Fund Expenditures** | **919,444** | **1,075,687** | **873,470** | **1,089,096** | **1.2 %** |
| PERSONNEL | | | | | |
| Full-Time | 5 | 5 | 5 | 5 | — |
| Part-Time | 0 | 1 | 1 | 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 | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 3,833 | 0 | 0 | 0 | -100.0 % |
| **Grant Fund - MCG Expenditures** | **3,833** | **0** | **0** | **0** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| State Grants | 3,833 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **3,833** | **0** | **0** | **0** | **—** |
| DEPARTMENT TOTALS | | | | | |
| **Total Expenditures** | **923,277** | **1,075,687** | **873,470** | **1,089,096** | **1.2 %** |
| **Total Full-Time Positions** | **5** | **5** | **5** | **5** | **—** |
| **Total Part-Time Positions** | **0** | **1** | **1** | **1** | **—** |
| **Total FTEs** | **5.30** | **5.30** | **5.30** | **5.30** | **—** |
| **Total Revenues** | **3,833** | **0** | **0** | **0** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **1,075,687** | **5.30** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 29,707 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 19,794 | 0.00 |
| Increase Cost: Printing and Mail | 94 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Retirement Adjustment | (777) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (35,409) | 0.00 |
| **FY24 RECOMMENDED** | **1,089,096** | **5.30** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **1,089** | **1,089** | **1,089** | **1,089** | **1,089** | **1,089** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **19** | **19** | **19** | **19** | **19** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **1,089** | **1,108** | **1,108** | **1,108** | **1,108** | **1,108** |

# Labor Relations

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $1,623,720 | 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 FY24 Operating Budget for the Office of Labor Relations is $1,623,720, a decrease of $2,111 or 0.13 percent from the FY23 Approved Budget of $1,625,831. Personnel Costs comprise 76.38 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 23.62 percent of the FY24 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**

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Negotiated new Collective Bargaining Agreements (CBA) with International Association of Fire Fighters, Fraternal Order of Police, and Municipal and County Government Employees Organization labor unions.
- Negotiated a new Direct Bargaining Agreement (DBA) with Montgomery County Volunteer Fire-Rescue Association.
- Created interim Administrative Procedure 1-17 that establishes OLR's role in the County with respect to labor and employee relations practices and policies.
- Created guidance/training documents related to OLR's mission and purpose.
- Launched a SharePoint survey to gather department feedback on changes to the CBAs ahead of term bargaining.
- Modified the County's Collective Bargaining Issues Development and Strategy Process for Term Bargaining in order to streamline and expedite the process.
- Established a Collective Bargaining Policy Committee to set County priorities ahead of term bargaining.

- Created training materials for new CBAs and DBA to ensure timely and accurate implementation of negotiated provisions.
- Launched a new grievance tracker that is more user friendly and effective at tracking grievances internally.

## PROGRAM CONTACTS

Contact Jennifer Harling of the Office of Labor Relations at 240.777.5073 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). 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.

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Number of trainings on labor relations offered to County employees | 11 | 18 | 22 | 26 | 31 |
| Number of County employees that attended trainings on labor relations | 295 | 142 | 170 | 204 | 245 |
| Total number of Labor Management Relations Committee (LMRC) meetings held with the three County employee unions (MCGEO, FOP, and IAFF) | 34 | 17 | 20 | 24 | 29 |
| Percent of LMRC meetings attended by an Office of Labor Relations representative | 71% | 88% | 95% | 90% | 90% |
| Percent of grievances by a bargaining unit resolved without the intervention of a third party | 96% | 98% | 90% | 90% | 90% |

## 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| COUNTY GENERAL FUND | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 852,128 | 1,002,146 | 877,740 | 988,418 | -1.4 % |
| Employee Benefits | 207,459 | 240,346 | 212,330 | 251,812 | 4.8 % |
| **County General Fund Personnel Costs** | **1,059,587** | **1,242,492** | **1,090,070** | **1,240,230** | **-0.2 %** |
| Operating Expenses | 361,535 | 383,339 | 387,374 | 383,490 | — |
| **County General Fund Expenditures** | **1,421,122** | **1,625,831** | **1,477,444** | **1,623,720** | **-0.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 8 | 8 | 8 | 8 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 8.00 | 8.00 | 8.00 | 8.00 | — |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **1,625,831** | **8.00** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 34,486 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 28,727 | 0.00 |
| Increase Cost: Printing and Mail | 151 | 0.00 |
| Decrease Cost: Retirement Adjustment | (1,403) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (64,072) | 0.00 |
| **FY24 RECOMMENDED** | **1,623,720** | **8.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **1,624** | **1,624** | **1,624** | **1,624** | **1,624** | **1,624** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **24** | **24** | **24** | **24** | **24** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **1,624** | **1,648** | **1,648** | **1,648** | **1,648** | **1,648** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Management and Budget

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $7,243,698 | 42.25 |

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 FY24 Operating Budget for the Office of Management and Budget is $7,243,698, an increase of $362,998 or 5.28 percent from the FY23 Approved Budget of $6,880,700. Personnel Costs comprise 93.37 percent of the budget for 42 full-time position(s) and one part-time position(s), and a total of 42.25 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 6.63 percent of the FY24 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

- During development of the FY24 County Executive's Recommended Budget, the Office of Management and Budget planned and executed eight operating budget forums to provide residents an opportunity to have their voices heard. Two of the budget forums were conducted in a language other than English (Spanish and Chinese).
- Along with the Office of Racial Equity and Social Justice (ORESJ), implemented the Operating Budget Equity Tool. The FY24 Operating Budget is the first one that fully integrates the use of this tool by departments, ORESJ, and OMB.

- Worked with the Department of Finance and departments managing capital projects to improve management of capital project advances involving non-County funding.
- Performed a survey of Executive Branch departments and offices to compile a comprehensive record of every resident and customer touchpoint, including incoming communication through digital platforms, paper documents and mail, calls, and walk-ins, as well as outgoing communication. This inventory will inform the work of the Customer Service Initiative in implementing organization-wide customer service standards.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Along with ORESJ, refined the Capital Budget Equity Tool, coordinated racial equity training for department staff, and incorporated ORESJ analysis into capital budget recommendations.

## 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 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.

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient [1] | 97.7% | 97.5% | 96.8% | 96.8% | 96.8% |
| Percent of the County Executive's Recommended Budget that is included in the Adopted Budget | 99.6% | 99.7% | 99.0% | 99.0% | 99.0% |

[1] *The fiscal year shown for GFOA rating corresponds to the fiscal year during which the budget was prepared (e.g., FY20 GFOA ratings apply to FY21 budget document, which was prepared during FY20).*

## 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 4,408,206 | 5,362,025 | 4,873,988 | 5,477,343 | 2.2 % |
| Employee Benefits | 1,111,708 | 1,236,645 | 1,139,627 | 1,286,218 | 4.0 % |
| **County General Fund Personnel Costs** | **5,519,914** | **6,598,670** | **6,013,615** | **6,763,561** | **2.5 %** |
| Operating Expenses | 114,798 | 282,030 | 221,284 | 480,137 | 70.2 % |
| **County General Fund Expenditures** | **5,634,712** | **6,880,700** | **6,234,899** | **7,243,698** | **5.3 %** |
| PERSONNEL | | | | | |
| Full-Time | 41 | 43 | 43 | 42 | -2.3 % |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 41.25 | 43.25 | 43.25 | 42.25 | -2.3 % |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **6,880,700** | **43.25** |
| **Other Adjustments (with no service impacts)** | | |
| Shift: Contractual IT Support from Technolgy and Enterprise Business Solutions [Fiscal, Policy, and Performance Analysis] | 220,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 213,298 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 198,787 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 16,200 | 0.00 |
| Increase Cost: Printing and Mail | 2,138 | 0.00 |
| Decrease Cost: Retirement Adjustment | (8,479) | 0.00 |
| Decrease Cost: Reduction of Other Professional Services [Fiscal, Policy, and Performance Analysis] | (24,031) | 0.00 |
| Decrease Cost: Shift One Administrative Specialist II Position to Department of Recreation [Fiscal, Policy, and Performance Analysis] | (122,483) | (1.00) |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (132,432) | 0.00 |
| **FY24 RECOMMENDED** | **7,243,698** | **42.25** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 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 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **7,244** | **7,244** | **7,244** | **7,244** | **7,244** | **7,244** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **132** | **132** | **132** | **132** | **132** |
| Restoration of one-time lapse adjustment in the budget development year | | | | | | |
| **Labor Contracts** | **0** | **114** | **114** | **114** | **114** | **114** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **7,244** | **7,490** | **7,490** | **7,490** | **7,490** | **7,490** |

# Procurement

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $5,104,774 | 38.90 |

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 FY24 Operating Budget for the Office of Procurement is $5,104,774, an increase of $100,266 or 2.00 percent from the FY23 Approved Budget of $5,004,508. Personnel Costs comprise 92.31 percent of the budget for 39 full-time position(s) and two part-time position(s), and a total of 38.90 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 7.69 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of Procurement has recently implemented a number of initiatives to improve efficiency as it pertains to contract

management and related purchasing activities. The most notable has been the introduction of PRO Direct, a web-based application that allows departments to connect with Procurement to request and complete purchasing actions. This feature was created to centralize and track requests submitted by departments to assist with timely processing and increase transparency. The central point of entry was required to eliminate access issues for requests sent directly to individuals via traditional methods, (i.e., email, chat, inter-office mail). With the implementation of this application, the Office of Procurement has enforced a commitment to acknowledge and/or respond to all requests within four business hours. The application proved successful with over 1,200 requests in the first 60 days. The application continues to expand and introduce new features based on user suggestions and feedback.

- The Office of Procurement has automated the workflow process County employees use to dispose of surplus items with the introduction of the surplus request application. Initially, this process was manual, timely, and difficult to track. For example, requests to dispose of surplus items were sent to Procurement management via email which required significant coordination to retrieve information on the outcomes of the requests. The new application incorporates an approval workflow and guides the end user on all required information prior to submission. Results are readily available for all County employees to aid in our mission to improve transparency.
- The Office of Procurement has improved efficiency and transparency with the introduction of the Emergency Procurement request application. This web-based tool is used by County departments to request the approval of urgent and unexpected informal purchases where the health and safety of the public, or the conservation of public resources, are at risk. This application assists with the required documentation of the facts that constitute the emergency. Procurements under this section are limited to those goods, construction, or services required to meet the emergency and must be made with competition to the extent practical under the circumstances.
- Procurement received five distinguished awards for efforts to improve efficiency from the National Association of Counties and the National Procurement Institute for Excellence in Public Procurement.

## PROGRAM CONTACTS

Contact Sarah Giambra of the Office of Procurement at 240.777.9951 or Natasha Joseph-Wilkerson of the Office of Management and Budget at 240.773.0052 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 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category) | 26.8% | 26.0% | 25.0% | 25.0% | 25.0% |
| Business Relations and Compliance: Percent of contract dollars awarded to LSBs | 27.2% | 26.2% | 26.0% | 27.0% | 27.0% |
| Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement | $104,780 | $116,087 | $100,000 | $100,000 | $100,000 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,486,419** | **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. | (253,076) | (3.00) |
| **FY24 Recommended** | **1,233,343** | **6.50** |

## 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.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of procurements completed in agreed upon time [1] | 73% | 74% | 78% | 80% | 80% |

[1] *This figure represents the average for the following: Invitation For Bid - 70%; Request For Proposals - 79%; and Construction - 75% for FY22.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,327,532** | **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. | (192,135) | 0.00 |
| **FY24 Recommended** | **3,135,397** | **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.

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).

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **190,557** | **4.00** |
| Increase Cost: Mid Year Creation of MIII Position | 174,644 | 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. | 370,833 | 3.00 |
| **FY24 Recommended** | **736,034** | **8.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Salaries and Wages | 2,736,194 | 3,622,776 | 3,289,192 | 3,723,197 | 2.8 % |
| Employee Benefits | 741,214 | 989,886 | 937,762 | 989,015 | -0.1 % |
| **County General Fund Personnel Costs** | **3,477,408** | **4,612,662** | **4,226,954** | **4,712,212** | **2.2 %** |
| Operating Expenses | 445,903 | 391,846 | 391,846 | 392,562 | 0.2 % |
| **County General Fund Expenditures** | **3,923,311** | **5,004,508** | **4,618,800** | **5,104,774** | **2.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 38 | 38 | 38 | 39 | 2.6 % |
| Part-Time | 2 | 2 | 2 | 2 | — |
| FTEs | 37.90 | 37.90 | 37.90 | 38.90 | 2.6 % |
| REVENUES | | | | | |
| Miscellaneous Revenues | 3,007 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **3,007** | **0** | **0** | **0** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **5,004,508** | **37.90** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 197,806 | 0.00 |
| Increase Cost: Mid Year Creation of MIII Position [Procurement Services] | 174,644 | 1.00 |
| Increase Cost: FY24 Compensation Adjustment | 155,817 | 0.00 |
| Increase Cost: Printing and Mail | 716 | 0.00 |
| Decrease Cost: Retirement Adjustment | (7,337) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (11,327) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (410,053) | 0.00 |
| **FY24 RECOMMENDED** | **5,104,774** | **38.90** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Business Relations and Compliance | 1,486,419 | 9.50 | 1,233,343 | 6.50 |
| Procurement Operations | 3,327,532 | 24.40 | 3,135,397 | 24.40 |
| Procurement Services | 190,557 | 4.00 | 736,034 | 8.00 |
| **Total** | **5,004,508** | **37.90** | **5,104,774** | **38.90** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Fleet Management Services | Motor Pool | 48,591 | 0.30 | 24,464 | 0.30 |
| Parking District Services | Bethesda Parking | 4,108 | 0.05 | 4,932 | 0.05 |
| Parking District Services | Silver Spring Parking | 4,108 | 0.05 | 4,932 | 0.05 |
| Transit Services | Mass Transit | 32,394 | 0.20 | 16,309 | 0.20 |
| Recycling and Resource Management | Solid Waste Disposal | 80,986 | 0.50 | 40,773 | 0.50 |
| | **Total** | **170,187** | **1.10** | **91,410** | **1.10** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **5,105** | **5,105** | **5,105** | **5,105** | **5,105** | **5,105** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **410** | **410** | **410** | **410** | **410** |
| **Labor Contracts** | **0** | **120** | **120** | **120** | **120** | **120** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **5,105** | **5,635** | **5,635** | **5,635** | **5,635** | **5,635** |

# Public Information

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $7,158,807 | 60.11 |

BARRY HUDSON, DIRECTOR

## MISSION STATEMENT

The mission of the Office of Public Information (PIO) is to provide timely, accurate, and effective communication to 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 FY24 Operating Budget for the Office of Public Information is $7,158,807, an increase of $423,108 or 6.28 percent from the FY23 Approved Budget of $6,735,699. Personnel Costs comprise 96.48 percent of the budget for 75 full-time position(s) and one part-time position(s), and a total of 60.11 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 3.52 percent of the FY24 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**

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Collaborated with TEBS, the Office of Community Partnerships, Regional Service Offices, and OMB to expand non-English speaking hybrid budget forums to improve community engagement.
- Streamlined the process for requesting graphic and website support by introducing an online work request form.
- Implemented bi-weekly meetings for Executive Branch public information officers and outreach staff to update department communicators on communication trends as well as ensure consistent messaging.
- During the past year, MC311 reduced customer pain points by changing policies in partnership with the Departments of Environmental Protection, Finance, Health and Human Services, Housing and Community Affairs, and Permitting Services and the Office of Human Resources.

- Simplified and streamlined how MC311 staff answer questions on the phone and online, with the cooperation and support of many department operations, which reduced the time customers spent on the phone getting the information they requested.
- Eliminated or minimized the need to transfer MC311 callers to internal experts in property taxes, permitting services, and trash and recycling leading to more callers who received the information they needed in one call.
- Callers to MC311 wait an average of 26 seconds, down from 36 seconds in FY22, over 60 seconds in FY21, and over 4 minutes in FY20.
- Average handle time for callers to MC311 is just under 4 minutes, down from 4.5 minutes in FY22, and down from over 5 minutes during FY21 and FY20.
- Customer satisfaction for callers to MC311 continues to hover near 90% so far in FY23.

## PROGRAM CONTACTS

Contact Barry Hudson of the Office of Public Information at 240.777.6507 or Eva Acevedo 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 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

### 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 from anywhere within Montgomery County. In addition, MC311 provides the County with a sophisticated ability to count, track, and respond to resident requests. MC311 is the County's main hub for customer service and provides the general public with a higher quality of service delivery and accountability while helping the government achieve operational efficiencies. MC311 actively partners with other County departments and offices to discover process improvement opportunities that will benefit the customers' experience while simultaneously increasing operational efficiencies within the County. The County's Siebel users receive their training through MC311, as the Siebel system tracks the status of service requests throughout the County.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total number of General Information Service Requests created [1] | 338,329 | 328,869 | 330,000 | 332,000 | 334,000 |
| Total number of Fulfillment Service Requests created [2] | 272,507 | 270,751 | 220,000 | 220,000 | 220,000 |
| Percent of calls classified as General Information | 70.41% | 68.38% | 60.00% | 60.00% | 60.00% |
| Average rate of Fulfillment Service Requests created on the MC311 website and the mobile enabled portal | 41.61% | 39.44% | 40.00% | 40.00% | 40.00% |
| Average percent of callers requesting to speak Spanish | 8.38% | 6.15% | 6.00% | 6.00% | 6.00% |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds) | 241 | 37 | 30 | 28 | 26 |
| Average rate of calls that come into 311 but are not answered by a Customer Service Representative (CSR) [3] | 15.05% | 4.15% | 3.50% | 3.20% | 3.00% |
| Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter) | $5.00 | $5.31 | $5.25 | $5.25 | $5.25 |
| Percent of MC311 survey respondents reporting satisfaction | 86% | 88% | 88% | 88% | 88% |

[1] *General Information Service Requests are those created, handled and closed within the MC311 Customer Service Center on behalf of other County departments.*

[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 industry standard target is 5%.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,546,738** | **46.70** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 393,173 | 0.00 |
| **FY24 Recommended** | **4,939,911** | **46.70** |

## 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, 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of press events | 90 | 110 | 100 | 75 | 75 |
| Internal County staff satisfaction with PIO services (scale of 1-4) | 3.27 | 3.13 | 3.15 | 3.15 | 3.15 |
| Total attendance at press conferences and press events [1] | 3,150 | 3,338 | 3,338 | 3,200 | 3,200 |
| Total utilization of direct resident communication systems - web, YouTube, video, podcasts, Facebook, Twitter (in millions) [2] | 155.2 | 93.9 | 100.0 | 100.0 | 100.0 |

[1] *Virtual attendance is tallied from logged-in accounts, so this total is much lower than actual participants and views.*

[2] *COVID-19 pandemic level communications were continued into FY22.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,909,097** | **12.20** |
| Eliminate: Reduction of a Vacant Position No Longer Needed | (133,614) | (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. | 111,196 | 0.00 |
| **FY24 Recommended** | **1,886,679** | **11.20** |

## 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 County 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of press releases and media advisories posted on website | 1,114 | 1,154 | 1,185 | 1,215 | 1,245 |
| Number of subscribers to county communications [1] | 1,187,120 | 1,672,510 | 1,750,000 | 1,850,000 | 1,950,000 |
| Average open rate for email communications sent via the Office of Public Information | 66% | 32% | 30% | 32% | 34% |

[1] *This number reflects the total number of subscribers to the County email distribution system.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **279,864** | **2.00** |
| Shift: Personnel Costs from Cable Fund to General Fund | 26,254 | 0.21 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 26,099 | 0.00 |
| **FY24 Recommended** | **332,217** | **2.21** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Wages | 4,320,706 | 4,982,220 | 4,692,032 | 5,284,519 | 6.1 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Employee Benefits | 1,344,012 | 1,507,958 | 1,449,611 | 1,622,282 | 7.6 % |
| **County General Fund Personnel Costs** | **5,664,718** | **6,490,178** | **6,141,643** | **6,906,801** | **6.4 %** |
| Operating Expenses | 499,740 | 245,521 | 245,134 | 252,006 | 2.6 % |
| **County General Fund Expenditures** | **6,164,458** | **6,735,699** | **6,386,777** | **7,158,807** | **6.3 %** |
| PERSONNEL | | | | | |
| Full-Time | 71 | 76 | 76 | 75 | -1.3 % |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 53.70 | 60.90 | 60.90 | 60.11 | -1.3 % |
| **County General Fund Revenues** | **0** | **0** | **0** | **0** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **6,735,699** | **60.90** |
| **Changes (with service impacts)** | | |
| Eliminate: Reduction of a Vacant Position No Longer Needed [Public Relations] | (133,614) | (1.00) |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 311,940 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 232,493 | 0.00 |
| Shift: Personnel Costs from Cable Fund to General Fund [Web Content and Graphic Management] | 26,254 | 0.21 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 24,475 | 0.00 |
| Increase Cost: Printing and Mail | 4,750 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 1,735 | 0.00 |
| Decrease Cost: Retirement Adjustment | (7,876) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (37,049) | 0.00 |
| **FY24 RECOMMENDED** | **7,158,807** | **60.11** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| MC311 Customer Service Center | 4,546,738 | 46.70 | 4,939,911 | 46.70 |
| Public Relations | 1,909,097 | 12.20 | 1,886,679 | 11.20 |
| Web Content and Graphic Management | 279,864 | 2.00 | 332,217 | 2.21 |
| **Total** | **6,735,699** | **60.90** | **7,158,807** | **60.11** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Human Resources | Employee Health Self Insurance | 0 | 0.00 | 0 | 0.00 |
| Health and Human Services | General Fund | 153,719 | 1.50 | 165,325 | 1.50 |
| Permitting Services | Permitting Services | 305,352 | 2.90 | 322,686 | 2.90 |
| Housing and Community Affairs | Montgomery Housing Initiative | 75,942 | 0.90 | 84,688 | 0.90 |
| Recycling and Resource Management | Solid Waste Disposal | 445,804 | 4.75 | 468,907 | 4.75 |
| Recycling and Resource Management | Solid Waste Collection | 115,708 | 1.25 | 121,137 | 1.25 |
| Cable Television Communications Plan | Cable TV | 554,040 | 4.30 | 546,809 | 4.09 |
| | **Total** | **1,650,565** | **15.60** | **1,709,552** | **15.39** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **7,159** | **7,159** | **7,159** | **7,159** | **7,159** | **7,159** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **214** | **214** | **214** | **214** | **214** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **7,159** | **7,373** | **7,373** | **7,373** | **7,373** | **7,373** |

# Racial Equity and Social Justice

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $1,398,979 | 8.50 |

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 FY24 Operating Budget for the Office of Racial Equity and Social Justice is $1,398,979, an increase of $122,539 or 9.60 percent from the FY23 Approved Budget of $1,276,440. Personnel Costs comprise 82.82 percent of the budget for eight full-time position(s) and one part-time position(s), and a total of 8.50 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 17.18 percent of the FY24 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

- Create a data analyst position to help implement the Racial Equity and Social Justice (RESJ) Act requirement to produce a Racial Equity dashboard, establish metrics, and work with departments and the community to determine which metrics should be measured. The data analyst will work with the director as well as internal departments, to determine what data should be disaggregated and reported to the County and the Office of Racial Equity and Social Justice (ORESJ).

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ORESJ continues to train and partner with employees on implementing racial equity initiatives and offers a class, "Advancing Racial Equity in Government", twice a month, using employee facilitators who participated in the "train the trainer" cohort delivered by the Government Alliance on Race and Equity (GARE) and ORESJ.
- The department continues to improve its evaluation of the Capital Improvements Program (CIP) and Operating budget analysis process by adding and improving Racial Equity tools every budget cycle. The department is also improving the racial equity tool used to help analyze supplemental appropriations.
- The ORESJ is currently working in conjunction with the Office of Human Resources (OHR) to imbed racial equity and social justice principles into the evaluation and performance management process.
- Starting in FY23, the department is creating self-guided trainings that will allow employees to access trainings at their convenience.

## PROGRAM CONTACTS

Contact Tiffany Ward of the Office of Racial Equity and Social Justice at 240.777.5334 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). 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.

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Number of County employees who have completed Racial Equity Training (not cumulative) | 430 | 754 | 1,100 | 1,600 | 2,100 |
| Percent of County departments with a Racial Equity and Social Justice Lead established | 85% | 85% | 90% | 90% | 90% |
| Number of Racial Equity Impact Assessments completed | 20 | 73 | 50 | 50 | 50 |
| Percent of County departments with a Racial Equity Action Plan completed | 0% | 0% | 5% | 10% | 15% |

## 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 418,169 | 825,461 | 671,721 | 912,812 | 10.6 % |
| Employee Benefits | 103,176 | 203,583 | 161,769 | 245,871 | 20.8 % |
| **County General Fund Personnel Costs** | **521,345** | **1,029,044** | **833,490** | **1,158,683** | **12.6 %** |
| Operating Expenses | 114,830 | 247,396 | 247,396 | 240,296 | -2.9 % |
| **County General Fund Expenditures** | **636,175** | **1,276,440** | **1,080,886** | **1,398,979** | **9.6 %** |
| PERSONNEL | | | | | |
| Full-Time | 6 | 7 | 7 | 8 | 14.3 % |
| Part-Time | 0 | 1 | 1 | 1 | — |
| FTEs | 6.00 | 7.50 | 7.50 | 8.50 | 13.3 % |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **1,276,440** | **7.50** |
| **Changes (with service impacts)** | | |
| Add: Data Analyst position (Grade 25) for data management and implementation of a Racial Equity dashboard as required by the Racial Equity and Social Justice (RESJ) Act. [Office of Racial Equity and Social Justice] | 96,069 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Lapsed Positions | 47,965 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 35,967 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 26,274 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Printing and Mail | 796 | 0.00 |
| Decrease Cost: Retirement Adjustment | (1,471) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (12,396) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (70,665) | 0.00 |
| **FY24 RECOMMENDED** | **1,398,979** | **8.50** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **1,399** | **1,399** | **1,399** | **1,399** | **1,399** | **1,399** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **24** | **24** | **24** | **24** | **24** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(5)** | **(5)** | **(5)** | **(5)** | **(5)** |
| Items recommended for one-time funding in FY24, including office equipment, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **35** | **35** | **35** | **35** | **35** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **1,399** | **1,453** | **1,453** | **1,453** | **1,453** | **1,453** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Data Analyst position (Grade 25) for data management and implementation of a Racial Equity dashboard as required by the Racial Equity and Social Justice (RESJ) Act. | 91,569 | 1.00 | 115,394 | 1.00 |
| **Total** | **91,569** | **1.00** | **115,394** | **1.00** |

# Technology and Enterprise Business Solutions

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $54,020,715 | 172.75 |

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 FY24 Operating Budget for the Department of Technology and Enterprise Business Solutions is $54,020,715, an increase of $3,028,568 or 5.94 percent from the FY23 Approved Budget of $50,992,147. Personnel Costs comprise 45.80 percent of the budget for 172 full-time position(s) and one part-time position(s), and a total of 172.75 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 54.20 percent of the FY24 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:

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

## INITIATIVES

- Continue to implement an enterprise driven IT governance model that is focused on responsiveness, collaboration, and innovation by centralizing the adoption of a more agile approach to technology initiatives, expanding the use of low to no-code technologies, and developing and staffing an enterprise IT project development governance model that emphasizes a solid business strategy.
- Replace and modernize the Montgomery County Government external facing website, resulting in an improved web experience evolving to meet internal and external user needs.
- Continue to modernize the technology and centralize the information across Montgomery County Government, resulting in improved efficiencies, and a unified infrastructure to drive data driven decision making. This modernization is the foundation to continuously improve the overall experience for stakeholders and citizens.
- Examine and envision how an investment in Artificial Intelligence (AI) can bring efficiency in decision making and problem solving, enhanced security, and foster effective decision making across the enterprise, by funding AI solutions that boost customer service, resident expectations, and their experiences with government services.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Established a governance structure and procedures within the Enterprise Office of Project Management that enabled the organization to successfully manage and deliver enterprise projects that significantly impact the organization, are highly complex, and subject to significant risks.
- Created a new Office of Public Safety Programs and Regional Interoperability (OFPS) to assist in the strategic planning, consultative designing, implementation, operations, and maintenance of mission-critical county-wide and regionally integrated public safety systems and services.
- Published the first-ever Enterprise Information Technology (IT) Service Catalog, providing departments with ongoing references to the technology services available, which will provide a simple and standardized way for departments to submit requests for new engagements. Requesters will experience a consultative and inclusive process by which their needs are discussed, solutions are evaluated, and plans are enacted to resolve the business needs. The online catalog will improve service delivery to the departments while providing TEBS with useful data for strategic planning and continuous improvement.
- Expanded cybersecurity capabilities to combat today's and tomorrow's increased information security threats by implementing next-generation Endpoint Detection and Response capabilities to further protect desktops and servers from advanced attackers and malicious software, and by implementing an Enterprise Mobile Application Management (MAM) solution, which enhances the County's data security and mobile threat protection by standardizing the list of supported applications ("apps"), instituting a required access code, and restricting the copying and saving of County data to personal mobile devices and accounts.

## PROGRAM CONTACTS

Contact Leny Bautista of the Department of Technology and Enterprise Business Solutions at 240.777.2865 or Seamus McNamara of the Office of Management and Budget at 240.277.2755 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

### Digital Transformation

The Office of Digital Transformation provides a digital vision for the County to meet the County's 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 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 System (GIS), Web Solutions, Data Services, Technical Support and Enterprise Resource Planning (ERP) which includes Human Capital Management, Payroll/Comp/BI, Security and System Administration, and Financials.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of enterprise resource planning (ERP) work orders completed | 1,023 | 673 | 700 | 700 | 700 |
| Number of websites and web applications supported | 397 | 264 | 279 | 294 | 309 |
| Number of Open Data datasets published | 22 | 30 | 30 | 25 | 25 |
| Enterprise resource system availability | 99.93% | 99.98% | 99.98% | 99.98% | 99.98% |
| Success rate for business intelligence data refreshes | 99.00% | 99.90% | 99.90% | 99.90% | 99.90% |
| Number of business intelligence data models published | 114 | 118 | 120 | 122 | 125 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **13,374,669** | **36.75** |
| Add: Website Initiative | 1,500,000 | 0.00 |
| Technical Adj: Mid-year reorganization position shifts and adjustments | 1,264,544 | 5.00 |
| Increase Cost: Oracle Licenses Based on Updated County Usage | 610,354 | 0.00 |
| Increase Cost: Oracle Software Maintenance | 49,200 | 0.00 |
| Decrease Cost: Contract Support Service in ERP-Payroll, Compensation, and Business Intelligence | (210,000) | 0.00 |
| Shift: Transfer One Contractual IT Support Resource to OMB | (220,000) | 0.00 |
| Decrease Cost: Contract Support Services in ERP-Security | (270,000) | 0.00 |

| FY24 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. | 140,284 | 0.00 |
| **FY24 Recommended** | **16,239,051** | **41.75** |

## 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 digital equity programs; manages the County's cable television and telecommunications franchise agreements and the Cable Revenue Fund; ensures that consumer cable and broadband services are of high quality and that communications 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, broadband, and networking for MCPS, MC, HOC, M-NCPPC, and WSSC Water.

Infrastructure Modernization: OBP is responsible for modernizing and maintaining the County's infrastructure supporting FiberNet, voice, and broadband services as well as the County's data center infrastructure.

Telecommunication Solutions: The Enterprise Telecommunications and Services Division (ETSD) provides integrated communications services and solutions for County government departments and agencies, including MC311. ETSD is responsible for the programming, operation, and maintenance of the County's telephone system and related services, e.g., voicemail and automatic call distribution (ACD).

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of telecom service requests [1] | 1,500 | N/A | 1,496 | TBD | TBD |
| Average number of workdays to complete telecom service requests [2] | 0.8 | N/A | 7.0 | TBD | TBD |
| Percent of time public safety radio system is fully operational | 98.90% | 100.00% | 100.00% | 100.00% | 100.00% |

[1] *Effective FY22, intake is being handled by ServiceNow and data is not available prior to July 1, 2022 to provide FY22 actuals. Projected FY24 and FY25 will be determined once Service Level Agreements (SLAs) have been established.*

[2] *Effective FY22, intake is being handled by ServiceNow and data is not available prior to July 1, 2022 to provide FY22 actuals. Projected FY24 and FY25 will be determined once Service Level Agreements (SLAs) have been established.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **18,759,595** | **57.50** |
| Shift: Senior IT Specialist to TEBS General Fund from Cable Fund | 172,951 | 1.00 |
| Shift: Cable Positions to General Fund | 0 | 2.00 |
| Decrease Cost: NOC Contractor to FTE Conversion | (551,655) | 0.00 |
| Technical Adj: Mid-year reorganization position shifts and adjustments | (10,047,684) | (27.50) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 740,117 | 0.00 |
| **FY24 Recommended** | **9,073,324** | **33.00** |

## 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 human resources, and Infrastructure and Cloud Services. The OCIO remains focused on dealing with vendor relationships, and 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of IT help desk requests | 69,732 | 84,584 | 87,122 | 89,735 | 92,427 |
| Percent of customers satisfied with the IT help desk | 98% | 99% | 98% | 98% | 98% |
| Percent of IT help desk requests resolved on the first call | 97% | 97% | 90% | 90% | 90% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **12,095,096** | **51.00** |
| Technical Adj: Mid-year reorganization position shifts and adjustments | 884,189 | 4.00 |
| Shift: MIII to TEBS General Fund from Cable Fund | 174,149 | 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. | 354,072 | 0.00 |
| **FY24 Recommended** | **13,507,506** | **56.00** |

## Public Safety Programs and Regional Interoperability

The newly created Office of Public Safety Programs and Regional Interoperability (OFPS) is responsible for the strategic planning and consultative design, implementation, operation, and maintenance of mission-critical county-wide and regionally integrated public safety systems and services. OFPS will assist in the identification and adoption of emerging public safety technologies. OFPS will look to leverage new and existing public safety programs within the National Capital Region (NCR).

Radio Communications Services (RCS) is responsible for (24-hour) operations and maintenance of the County's 800 MHZ radio and mobile communications systems and infrastructures that supports public safety and public service departments/agencies. RCS manages the newly created radio life-cycle replacement program.

The Public Safety Data System (PSDS) is responsible for (24-hour) operations and maintenance of the 9-1-1 Computer Aided Dispatch (CAD) system and processes working collaboratively with the Emergency Communications Center (ECC) senior management. PSDS manages the CAD system upgrade program and integration of the advance messaging and responder location program.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| Technical Adj: Mid-year reorganization position shifts and adjustments | 6,992,337 | 14.00 |

| FY24 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. | (333,359) | 0.00 |
| **FY24 Recommended** | **6,658,978** | **14.00** |

## Strategic Partnerships

The Office of Strategic Partnerships (OSP) 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 challenges facing departments. The Chief Technology Officer oversees this office and manages business process reengineering and maintains a consulting relationship with all department partners. OSP directs the planning to ensure alignment of required goals to support enterprise business demands. OSP focuses on envisioning how departmental technology and business needs can be better supported to improve service to our customers. OSP establishes cloud governance, architecture, and best practices, and implements cloud solutions. This office pushes technology services from an administrative, back-office function to a strategic partner for departments in innovating service to residents.

OSP manages DevOps & Server Support, Employee Productivity Services, Enterprise Cloud Solutions, Enterprise Services, Infrastructure & Cloud Services, and Low Code Governance and Administration, which manages 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Average monthly Enterprise Service Bus data transfers [1] | 256,873 | 251,824 | 260,000 | 265,000 | 270,000 |

[1] *In FY22, although the number of interfaces increased to 550 from 500, the monthly average statistics decreased because several high frequency run jobs were retired.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,762,787** | **23.00** |
| Technical Adj: Mid-year reorganization position shifts and adjustments | 906,612 | 5.00 |
| Enhance: Multifactor Authentication/Customer Identify & Access Management | 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. | 672,457 | 0.00 |
| **FY24 Recommended** | **8,541,856** | **28.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Wages | 16,589,417 | 19,064,962 | 17,560,583 | 20,040,196 | 5.1 % |
| Employee Benefits | 4,163,291 | 4,455,668 | 3,986,173 | 4,700,727 | 5.5 % |
| **County General Fund Personnel Costs** | **20,752,708** | **23,520,630** | **21,546,756** | **24,740,923** | **5.2 %** |
| Operating Expenses | 22,589,384 | 27,431,217 | 28,364,095 | 29,239,492 | 6.6 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Capital Outlay | 0 | 40,300 | 40,300 | 40,300 | — |
| **County General Fund Expenditures** | **43,342,092** | **50,992,147** | **49,951,151** | **54,020,715** | **5.9 %** |
| PERSONNEL | | | | | |
| Full-Time | 168 | 167 | 167 | 172 | 3.0 % |
| Part-Time | 2 | 2 | 2 | 1 | -50.0 % |
| FTEs | 166.25 | 168.25 | 168.25 | 172.75 | 2.7 % |
| REVENUES | | | | | |
| Other Licenses/Permits | (20) | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **(20)** | **0** | **0** | **0** | **—** |

## GRANT FUND - MCG

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 5,209,911 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **5,209,911** | **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 | 805,544 | 0 | 0 | 0 | — |
| Other Intergovernmental | 4,009,755 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **4,815,299** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **48,552,003** | **50,992,147** | **49,951,151** | **54,020,715** | **5.9 %** |
| **Total Full-Time Positions** | **168** | **167** | **167** | **172** | **3.0 %** |
| **Total Part-Time Positions** | **2** | **2** | **2** | **1** | **-50.0 %** |
| **Total FTEs** | **166.25** | **168.25** | **168.25** | **172.75** | **2.7 %** |
| **Total Revenues** | **4,815,279** | **0** | **0** | **0** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **50,992,147** | **168.25** |
| **Changes (with service impacts)** | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Add: Website Initiative [Digital Transformation] | 1,500,000 | 0.00 |
| Enhance: Multifactor Authentication/Customer Identify & Access Management [Strategic Partnerships] | 200,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Technical Adj: Mid-year reorganization position shifts and adjustments [Public Safety Programs and Regional Interoperability] | 6,992,337 | 14.00 |
| Technical Adj: Mid-year reorganization position shifts and adjustments [Digital Transformation] | 1,264,544 | 5.00 |
| Technical Adj: Mid-year reorganization position shifts and adjustments [Strategic Partnerships] | 906,612 | 5.00 |
| Technical Adj: Mid-year reorganization position shifts and adjustments [Office of the Chief Information Officer] | 884,189 | 4.00 |
| Increase Cost: FY24 Compensation Adjustment | 874,355 | 0.00 |
| Increase Cost: MCCATS3 Contract Increase | 869,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 796,984 | 0.00 |
| Increase Cost: Oracle Licenses Based on Updated County Usage [Digital Transformation] | 610,354 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 313,635 | 0.00 |
| Shift: MIII to TEBS General Fund from Cable Fund [Office of the Chief Information Officer] | 174,149 | 1.00 |
| Shift: Senior IT Specialist to TEBS General Fund from Cable Fund [Office of Broadband Programs and Infrastructure Modernization] | 172,951 | 1.00 |
| Increase Cost: Oracle Software Maintenance [Digital Transformation] | 49,200 | 0.00 |
| Increase Cost: Printing and Mail | 2,483 | 0.00 |
| Shift: Cable Positions to General Fund [Office of Broadband Programs and Infrastructure Modernization] | 0 | 2.00 |
| Decrease Cost: Retirement Adjustment | (1,718) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (35,600) | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (135,507) | 0.00 |
| Decrease Cost: Contract Support Service in ERP-Payroll, Compensation, and Business Intelligence [Digital Transformation] | (210,000) | 0.00 |
| Shift: Transfer One Contractual IT Support Resource to OMB [Digital Transformation] | (220,000) | 0.00 |
| Decrease Cost: Contract Support Services in ERP-Security [Digital Transformation] | (270,000) | 0.00 |
| Decrease Cost: NOC Contractor to FTE Conversion [Office of Broadband Programs and Infrastructure Modernization] | (551,655) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (1,110,061) | 0.00 |
| Technical Adj: Mid-year reorganization position shifts and adjustments [Office of Broadband Programs and Infrastructure Modernization] | (10,047,684) | (27.50) |
| **FY24 RECOMMENDED** | **54,020,715** | **172.75** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Digital Transformation | 13,374,669 | 36.75 | 16,239,051 | 41.75 |
| Office of Broadband Programs and Infrastructure Modernization | 18,759,595 | 57.50 | 9,073,324 | 33.00 |
| Office of the Chief Information Officer | 12,095,096 | 51.00 | 13,507,506 | 56.00 |
| Public Safety Programs and Regional Interoperability | 0 | 0.00 | 6,658,978 | 14.00 |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Strategic Partnerships | 6,762,787 | 23.00 | 8,541,856 | 28.00 |
| **Total** | **50,992,147** | **168.25** | **54,020,715** | **172.75** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Human Resources | Employee Health Self Insurance | 322,400 | 0.00 | 322,400 | 0.00 |
| Alcohol Beverage Services | Liquor | 1,154,777 | 0.00 | 1,183,897 | 0.00 |
| CIP | Capital Fund | 228,658 | 1.00 | 237,203 | 1.00 |
| NDA - Montgomery County Employee Retirement Plans | Retirement Fund (ERS) | 0 | 0.00 | 46,080 | 0.00 |
| NDA - Retiree Health Benefits Trust | Retirement Fund (ERS) | 46,080 | 0.00 | 0 | 0.00 |
| | **Total** | **1,751,915** | **1.00** | **1,789,580** | **1.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **54,021** | **54,021** | **54,021** | **54,021** | **54,021** | **54,021** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(1,650)** | **(1,650)** | **(1,650)** | **(1,650)** | **(1,650)** |
| Items recommended for one-time funding in FY24, including (Website Initiative, and MFA replacement), will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **1,110** | **1,110** | **1,110** | **1,110** | **1,110** |
| **Labor Contracts** | **0** | **468** | **468** | **468** | **468** | **468** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **54,021** | **53,949** | **53,949** | **53,949** | **53,949** | **53,949** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Urban Districts

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $11,661,656 | 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 FY24 Operating Budget for the Urban Districts is $11,661,656, an increase of $1,267,044 or 12.19 percent from the FY23 Approved Budget of $10,394,612. Personnel Costs comprise 43.39 percent of the budget for 62 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 56.61 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**
- **A Greener County**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

## INITIATIVES

- The Bethesda Urban District is the first area in Montgomery County to provide street level recycling education signs. Bethesda Green designed the signs in collaboration with the Bethesda Urban Partnership (BUP) and the Montgomery County Department of Environmental Protection. Four signs will be installed at recycling bins in high traffic areas.

- The Bethesda Urban District, at the request of constituents, re-introduced a Veterans Day celebration at Veterans Park in partnership with the Daughters of the American Revolution and the Bethesda Urban Partnership.
- Funding is provided in FY24 for the Bethesda Urban District to replace all three gas powered Circulator buses with electric buses, marking an important step towards meeting the County's goal of reducing emissions by 80 percent by 2027. The Circulator is a free bus route providing quick and easy transportation to 20 stops in downtown Bethesda.
- The Silver Spring Urban District worked closely with contractors to enhance tree beds southbound on Georgia Ave using feature beds for each block. Working with local ecologists and contractors, the District has developed a Spring 2023 planting that further enhances these planting areas using native plants that should improve the local ecosystem for native wildlife and insects. The effort is also intended to aid in the management and reduction of pest and invasive species.
- The Silver Spring Urban District will implement a new Youth in Public Spaces pilot program with the Collaboration Council to find safe ways for young people to have fun in the community.
- Funding is provided for the Silver Spring Urban District to reduce sidewalk tripping hazards in FY24. This will dramatically shrink the backlog of sidewalk repair orders.
- The Silver Spring Urban District transformed Ellsworth Place into a community gathering spot that featured Silver Spring's breweries. The initiative created a welcoming environment for families, local businesses, and visitors to mix and mingle while enjoying and bolstering the flagship live concert on Veterans Plaza.
- The Silver Spring Urban District reinitiated its Safe Escort program as a service to the community. This service, and several specialized trainings for District staff on de-escalation, affords the Safe Team of the Urban District the opportunity to serve as a vital resource and to assuage local concerns around safety and crime.
- The Wheaton Urban District worked to repair 250 square feet of curb and gutter, 2,400 square feet of sidewalk, and made repairs to the Marian Fryer Stage. Sidewalk improvements will continue into 2023 to promote greater pedestrian accessibility within the Wheaton Urban District.
- The Wheaton Urban District hosted eleven (11) events to promote local businesses through art and entertainment. FY2023 Summer Concerts Series will also feature the specially curated concerts by Chuck Levin in honor of the music store's 65$^{th}$ anniversary.
- Funds are provided for the Wheaton Urban District to install new wayfinding signs around Wheaton to make it easier for pedestrians to navigate the area.
- Funds are provided for all three Urban Districts to install new self-enclosed rodent-proof trash cans and more recycling containers to limit rodents in the urban core and improve recycling rates.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Bethesda Urban District re-designed the Woodmont Streetery as a shared space for bike lanes, vehicular traffic, and public activity. The re-design solves multiple problems by using input from local residents and businesses to improve the use of space around community goals
- In an effort to reduce paper waste and increase staff productivity, the Silver Spring Urban District implemented a tablet-based technology service to track and enter the information exchanged for lockout and jumpstart services. The technology also allows staff the ability to handle, process, and create 311 calls for service in-real time.
- The Wheaton Urban District successfully implemented a one to one recycling receptacle ratio to improve recycling rates in Wheaton.

- The Wheaton Urban District converted fifty (50) percent of fleet vehicles from gas-powered to fully electric and will complete transition from gas-powered equipment to electric-powered equipment in FY24.
- The Wheaton Urban District partnered with One Montgomery Green in support of the Wheaton Sustainability Innovation Zone to build and maintain sustainable innovation ecosystems for climate and energy technologies.

## PROGRAM CONTACTS

Contact Yvette Torres of the Urban Districts at 240.777.8044 or Seamus McNamara of the Office of Management and Budget at 240.777.2755 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

### 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,943,958** | **8.00** |
| Increase Cost: Bethesda Urban Partnership Contract Adjustment | 204,885 | 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. | (63,822) | (2.00) |
| **FY24 Recommended** | **2,085,021** | **6.00** |

### 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,394,735** | **14.00** |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Add: Youth in Public Spaces Pilot Program | 125,000 | 0.00 |
| Add: Wayfinding Sign Package | 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. | 654,957 | 5.50 |
| **FY24 Recommended** | **2,224,692** | **19.50** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,675,866** | **38.70** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 7,043 | (3.50) |
| **FY24 Recommended** | **4,682,909** | **35.20** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,380,053** | **0.00** |
| Enhance: Sidewalk Repair | 200,000 | 0.00 |
| Enhance: Lighting Upgrades | 60,000 | 0.00 |
| Add: Bethesda Rodent Proof Trash Cans and Recycling Bins | 50,000 | 0.00 |
| Add: Silver Spring Rodent Proof Trash Cans and Recycling Bins | 50,000 | 0.00 |
| Add: Wheaton Rodent Proof Trash Cans and Recycling Bins | 50,000 | 0.00 |
| Add: Pedestrian Redesign | 30,000 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (151,019) | 0.00 |
| **FY24 Recommended** | **2,669,034** | **0.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|

### URBAN DISTRICT - BETHESDA

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 72,045 | 84,673 | 84,918 | 93,047 | 9.9 % |
| Employee Benefits | 19,906 | 27,110 | 26,683 | 29,631 | 9.3 % |
| **Urban District - Bethesda Personnel Costs** | **91,951** | **111,783** | **111,601** | **122,678** | **9.7 %** |
| Operating Expenses | 3,126,319 | 3,304,832 | 3,304,071 | 3,584,272 | 8.5 % |
| **Urban District - Bethesda Expenditures** | **3,218,270** | **3,416,615** | **3,415,672** | **3,706,950** | **8.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 1 | 1 | 1 | 1 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 1.00 | 1.00 | 1.00 | 1.00 | — |
| REVENUES | | | | | |
| Property Tax | 735,784 | 813,096 | 816,079 | 836,546 | 2.9 % |
| Optional Method Development | 234,133 | 183,975 | 183,975 | 183,975 | — |
| **Urban District - Bethesda Revenues** | **969,917** | **997,071** | **1,000,054** | **1,020,521** | **2.4 %** |

## URBAN DISTRICT - SILVER SPRING

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,825,992 | 2,016,981 | 1,952,989 | 2,220,873 | 10.1 % |
| Employee Benefits | 614,946 | 750,552 | 658,247 | 786,280 | 4.8 % |
| **Urban District - Silver Spring Personnel Costs** | **2,440,938** | **2,767,533** | **2,611,236** | **3,007,153** | **8.7 %** |
| Operating Expenses | 1,297,844 | 1,148,032 | 1,304,329 | 1,712,205 | 49.1 % |
| **Urban District - Silver Spring Expenditures** | **3,738,782** | **3,915,565** | **3,915,565** | **4,719,358** | **20.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 38 | 38 | 38 | 38 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 35.00 | 35.00 | 35.00 | 35.00 | — |
| REVENUES | | | | | |
| Property Tax | 944,293 | 1,058,586 | 1,022,997 | 1,049,134 | -0.9 % |
| Optional Method Development | 179,061 | 120,000 | 120,000 | 120,000 | — |
| Facility Rental Fees | (750) | 0 | 0 | 0 | — |
| **Urban District - Silver Spring Revenues** | **1,122,604** | **1,178,586** | **1,142,997** | **1,169,134** | **-0.8 %** |

## URBAN DISTRICT - WHEATON

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,290,288 | 1,384,792 | 1,335,493 | 1,423,827 | 2.8 % |
| Employee Benefits | 475,818 | 503,819 | 477,113 | 506,523 | 0.5 % |
| **Urban District - Wheaton Personnel Costs** | **1,766,106** | **1,888,611** | **1,812,606** | **1,930,350** | **2.2 %** |
| Operating Expenses | 1,069,268 | 1,173,821 | 1,232,238 | 1,304,998 | 11.2 % |
| **Urban District - Wheaton Expenditures** | **2,835,374** | **3,062,432** | **3,044,844** | **3,235,348** | **5.6 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| PERSONNEL | | | | | |
| Full-Time | 22 | 22 | 22 | 23 | 4.6 % |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 22.70 | 24.70 | 24.70 | 24.70 | — |
| REVENUES | | | | | |
| Property Tax | 236,556 | 293,914 | 264,315 | 270,858 | -7.8 % |
| **Urban District - Wheaton Revenues** | **236,556** | **293,914** | **264,315** | **270,858** | **-7.8 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **9,792,426** | **10,394,612** | **10,376,081** | **11,661,656** | **12.2 %** |
| **Total Full-Time Positions** | **61** | **61** | **61** | **62** | **1.6 %** |
| **Total Part-Time Positions** | **1** | **1** | **1** | **1** | **—** |
| **Total FTEs** | **58.70** | **60.70** | **60.70** | **60.70** | **—** |
| **Total Revenues** | **2,329,077** | **2,469,571** | **2,407,366** | **2,460,513** | **-0.4 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **URBAN DISTRICT - BETHESDA** | | |
| **FY23 ORIGINAL APPROPRIATION** | **3,416,615** | **1.00** |
| **Changes (with service impacts)** | | |
| Add: Bethesda Rodent Proof Trash Cans and Recycling Bins [Streetscape Maintenance] | 50,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Bethesda Urban Partnership Contract Adjustment [Administration] | 204,885 | 0.00 |
| Increase Cost: Risk Management Adjustment | 23,406 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 6,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 5,117 | 0.00 |
| Increase Cost: Printing and Mail | 1,149 | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (222) | 0.00 |
| **FY24 RECOMMENDED** | **3,706,950** | **1.00** |
| **URBAN DISTRICT - SILVER SPRING** | | |
| **FY23 ORIGINAL APPROPRIATION** | **3,915,565** | **35.00** |
| **Changes (with service impacts)** | | |
| Enhance: Sidewalk Repair [Streetscape Maintenance] | 200,000 | 0.00 |
| Add: Youth in Public Spaces Pilot Program [Enhanced Security and Ambassadorship ] | 125,000 | 0.00 |
| Enhance: Lighting Upgrades [Streetscape Maintenance] | 60,000 | 0.00 |
| Add: Silver Spring Rodent Proof Trash Cans and Recycling Bins [Streetscape Maintenance] | 50,000 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 200,743 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 109,013 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 105,607 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 98,680 | 0.00 |
| Increase Cost: Risk Management Adjustment | 23,566 | 0.00 |
| Decrease Cost: Retirement Adjustment | (4,476) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (164,340) | 0.00 |
| **FY24 RECOMMENDED** | **4,719,358** | **35.00** |

### URBAN DISTRICT - WHEATON

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **3,062,432** | **24.70** |
| **Changes (with service impacts)** | | |
| Add: Wheaton Rodent Proof Trash Cans and Recycling Bins [Streetscape Maintenance] | 50,000 | 0.00 |
| Add: Wayfinding Sign Package [Enhanced Security and Ambassadorship ] | 50,000 | 0.00 |
| Add: Pedestrian Redesign [Streetscape Maintenance] | 30,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 124,114 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 87,638 | 0.00 |
| Increase Cost: Risk Management Adjustment | 29,707 | 0.00 |
| Decrease Cost: Retirement Adjustment | (2,104) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (3,569) | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (28,530) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (164,340) | 0.00 |
| **FY24 RECOMMENDED** | **3,235,348** | **24.70** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 1,943,958 | 8.00 | 2,085,021 | 6.00 |
| Enhanced Security and Ambassadorship | 1,394,735 | 14.00 | 2,224,692 | 19.50 |
| Promotion of Community and Business Activities | 4,675,866 | 38.70 | 4,682,909 | 35.20 |
| Streetscape Maintenance | 2,380,053 | 0.00 | 2,669,034 | 0.00 |
| **Total** | **10,394,612** | **60.70** | **11,661,656** | **60.70** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 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 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **URBAN DISTRICT - BETHESDA** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **3,707** | **3,707** | **3,707** | **3,707** | **3,707** | **3,707** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(50)** | **(50)** | **(50)** | **(50)** | **(50)** |
| Items recommended for one-time funding in FY24, including Rat-proof Trash Cans, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **2** | **2** | **2** | **2** | **2** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **3,707** | **3,659** | **3,659** | **3,659** | **3,659** | **3,659** |
| **URBAN DISTRICT - SILVER SPRING** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **4,719** | **4,719** | **4,719** | **4,719** | **4,719** | **4,719** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(50)** | **(50)** | **(50)** | **(50)** | **(50)** |
| Items recommended for one-time funding in FY24, including Rat Proof Trash Cans, will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **164** | **164** | **164** | **164** | **164** |
| **Labor Contracts** | **0** | **98** | **98** | **98** | **98** | **98** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **4,719** | **4,931** | **4,931** | **4,931** | **4,931** | **4,931** |
| **URBAN DISTRICT - WHEATON** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **3,235** | **3,235** | **3,235** | **3,235** | **3,235** | **3,235** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(130)** | **(130)** | **(130)** | **(130)** | **(130)** |
| Items recommended for one-time funding in FY24, including (Pedestrian Redesign for Reedie Drive, Rat Proof Trash Cans, and Wayfinding Sign Package), will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **164** | **164** | **164** | **164** | **164** |
| **Labor Contracts** | **0** | **72** | **72** | **72** | **72** | **72** |
| 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 |
|---|---|---|---|---|---|---|
| **Subtotal Expenditures** | **3,235** | **3,341** | **3,341** | **3,341** | **3,341** | **3,341** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Animal Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $9,681,029 | 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 FY24 Operating Budget for the Office of Animal Services is $9,681,029, an increase of $966,832 or 11.09 percent from the FY23 Approved Budget of $8,714,197. Personnel Costs comprise 79.91 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 20.09 percent of the FY24 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

- Fund a new mobile low/no cost spay and neuter program serving low-income County resident pet owners in their communities in partnership with the Montgomery County Partners for Animal Well-being and Montgomery County Cat Coalition.
- Provide administrative support for the newly formed Animal Service Advisory Committee ensuring committee meetings and sub-committee working groups are supported in their preparations and fact-gathering efforts.
- Create new foster program opportunities including short-term foster programs for dogs, establishing a foster-to-adopt program, and developing a "finders" as fosters program.
- Create opportunities for positive community interactions through expanded participation in community and school events, and visiting dog parks and veterinary offices.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continue to reduce barriers to adoption and create additional pathways for under-served areas in the County, reducing an animals' length of stay at the shelter facility. This includes adoption events throughout the year that dramatically increase the number of animals adopted.
- Restart the Volunteer and Staff Alliance Council (VaSAC) and Quarterly Volunteer forums to enhance the volunteer experience and increase participation within the Department.
- Implement tools for identifying barriers and bottlenecks that increase animal length of stay in the shelter. Efforts include finding foster opportunities for animals subject to enforcement activities and for those housed at the shelter under the "Safekeep" program.
- Implement new processes for pet licensing compliance and enforcement that improved both the sale of new and renewal of pet licenses by current pet owners.

## 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 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of animals vaccinated at Rabies Clinics | 988 | 1,577 | 1,600 | 1,600 | 1,600 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Average Daily Population for the Fiscal Year | 239 | 273 | 270 | 270 | 270 |
| Percent of animals that exit the facility alive (live release rate) | 92.0% | 91.2% | 91.0% | 91.0% | 91.0% |
| Total number of unique volunteers | 50 | 350 | 350 | 400 | 400 |
| Total number of unique Foster Care volunteers | 184 | 177 | 200 | 220 | 220 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,760,009** | **28.00** |
| Re-align: Shift Positions to the Director's Office from Shelter Services and Community Outreach | 924,208 | 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. | 315,070 | 0.00 |
| **FY24 Recommended** | **3,999,287** | **38.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of pet licenses issued | 14,515 | 18,045 | 18,045 | 18,500 | 18,500 |
| Pet license revenue | $283,533 | $394,665 | $380,000 | $400,000 | $400,000 |
| Percent of dogs and cats in the County that are licensed | 10.4% | 10.1% | 10.5% | 11.0% | 11.0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,673,083** | **20.00** |
| Add: Spay and Neuter Program for Low-income Community Outreach | 235,000 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 3,051 | 0.00 |
| Re-align: Shift Positions from the Director's Office to Field Services | (262,180) | (3.00) |
| Re-align: Shift Positions from Shelter Services and Community Outreach to the Director's Office | (924,208) | (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. | 5,639 | (1.00) |
| **FY24 Recommended** | **1,730,385** | **6.00** |

## Field Services

Field Services is responsible for enforcing State and County animal laws and regulations to include investigating citizen complaints and responding to animal emergencies 24 hours-a-day, 7-days-a-week. In addition to enforcement efforts, Animal Services Officers distribute humane education informational brochures and materials on a variety of topics to include animal ownership requirements, reporting suspected violations, pet licensing and rabies vaccinations, wildlife mitigation, appropriate housing and restraint techniques, and livestock and poultry care standards. The Animal Services Dispatch/Call-Taking Operation is responsible for answering and dispatching animal related calls and complaints from citizens, identifying problems, and making appropriate referrals. This operation provides citizens with 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 | Actual | Estimated | Target | Target |
|---|---|---|---|---|---|

| | FY21 | FY22 | FY23 | FY24 | FY25 |
|---|---|---|---|---|---|
| Total number of calls received by the Animal Services Call Center | 18,515 | 17,781 | 18,000 | 18,000 | 18,000 |
| Percent of Communications Center calls dispatched | 65% | 60% | 60% | 60% | 60% |
| Resource Responses: percent of calls resolved without the physical dispatch of an Animal Services Officer | 35% | 40% | 40% | 40% | 40% |
| Number of investigations into alleged cruelty, abuse, neglect, or abandonment | 686 | 674 | 650 | 650 | 650 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,313,085** | **23.00** |
| Re-align: Shift Positions to the Director's Office from Field Services | 262,180 | 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. | 240,089 | 0.00 |
| **FY24 Recommended** | **2,815,354** | **26.00** |

## Veterinary Services

Veterinary Services provides medical care and support to shelter animals, particularly animals that are sick and/or injured. Shelter animals are vaccinated, provided with flea treatment and de-wormer, and are tested for highly contagious diseases, as needed. Veterinary Services performs spay/neuter surgeries on intact animals in the shelter's surgical suite prior to adoption and works closely with other veterinary clinics and hospitals in the County with specialized treatments and surgeries beyond the scope of services provided by the shelter's highly professional veterinary staff. Veterinary staff also assist on Animal Services investigations involving inadequate care, abuse or cruelty, and neglect by performing medical exams, treatment, necropsies, and testifying, as needed.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of surgeries | 1,320 | 1,736 | 1,500 | 1,500 | 1,350 |
| Percent of surgeries performed that were a spay or neuter | 93.2% | 92.9% | 92.0% | 92.0% | 92.0% |
| Amount of vaccines and other preventative care administered | 11,647 | 9,337 | 11,000 | 11,000 | 11,000 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **968,020** | **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. | 167,983 | 1.00 |
| **FY24 Recommended** | **1,136,003** | **7.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 4,765,038 | 5,343,030 | 5,264,150 | 5,878,696 | 10.0 % |
| Employee Benefits | 1,541,597 | 1,708,937 | 1,703,404 | 1,857,637 | 8.7 % |
| **County General Fund Personnel Costs** | **6,306,635** | **7,051,967** | **6,967,554** | **7,736,333** | **9.7 %** |
| Operating Expenses | 1,418,441 | 1,662,230 | 1,123,815 | 1,944,696 | 17.0 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **County General Fund Expenditures** | **7,725,076** | **8,714,197** | **8,091,369** | **9,681,029** | **11.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 74 | 76 | 76 | 76 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 75.00 | 77.00 | 77.00 | 77.00 | — |
| REVENUES | | | | | |
| Other Licenses/Permits | 7,023 | 6,300 | 6,300 | 6,300 | — |
| Pet Licenses | 394,665 | 325,000 | 325,000 | 400,000 | 23.1 % |
| Other Charges/Fees | 224,395 | 69,240 | 69,240 | 38,700 | -44.1 % |
| Other Fines/Forfeitures | 26,195 | 65,000 | 65,000 | 30,000 | -53.8 % |
| Parking Fees | (7) | 0 | 0 | 0 | — |
| Miscellaneous Revenues | 1,222 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **653,493** | **465,540** | **465,540** | **475,000** | **2.0 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **8,714,197** | **77.00** |
| **Changes (with service impacts)** | | |
| Add: Spay and Neuter Program for Low-income Community Outreach [Director's Office] | 235,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Re-align: Shift Positions to the Director's Office from Shelter Services and Community Outreach [Animal Shelter] | 924,208 | 10.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 441,570 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 292,086 | 0.00 |
| Re-align: Shift Positions to the Director's Office from Field Services [Field Services] | 262,180 | 3.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 52,689 | 0.00 |
| Increase Cost: Annualization of FY23 Operating Expenses | 26,041 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 15,615 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Director's Office] | 3,051 | 0.00 |
| Increase Cost: Printing and Mail | 2,759 | 0.00 |
| Decrease Cost: Retirement Adjustment | (20,038) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (39,537) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (42,404) | 0.00 |
| Re-align: Shift Positions from the Director's Office to Field Services [Director's Office] | (262,180) | (3.00) |
| Re-align: Shift Positions from Shelter Services and Community Outreach to the Director's Office [Director's Office] | (924,208) | (10.00) |
| **FY24 RECOMMENDED** | **9,681,029** | **77.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Animal Shelter | 2,760,009 | 28.00 | 3,999,287 | 38.00 |
| Director's Office | 2,673,083 | 20.00 | 1,730,385 | 6.00 |
| Field Services | 2,313,085 | 23.00 | 2,815,354 | 26.00 |
| Veterinary Services | 968,020 | 6.00 | 1,136,003 | 7.00 |
| **Total** | **8,714,197** | **77.00** | **9,681,029** | **77.00** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Administration and Support | General Fund | 0 | 0.00 | 111,725 | 1.00 |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **9,681** | **9,681** | **9,681** | **9,681** | **9,681** | **9,681** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **172** | **172** | **172** | **172** | **172** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **9,681** | **9,853** | **9,853** | **9,853** | **9,853** | **9,853** |

# Consumer Protection

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $2,622,214 | 19.00 |

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 FY24 Operating Budget for the Office of Consumer Protection is $2,622,214, an increase of $144,771 or 5.84 percent from the FY23 Approved Budget of $2,477,443. Personnel Costs comprise 95.00 percent of the budget for 20 full-time position(s) and no part-time position(s), and a total of 19.00 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 5.00 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**
- **Effective, Sustainable Government**

## INITIATIVES

- Enhance business education and outreach services in the Business Education and Registration Unit to perform business education presentations and provide subject matter expertise to help businesses follow consumer protection laws.

## PROGRAM CONTACTS

Contact K. Samuel Buo of the Office of Consumer Protection at 240.777.3760 or Eva Acevedo 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 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.

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Number of business registrations received [1] | 707 | 707 | 750 | 805 | 825 |
| Number of complaint cases received | 1,040 | 1,047 | 1,050 | 1,065 | 1,100 |
| Percent of consumer protection cases closed that are resolved by OCP | 63.4% | 59.1% | 60.0% | 62.0% | 65.0% |
| Average number of calendar days to Issue a business license / certificate of registration (excluding new home builder registrations) | 9.94 | 6.85 | 6.00 | 5.75 | 5.00 |
| Average number of workdays to investigate and close a written complaint (All complaints) | 38.26 | 43.63 | 40.00 | 38.26 | 38.00 |
| Average OCP customer satisfaction rating - Outcome of the customer's case (5-point scale) based on customer satisfaction survey | 3.54 | 4.60 | 4.50 | 4.50 | 4.50 |

[1] *Actual FY22 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,580,003 | 1,869,261 | 1,760,761 | 1,961,776 | 5.0 % |
| Employee Benefits | 452,883 | 476,209 | 427,981 | 529,456 | 11.2 % |
| **County General Fund Personnel Costs** | **2,032,886** | **2,345,470** | **2,188,742** | **2,491,232** | **6.2 %** |
| Operating Expenses | 68,295 | 131,973 | 131,973 | 130,982 | -0.8 % |
| **County General Fund Expenditures** | **2,101,181** | **2,477,443** | **2,320,715** | **2,622,214** | **5.8 %** |
| PERSONNEL | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Full-Time | 19 | 19 | 19 | 20 | 5.3 % |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 18.00 | 18.00 | 18.00 | 19.00 | 5.6 % |
| REVENUES | | | | | |
| New Home Builder's License | 146,170 | 153,000 | 153,000 | 153,000 | — |
| Other Licenses/Permits | 55,445 | 51,000 | 51,000 | 51,000 | — |
| Other Fines/Forfeitures | 3,100 | 5,000 | 5,000 | 3,000 | -40.0 % |
| Miscellaneous Revenues | 25 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **204,740** | **209,000** | **209,000** | **207,000** | **-1.0 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **2,477,443** | **18.00** |
| **Changes (with service impacts)** | | |
| Enhance: Program Specialist for Business Education and Registration Unit [Consumer Protection] | 51,794 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 99,471 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 89,650 | 0.00 |
| Increase Cost: Printing and Mail | 358 | 0.00 |
| Decrease Cost: Retirement Adjustment | (458) | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (1,349) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (94,695) | 0.00 |
| **FY24 RECOMMENDED** | **2,622,214** | **19.00** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Fire and Rescue Service | Fire | 95,778 | 1.00 | 89,372 | 1.00 |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **2,622** | **2,622** | **2,622** | **2,622** | **2,622** | **2,622** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **42** | **42** | **42** | **42** | **42** |
| 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. | | | | | | |
| **Labor Contracts** | **0** | **40** | **40** | **40** | **40** | **40** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **2,622** | **2,704** | **2,704** | **2,704** | **2,704** | **2,704** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Program Specialist for Business Education and Registration Unit | 51,794 | 1.00 | 93,977 | 1.00 |
| **Total** | **51,794** | **1.00** | **93,977** | **1.00** |

# Correction and Rehabilitation

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $77,750,964 | 546.07 |

BEN STEVENSON , ACTING 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 FY24 Operating Budget for the Department of Correction and Rehabilitation is $77,750,964, an increase of $4,379,229 or 5.97 percent from the FY23 Approved Budget of $73,371,735. Personnel Costs comprise 87.63 percent of the budget for 536 full-time position(s) and one part-time position(s), and a total of 546.07 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 12.37 percent of the FY24 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

- Reopen the Pre Release and Reentry Services Center in the Spring of 2023 to provide community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders where they engage in work, treatment, education, family involvement, and other services to prepare them for release.
- Add a full-time therapist and a part-time psychologist to provide behavioral health support to employees including Critical Incident Stress Management, peer support, and direct clinical services such as crisis intervention psychological assessment, testing, evaluation, diagnosis, and therapeutic treatment. Funds to support crisis intervention peer support stipends are also added.
- Correct structural budget deficiencies in food and pharmacy services due to high inflation.
- Add funds to enhance recruitment advertising for difficult to fill positions.

- Add funds to support nurse retention bonuses for difficult to hire and retain positions.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continue to 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 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

### 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,711,490** | **32.00** |
| Enhance: Recruitment Advertising to Assist in Filling Difficult to Hire Positions | 35,000 | 0.00 |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to Department of Correction and Rehabilitations' Base Budget | 16,686 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 200,710 | (2.00) |
| **FY24 Recommended** | **4,963,886** | **30.00** |

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Detention Services average daily population | 563 | 642 | 598 | 598 | 598 |
| Percent of Mandatory trainings completed by December 31 | 33% | 53% | 75% | 75% | 75% |
| 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 | 4 | 4 | 0 | 0 | 0 |
| Zero tolerance security incidents - Number of inappropriate inmate releases remedied | 4 | 4 | 0 | 0 | 0 |
| Zero tolerance security incidents - Number of inmate suicides | 2 | 0 | 0 | 0 | 0 |
| Zero Tolerance security incidents - Number of jail escapes | 0 | 0 | 0 | 0 | 0 |
| Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents | 0 | 0 | 0 | 0 | 0 |
| Recidivism: Former individuals committed and sentenced back to DOCR's custody within 3 years of release | 38% | 34% | 40% | 40% | 40% |
| Portion of population participating in core curriculum programs at Correctional Facility [1] | N/A | N/A | 40% | 43% | 50% |

[1] *Operations were modified due to COVID-19 which limited program participation.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **49,879,083** | **383.70** |
| Increase Cost: Address Structural Food Services Deficit due to Significant Inflation | 630,000 | 0.00 |
| Increase Cost: Replace Inoperative Body Alarms for Custody and Security Staff | 33,000 | 0.00 |
| Add: Employee Support Unit CISM Peer Support Stipend | 16,800 | 0.00 |
| Technical Adj: Eight Percent Inflationary Adjustment to Non-Profit Service Provider Contracts Inadvertently Excluded from FY23 Council Action | 9,692 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 6,774 | 0.00 |
| Increase Cost: Contractual Increase for Inmate Coveralls | 5,000 | 0.00 |
| Decrease Cost: Phased Pre Release and Reentry Services Center Reopening to Match Projected Service Demand | (451,733) | 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. | 2,985,149 | (1.00) |
| **FY24 Recommended** | **53,113,765** | **382.70** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of referrals to mental health providers | 3,952 | 4,954 | 4,296 | 4,296 | 4,296 |
| Number of inmates receiving sick-call services | 9,695 | 11,610 | 9,671 | 9,671 | 9,671 |
| Number of initial nursing intakes | 2,745 | 3,230 | 3,414 | 3,414 | 3,414 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **7,251,029** | **37.69** |
| Increase Cost: Address Structural Pharmacy Deficit due to Signficant Inflation | 200,000 | 0.00 |
| Add: Therapist to Provide Behavioral Health Supports for Public Safety Employees | 88,000 | 1.00 |
| Add: Psychologist to Provide Behavioral Health Supports for Public Safety Employees | 52,500 | 0.50 |
| Increase Cost: Nurse Retention Bonus to Support Critical Department Operations | 34,100 | 0.00 |
| Increase Cost: Contractual Increase for Medical Services | 29,774 | 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. | 170,018 | 1.00 |
| **FY24 Recommended** | **7,825,421** | **40.19** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Pre-Release and Re-entry Services average daily population [1] | 0 | 0 | 25 | 90 | 120 |
| Security incidents - Number of residents absconded from custody returned to Community Corrections | 0 | 0 | 0 | 0 | 0 |
| Security incidents - Number of residents absconded from Community Corrections custody | 0 | 0 | 0 | 0 | 0 |
| Percent of offenders from Pre-Release and Re-Entry Services employed at time served | 0% | 0% | 75% | 75% | 75% |

[1] *Due to COVID-19, effective March 2020 to-date programs have been suspended at Pre-Release and Re-entry Services (PRRS). PRRS*

*programs are scheduled to resume in Spring of calendar year 2023.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,535,133** | **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. | 77,842 | 1.00 |
| **FY24 Recommended** | **6,612,975** | **55.18** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Average daily caseload under Pre-Trial supervision | 920 | 860 | 960 | 980 | 1,000 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,995,000** | **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. | 239,917 | 1.00 |
| **FY24 Recommended** | **5,234,917** | **38.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| **EXPENDITURES** | | | | | |
| Salaries and Wages | 49,305,551 | 50,476,736 | 49,823,519 | 53,652,609 | 6.3 % |
| Employee Benefits | 14,196,221 | 14,360,402 | 14,157,883 | 14,481,555 | 0.8 % |
| **County General Fund Personnel Costs** | **63,501,772** | **64,837,138** | **63,981,402** | **68,134,164** | **5.1 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Operating Expenses | 7,940,548 | 7,991,597 | 9,458,182 | 9,073,800 | 13.5 % |
| **County General Fund Expenditures** | **71,442,320** | **72,828,735** | **73,439,584** | **77,207,964** | **6.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 534 | 535 | 535 | 536 | 0.2 % |
| Part-Time | 0 | 0 | 0 | 1 | — |
| FTEs | 541.57 | 544.57 | 544.57 | 546.07 | 0.3 % |
| REVENUES | | | | | |
| Alternative Community Services | 175 | 0 | 0 | 0 | — |
| Care of Federal/State Prisoners | 552,435 | 667,580 | 667,580 | 667,580 | — |
| Home Confinement Fees | 0 | 30,000 | 30,000 | 30,000 | — |
| Other Charges/Fees | 0 | 22,590 | 22,590 | 22,590 | — |
| Other Intergovernmental | (364,534) | 60,000 | 60,000 | 60,000 | — |
| Miscellaneous Revenues | 427 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **188,503** | **780,170** | **780,170** | **780,170** | **—** |

## 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 | 219,651 | 543,000 | 359,343 | 543,000 | — |
| **Detention Center Non-Tax Expenditures** | **219,651** | **543,000** | **359,343** | **543,000** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| Canteen Profits | 294,505 | 245,065 | 245,065 | 245,065 | — |
| Investment Income | 981 | 4,180 | 23,070 | 36,450 | 772.0 % |
| **Detention Center Non-Tax Revenues** | **295,486** | **249,245** | **268,135** | **281,515** | **12.9 %** |

## 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 | 18,877 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **18,877** | **0** | **0** | **0** | **—** |
| PERSONNEL | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| **Grant Fund - MCG Revenues** | **0** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **71,680,848** | **73,371,735** | **73,798,927** | **77,750,964** | **6.0 %** |
| **Total Full-Time Positions** | **534** | **535** | **535** | **536** | **0.2 %** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **1** | **—** |
| **Total FTEs** | **541.57** | **544.57** | **544.57** | **546.07** | **0.3 %** |
| **Total Revenues** | **483,989** | **1,029,415** | **1,048,305** | **1,061,685** | **3.1 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **72,828,735** | **544.57** |
| **Changes (with service impacts)** | | |
| Add: Therapist to Provide Behavioral Health Supports for Public Safety Employees [Medical and Behavioral Health Services] | 88,000 | 1.00 |
| Add: Psychologist to Provide Behavioral Health Supports for Public Safety Employees [Medical and Behavioral Health Services] | 52,500 | 0.50 |
| Enhance: Recruitment Advertising to Assist in Filling Difficult to Hire Positions [Administration and Support (42P01)] | 35,000 | 0.00 |
| Add: Employee Support Unit CISM Peer Support Stipend [Detention Services] | 16,800 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 2,838,392 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 2,712,693 | 0.00 |
| Increase Cost: Address Structural Food Services Deficit due to Significant Inflation [Detention Services] | 630,000 | 0.00 |
| Increase Cost: Address Structural Pharmacy Deficit due to Signficant Inflation [Medical and Behavioral Health Services] | 200,000 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 105,532 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 52,500 | 0.00 |
| Increase Cost: Nurse Retention Bonus to Support Critical Department Operations [Medical and Behavioral Health Services] | 34,100 | 0.00 |
| Increase Cost: Replace Inoperative Body Alarms for Custody and Security Staff [Detention Services] | 33,000 | 0.00 |
| Increase Cost: Contractual Increase for Medical Services [Medical and Behavioral Health Services] | 29,774 | 0.00 |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to Department of Correction and Rehabilitations' Base Budget [Administration and Support (42P01)] | 16,686 | 0.00 |
| Increase Cost: Printing and Mail | 10,745 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Technical Adj: Eight Percent Inflationary Adjustment to Non-Profit Service Provider Contracts Inadvertently Excluded from FY23 Council Action [Detention Services] | 9,692 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Detention Services] | 6,774 | 0.00 |
| Increase Cost: Contractual Increase for Inmate Coveralls [Detention Services] | 5,000 | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (398,363) | 0.00 |
| Decrease Cost: Phased Pre Release and Reentry Services Center Reopening to Match Projected Service Demand [Detention Services] | (451,733) | 0.00 |
| Decrease Cost: Retirement Adjustment | (585,832) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (1,062,031) | 0.00 |
| **FY24 RECOMMENDED** | **77,207,964** | **546.07** |

**DETENTION CENTER NON-TAX**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **543,000** | **0.00** |
| **FY24 RECOMMENDED** | **543,000** | **0.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration and Support (42P01) | 4,711,490 | 32.00 | 4,963,886 | 30.00 |
| Detention Services | 49,879,083 | 383.70 | 53,113,765 | 382.70 |
| Medical and Behavioral Health Services | 7,251,029 | 37.69 | 7,825,421 | 40.19 |
| Pre-Release and Re-entry Services | 6,535,133 | 54.18 | 6,612,975 | 55.18 |
| Pre-Trial Services | 4,995,000 | 37.00 | 5,234,917 | 38.00 |
| **Total** | **73,371,735** | **544.57** | **77,750,964** | **546.07** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **77,208** | **77,208** | **77,208** | **77,208** | **77,208** | **77,208** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **47** | **47** | **47** | **47** | **47** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(67)** | **(67)** | **(67)** | **(67)** | **(67)** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| Items recommended for one-time funding in FY24, including body alarms and nurse retention bonuses, will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **850** | **850** | **850** | **850** | **850** |
| Restores one-time lapse adjustment due to higher-than-average vacancies and phased reopening of the Pre Release and Reentry Services Center. | | | | | | |
| **Labor Contracts** | **0** | **1,913** | **1,913** | **1,913** | **1,913** | **1,913** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **77,208** | **79,951** | **79,951** | **79,951** | **79,951** | **79,951** |
| **DETENTION CENTER NON-TAX** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 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

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Psychologist to Provide Behavioral Health Supports for Public Safety Employees | 52,500 | 0.50 | 70,000 | 0.50 |
| Therapist to Provide Behavioral Health Supports for Public Safety Employees | 88,000 | 1.00 | 117,000 | 1.00 |
| **Total** | **140,500** | **1.50** | **187,000** | **1.50** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Emergency Management and Homeland Security

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $4,222,948 | 18.70 |

LUKE HODGSON, 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 FY24 Operating Budget for the Office of Emergency Management and Homeland Security is $4,222,948, an increase of $439,635 or 11.62 percent from the FY23 Approved Budget of $3,783,313. Personnel Costs comprise 68.06 percent of the budget for 18 full-time position(s) and no part-time position(s), and a total of 18.70 FTEs. Total FTEs may include seasonal, temporary, or grant-funded positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 31.94 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

## INITIATIVES

- Expansion of the Non-Profit Security grants from $800,000 to $1 million for non-profit and faith-based organizations to augment costs for security personnel or other security planning measures for nonprofit organizations located in Montgomery County.
- Awarded the Urban Areas Heat Mapping Project grant from the National Oceanic and Atmospheric Administration (NOAA) Climate Program to map heat inequities and support decision making in neighborhoods grappling with inequitably distributed impacts from the deadliest weather-related risk in the United States.
- Managed the distribution of the Non-Profit Security grant to non-profit and faith-based organizations to augment costs for security personnel or other security planning measures for nonprofit organizations located in Montgomery County.
- Delivered a National Preparedness Month Campaign with social media messaging, County newsletter messaging, virtual and in-person outreach events, and a County Executive and Council Joint Proclamation.
- Coordinated the receipt and installation of Bleeding Control Kits throughout all County buildings and on all three of Montgomery College campuses.
- Managed the distribution of $5 million in Homeland Security grants which benefited several public safety agencies in the County.
- Supported numerous COVID-19 response initiatives including:
    - Collaboration with the Food Security Task Force in the creation of a strategy document for the new Office of Food Systems Resilience.
    - Distribution events of COVID-19 rapid tests for the public, childcare providers, and other advocacy groups.
    - Developed the annual US Treasury COVID-19 Recovery Report in coordination with the Office of Mangement and Budget.
    - In coordination with the Department of Health and Human Services (DHHS) and Montgomery County Public Schools (MCPS), developed the MCPS and nonpublic school COVID-19 Test to Stay Plan.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Coordination of $800,000 in Non-Profit Security grants for non-profit and faith-based organizations to augment costs for security personnel or other security planning measures for nonprofit organizations located in Montgomery County.
- The Office of Emergency Management and Homeland Security developed a private school resource website in coordination with Montgomery County Police Department (MCPD).
- Coordinated with the Department of Environmental Protection (DEP) and the U.S. Department of Homeland Security the receipt and installation of flood sensors at dams throughout the County.
- Conducted first unmanned aerial system damage assessment. National Weather Service used the footage to classify an F-0 tornado.
- Completed the Spring 2022 and Fall 2022 updates to the Extreme Temperature Plan and provided extreme heat safety information via TV media interviews.

## PROGRAM CONTACTS

Contact Michael Goldfarb of the Office of Emergency Management and Homeland Security at 240.777.2333 or Alicia Singh of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The 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

### 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, as well as the administration of the county's Hazardous Materials Permitting Program.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,762,795** | **5.52** |
| Restore: Non-Profit Security Grants for Organizations and Facilities At High Risk of Hate Crimes | 800,000 | 0.00 |
| Enhance: Non-Profit Security Grants for Organizations and Facilities At High Risk of Hate Crimes | 200,000 | 0.00 |
| Shift: Personnel Costs from Urban Area Security Initiative (UASI) Grant to General Fund | 27,801 | 0.24 |
| Re-align: One-time Adjustment - Urban Area Security Initiative (UASI) Grant | 0 | (0.24) |
| Technical Adj: Elimination of Long-Term Vacancy | 0 | (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. | (780,388) | 0.24 |
| **FY24 Recommended** | **2,010,208** | **5.16** |

### Emergency Management Planning, Response, and 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of County Facility Emergency Action Plans reviewed within 90 days of submission/contract | 100% | 100% | 100% | 100% | 100% |
| Percent of employees who have completed Employee Emergency Training or Workplace Violence Level | 17.8% | 20.0% | 22.0% | 23.0% | 24.0% |
| Percent of principal County departments and offices with a COOP plan score of 2.5 or higher | 91.4% | 61.0% | 75.0% | 85.0% | 90.0% |
| Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709 [1] | 21.9% | 22.9% | 23.0% | 24.0% | 25.0% |
| Percent of Emergency Management Accreditation standards met by the County | 100% | 100% | 100% | 100% | 100% |

[1] *The population of the County continues to grow, and number of opt-in contacts changes daily as people move into and out of the County.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,020,518** | **13.78** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 192,222 | (0.24) |
| **FY24 Recommended** | **2,212,740** | **13.54** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 883,831 | 1,311,501 | 1,245,089 | 1,414,570 | 7.9 % |
| Employee Benefits | 211,689 | 336,218 | 314,669 | 361,701 | 7.6 % |
| **County General Fund Personnel Costs** | **1,095,520** | **1,647,719** | **1,559,758** | **1,776,271** | **7.8 %** |
| Operating Expenses | 1,315,353 | 1,082,115 | 1,481,416 | 1,348,831 | 24.7 % |
| **County General Fund Expenditures** | **2,410,873** | **2,729,834** | **3,041,174** | **3,125,102** | **14.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 11 | 12 | 12 | 12 | — |
| Part-Time | 1 | 1 | 1 | 0 | -100.0 % |
| FTEs | 10.82 | 11.82 | 11.82 | 11.46 | -3.1 % |
| REVENUES | | | | | |
| Hazardous Materials Permits | 748,125 | 865,000 | 865,000 | 865,000 | — |
| Other Charges/Fees | 90,910 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **839,035** | **865,000** | **865,000** | **865,000** | **—** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 888,763 | 812,559 | 812,559 | 848,628 | 4.4 % |
| Employee Benefits | 221,978 | 240,920 | 240,920 | 249,218 | 3.4 % |
| **Grant Fund - MCG Personnel Costs** | **1,110,741** | **1,053,479** | **1,053,479** | **1,097,846** | **4.2 %** |
| Operating Expenses | 4,393,966 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **5,504,707** | **1,053,479** | **1,053,479** | **1,097,846** | **4.2 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| PERSONNEL | | | | | |
| Full-Time | 6 | 6 | 6 | 6 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 7.48 | 7.48 | 7.48 | 7.24 | -3.2 % |
| REVENUES | | | | | |
| Federal Grants | 3,620,472 | 1,053,479 | 1,053,479 | 1,097,846 | 4.2 % |
| **Grant Fund - MCG Revenues** | **3,620,472** | **1,053,479** | **1,053,479** | **1,097,846** | **4.2 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **7,915,580** | **3,783,313** | **4,094,653** | **4,222,948** | **11.6 %** |
| **Total Full-Time Positions** | **17** | **18** | **18** | **18** | **—** |
| **Total Part-Time Positions** | **1** | **1** | **1** | **0** | **-100.0 %** |
| **Total FTEs** | **18.30** | **19.30** | **19.30** | **18.70** | **-3.1 %** |
| **Total Revenues** | **4,459,507** | **1,918,479** | **1,918,479** | **1,962,846** | **2.3 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **2,729,834** | **11.82** |
| **Changes (with service impacts)** | | |
| Enhance: Non-Profit Security Grants for Organizations and Facilities At High Risk of Hate Crimes [Administration] | 200,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Restore: Non-Profit Security Grants for Organizations and Facilities At High Risk of Hate Crimes [Administration] | 800,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 67,129 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 56,991 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 44,138 | 0.00 |
| Shift: Personnel Costs from Urban Area Security Initiative (UASI) Grant to General Fund [Administration] | 27,801 | 0.24 |
| Increase Cost: Motor Pool Adjustment | 3,080 | 0.00 |
| Increase Cost: Printing and Mail | 1,003 | 0.00 |
| Technical Adj: Elimination of Long-Term Vacancy [Administration] | 0 | (0.60) |
| Decrease Cost: Retirement Adjustment | (1,874) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (803,000) | 0.00 |
| **FY24 RECOMMENDED** | **3,125,102** | **11.46** |
| **GRANT FUND - MCG** | | |
| **FY23 ORIGINAL APPROPRIATION** | **1,053,479** | **7.48** |
| **Other Adjustments (with no service impacts)** | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Annualization of FY23 Personnel Costs | 44,367 | 0.00 |
| Re-align: One-time Adjustment - Urban Area Security Initiative (UASI) Grant [Administration] | 0 | (0.24) |
| **FY24 RECOMMENDED** | **1,097,846** | **7.24** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 1,762,795 | 5.52 | 2,010,208 | 5.16 |
| Emergency Management Planning, Response, and Recovery | 2,020,518 | 13.78 | 2,212,740 | 13.54 |
| **Total** | **3,783,313** | **19.30** | **4,222,948** | **18.70** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **3,125** | **3,125** | **3,125** | **3,125** | **3,125** | **3,125** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(1,028)** | **(1,028)** | **(1,028)** | **(1,028)** | **(1,028)** |
| Items recommended for one-time funding in FY24, including Non-Profit Security grants and FTE Adjustment to Administration, 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** | **3,125** | **2,133** | **2,133** | **2,133** | **2,133** | **2,133** |

# Fire and Rescue Service

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $266,818,826 | 1,363.01 |

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 FY24 Operating Budget for the Montgomery County Fire and Rescue Service is $266,818,826 an increase of $14,153,205 or 5.6 percent from the FY23 Approved Budget of $252,665,621. Personnel Costs comprise 83.4 percent of the budget for 1,361 full-time positions, one part-time position, and a total of 1,363.01 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 16.6 percent of the FY24 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 $9,311,730 for general obligation debt and $6,511,050 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 civilian Diversity Equity and Inclusion Officer to support efforts to normalize conversations on equity and operationalize new equity centered practices, policies, and procedures in the Fire and Rescue Service. This enhancement implements a recommendation of the recently completed MCFRS equity assessment.
- Add a uniformed Community Action Coordinator and two civilian Community Risk Reduction specialists to deliver targeted prevention and education services including bystander CPR, opiate overdoses, and bleeding control in vulnerable communities. These positions will also ensure communities are connected to sustained services to address their needs in the aftermath of traumatic events.
- Add an Administrative Specialist III and a Program Manager II to provide administrative contract and human resources support to this department of more than 1,300 employees.
- Add a civilian Investigator III to expedite internal affairs investigations and reduce unnecessary overtime associated with administrative leave.
- Enhance the Division of Support Services by adding an Information Technology Specialist III to manage the Public Safety Land Mobile Radio System and a Fleet Road Technician to service apparatus in our fire stations to reduce the amount of time units are kept out of service.
- Add a uniformed Critical Incident Stress Management manager and a supervisory psychologist to enhance mental health supports for first responders.
- Enhance facility maintenance at volunteer-owned fire stations by transferring maintenance from MCFRS to the Department of General Services. This shift allows a uniform Captain to return to the field and adds a professional maintenance team to oversee these fire stations in the Department of General Services and will be funded in part by Emergency Service Transporter Supplemental Payment Program funds. This shift ensures that volunteer-owned stations receive the same expert facilities maintenance service as County-owned fire stations.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- A Fire Chief's General Order was issued and ordered that low-priority fire incident call types be dispatched as routine responses. This order alters the common practice of responding in "emergency" with lights and sirens, to responding with no lights and sirens to these less serious fire alarms, minor hazards, and service calls, thereby reducing the risk of injury to our personnel and the general public.
- The Emergency Medical and Integrated Healthcare Services (EMIHS) expanded the Leave-Behind Narcan program to minimize opioid overdose deaths. Pre-assembled Narcan kits were placed on every frontline apparatus, department vehicle, and are kept at every station. Along with Narcan, these kits include additional information on County resources for those suffering from addiction.
- The Safety and Logistics Sections were merged to create the MCFRS Safety & Supply Section to bring enhanced efficiency to the department.
- The Division of Support Services completed a multi-year project that placed five new Pierce Enforcer 107' tractor-drawn aerials and three rescue squads in service.
- The Technology Services Section transitioned chief officers away from a desktop environment to a combined mobile data environment, allowing for enhanced portability and functionality, as well as creating cost savings through consolidation into a single machine.

- The Self-Contained Breathing Apparatus (SCBA) shop completed a 2-year project to perform hydrostatic testing on all MCFRS cylinders. The shop simultaneously completed more than 8,000 work orders that included SCBA repairs, maintaining meters, docking stations, and breathing air compressors.
- In 2022, Montgomery County retained its current Public Protection Classification Review rating of two for Urban (hydranted areas) and four for rural (non-hydranted areas) Public Protection Classification Review by the Insurance Services Office (ISO). ISO analyzes data and information pertaining to fire protection efforts using their Fire Suppression Rating Schedule, which classifies jurisdictions with a rating between one and ten.

## PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Thomas Tippett of the Office of Management and Budget at 240.777.2628 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of invoices | 11,957 | 11,144 | 12,000 | 12,000 | 12,000 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| EMST revenue collected (in millions) | $18.59 | $19.92 | $20.00 | $20.00 | $20.00 |
| EMST reimbursement recovery rate | 53.8% | 53.6% | 54% | 54% | 54% |
| Percent of contracting dollars awarded to minority, female, or disabled (MFD) firms | 8.2% | 8.9% | 8.5% | 8.5% | 9.0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,190,373** | **16.00** |
| Increase Cost: Insurance Premium Increase | 421,459 | 0.00 |
| Enhance: Contract Specialist to Support Administrative Workload | 95,000 | 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. | 72,299 | (1.00) |
| **FY24 Recommended** | **6,779,131** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Training academy accreditation (three accreditations) | 3 | 3 | 3 | 3 | 3 |
| Percentage of non-white male recruit applications | 45.0% | 48.5% | 50.0% | 50.0% | 50.0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **28,106,470** | **31.01** |
| Increase Cost: FROMS Contract Adjustment | 475,000 | 0.00 |
| Enhance: Add a Uniformed Peer Support & Critical Incident Stress Management (CISM) Manager and Civilian Psychologist Supervisor to Expand Available Mental Health Resources for First Responders | 245,000 | 2.00 |
| Add: FY23 Supplemental - Emergency Medical Technician Cadet Program in partnership with Montgomery County Public Schools | 116,000 | 0.00 |
| Enhance: Add an Administrative Specialist to Support Administrative Workload in Human Resources | 89,000 | 1.00 |

| FY24 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. | (982,408) | 1.00 |
| **FY24 Recommended** | **28,049,062** | **35.01** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Child safety seat inspections survey - percent of respondents who were overall satisfied | 100% | 99% | 100% | 100% | 100% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,100,022** | **15.00** |
| Enhance: Add a Uniformed Community Action Coordinator and Two Civilian Community Risk Reduction Specialists to Expand Prevention and Education Services | 408,000 | 3.00 |
| Enhance: Add an Investigator III to Reduce Time Required to Complete Internal Affairs Investigations | 132,000 | 1.00 |
| Add: Civilian Diversity Equity and Inclusion Officer to Expand Equity-Centered Practices | 95,000 | 1.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (2,896,248) | (1.00) |
| **FY24 Recommended** | **3,838,774** | **19.00** |

## 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, hazardous materials, 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, 11 ALS medic units, three paramedic chase cars, and 32 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of fire incidents | 16,831 | 18,867 | 17,500 | 17,500 | 17,500 |
| Number of EMIHS (medical services) incidents | 88,942 | 100,419 | 94,300 | 95,000 | 95,000 |
| 90th percentile arrival time for first Advanced Life Support (ALS) unit in urban areas of the County | 11:30 | 11:44 | 11:30 | 11:15 | 10:15 |
| 90th percentile arrival time for first engine to structure fire in urban areas of the County | 9:22 | 9:53 | 9:20 | 9:20 | 9:15 |
| EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC) | 24.8% | 33.7% | 29.0% | 30.0% | 30.0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **181,235,860** | **1,225.40** |
| Increase Cost: Increase Overtime Allocation to Reflect Past General Wage Adjustments | 1,629,541 | 0.00 |
| Increase Cost: FY23 Supplemental - Staffing Support for Sandy Spring Fire Station 40 | 100,000 | 0.00 |
| Increase Cost: Medical Director Contract CPI Adjustment | 42,000 | 0.00 |
| Decrease Cost: Holiday Pay - Number of Holidays | (367,000) | 0.00 |
| Shift: Flexible EMS Resources to Reduce Overtime | (650,000) | 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. | 15,626,810 | (1.00) |
| **FY24 Recommended** | **197,617,211** | **1,224.40** |

## 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 firefighting personal protective equipment 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of COMAR-mandated vehicle inspections performed | 215 | 227 | 245 | 245 | 245 |
| Number of safety inspections (PPE) performed [1] | 6,017 | 6,500 | 6,050 | 6,050 | 6,050 |
| Uptime for MCFRS-maintained IT systems | 99.94% | 99.93% | 99.94% | 99.94% | 99.94% |
| Number of times MCFRS went below its minimum complement of apparatus [2] | 98 | 120 | 50 | 50 | 50 |

[1] *Does not include Volunteer inspections.*

[2] *FY21-FY22 performance is driven by the lack of available reserve tanker apparatus. A reserve tanker apparatus was placed back into operation in the Spring of calendar year 2022.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **23,195,692** | **58.60** |
| Add: Information Technology Specialist to Manage the Public Safety Land Mobile Radio Systems | 99,000 | 1.00 |
| Add: Fleet Road Technician to Support the Timely Maintenance of Fire Apparatus | 95,000 | 1.00 |
| Shift: Local Fire and Rescue Departments Facilities Maintenance to DGS to Enhance Support | (2,000,000) | 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. | 806,477 | 2.00 |
| **FY24 Recommended** | **22,196,169** | **62.60** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of volunteer stand-by hours | 502,924 | 463,754 | 500,000 | 505,000 | 510,000 |
| Number of volunteer in-station drill hours | 15,122 | 11,923 | 14,000 | 15,000 | 16,000 |
| Percent of total volunteers that are female | 37.2% | 37.4% | 38.0% | 39.0% | 40.0% |
| Percent of volunteers from a racial or ethnic minority group | 20.8% | 21.3% | 22.0% | 24.0% | 25.0% |
| Number of trained volunteers hired by MCFRS | 10 | 12 | 15 | 15 | 15 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **7,837,204** | **6.00** |
| Enhance: Distribution of Intergovernmental Funding to Support Volunteers | 450,000 | 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. | 51,275 | 0.00 |
| **FY24 Recommended** | **8,338,479** | **6.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FIRE | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 150,176,164 | 154,206,201 | 162,112,920 | 164,726,845 | 6.8 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Employee Benefits | 53,962,984 | 53,362,301 | 53,879,506 | 57,859,480 | 8.4 % |
| **Fire Personnel Costs** | **204,139,148** | **207,568,502** | **215,992,426** | **222,586,325** | **7.2 %** |
| Operating Expenses | 46,312,023 | 45,097,119 | 51,843,283 | 44,155,501 | -2.1 % |
| Capital Outlay | 351,941 | 0 | 0 | 77,000 | — |
| **Fire Expenditures** | **250,803,112** | **252,665,621** | **267,835,709** | **266,818,826** | **5.6 %** |
| PERSONNEL | | | | | |
| Full-Time | 1,332 | 1,350 | 1,350 | 1,361 | 0.8 % |
| Part-Time | 0 | 1 | 1 | 1 | — |
| FTEs | 1,333.26 | 1,352.01 | 1,352.01 | 1,363.01 | 0.8 % |
| REVENUES | | | | | |
| Property Tax | 253,000,761 | 236,039,696 | 233,587,215 | 263,954,962 | 11.8 % |
| Other Intergovernmental | 3,677,615 | 11,013,162 | 13,000,000 | 13,000,000 | 18.0 % |
| State Fire/Rescue 508 Funds | 1,935,478 | 0 | 1,937,314 | 0 | — |
| Miscellaneous Revenues | 285,369 | 244,882 | 244,882 | 244,882 | — |
| EMS Reimbursement-Ambulance Fee | 19,916,930 | 20,000,000 | 20,000,000 | 20,000,000 | — |
| Federal Reimbursement | 9,346,086 | 0 | 0 | 0 | — |
| **Fire Revenues** | **288,162,239** | **267,297,740** | **268,769,411** | **297,199,844** | **11.2 %** |

## GRANT FUND - MCG

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 3,708,666 | 0 | 0 | 0 | — |
| Employee Benefits | 133,042 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **3,841,708** | **0** | **0** | **0** | **—** |
| Operating Expenses | 1,132,952 | 0 | 0 | 0 | — |
| Capital Outlay | 134,793 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **5,109,453** | **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 | 4,770,310 | 0 | 0 | 0 | — |
| State Grants | 17,807 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **4,788,117** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **255,912,565** | **252,665,621** | **267,835,709** | **266,818,826** | **5.6 %** |
| **Total Full-Time Positions** | **1,332** | **1,350** | **1,350** | **1,361** | **0.8 %** |
| **Total Part-Time Positions** | **0** | **1** | **1** | **1** | **—** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Total FTEs** | **1,333.26** | **1,352.01** | **1,352.01** | **1,363.01** | **0.8 %** |
| **Total Revenues** | **292,950,356** | **267,297,740** | **268,769,411** | **297,199,844** | **11.2 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **FIRE** | | |
| **FY23 ORIGINAL APPROPRIATION** | **252,665,621** | **1,352.01** |
| **Changes (with service impacts)** | | |
| Enhance: Distribution of Intergovernmental Funding to Support Volunteers [Volunteer Services] | 450,000 | 0.00 |
| Enhance: Add a Uniformed Community Action Coordinator and Two Civilian Community Risk Reduction Specialists to Expand Prevention and Education Services [Office of the Fire Chief] | 408,000 | 3.00 |
| Enhance: Add a Uniformed Peer Support & Critical Incident Stress Management (CISM) Manager and Civilian Psychologist Supervisor to Expand Available Mental Health Resources for First Responders [Human Resources Division] | 245,000 | 2.00 |
| Enhance: Add an Investigator III to Reduce Time Required to Complete Internal Affairs Investigations [Office of the Fire Chief] | 132,000 | 1.00 |
| Add: FY23 Supplemental - Emergency Medical Technician Cadet Program in partnership with Montgomery County Public Schools [Human Resources Division] | 116,000 | 0.00 |
| Add: Information Technology Specialist to Manage the Public Safety Land Mobile Radio Systems [Support Services] | 99,000 | 1.00 |
| Add: Fleet Road Technician to Support the Timely Maintenance of Fire Apparatus [Support Services] | 95,000 | 1.00 |
| Enhance: Contract Specialist to Support Administrative Workload [Fiscal Management] | 95,000 | 1.00 |
| Add: Civilian Diversity Equity and Inclusion Officer to Expand Equity-Centered Practices [Office of the Fire Chief] | 95,000 | 1.00 |
| Enhance: Add an Administrative Specialist to Support Administrative Workload in Human Resources [Human Resources Division] | 89,000 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 11,586,415 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 3,608,920 | 0.00 |
| Increase Cost: Increase Overtime Allocation to Reflect Past General Wage Adjustments [Operations] | 1,629,541 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 521,000 | 0.00 |
| Increase Cost: Retirement Adjustment | 476,126 | 0.00 |
| Increase Cost: FROMS Contract Adjustment [Human Resources Division] | 475,000 | 0.00 |
| Increase Cost: Insurance Premium Increase [Fiscal Management] | 421,459 | 0.00 |
| Increase Cost: Risk Management Adjustment | 131,849 | 0.00 |
| Increase Cost: FY23 Supplemental - Staffing Support for Sandy Spring Fire Station 40 [Operations] | 100,000 | 0.00 |
| Increase Cost: Medical Director Contract CPI Adjustment [Operations] | 42,000 | 0.00 |
| Increase Cost: Printing and Mail | 37,384 | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (238,310) | 0.00 |
| Decrease Cost: Holiday Pay - Number of Holidays [Operations] | (367,000) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Shift: Flexible EMS Resources to Reduce Overtime [Operations] | (650,000) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (803,133) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (816,046) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (1,826,000) | 0.00 |
| Shift: Local Fire and Rescue Departments Facilities Maintenance to DGS to Enhance Support [Support Services] | (2,000,000) | 0.00 |
| **FY24 RECOMMENDED** | **266,818,826** | **1,363.01** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Fiscal Management | 6,190,373 | 16.00 | 6,779,131 | 16.00 |
| Human Resources Division | 28,106,470 | 31.01 | 28,049,062 | 35.01 |
| Office of the Fire Chief | 6,100,022 | 15.00 | 3,838,774 | 19.00 |
| Operations | 181,235,860 | 1,225.40 | 197,617,211 | 1,224.40 |
| Support Services | 23,195,692 | 58.60 | 22,196,169 | 62.60 |
| Volunteer Services | 7,837,204 | 6.00 | 8,338,479 | 6.00 |
| **Total** | **252,665,621** | **1,352.01** | **266,818,826** | **1,363.01** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **FIRE** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **266,819** | **266,819** | **266,819** | **266,819** | **266,819** | **266,819** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **328** | **328** | **328** | **328** | **328** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(354)** | **(354)** | **(354)** | **(354)** | **(354)** |
| Items recommended for one-time funding in FY24, including vehicles, onboarding expenditures, and recruit class expenses, will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **816** | **816** | **816** | **816** | **816** |
| **Labor Contracts** | **0** | **3,326** | **3,326** | **3,326** | **3,326** | **3,326** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **White Flint Fire Station 23 (P451502)** | **0** | **0** | **0** | **0** | **0** | **98** |

## FUNDING PARAMETER ITEMS

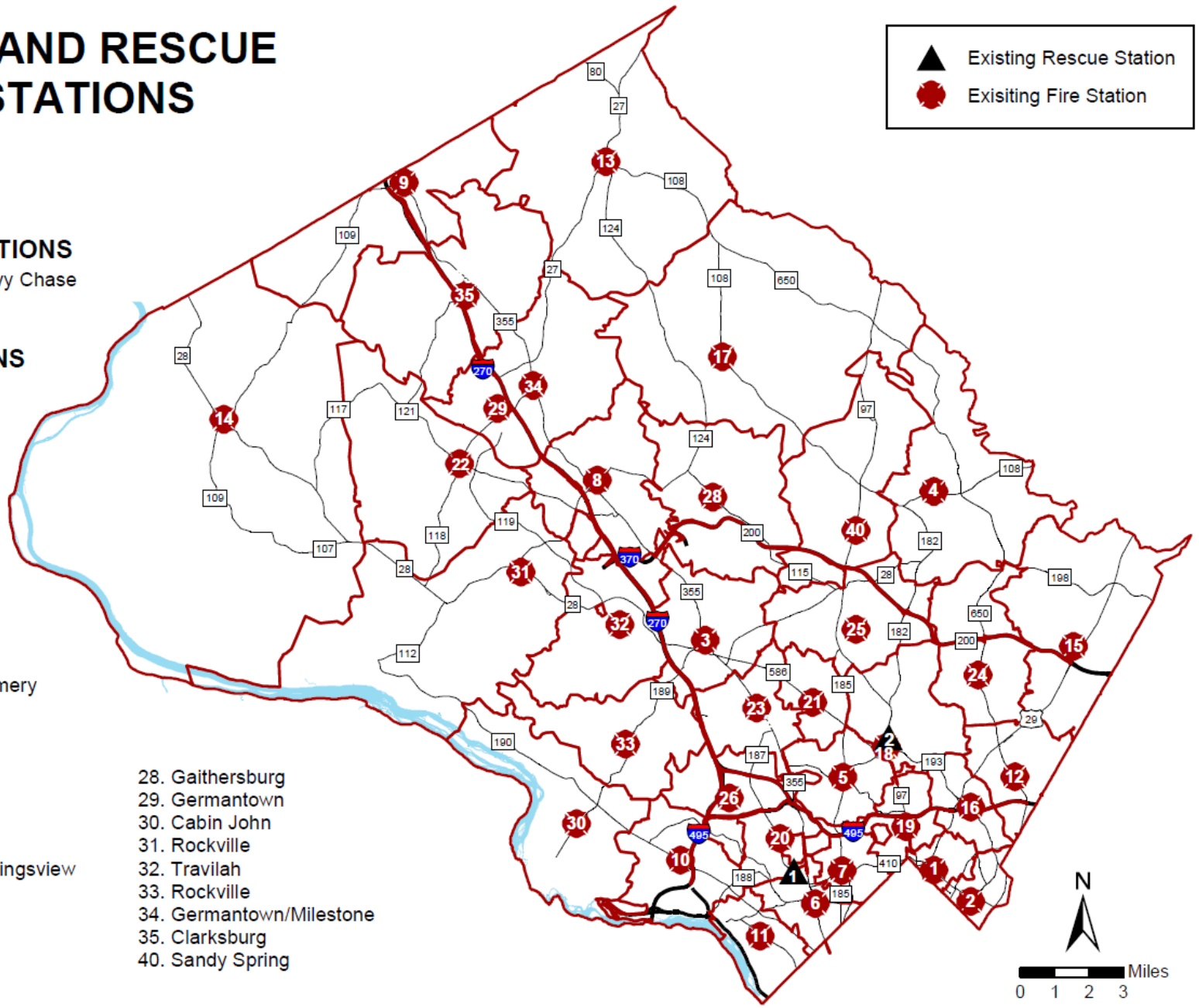
CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **Subtotal Expenditures** | **266,819** | **270,935** | **270,935** | **270,935** | **270,935** | **271,033** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Add an Investigator III to Reduce Time Required to Complete Internal Affairs Investigations | 90,000 | 1.00 | 119,918 | 1.00 |
| Civilian Diversity Equity and Inclusion Officer to Expand Equity-Centered Practices | 90,000 | 1.00 | 119,918 | 1.00 |
| Add Two Civilian Community Risk Reduction Specialists to Expand Prevention and Education Services | 156,000 | 2.00 | 207,608 | 2.00 |
| Add a Uniformed Community Action Coordinator to Expand Prevention and Education Services | 191,000 | 1.00 | 215,413 | 1.00 |
| Add an Administrative Specialist to Support Administrative Workload in Human Resources | 84,000 | 1.00 | 110,196 | 1.00 |
| Add a Uniformed Peer Support & Critical Incident Stress Management (CISM) Manager to Expand Available Mental Health Resources for First Responders | 122,000 | 1.00 | 165,044 | 1.00 |
| Add a Civilian Psychologist Supervisor to Expand Available Mental Health Resources for First Responders | 113,000 | 1.00 | 150,451 | 1.00 |
| Information Technology Specialist to Manage the Public Safety Land Mobile Radio Systems | 94,000 | 1.00 | 125,083 | 1.00 |
| Fleet Road Technician to Support the Timely Maintenance of Fire Apparatus | 75,000 | 1.00 | 99,742 | 1.00 |
| Contract Specialist to Support Administrative Workload | 90,000 | 1.00 | 119,918 | 1.00 |
| **Total** | **1,105,000** | **11.00** | **1,433,291** | **11.00** |

# FIRE AND RESCUE STATIONS




## RESCUE STATIONS

1. Bethesda- Chevy Chase
2. Wheaton

## FIRE STATIONS

1. Silver Spring
2. Takoma Park
3. Rockville
4. Sandy Spring
5. Kensington
6. Bethesda
7. Chevy Chase
8. Gaithersburg
9. Hyattstown
10. Cabin John
11. Glen Echo
12. Hillandale
13. Damascus
14. Upper Montgomery
15. Burtonsville
16. Silver Spring
17. Laytonsville
18. Kensington
19. Silver Spring
20. Bethesda
21. Kensington
22. Germantown/Kingsview
23. Rockville
24. Hillandale
25. Kensington
26. Bethesda
28. Gaithersburg
29. Germantown
30. Cabin John
31. Rockville
32. Travilah
33. Rockville
34. Germantown/Milestone
35. Clarksburg
40. Sandy Spring

THIS PAGE INTENTIONALLY LEFT BLANK

# Police

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $317,506,349 | 1,907.10 |

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 FY24 Operating Budget for the Department of Police is $317,506,349, an increase of $21,004,771 or 7.08 percent from the FY23 Approved Budget of $296,501,578. Personnel Costs comprise 84.71 percent of the budget for 1,834 full-time position(s) and 224 part-time position(s), and a total of 1,907.10 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 15.29 percent of the FY24 budget.

This budget advances major recommendations made in the final Effective Law Enforcement For All (ELE4A) report by investing in education and training for our force, creating a Civilian Curriculum Developer to oversee efforts in rewriting the existing curriculum and training documents to support the shift to "guardian" culture, and adding six new civilian public safety instructors to improve officer firearms training in the use of deadly force. The ELE4A report identifies the importance of officer mental health in positive outcomes for call for service, and this budget adds a civilian position to support officer wellness.

## COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

## INITIATIVES

- Launch a Drone as a First Responder Pilot program, which is an end-to-end public safety drone program, to increase the effectiveness of police response and to reduce incidences of unnecessary use of force through improved surveillance and information on calls. Information on whether a suspect is armed can inform and improve officer decision-making.
- Reinvest one-time personnel savings back into the Police Department to replace critical equipment that has become outdated, inoperable, and difficult to maintain including radios, rifles, night vision goggles, in-car printers, and motorcycles.
- Add four school crossing guards to enhance student and pedestrian safety.
- Implement recommendations made by the Effective Law Enforcement for All (ELE4A) Final Report to include adding six Public Safety Instructors at the Police Safety Training Academy to improve officer firearms training, a Program Manager II dedicated to health and wellness, and a civilian Curriculum Developer.
- Add funds for security camera rebates in support of Bill 14-22, Private Security Camera Incentive Program to enhance crime prevention and offender identification.
- Implement a Police Survey Platform, primarily focusing on Communications Center callers, to comply with Bill 45-20, Community Policing - Data, while promoting equity and inclusion.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- MCPD relaunched basketball tournaments to engage hard-to-reach communities. This was a youth-related violence prevention community engagement effort.

## PROGRAM CONTACTS

Contact Assistant Chief Darren Francke of the Department of Police at 240.773.5041 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 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

## 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 bureau coordinates the operations of the Community Engagement Division and the Policy and Planning Division.

The Community Engagement Division (CED) directs the Community Engagement 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Community engagement events | 321 | 530 | 750 | 900 | 1,100 |
| Number of Use of Force incidents | 451 | 982 | 1,200 | 1,100 | 1,000 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,503,554** | **39.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 2,020,456 | 9.00 |
| **FY24 Recommended** | **7,524,010** | **48.00** |

## Field Services

The mission of the Field Services Bureau (FSB) is to provide specialized police services in support of other divisions within the MCPD and the residents of Montgomery County. These services are coordinated through the Special Operations Division (SOD), Traffic Operations Division (TOD), 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Managed Search Operations Team (MSOT) responses to missing-at-risk calls | 1,068 | 1,012 | 1,200 | 1,250 | 1,300 |
| Average Citations per Automated Speed and Red Light Cameras [1] | 3,220 | 4,280 | 3,650 | 4,000 | 4,000 |
| Number of traffic collisions in Montgomery County | 7,931 | 10,058 | 15,252 | 10,000 | 10,000 |

[1] *FY23-FY25 projections reflect 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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **43,425,842** | **240.90** |
| Enhance: One-Time Replacement of Security and Precision Rifles | 366,400 | 0.00 |
| Add: Drone As a First Responder Pilot Program to Improve Officer Decision-Making | 250,000 | 0.00 |
| Enhance: One-Time Enhancement - Police Motorcycles | 181,104 | 0.00 |
| Enhance: One-Time Replacement of Night Vision Goggles and Scopes | 172,000 | 0.00 |
| Add: Two Additional School Crossing Guards for New School and Two Crossing Guards to Support Enhanced Student Crossing Needs at Existing School | 82,054 | 1.20 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 3,355,174 | (3.00) |
| **FY24 Recommended** | **47,832,574** | **239.10** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Lab examinations completed by the Montgomery County Police Crime Lab | 7,974 | 7,725 | 8,500 | 9,200 | 10,000 |
| Crime investigation and closure rate: Violent crime | 45.5% | 38.0% | 50.0% | 65.0% | 65.0% |
| Crime investigation and closure rate: Property crime [1] | 9.6% | 11% | 18% | 30% | 35% |
| Fatal overdoses from opioids [2] | 103 | 82 | 80 | 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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **45,194,234** | **312.50** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 4,615,368 | 4.50 |
| **FY24 Recommended** | **49,809,602** | **317.00** |

## 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 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 911 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.
- Manage budget, financial, facilities, and fleet administration, procurement/logistics, and other varied programs that support field functions.
- Provide 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.
- Manage the Department's CIP projects/renovations, and coordinate of building and property maintenance services.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total emergency 911 calls received by Police Emergency Communication Center (ECC) | 482,348 | 550,564 | 515,000 | 520,000 | 525,000 |
| Total non-emergency calls received by Police Emergency Communication Center (ECC) | 228,927 | 250,126 | 260,000 | 273,000 | 280,000 |
| Total calls for service (dispatched and self-initiated) | 242,155 | 255,967 | 260,000 | 265,000 | 265,000 |
| Average emergency 911 call processing time (minutes) | 2:33 | 2:27 | 2:15 | 2:00 | 2:00 |
| Average time to answer 911 calls (seconds) | 3 | 7 | 5 | 3 | 3 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Average emergency 911 call travel time (minutes) | 5:09 | 5:47 | 5:15 | 5:00 | 5:00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **79,522,532** | **398.00** |
| Add: Six Public Safety Instructors to Meet ELE4A Report Recommendations to Improve Officer Firearms Training | 467,147 | 6.00 |
| Enhance: One-Time Replacement of 100 In-car Printing Devices | 200,000 | 0.00 |
| Add: Police Survey Platform to Support Compliance with Bill 45-20 and Collect Timely Feedback on Community Satisfaction with Police Interactions | 100,000 | 0.00 |
| Add: Program Manager II to Support Officer Wellness as Recommended by ELE4A Report | 92,939 | 1.00 |
| Add: Civilian Curriculum Developer to Meet ELE4A Audit Recommendation | 77,858 | 1.00 |
| Reduce: One-Time Adjustment - Adjust Lapse by One-Time Amount to Reflect Higher than Average Vacancies and to Accommodate Radio Lifecycle Replacement | (3,628,000) | 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. | 2,836,327 | (1.00) |
| **FY24 Recommended** | **79,668,803** | **405.00** |

## 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. IAD 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 the MCPD to execute its mission with the highest possible standards of impartiality, fairness, mutual trust, respect, and accountability. IAD 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. PAD 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Twitter followers for Montgomery County Police | 96,400 | 104,078 | 116,644 | 128,308 | 141,138 |
| Average number of days for formal investigation to be completed | 221 | 180 | 200 | 180 | 180 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| External complaints against police | 175 | 206 | 192 | 175 | 175 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,841,826** | **23.00** |
| Add: Funds for Security Camera Rebates in Support of Bill 14-22 | 511,000 | 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. | 425,665 | (1.00) |
| **FY24 Recommended** | **4,778,491** | **22.00** |

## Patrol Services

The Patrol Services Bureau (PSB) is the largest bureau within the Montgomery County Police Department. It operates 24 hours-a-day, seven (7) days-a-week and is responsible for the most contacts with those that reside, work and travel within Montgomery County. The PAB currently consists of six (6) districts - Rockville (1D), Bethesda (2D), Silver Spring (3D), Wheaton (4D), Germantown (5D), and Gaithersburg (6D).

PAB consists of several specially trained units, including the District Traffic Officers, Special Assignment Teams (SAT), District Community Action Teams (DCAT), Patrol Investigations Unit (PIU), and Community Services Officers (CSOs). PAB 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 the Department's community policing philosophy. This is accomplished through:

- Enforcing proactively, by 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 Montgomery County Public Schools.
- 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of County residents satisfied with police services [1] | N/A | 76% | 90% | 90% | 90% |

[1] *Satisfaction scores from biannual countywide resident survey.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **119,013,590** | **884.50** |

| FY24 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. | 8,879,279 | (8.50) |
| **FY24 Recommended** | **127,892,869** | **876.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 175,636,079 | 196,865,038 | 186,238,702 | 211,691,578 | 7.5 % |
| Employee Benefits | 54,299,842 | 54,185,557 | 53,125,911 | 57,255,278 | 5.7 % |
| **County General Fund Personnel Costs** | **229,935,921** | **251,050,595** | **239,364,613** | **268,946,856** | **7.1 %** |
| Operating Expenses | 48,016,403 | 45,450,983 | 54,782,108 | 47,788,389 | 5.1 % |
| Capital Outlay | 578,102 | 0 | 0 | 771,104 | — |
| **County General Fund Expenditures** | **278,530,426** | **296,501,578** | **294,146,721** | **317,506,349** | **7.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 1,803 | 1,826 | 1,826 | 1,834 | 0.4 % |
| Part-Time | 205 | 220 | 220 | 224 | 1.8 % |
| FTEs | 1,869.36 | 1,897.90 | 1,897.90 | 1,907.10 | 0.5 % |
| REVENUES | | | | | |
| Other Licenses/Permits | 58,005 | 70,000 | 70,000 | 70,000 | — |
| Other Charges/Fees | 1,845,966 | 1,811,110 | 1,811,110 | 1,811,110 | — |
| Other Fines/Forfeitures | 12,020,053 | 11,244,500 | 11,244,500 | 11,244,500 | — |
| Photo Red Light Citations | 1,845,211 | 3,365,000 | 3,365,000 | 3,365,000 | — |
| Speed Camera Citations | 10,616,808 | 13,500,000 | 13,500,000 | 13,500,000 | — |
| Emergency 911 | 6,186,518 | 12,000,000 | 12,000,000 | 12,000,000 | — |
| Other Intergovernmental | 0 | 250,000 | 250,000 | 250,000 | — |
| State Aid: Police Protection | 10,516,688 | 17,194,527 | 20,844,800 | 17,194,527 | — |
| Miscellaneous Revenues | 1,392,609 | 750,000 | 750,000 | 750,000 | — |
| Vehicle/Bike Auction Proceeds | 2,217,954 | 1,150,000 | 1,150,000 | 1,150,000 | — |
| **County General Fund Revenues** | **46,699,812** | **61,335,137** | **64,985,410** | **61,335,137** | **—** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 344,999 | 0 | 0 | 0 | — |
| Employee Benefits | 1,411 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **346,410** | **0** | **0** | **0** | **—** |
| Operating Expenses | 1,576,172 | 0 | 0 | 0 | — |
| Capital Outlay | 10,225 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **1,932,807** | **0** | **0** | **0** | **—** |
| PERSONNEL | | | | | |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %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 | 961,910 | 0 | 0 | 0 | — |
| State Grants | 873,726 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **1,835,636** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **280,463,233** | **296,501,578** | **294,146,721** | **317,506,349** | **7.1 %** |
| **Total Full-Time Positions** | **1,803** | **1,826** | **1,826** | **1,834** | **0.4 %** |
| **Total Part-Time Positions** | **205** | **220** | **220** | **224** | **1.8 %** |
| **Total FTEs** | **1,869.36** | **1,897.90** | **1,897.90** | **1,907.10** | **0.5 %** |
| **Total Revenues** | **48,535,448** | **61,335,137** | **64,985,410** | **61,335,137** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **296,501,578** | **1,897.90** |
| **Changes (with service impacts)** | | |
| Add: Funds for Security Camera Rebates in Support of Bill 14-22 [Office of the Chief] | 511,000 | 0.00 |
| Add: Six Public Safety Instructors to Meet ELE4A Report Recommendations to Improve Officer Firearms Training [Management Services] | 467,147 | 6.00 |
| Enhance: One-Time Replacement of Security and Precision Rifles [Field Services] | 366,400 | 0.00 |
| Add: Drone As a First Responder Pilot Program to Improve Officer Decision-Making [Field Services] | 250,000 | 0.00 |
| Enhance: One-Time Replacement of 100 In-car Printing Devices [Management Services] | 200,000 | 0.00 |
| Enhance: One-Time Enhancement - Police Motorcycles [Field Services] | 181,104 | 0.00 |
| Enhance: One-Time Replacement of Night Vision Goggles and Scopes [Field Services] | 172,000 | 0.00 |
| Add: Police Survey Platform to Support Compliance with Bill 45-20 and Collect Timely Feedback on Community Satisfaction with Police Interactions [Management Services] | 100,000 | 0.00 |
| Add: Program Manager II to Support Officer Wellness as Recommended by ELE4A Report [Management Services] | 92,939 | 1.00 |
| Add: Two Additional School Crossing Guards for New School and Two Crossing Guards to Support Enhanced Student Crossing Needs at Existing School [Field Services] | 82,054 | 1.20 |
| Add: Civilian Curriculum Developer to Meet ELE4A Audit Recommendation [Management Services] | 77,858 | 1.00 |
| Reduce: One-Time Adjustment - Adjust Lapse by One-Time Amount to Reflect Higher than Average Vacancies and to Accommodate Radio Lifecycle Replacement [Management Services] | (3,628,000) | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 18,079,162 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Annualization of FY23 Compensation Increases | 6,297,178 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 1,093,161 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 749,686 | 0.00 |
| Increase Cost: Retirement Adjustment | 315,366 | 0.00 |
| Increase Cost: Printing and Mail | 49,672 | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (600,956) | 0.00 |
| Re-align: One-Time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (1,843,445) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (2,007,555) | 0.00 |
| **FY24 RECOMMENDED** | **317,506,349** | **1,907.10** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Community Resources | 5,503,554 | 39.00 | 7,524,010 | 48.00 |
| Field Services | 43,425,842 | 240.90 | 47,832,574 | 239.10 |
| Investigative Services | 45,194,234 | 312.50 | 49,809,602 | 317.00 |
| Management Services | 79,522,532 | 398.00 | 79,668,803 | 405.00 |
| Office of the Chief | 3,841,826 | 23.00 | 4,778,491 | 22.00 |
| Patrol Services | 119,013,590 | 884.50 | 127,892,869 | 876.00 |
| **Total** | **296,501,578** | **1,897.90** | **317,506,349** | **1,907.10** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Animal Services | General Fund | 111,725 | 1.00 | 0 | 0.00 |
| Emergency Management and Homeland Security | Grant Fund | 120,000 | 0.70 | 0 | 0.00 |
| | **Total** | **231,725** | **1.70** | **0** | **0.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **317,506** | **317,506** | **317,506** | **317,506** | **317,506** | **317,506** |
| No inflation or compensation change is included in outyear projections. | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **Annualization of Positions Recommended in FY24** | **201** | **201** | **201** | **201** | **201** | **201** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **(981)** | **(981)** | **(981)** | **(981)** | **(981)** | **(981)** |
| Items recommended for one-time funding in FY24, including police motorcycles, in-car printing devices, replacement of rifles, and night vision googles and scopes, will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **5,471** | **5,471** | **5,471** | **5,471** | **5,471** | **5,471** |
| Restores one-time lapse adjustment due to higher-than-average vacancies. | | | | | | |
| **Labor Contracts** | **0** | **3,250** | **3,250** | **3,250** | **3,250** | **3,250** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **322,197** | **325,447** | **325,447** | **325,447** | **325,447** | **325,447** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Two Additional School Crossing Guards in FY24 | 34,806 | 0.60 | 38,379 | 0.60 |
| Six Public Safety Instructors to Meet ELE4A Report Recommendations to Improve Officer Firearms Training | 425,147 | 6.00 | 566,863 | 6.00 |
| Civilian Curriculum Developer to Meet ELE4A Audit Recommendation | 70,858 | 1.00 | 94,477 | 1.00 |
| Program Manager II to Support Officer Wellness as Recommended by ELE4A Report | 85,939 | 1.00 | 114,585 | 1.00 |
| Two Additional School Crossing Guards in FY24 | 34,806 | 0.60 | 38,379 | 0.60 |
| **Total** | **651,556** | **9.20** | **852,683** | **9.20** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Sheriff

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $29,117,657 | 191.76 |

MAXWELL UY, 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 FY24 Operating Budget for the Sheriff's Office is $29,117,657, an increase of $2,177,445 or 8.08 percent from the FY23 Approved Budget of $26,940,212. Personnel Costs comprise 79.92 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 20.08 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**
- **Effective, Sustainable Government**

## INITIATIVES

- Add funds to support one-time equipment costs including a Live Scan Finger Print system, envelope folding machine, mobile phone equipment replacement, and replacement of outdated computer equipment.
- Expand Wi-Fi coverage in the Circuit Court terrace level to support improved work productivity.
- Implement a new paperless Intake and Record-keeping system for the Family Justice Center.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Sheriff's Office welcomed the DC Volunteer Lawyers Project (DCVLP), a new on-site legal services partner at the Family Justice Center. DCVLP provides pro bono legal representation and advice to victims of domestic violence in Protective Order cases as well as family law proceedings.
- In partnership with the Domestic Violence Coordinating Council and many other County and community partners, hosted RespectFest 2022 to raise awareness about teen dating violence and educate teens about where they can get help and how to help a friend. More than 2,000 people participated across the virtual and in-person offerings.
- The Family Justice Center in partnership with the Domestic Violence Coordinating Council, created the "Walk In Their Shoes" exhibition in recognition of October as Domestic Violence Awareness Month.
- Nearly 2,000 victims of domestic violence in Montgomery County received services through the Family Justice Center.

## PROGRAM CONTACTS

Contact Mary Lou Wirdzek of the Sheriff's Office at 240.777.7078 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 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of Interim and Temporary Peace Orders received [1] | 2,815 | 2,677 | 2,677 | 2,677 | 2,677 |
| Number of Interim and Temporary Protective Orders received | 5,343 | 5,333 | 5,333 | 5,333 | 5,333 |
| Number of safety check violations resulting in arrest [2] | 0 | 1 | 0 | 0 | 0 |
| Number of weapons seized as a result of Protective Orders | 160 | 304 | 304 | 304 | 304 |

[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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,491,549** | **26.48** |
| Increase Cost: One-time Increase to Accomodate Live Scan Fingerprint System | 20,927 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 18,937 | 0.00 |
| Increase Cost: One-time Increase to Replace Outdated Computers | 7,500 | 0.00 |
| Re-align: One-time Lapse Adjustment to Reflect Higher Than Average Vacancies | (719,319) | 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. | (612,276) | (2.12) |
| **FY24 Recommended** | **5,207,318** | **24.36** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,729,645** | **23.54** |
| Add: One-time increase to Purchase Envelope Folding Machine to Increase Work Productivity | 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. | 119,657 | 0.10 |
| **FY24 Recommended** | **2,859,302** | **23.64** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **10,725,497** | **86.00** |
| Increase Cost: Body Worn Cameras and Tasers Contract Adjustment | 60,161 | 0.00 |
| Increase Cost: Wi-Fi Coverage Circuit Court Terrace Level to Improve Work Productivity | 20,000 | 0.00 |
| Increase Cost: Microsoft Office Licenses - Training Room Computers | 5,647 | 0.00 |
| Increase Cost: One-time Increase to Replace End-of-life Mobile Phone Equipment | 4,500 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 2,603,085 | 0.50 |
| **FY24 Recommended** | **13,418,890** | **86.50** |

## Criminal Process/Warrants and Extraditions

The Sheriff's Office is responsible for serving District Court civil warrants, District Court criminal warrants associated with domestic violence, all Circuit Court warrants, both adult and juvenile, and Child Support Enforcement warrants. The Warrant Section maintains on-line warrants in the following systems: Maryland Electronic Telecommunications Enforcement Resource System (METERS), National Crime Information Center (NCIC), and E*Justice. METERS and NCIC are used to share data with other State and Federal systems. E*Justice is a local database used by Montgomery County law enforcement agencies to track warrants. It also interfaces with the Law Enforcement Information Exchange to enable data sharing with law enforcement agencies in the National Capital Region. The Sheriff's Office also conducts investigations to locate and apprehend those fugitives for whom the Sheriff's Office holds a warrant. In addition, the Sheriff's Office is responsible for returning fugitives to Montgomery County from other jurisdictions for outstanding Circuit Court warrants and processing those fugitives when returned.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,418,724** | **20.44** |
| Increase Cost: Child Support Grant Match | 34,599 | 0.19 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 67,639 | (0.13) |
| **FY24 Recommended** | **2,520,962** | **20.50** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,574,797** | **35.30** |
| Increase Cost: Shift Compensation Cost Increases from the Grant Fund to the General Fund | 30,313 | 0.19 |
| Increase Cost: Replacement of Ballistic Vests | 26,600 | 0.00 |
| Reduce: Shift Compensation Cost Increases from the Grant Fund to the General Fund | (30,313) | (0.38) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 509,788 | 1.65 |
| **FY24 Recommended** | **5,111,185** | **36.76** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 16,848,847 | 17,100,545 | 15,819,978 | 17,636,029 | 3.1 % |
| Employee Benefits | 5,155,457 | 4,839,550 | 4,317,803 | 5,048,092 | 4.3 % |
| **County General Fund Personnel Costs** | **22,004,304** | **21,940,095** | **20,137,781** | **22,684,121** | **3.4 %** |
| Operating Expenses | 4,131,698 | 4,066,580 | 4,133,215 | 5,530,312 | 36.0 % |
| **County General Fund Expenditures** | **26,136,002** | **26,006,675** | **24,270,996** | **28,214,433** | **8.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 182 | 181 | 181 | 181 | — |
| Part-Time | 5 | 5 | 5 | 5 | — |
| FTEs | 187.62 | 186.62 | 186.62 | 187.00 | 0.2 % |
| REVENUES | | | | | |
| Other Charges/Fees | 1,034 | 20,000 | 20,000 | 20,000 | — |
| Sheriff Fees | 444,497 | 800,000 | 800,000 | 800,000 | — |
| Other Intergovernmental | 127,713 | 0 | 0 | 0 | — |
| Miscellaneous Revenues | (2,213) | 4,000 | 4,000 | 4,000 | — |
| **County General Fund Revenues** | **571,031** | **824,000** | **824,000** | **824,000** | **—** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 407,321 | 486,088 | 486,088 | 462,002 | -5.0 % |
| Employee Benefits | 117,549 | 130,324 | 130,324 | 124,097 | -4.8 % |
| **Grant Fund - MCG Personnel Costs** | **524,870** | **616,412** | **616,412** | **586,099** | **-4.9 %** |
| Operating Expenses | 371,391 | 317,125 | 317,125 | 317,125 | — |
| **Grant Fund - MCG Expenditures** | **896,261** | **933,537** | **933,537** | **903,224** | **-3.2 %** |
| PERSONNEL | | | | | |
| Full-Time | 8 | 8 | 8 | 8 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 5.18 | 5.14 | 5.14 | 4.76 | -7.4 % |
| REVENUES | | | | | |
| Miscellaneous Revenues | 11,747 | 0 | 0 | 0 | — |
| Federal Grants | 785,396 | 933,537 | 933,537 | 903,224 | -3.2 % |
| State Grants | 22,872 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **820,015** | **933,537** | **933,537** | **903,224** | **-3.2 %** |
| DEPARTMENT TOTALS | | | | | |
| **Total Expenditures** | **27,032,263** | **26,940,212** | **25,204,533** | **29,117,657** | **8.1 %** |
| **Total Full-Time Positions** | **190** | **189** | **189** | **189** | **—** |
| **Total Part-Time Positions** | **5** | **5** | **5** | **5** | **—** |
| **Total FTEs** | **192.80** | **191.76** | **191.76** | **191.76** | **—** |
| **Total Revenues** | **1,391,046** | **1,757,537** | **1,757,537** | **1,727,224** | **-1.7 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **26,006,675** | **186.62** |
| **Changes (with service impacts)** | | |
| Add: One-time increase to Purchase Envelope Folding Machine to Increase Work Productivity [Civil Process] | 10,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 2,289,923 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 936,416 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 95,324 | 0.00 |
| Increase Cost: Body Worn Cameras and Tasers Contract Adjustment [Courtroom/Courthouse Security and Transport] | 60,161 | 0.00 |
| Increase Cost: Retirement Adjustment | 35,502 | 0.00 |
| Increase Cost: Child Support Grant Match [Criminal Process/Warrants and Extraditions] | 34,599 | 0.19 |
| Increase Cost: Shift Compensation Cost Increases from the Grant Fund to the General Fund [Domestic Violence] | 30,313 | 0.19 |
| Increase Cost: Replacement of Ballistic Vests [Domestic Violence] | 26,600 | 0.00 |
| Increase Cost: One-time Increase to Accomodate Live Scan Fingerprint System [Administration] | 20,927 | 0.00 |
| Increase Cost: Wi-Fi Coverage Circuit Court Terrace Level to Improve Work Productivity [Courtroom/Courthouse Security and Transport] | 20,000 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 18,937 | 0.00 |
| Increase Cost: One-time Increase to Replace Outdated Computers [Administration] | 7,500 | 0.00 |
| Increase Cost: Microsoft Office Licenses - Training Room Computers [Courtroom/Courthouse Security and Transport] | 5,647 | 0.00 |
| Increase Cost: One-time Increase to Replace End-of-life Mobile Phone Equipment [Courtroom/Courthouse Security and Transport] | 4,500 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Printing and Mail | 2,898 | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (12,985) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (659,185) | 0.00 |
| Re-align: One-time Lapse Adjustment to Reflect Higher Than Average Vacancies [Administration] | (719,319) | 0.00 |
| **FY24 RECOMMENDED** | **28,214,433** | **187.00** |

**GRANT FUND - MCG**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **933,537** | **5.14** |
| **Federal/State Programs** | | |
| Reduce: Shift Compensation Cost Increases from the Grant Fund to the General Fund | (30,313) | (0.38) |
| **FY24 RECOMMENDED** | **903,224** | **4.76** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 6,491,549 | 26.48 | 5,207,318 | 24.36 |
| Civil Process | 2,729,645 | 23.54 | 2,859,302 | 23.64 |
| Courtroom/Courthouse Security and Transport | 10,725,497 | 86.00 | 13,418,890 | 86.50 |
| Criminal Process/Warrants and Extraditions | 2,418,724 | 20.44 | 2,520,962 | 20.50 |
| Domestic Violence | 4,574,797 | 35.30 | 5,111,185 | 36.76 |
| **Total** | **26,940,212** | **191.76** | **29,117,657** | **191.76** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **28,214** | **28,214** | **28,214** | **28,214** | **28,214** | **28,214** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(112)** | **(112)** | **(112)** | **(112)** | **(112)** |
| Items recommended for one-time funding in FY24 including the replacement of outdated computers, Live Scan Fingerprinting, Envelope Folding Machine, replacement of end-of-life mobile phone equipment; replacement of ballistic vests, wi-fi coverage on Circuit Court Terrace Level; and Child Support Grant Position will be eliminated from the base in the out-years. | | | | | | |
| **Restore One-Time Lapse Increase** | **719** | **719** | **719** | **719** | **719** | **719** |
| Restores one-time lapse adjustment due to higher-than-average vacancies. | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **Labor Contracts** | **0** | **652** | **652** | **652** | **652** | **652** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **28,933** | **29,473** | **29,473** | **29,473** | **29,473** | **29,473** |

# Transportation

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $61,180,870 | 283.78 |

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 FY24 Operating Budget for the Department of Transportation is $61,180,870, an increase of $5,034,142 or 8.97 percent from the FY23 Approved Budget of $56,146,728. Personnel Costs comprise 48.34 percent of the budget for 461 full-time position(s) and four part-time position(s), and a total of 283.78 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 51.66 percent of the FY24 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Easier Commutes**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

## INITIATIVES

- Plant 1,200 street trees along roads and sidewalks that are adjacent to private residences and other locations to increase canopy coverage. The Chesapeake Bay Trust (CBT) Urban Trees Grant Program awarded the Department of Transportation (MCDOT) a grant for $362,740 to increase tree canopy in urban and underserved areas of the County. An initial amount of $148,233 was received in FY23 and a second installment for $148,233 will be received in FY24.
- Increase the number of condition inspections of short span highway bridge/culvert and pedestrian structures in Montgomery County. The condition inspection provides information on the current condition of the bridge structures and is fundamental in establishing the structural integrity and serviceability of a bridge. Deterioration of components or the adequacy of the structure, including the approaches and traffic safety features, can only be determined by a thorough condition inspection. The inspection program of short span structures enables the Department to be proactive in repairing or replacing smaller structures before they result in more costly repairs and public safety issues.
- Install a public safety fence atop the Wayne Avenue Garage in Silver Spring to restrict access to rooftops of nearby businesses.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Completed Infrastructure Safety Analysis and developed recommendations for infrastructure/roadway improvements at ten (10) locations where the highest number of school bus monitoring program citations were issued. The analysis would determine if infrastructure improvements that address pedestrian and operational safety, while enhancing or maintaining the safety of children who are boarding and disembarking school buses are necessary or appropriate. These improvements may include additional or modified signage and pavement markings, geometric modifications such as curb realignments and median installations, or the need to add traffic signals or pedestrian hybrid beacons.
- Increase the number of traffic signals evaluated per year in the Traffic Signal Optimization Program to reduce vehicle delays and traffic congestion resulting from inadequate signal timing. This will enable the County to advance a four to six-year traffic signal review cycle, which is near the industry standard of three to five years, and move away from a 12 to 14-year review cycle. MCDOT is on target to review and replace 50 traffic signals this fiscal year.
- 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 Gregory Bruno of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of traffic studies completed [1] | 300 | 963 | 1,000 | 1,050 | 1,100 |
| Percent of traffic studies completed within scheduled timeframe | 90% | 94% | 95% | 95% | 95% |
| Number of serious and fatal crashes on Montgomery County maintained roads | 69 | 79 | 70 | 65 | 60 |

[1] *DOT received a significant increase in the number of traffic studies requested in FY22. Traffic study activity was reduced in FY21 due to atypical traffic patterns during the pandemic.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,511,220** | **22.90** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 342,529 | 0.00 |
| **FY24 Recommended** | **5,853,749** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of Trees Planted (includes Tree Replacement Fund) | 1,611 | 1,668 | 2,600 | 2,050 | 2,050 |
| Backlog of 311 requests for Tree Maintenance | 861 | 711 | 700 | 700 | 700 |
| Number of verified missed streets for leaf collections | 249 | 120 | 100 | 90 | 80 |
| Survival rate of street trees planted | 88% | 90% | 90% | 90% | 90% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **15,512,821** | **71.88** |
| Enhance: Chesapeake Bay Trust (CBT) Grant to Enhance the Tree Canopy | 148,233 | 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. | 881,277 | (0.44) |
| **FY24 Recommended** | **16,542,331** | **71.44** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **936,700** | **1.60** |
| Add: Public Safety Fence on the Wayne Avenue Garage | 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. | 24,124 | 0.00 |
| **FY24 Recommended** | **1,260,824** | **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 they can be functional throughout their usual life. Currently the way this program is utilized, and the continuous efforts made to improve maintenance operations, provides the opportunity to make repairs with a more proactive and affordable strategy. Through routine and emergency maintenance operations, existing infrastructure is monitored and appropriate repairs are made 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of lane miles rehabilitated | 183 | 139 | 145 | 150 | 150 |
| Average Pavement Condition Index (PCI) of roadway network | 65.6 | 67.3 | 65.7 | 63.6 | 61.5 |
| Percent of primary/arterial road quality rated good or better | 44% | 40% | 34% | 30% | 29% |
| Percent of rural/residential road quality rated good or better | 40% | 51% | 43% | 37% | 31% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **17,090,527** | **101.48** |
| Enhance: Maintenance of Newly Accepted Subdivision Roads | 33,078 | 0.00 |
| Enhance: Short Span Bridge Inspection | 30,000 | 0.00 |
| Enhance: Prior Year Operating Budget Impact (OBI) | 11,000 | 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. | 2,506,843 | (0.26) |
| **FY24 Recommended** | **19,671,448** | **101.22** |

## 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 County residents and the 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of snow and rain storms addressed | 13 | 13 | 12 | 14 | 14 |
| Number of verified reports of unplowed or missed streets | 172 | 122 | 150 | 125 | 100 |
| Percent of Traffic Signals with fully functioning equipment | 85% | 85% | 87% | 90% | 93% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **7,523,184** | **43.35** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 406,878 | (1.11) |
| **FY24 Recommended** | **7,930,062** | **42.24** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Linear feet of sidewalk construction completed (000s) [1] | 27 | 30 | 30 | 25 | 25 |
| Number of development applications reviewed [2] | 321 | 274 | 300 | 300 | 300 |

[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. The Sidewalk Program also helped manage the construction of CIP, Traffic Calming, Pedestrian Safety, Safe Routes to Schools, and Bicycle and Pedestrian Priority Area (BIPPA) projects.*

[2] *FY24 and FY25 figures are projected. The Department has no control over the number of plans reviewed.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,438,760** | **11.69** |
| Decrease Cost: Position Exchange with Mass Transit | (40,512) | 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. | 2,017 | (1.00) |
| **FY24 Recommended** | **3,400,265** | **10.69** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,133,516** | **33.19** |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 1,410 | 0.00 |
| Technical Adj: Workforce Reconciliation - Adjustment | 0 | (0.50) |
| Shift: Position Transfer to OHR | (110,155) | (1.81) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 497,420 | 2.81 |
| **FY24 Recommended** | **6,522,191** | **33.69** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 18,386,220 | 18,520,954 | 16,848,156 | 20,156,681 | 8.8 % |
| Employee Benefits | 5,401,049 | 5,320,514 | 5,189,244 | 5,819,707 | 9.4 % |
| **County General Fund Personnel Costs** | **23,787,269** | **23,841,468** | **22,037,400** | **25,976,388** | **9.0 %** |
| Operating Expenses | 38,029,081 | 25,389,673 | 28,334,592 | 27,753,593 | 9.3 % |
| Capital Outlay | 287,871 | 0 | 0 | 0 | — |
| **County General Fund Expenditures** | **62,104,221** | **49,231,141** | **50,371,992** | **53,729,981** | **9.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 456 | 460 | 460 | 461 | 0.2 % |
| Part-Time | 7 | 4 | 4 | 4 | — |
| FTEs | 252.52 | 255.06 | 255.06 | 252.75 | -0.9 % |
| REVENUES | | | | | |
| State Grants | 0 | 650,000 | 650,000 | 650,000 | — |
| Street Tree Planting | 135,750 | 75,000 | 75,000 | 75,000 | — |
| Residential Parking Permits | 112,910 | 12,000 | 115,086 | 115,000 | 858.3 % |
| Motor Pool Charges/Fees | 13,569 | 0 | 0 | 0 | — |
| Parking Fees | 78,169 | 105,000 | 122,918 | 120,000 | 14.3 % |
| Subdivision Plan Review | 412,544 | 225,000 | 225,000 | 225,000 | — |
| Other Fines/Forfeitures | 450 | 0 | 0 | 0 | — |
| Parking Fines | 1,167,989 | 1,044,330 | 1,215,851 | 1,200,000 | 14.9 % |
| Federal Grants | 1,006,000 | 0 | 0 | 0 | — |
| State Aid: Highway User | 8,816,137 | 8,797,624 | 8,744,531 | 10,573,697 | 20.2 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Traffic Signals Maintenance | 0 | 994,000 | 994,000 | 994,000 | — |
| Miscellaneous Revenues | 123,543 | 0 | 0 | 0 | — |
| Other Charges/Fees | 528,108 | 435,000 | 435,000 | 435,000 | — |
| Bus Advertising | 47,946 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **12,443,115** | **12,337,954** | **12,577,386** | **14,387,697** | **16.6 %** |
| **LEAF VACUUMING** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 2,361,926 | 2,616,104 | 2,341,002 | 2,821,598 | 7.9 % |
| Employee Benefits | 611,763 | 726,132 | 568,055 | 778,323 | 7.2 % |
| **Leaf Vacuuming Personnel Costs** | **2,973,689** | **3,342,236** | **2,909,057** | **3,599,921** | **7.7 %** |
| Operating Expenses | 3,523,788 | 3,573,351 | 3,547,522 | 3,702,735 | 3.6 % |
| **Leaf Vacuuming Expenditures** | **6,497,477** | **6,915,587** | **6,456,579** | **7,302,656** | **5.6 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 31.03 | 31.03 | 31.03 | 31.03 | — |
| REVENUES | | | | | |
| Leaf Vaccuum Collection Fees | 8,552,231 | 8,739,229 | 8,739,229 | 9,112,500 | 4.3 % |
| Other Charges/Fees | 14,271 | 0 | 0 | 0 | — |
| Systems Benefit Charge | (14) | 0 | 0 | 0 | — |
| Investment Income | 4,811 | 20,950 | 113,080 | 178,670 | 752.8 % |
| **Leaf Vacuuming Revenues** | **8,571,299** | **8,760,179** | **8,852,309** | **9,291,170** | **6.1 %** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 188,441 | 0 | 0 | 0 | — |
| Employee Benefits | 54,489 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **242,930** | **0** | **0** | **0** | **—** |
| Operating Expenses | 410,866 | 0 | 0 | 148,233 | — |
| **Grant Fund - MCG Expenditures** | **653,796** | **0** | **0** | **148,233** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 1 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.75 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| Federal Grants | 2,543,738 | 0 | 0 | 0 | — |
| State Grants | 1,229,083 | 0 | 0 | 148,233 | — |
| **Grant Fund - MCG Revenues** | **3,772,821** | **0** | **0** | **148,233** | **—** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **DEPARTMENT TOTALS** | | | | | |
| **Total Expenditures** | **69,255,494** | **56,146,728** | **56,828,571** | **61,180,870** | **9.0 %** |
| **Total Full-Time Positions** | **457** | **460** | **460** | **461** | **0.2 %** |
| **Total Part-Time Positions** | **7** | **4** | **4** | **4** | **—** |
| **Total FTEs** | **284.30** | **286.09** | **286.09** | **283.78** | **-0.8 %** |
| **Total Revenues** | **24,787,235** | **21,098,133** | **21,429,695** | **23,827,100** | **12.9 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **49,231,141** | **255.06** |
| **Changes (with service impacts)** | | |
| Add: Public Safety Fence on the Wayne Avenue Garage [Parking Outside the Parking Districts] | 300,000 | 0.00 |
| Enhance: Maintenance of Newly Accepted Subdivision Roads [Transportation Infrastructure Construction & Maintenance] | 33,078 | 0.00 |
| Enhance: Short Span Bridge Inspection [Transportation Infrastructure Construction & Maintenance] | 30,000 | 0.00 |
| Enhance: Prior Year Operating Budget Impact (OBI) [Transportation Infrastructure Construction & Maintenance] | 11,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Motor Pool Adjustment | 1,951,773 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 1,387,291 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 1,382,849 | 0.00 |
| Technical Adj: Annualization of FY23 Personnel Costs | 20,798 | 0.00 |
| Increase Cost: Printing and Mail | 10,659 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Transportation Services General Administration] | 1,410 | 0.00 |
| Increase Cost: Retirement Adjustment | 1,221 | 0.00 |
| Technical Adj: Workforce Reconciliation - Adjustment [Transportation Services General Administration] | 0 | (0.50) |
| Decrease Cost: Position Exchange with Mass Transit [Transportation Policy, Planning, and Project Development] | (40,512) | 0.00 |
| Shift: Position Transfer to OHR [Transportation Services General Administration] | (110,155) | (1.81) |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (480,572) | 0.00 |
| **FY24 RECOMMENDED** | **53,729,981** | **252.75** |
| **LEAF VACUUMING** | | |
| **FY23 ORIGINAL APPROPRIATION** | **6,915,587** | **31.03** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 149,252 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Motor Pool Adjustment | 129,384 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 110,067 | 0.00 |
| Decrease Cost: Retirement Adjustment | (1,634) | 0.00 |
| **FY24 RECOMMENDED** | **7,302,656** | **31.03** |

**GRANT FUND - MCG**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **0** | **0.00** |
| **Federal/State Programs** | | |
| Enhance: Chesapeake Bay Trust (CBT) Grant to Enhance the Tree Canopy | 148,233 | 0.00 |
| **FY24 RECOMMENDED** | **148,233** | **0.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Community/Transportation Safety | 5,511,220 | 22.90 | 5,853,749 | 22.90 |
| Non-Roadway Right of Way Maintenance | 15,512,821 | 71.88 | 16,542,331 | 71.44 |
| Parking Outside the Parking Districts | 936,700 | 1.60 | 1,260,824 | 1.60 |
| Transportation Infrastructure Construction & Maintenance | 17,090,527 | 101.48 | 19,671,448 | 101.22 |
| Transportation Management, Operations and Emergency/Storm Response | 7,523,184 | 43.35 | 7,930,062 | 42.24 |
| Transportation Policy, Planning, and Project Development | 3,438,760 | 11.69 | 3,400,265 | 10.69 |
| Transportation Services General Administration | 6,133,516 | 33.19 | 6,522,191 | 33.69 |
| **Total** | **56,146,728** | **286.09** | **61,180,870** | **283.78** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 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 | 30,000 | 0.00 |
| Urban Districts | Wheaton Urban District | 12,900 | 0.00 | 25,000 | 0.00 |
| Transit Services | Mass Transit | 208,058 | 1.00 | 208,058 | 1.00 |
| Environmental Protection | Water Quality Protection | 4,230,171 | 32.97 | 4,441,328 | 32.97 |
| Recycling and Resource Management | Solid Waste Disposal | 275,949 | 2.90 | 336,894 | 2.90 |
| CIP | Capital Fund | 15,320,738 | 146.03 | 16,790,897 | 145.35 |
| Cable Television Communications Plan | Cable TV | 865,935 | 0.75 | 874,117 | 0.75 |
| | **Total** | **20,968,751** | **183.65** | **22,736,294** | **182.97** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **53,730** | **53,730** | **53,730** | **53,730** | **53,730** | **53,730** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(300)** | **(300)** | **(300)** | **(300)** | **(300)** |
| Items recommended for one-time funding in FY24, including the Public Safety Fence on the Wayne Avenue Garage, will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **481** | **481** | **481** | **481** | **481** |
| **Labor Contracts** | **0** | **7,186** | **7,186** | **7,186** | **7,186** | **7,186** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **53,730** | **61,097** | **61,097** | **61,097** | **61,097** | **61,097** |
| **LEAF VACUUMING** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **7,303** | **7,303** | **7,303** | **7,303** | **7,303** | **7,303** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **746** | **746** | **746** | **746** | **746** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **7,303** | **8,049** | **8,049** | **8,049** | **8,049** | **8,049** |

| FY24-29 PUBLIC SERVICES PROGRAM: FISCAL PLAN | Leaf Vacuuming Fund | | | | | | |
|---|---|---|---|---|---|---|---|
| FISCAL PROJECTIONS | FY23 ESTIMATE | FY24 REC | FY25 PROJECTION | FY26 PROJECTION | FY27 PROJECTION | FY28 PROJECTION | FY29 PROJECTION |
| **ASSUMPTIONS** | | | | | | | |
| Indirect Cost Rate | 18.35% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% |
| CPI (Fiscal Year) | 2.9% | 2.1% | 2.2% | 2.2% | 2.2% | 2.3% | 2.3% |
| Investment Income Yield | 3.3% | 5.0% | 4.0% | 3.5% | 3.0% | 2.5% | 2.5% |
| Charge per single-family household | 118.67 | 123.67 | 128.67 | 133.67 | 139.67 | 145.66 | 154.42 |
| % of Leaves Attributed to Single-Family Households | 97.2% | 97.2% | 97.2% | 97.2% | 97.2% | 97.2% | 97.2% |
| % of Leaves Attributed to Multi-Family Households | 2.8% | 2.8% | 2.8% | 2.8% | 2.8% | 2.8% | 2.8% |
| **BEGINNING FUND BALANCE** | 1,105,605 | 1,500,193 | 1,133,281 | 848,805 | 511,534 | 465,247 | 506,426 |
| **REVENUES** | | | | | | | |
| Charges For Services | 8,739,229 | 9,112,500 | 9,481,060 | 9,849,528 | 10,291,689 | 10,733,512 | 11,378,596 |
| Miscellaneous | 113,080 | 178,670 | 142,940 | 125,070 | 107,200 | 89,930 | 90,530 |
| **Subtotal Revenues** | 8,852,309 | 9,291,170 | 9,624,000 | 9,974,598 | 10,398,889 | 10,823,442 | 11,469,126 |
| **INTERFUND TRANSFERS (Net Non-CIP)** | (2,001,142) | (2,355,426) | (2,374,623) | (2,536,515) | (2,418,260) | (2,486,042) | (2,906,733) |
| Transfers To The General Fund | (613,300) | (646,546) | (646,546) | (646,546) | (646,546) | (646,546) | (646,546) |
| Indirect Costs | (613,300) | (646,546) | (646,546) | (646,546) | (646,546) | (646,546) | (646,546) |
| Transfers To Special Fds: Non-Tax + ISF | (1,387,842) | (1,708,880) | (1,728,077) | (1,889,969) | (1,771,714) | (1,839,496) | (2,260,187) |
| To Solid Waste Disposal Fund | (1,387,842) | (1,708,880) | (1,728,077) | (1,889,969) | (1,771,714) | (1,839,496) | (2,260,187) |
| **TOTAL RESOURCES** | 7,956,772 | 8,435,937 | 8,382,658 | 8,286,889 | 8,492,163 | 8,802,647 | 9,068,818 |
| **PSP OPER. BUDGET APPROP/ EXP'S.** | | | | | | | |
| Operating Budget | (6,456,579) | (7,302,656) | (7,533,853) | (7,775,355) | (8,026,916) | (8,296,221) | (8,574,534) |
| **Subtotal PSP Oper Budget Approp / Exp's** | (6,456,579) | (7,302,656) | (7,533,853) | (7,775,355) | (8,026,916) | (8,296,221) | (8,574,534) |
| **TOTAL USE OF RESOURCES** | (6,456,579) | (7,302,656) | (7,533,853) | (7,775,355) | (8,026,916) | (8,296,221) | (8,574,534) |
| **YEAR END FUND BALANCE** | 1,500,193 | 1,133,281 | 848,805 | 511,534 | 465,247 | 506,426 | 494,284 |
| **END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES** | 18.9% | 13.4% | 10.1% | 6.2% | 5.5% | 5.8% | 5.5% |

**Assumptions:**

1. The Leaf Vacuuming rates are adjusted to achieve cost recovery.
2. The Vacuum Leaf Collection fund balance policy target is $250,000. The assumptions included in the fiscal plan maintain a fund balance closer to $500,000, which more effectively addresses operational costs when the leaf vacuuming process is impacted by weather events. 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 FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $26,997,105 | 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 FY24 Operating Budget for the Parking Districts is $26,997,105, an increase of $1,005,551 or 3.87 percent from the FY23 Approved Budget of $25,991,554. Personnel Costs comprise 21.71 percent of the budget for 49 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 78.29 percent of the FY24 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Convert garages in Silver Spring to modern Master Meter systems that can use Pay-by-Cell apps and Pay-by-Plate options. This includes conversion of Garage 4, 5/55, and 60/61.
- Introduce new vehicle occupancy and counting systems in various high-demand parking garages in Bethesda and Silver Spring and upgrade outdated vehicle counting systems.
- Install new LED light fixtures in additional parking garages to improve lighting and energy efficiency.
- Implement garage automation systems to effectively monitor electrical and mechanical systems to enhance service delivery.
- Upgrade and consolidate control and monitoring systems for electrical, elevators, communications, and ventilation systems for improved public safety and access.
- Upgrade air quality in Garage 31 to support public safety and improve garage ventilation.
- Explore opportunities to install solar photovoltaic systems on garage rooftops within the PLDs that can provide discounted electricity to lower and moderate income (LMI) communities in the County as well as county owned facilities.
- Expand the EV Charging Station program (including Pepco supported stations) in existing and additional facilities.
- Pilot a hybrid curb management solution with single-space meters and Pay-by-Cell only zones.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Upgraded Garage 11 in Bethesda to use a Pay-by-Plate payment system which included a machine location plan and sign replacements.
- Converted Garage 49 in Bethesda from Cashier to a Pay-by-Plate system to enhance operational efficiency.

## PROGRAM CONTACTS

Contact Jose Thommana of the Parking Districts at 240.777.8732 or Gregory Bruno of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of DOT issued parking citations | 102,400 | 138,493 | 139,800 | 141,300 | 142,800 |
| Percent of DOT issued parking citations contested | 1.15% | 3.09% | 5.50% | 5.50% | 5.50% |
| Number of Americans with Disabilities Act (ADA) citations issued | 31 | 39 | 61 | 62 | 63 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,489,553** | **4.24** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 183,101 | 0.00 |
| **FY24 Recommended** | **3,672,654** | **4.24** |

## Parking Fixed Costs

The Parking Fixed Costs program primarily funds the debt service payments and the lease payments.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,329,284** | **0.00** |
| **FY24 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Parking Management revenue generated ($ millions) | $16.5 | $29.7 | $33.0 | $36.3 | $38.8 |
| Parking Management operating expenditures ($ millions) | $19.5 | $19.5 | $26.0 | $25.9 | $26.5 |
| Parking Management cost efficiency (ratio of expenses to revenues) | 118% | 66% | 79% | 71% | 68% |
| Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) [1] | N/A | N/A | 4.7 | N/A | 4.7 |
| Number of electric vehicle charging sessions at County parking facilities | 15,291 | 24,692 | 25,450 | 26,610 | 27,760 |

[1] *Rating on a scale of 1 to 5 with the number 5 representing highest score. The Parking Lot Districts survey is conducted every other year. The FY22 survey was delayed until FY23 due to the pandemic.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **18,402,625** | **39.59** |
| Increase Cost: Battery Inverter Back Up Replacements - Silver Spring | 82,000 | 0.00 |
| Enhance: Saturday Parking Enforcement - Silver Spring | 64,000 | 0.00 |
| Enhance: Saturday Parking Enforcement - Bethesda | 64,000 | 0.00 |
| Increase Cost: Battery Inverter Back Up Replacements - Bethesda | 49,000 | 0.00 |
| Increase Cost: Elevator Inspection Costs - Bethesda | 17,700 | 0.00 |
| Increase Cost: Elevator Inspection Costs - Silver Spring | 15,930 | 0.00 |
| Increase Cost: Battery Inverter Back Up Replacements - Wheaton | 5,000 | 0.00 |
| Increase Cost: Elevator Inspection Costs - Wheaton | 1,770 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 493,360 | 0.00 |
| **FY24 Recommended** | **19,195,385** | **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; negotiating 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **770,092** | **4.90** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 29,690 | 0.00 |
| **FY24 Recommended** | **799,782** | **4.90** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **PARKING DISTRICT - BETHESDA** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,593,345 | 1,852,010 | 1,819,175 | 2,009,720 | 8.5 % |
| Employee Benefits | 467,624 | 523,373 | 481,129 | 569,716 | 8.9 % |
| **Parking District - Bethesda Personnel Costs** | **2,060,969** | **2,375,383** | **2,300,304** | **2,579,436** | **8.6 %** |
| Operating Expenses | 7,183,530 | 9,229,315 | 9,229,615 | 9,537,186 | 3.3 % |
| Debt Service Other | 2,388,460 | 2,301,000 | 2,300,700 | 2,301,000 | — |
| **Parking District - Bethesda Expenditures** | **11,632,959** | **13,905,698** | **13,830,619** | **14,417,622** | **3.7 %** |
| PERSONNEL | | | | | |
| Full-Time | 29 | 29 | 29 | 25 | -13.8 % |
| Part-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 20.39 | 20.59 | 20.59 | 20.59 | — |
| REVENUES | | | | | |
| Property Tax | (456) | 0 | 0 | 0 | — |
| Parking Fees | 10,750,639 | 16,699,827 | 11,469,351 | 14,406,851 | -13.7 % |
| Parking Fines | 3,266,128 | 3,087,500 | 3,689,732 | 3,314,500 | 7.4 % |
| Miscellaneous Revenues | (37,333) | 6,615,120 | 874,061 | 284,120 | -95.7 % |
| Property Rentals | 426,449 | 75,000 | 2,075,000 | 2,075,000 | 2666.7 % |
| Investment Income | 19,692 | 75,930 | 220,886 | 231,931 | 205.5 % |
| **Parking District - Bethesda Revenues** | **14,425,119** | **26,553,377** | **18,329,030** | **20,312,402** | **-23.5 %** |

## PARKING DISTRICT - SILVER SPRING

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,660,525 | 2,021,555 | 2,023,804 | 2,189,500 | 8.3 % |
| Employee Benefits | 487,418 | 613,344 | 569,243 | 662,062 | 7.9 % |
| **Parking District - Silver Spring Personnel Costs** | **2,147,943** | **2,634,899** | **2,593,047** | **2,851,562** | **8.2 %** |
| Operating Expenses | 7,676,096 | 7,856,988 | 7,856,988 | 8,083,794 | 2.9 % |
| **Parking District - Silver Spring Expenditures** | **9,824,039** | **10,491,887** | **10,450,035** | **10,935,356** | **4.2 %** |
| PERSONNEL | | | | | |
| Full-Time | 21 | 21 | 21 | 21 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 24.72 | 24.72 | 24.72 | 24.72 | — |
| REVENUES | | | | | |
| Property Tax | (6,433) | 0 | 0 | 0 | — |
| Parking Fees | 8,129,060 | 13,743,892 | 9,843,153 | 12,353,153 | -10.1 % |
| Parking Fines | 3,474,769 | 1,808,036 | 3,535,958 | 2,662,189 | 47.2 % |
| Miscellaneous Revenues | (628,742) | 20,000 | 270,165 | 20,000 | — |
| Investment Income | 8,131 | 73,960 | 143,739 | 150,926 | 104.1 % |
| Property Rentals | 51,285 | 0 | 0 | 0 | — |
| **Parking District - Silver Spring Revenues** | **11,028,070** | **15,645,888** | **13,793,015** | **15,186,268** | **-2.9 %** |

## PARKING DISTRICT - WHEATON

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 272,362 | 306,848 | 299,407 | 333,293 | 8.6 % |
| Employee Benefits | 77,372 | 88,308 | 83,030 | 95,794 | 8.5 % |
| **Parking District - Wheaton Personnel Costs** | **349,734** | **395,156** | **382,437** | **429,087** | **8.6 %** |
| Operating Expenses | 1,055,611 | 1,198,813 | 1,198,813 | 1,215,040 | 1.4 % |
| **Parking District - Wheaton Expenditures** | **1,405,345** | **1,593,969** | **1,581,250** | **1,644,127** | **3.1 %** |
| PERSONNEL | | | | | |
| Full-Time | 3 | 3 | 3 | 3 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 3.42 | 3.42 | 3.42 | 3.42 | — |
| REVENUES | | | | | |
| Property Tax | (251) | 0 | 0 | 0 | — |
| Parking Fees | 1,480,176 | 1,876,250 | 1,787,597 | 1,787,597 | -4.7 % |
| Parking Fines | 730,298 | 452,200 | 860,324 | 426,000 | -5.8 % |
| Miscellaneous Revenues | (191,341) | 0 | 2,585 | 0 | — |
| Investment Income | 1,345 | 4,890 | 35,563 | 37,341 | 663.6 % |
| **Parking District - Wheaton Revenues** | **2,020,227** | **2,333,340** | **2,686,069** | **2,250,938** | **-3.5 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **22,862,343** | **25,991,554** | **25,861,904** | **26,997,105** | **3.9 %** |
| **Total Full-Time Positions** | **53** | **53** | **53** | **49** | **-7.5 %** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **48.53** | **48.73** | **48.73** | **48.73** | **—** |
| **Total Revenues** | **27,473,416** | **44,532,605** | **34,808,114** | **37,749,608** | **-15.2 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **PARKING DISTRICT - BETHESDA** | | |
| **FY23 ORIGINAL APPROPRIATION** | **13,905,698** | **20.59** |
| **Changes (with service impacts)** | | |
| Enhance: Saturday Parking Enforcement - Bethesda [Parking Operations] | 64,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Motor Pool Adjustment | 169,286 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 107,363 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 97,120 | 0.00 |
| Increase Cost: Battery Inverter Back Up Replacements - Bethesda [Parking Operations] | 49,000 | 0.00 |
| Increase Cost: Elevator Inspection Costs - Bethesda [Parking Operations] | 17,700 | 0.00 |
| Increase Cost: Risk Management Adjustment | 6,886 | 0.00 |
| Increase Cost: Printing and Mail | 999 | 0.00 |
| Decrease Cost: Retirement Adjustment | (430) | 0.00 |
| **FY24 RECOMMENDED** | **14,417,622** | **20.59** |
| **PARKING DISTRICT - SILVER SPRING** | | |
| **FY23 ORIGINAL APPROPRIATION** | **10,491,887** | **24.72** |
| **Changes (with service impacts)** | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Enhance: Saturday Parking Enforcement - Silver Spring [Parking Operations] | 64,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 114,766 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 102,750 | 0.00 |
| Increase Cost: Battery Inverter Back Up Replacements - Silver Spring [Parking Operations] | 82,000 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 53,994 | 0.00 |
| Increase Cost: Elevator Inspection Costs - Silver Spring [Parking Operations] | 15,930 | 0.00 |
| Increase Cost: Risk Management Adjustment | 10,882 | 0.00 |
| Decrease Cost: Retirement Adjustment | (853) | 0.00 |
| **FY24 RECOMMENDED** | **10,935,356** | **24.72** |

**PARKING DISTRICT - WHEATON**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **1,593,969** | **3.42** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 18,281 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 15,897 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 7,747 | 0.00 |
| Increase Cost: Battery Inverter Back Up Replacements - Wheaton [Parking Operations] | 5,000 | 0.00 |
| Increase Cost: Elevator Inspection Costs - Wheaton [Parking Operations] | 1,770 | 0.00 |
| Increase Cost: Risk Management Adjustment | 1,710 | 0.00 |
| Decrease Cost: Retirement Adjustment | (247) | 0.00 |
| **FY24 RECOMMENDED** | **1,644,127** | **3.42** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Parking Enforcement | 3,489,553 | 4.24 | 3,672,654 | 4.24 |
| Parking Fixed Costs | 3,329,284 | 0.00 | 3,329,284 | 0.00 |
| Parking Operations | 18,402,625 | 39.59 | 19,195,385 | 39.59 |
| Parking Services General Administration | 770,092 | 4.90 | 799,782 | 4.90 |
| **Total** | **25,991,554** | **48.73** | **26,997,105** | **48.73** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **PARKING DISTRICT - BETHESDA** | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **14,418** | **14,418** | **14,418** | **14,418** | **14,418** | **14,418** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **183** | **183** | **183** | **183** | **183** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **14,418** | **14,601** | **14,601** | **14,601** | **14,601** | **14,601** |
| **PARKING DISTRICT - SILVER SPRING** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **10,935** | **10,935** | **10,935** | **10,935** | **10,935** | **10,935** |
| 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. | | | | | | |
| **Subtotal Expenditures** | **10,935** | **11,127** | **11,127** | **11,127** | **11,127** | **11,127** |
| **PARKING DISTRICT - WHEATON** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **1,644** | **1,644** | **1,644** | **1,644** | **1,644** | **1,644** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **154** | **154** | **154** | **154** | **154** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **1,644** | **1,798** | **1,798** | **1,798** | **1,798** | **1,798** |

Bethesda PLD

| FY24-29 Public Services Program: Fiscal Plan<br>Bethesda Parking Lot District | Actual<br>2022 | Budgeted<br>2023 | Estimated<br>2023 | Recommended<br>2024 | Projected<br>2025 | Projected<br>2026 | Projected<br>2027 | Projected<br>2028 | Projected<br>2029 |
|---|---|---|---|---|---|---|---|---|---|
| Beginning Fund Balance | 15,775,322 | 16,230,126 | 16,230,126 | 6,611,535 | 6,760,289 | 7,890,974 | 7,864,998 | 7,637,934 | 8,101,655 |
| **Revenues** | | | | | | | | | |
| Charges for Services | 10,750,639 | 16,699,827 | 11,469,351 | 14,406,851 | 16,506,851 | 17,006,851 | 17,206,851 | 17,956,851 | 18,706,851 |
| Fines & Forfeits | 3,266,128 | 3,087,500 | 3,689,732 | 3,314,500 | 3,379,000 | 3,379,000 | 3,379,000 | 3,379,000 | 3,379,000 |
| Miscellaneous | 408,808 | 6,766,050 | 3,169,947 | 2,591,051 | 2,600,328 | 2,608,770 | 2,616,260 | 2,622,688 | 2,629,277 |
| Investment Income | 19,692 | 75,930 | 220,886 | 231,931 | 241,208 | 249,650 | 257,140 | 263,568 | 270,157 |
| Property Rentals | 426,449 | 75,000 | 2,075,000 | 2,075,000 | 2,075,000 | 2,075,000 | 2,075,000 | 2,075,000 | 2,075,000 |
| G-49 Air Rights | | 284,120 | 284,120 | 284,120 | 284,120 | 284,120 | 284,120 | 284,120 | 284,120 |
| Land Sales | | 6,331,000 | - | - | - | - | - | - | - |
| Miscellaneous Revenues | (37,333) | | 589,941 | - | - | - | - | - | - |
| Other Misc. | | | - | - | - | - | - | - | - |
| Other Misc. 2 | | | - | - | - | - | - | - | - |
| **Subtotal Revenues** | **14,425,119** | **26,553,377** | **18,329,030** | **20,312,402** | **22,486,179** | **22,994,621** | **23,202,111** | **23,958,539** | **24,715,128** |
| **Transfers** | | | | | | | | | |
| Transfers to/from General Fund | (449,122) | 123,117 | (435,883) | (450,191) | (460,013) | (470,159) | (480,624) | (491,865) | (503,319) |
| Transfers to/from Special Funds : Tax Supported | (2,408,612) | (2,352,550) | (2,352,550) | (2,003,834) | (1,981,122) | (1,962,345) | (1,940,932) | (1,960,208) | (1,960,208) |
| Transfers to/from Other Funds | - | (3,000,000) | (3,000,000) | (1,800,000) | (490,000) | 110,000 | - | - | - |
| **Subtotal Transfers** | **(2,857,734)** | **(5,229,433)** | **(5,788,433)** | **(4,254,025)** | **(2,931,135)** | **(2,322,504)** | **(2,421,556)** | **(2,452,072)** | **(2,463,527)** |
| Total Resources | 27,342,707 | 37,554,070 | 28,770,723 | 22,669,912 | 26,315,333 | 28,563,092 | 28,645,552 | 29,144,401 | 30,353,257 |
| | | | | | | | | | |
| **CIP Current Revenue Appropriation Expenditure** | | | | | | | | | |
| Facilities Planning Parking: Bethesda PLD | (71,240) | (30,000) | (30,000) | (190,000) | (130,000) | (100,000) | (90,000) | (90,000) | (90,000) |
| Parking Bethesda Facilities Renovations | (3,631,993) | (8,775,000) | (5,275,000) | (1,302,000) | (3,803,000) | (5,838,000) | (5,681,000) | (5,413,000) | (5,220,000) |
| **Subtotal CIP Current Revenue Appropriation Expenditure** | **(2,446,220)** | **(8,805,000)** | **(5,305,000)** | **(1,492,000)** | **(3,933,000)** | **(5,938,000)** | **(5,771,000)** | **(5,503,000)** | **(5,310,000)** |
| **Appropriations/Expenditures** | | | | | | | | | |
| Operating Budget | (9,244,499) | (11,604,998) | (11,529,919) | (12,116,622) | (12,189,659) | (12,458,494) | (12,935,819) | (13,238,345) | (13,546,638) |
| Personnel Costs | (2,060,969) | (2,375,383) | (2,300,304) | (2,579,436) | (2,561,322) | (2,617,810) | (2,676,082) | (2,738,667) | (2,802,445) |
| Operating Expenses | (7,183,530) | (9,229,615) | (9,229,615) | (9,537,186) | (9,628,337) | (9,840,684) | (10,259,737) | (10,499,678) | (10,744,194) |
| Existing Debt Service | (2,388,460) | (2,300,700) | (2,300,700) | (2,301,000) | (2,301,700) | (2,301,600) | (2,300,800) | (2,301,400) | (2,301,400) |
| Adjustment | 2,966,598 | - | - | - | - | - | - | - | - |
| **Subtotal PSP Operating Budget Appropriation** | **(8,666,361)** | **(13,905,698)** | **(13,830,619)** | **(14,417,622)** | **(14,491,359)** | **(14,760,094)** | **(15,236,619)** | **(15,539,745)** | **(15,848,038)** |
| **Other Claims on Fund Balance** | | **(23,569)** | **(3,023,569)** | - | - | - | - | - | - |
| Total Use of Resources | (11,112,581) | (22,734,267) | (22,159,188) | (15,909,622) | (18,424,359) | (20,698,094) | (21,007,619) | (21,042,745) | (21,158,038) |
| Revenue vs Outflows (Transfer+Total Use of Resources) Gap | 454,804 | (1,410,323) | (9,618,591) | 148,754 | 1,130,685 | (25,976) | (227,064) | 463,722 | 1,093,563 |
| | | | | | | | | | |
| Year End Fund Balance | 16,230,126 | 14,819,803 | 6,611,535 | 6,760,289 | 7,890,974 | 7,864,998 | 7,637,934 | 8,101,655 | 9,195,219 |
| Bond Restricted Reserve | (5,052,954) | (5,079,479) | (3,118,853) | (3,216,663) | (3,228,888) | (3,273,686) | (3,353,179) | (3,403,650) | (3,455,025) |
| Year End Available Fund Balance | 11,177,172 | 9,740,324 | 3,492,682 | 3,543,626 | 4,662,086 | 4,591,312 | 4,284,755 | 4,698,005 | 5,740,193 |
| Available Fund Balance as a % of Next Year's PSP Expenses | 81% | 68% | 24% | 24% | 32% | 30% | 28% | 30% | 35% |
| Target Balance | 3,457,655 | 3,604,406 | 3,604,406 | 3,622,840 | 3,690,023 | 3,809,155 | 3,884,936 | 3,962,010 | 4,044,883 |
| **Other Assumptions:** | | | - | - | - | - | - | - | - |

1. Other Claims on Fund Balance: FY23 estimates reflect an approved FY22 transfer of $3 million from the Bethesda PLD to the Silver Spring PLD that was not recorded until FY23.
2. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY25-29 are based on the "major known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation costs increase, the operating costs of capital facilities and other programmatic commitments. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. The policy target fund balance is 25% of the following fiscal year estimated expenses.
3. The projections assume no disposition of Lot 43 due to the uncertainty of the developer closing on the transaction.
4. Cash flows assume PLD will start charging on Saturdays beginning in FY24.
5. Rate increase assumed beginning in FY28.

Silver Spring PLD

| FY24-29 Public Services Program: Fiscal Plan<br>Silver Spring Parking Lot District | Actual 2022 | Budgeted 2023 | Estimated 2023 | Recommended 2024 | Projected 2025 | Projected 2026 | Projected 2027 | Projected 2028 | Projected 2029 |
|---|---|---|---|---|---|---|---|---|---|
| Beginning Fund Balance | 5,122,798 | 16,455 | 16,455 | 2,582,975 | 2,854,024 | 3,248,539 | 3,076,883 | 3,565,998 | 3,626,722 |
| **Revenues** | | | | | | | | | |
| **Charges for Services** | 8,129,060 | **13,743,892** | **9,843,153** | **12,353,153** | **14,543,153** | **15,043,153** | **15,043,153** | **15,793,153** | **16,543,153** |
| Parking Fees Base | 12,920,413 | 12,920,413 | 12,920,413 | 12,920,413 | 12,920,413 | 12,920,413 | 12,920,413 | 12,920,413 | 12,920,413 |
| Reduced Fees - COVID | (5,316,353) | (786,521) | (4,687,260) | (2,687,260) | (1,187,260) | (687,260) | (687,260) | (687,260) | (687,260) |
| Increased Rates | 525,000 | 1,500,000 | 1,500,000 | 2,010,000 | 2,700,000 | 2,700,000 | 2,700,000 | 3,450,000 | 4,200,000 |
| Discovery G9 | - | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Other Charges for Services | | | - | - | - | - | - | - | - |
| **Fines & Forfeits** | 3,474,769 | **1,808,036** | **3,535,958** | **2,662,189** | **2,726,689** | **2,726,689** | **2,726,689** | **2,726,689** | **2,726,689** |
| **Miscellaneous** | (569,326) | **93,960** | **413,904** | **170,926** | **176,963** | **182,457** | **187,330** | **191,513** | **195,801** |
| Investment Income | 8,131 | 73,960 | 143,739 | 150,926 | 156,963 | 162,457 | 167,330 | 171,513 | 175,801 |
| Miscellaneous Revenues | (628,742) | 20,000 | 270,165 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Property Rentals | 51,285 | | - | - | - | - | - | - | - |
| Extraordinary | | | - | - | - | - | - | - | - |
| Other Misc. | | | - | - | - | - | - | - | - |
| Other Misc. 2 | | | - | - | - | - | - | - | - |
| Other Misc. 3 | | | - | - | - | - | - | - | - |
| **Subtotal Revenues** | **11,028,070** | **15,645,888** | **13,793,015** | **15,186,268** | **17,446,805** | **17,952,299** | **17,957,172** | **18,711,355** | **19,465,643** |
| **Transfers** | | | | | | | | | |
| **Transfers to/from General Fund** | (507,278) | **(488,504)** | **(488,504)** | **(503,281)** | **(514,153)** | **(525,382)** | **(536,965)** | **(549,406)** | **(562,084)** |
| Indirect Costs | (502,278) | (483,504) | (483,504) | (498,281) | (509,153) | (520,382) | (531,965) | (544,406) | (557,084) |
| General Fund - Other | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) | (5,000) |
| Telecommunications NDA | | | - | - | - | - | - | - | - |
| Other Transfers to General Fund | | | - | - | - | - | - | - | - |
| Other Transfers to General Fund 2 | | | - | - | - | - | - | - | - |
| **Transfers to/from Special Funds : Tax Supported** | (2,704,922) | **(2,804,101)** | **(2,804,101)** | **(2,642,581)** | **(2,744,464)** | **(2,844,790)** | **(2,844,790)** | **(2,844,790)** | **(2,844,790)** |
| **Transfers to/from Other Funds** | - | **3,000,000** | **3,000,000** | **1,800,000** | **600,000** | - | - | - | - |
| **Subtotal Transfers** | **(3,212,200)** | **(292,605)** | **(292,605)** | **(1,345,862)** | **(2,658,616)** | **(3,370,171)** | **(3,381,755)** | **(3,394,196)** | **(3,406,874)** |
| Total Resources | 12,938,668 | 15,369,738 | 13,516,865 | 16,423,380 | 17,642,213 | 17,830,666 | 17,652,300 | 18,883,158 | 19,685,491 |
| | | | | | | | | | |
| **CIP Current Revenue Appropriation Expenditure** | | | | | | | | | |
| Facilities Planning Parking: Silver Spring PLD | (69,010) | (115,000) | (115,000) | (135,000) | (204,000) | (155,000) | (90,000) | (90,000) | (90,000) |
| Parking Silver Spring Facilities Renovations | (167,820) | (3,600,000) | (3,350,000) | (2,499,000) | (3,106,000) | (3,273,000) | (2,419,000) | (3,319,000) | (3,330,000) |
| **Subtotal CIP Current Revenue Appropriation Expenditure** | **(163,535)** | **(3,715,000)** | **(3,465,000)** | **(2,634,000)** | **(3,310,000)** | **(3,428,000)** | **(2,509,000)** | **(3,409,000)** | **(3,420,000)** |
| **Appropriations/Expenditures** | | | | | | | | | |
| **Operating Budget** | (9,824,039) | **(10,491,887)** | **(10,450,035)** | **(10,935,356)** | **(11,083,674)** | **(11,325,783)** | **(11,577,302)** | **(11,847,436)** | **(11,922,718)** |
| Personnel Costs | (2,147,943) | (2,634,899) | (2,593,047) | (2,851,562) | (2,834,925) | (2,897,447) | (2,961,944) | (3,031,214) | (3,101,805) |
| Operating Expenses | (7,676,096) | (7,856,988) | (7,856,988) | (8,083,794) | (8,248,749) | (8,428,336) | (8,615,358) | (8,816,221) | (8,820,913) |
| **Adjustment** | (2,934,639) | - | - | - | - | - | - | - | - |
| **Subtotal PSP Operating Budget Appropriation** | **(12,758,678)** | **(10,491,887)** | **(10,450,035)** | **(10,935,356)** | **(11,083,674)** | **(11,325,783)** | **(11,577,302)** | **(11,847,436)** | **(11,922,718)** |
| **Other Claims on Fund Balance** | - | **(18,855)** | **2,981,145** | - | - | - | - | - | - |
| Total Use of Resources | (12,922,213) | (14,225,742) | (10,933,890) | (13,569,356) | (14,393,674) | (14,753,783) | (14,086,302) | (15,256,436) | (15,342,718) |
| Revenue vs Outflows (Transfer+Total Use of Resources) Gap | (5,106,343) | 1,127,540 | 2,566,519 | 271,049 | 394,514 | (171,656) | 489,115 | 60,724 | 716,051 |
| | | | | | | | | | |
| Year End Fund Balance | 16,455 | 1,143,996 | 2,582,975 | 2,854,024 | 3,248,539 | 3,076,883 | 3,565,998 | 3,626,722 | 4,342,773 |
| Bond Restricted Reserve | - | - | - | - | - | - | - | - | - |
| Year End Available Fund Balance | 16,455 | 1,143,996 | 2,582,975 | 2,854,024 | 3,248,539 | 3,076,883 | 3,565,998 | 3,626,722 | 4,342,773 |
| Available Fund Balance as a % of Next Year's PSP Expenses | 0% | 10% | 24% | 26% | 29% | 27% | 30% | 30% | 36% |
| Target Balance | 2,612,509 | 2,733,839 | 2,733,839 | 2,770,919 | 2,831,446 | 2,894,326 | 2,961,859 | 2,980,680 | 3,053,631 |
| **Other Assumptions:** | | | - | - | - | - | - | - | - |

1. Other Claims on Fund Balance: FY23 estimates reflect an approved FY22 transfer of $3 million from the Bethesda PLD to the Silver Spring PLD that was not recorded until FY23.
2. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY25-29 are based on the "major known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation costs increase, the operating costs of capital facilities and other programmatic commitments. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. The policy target fund balance is 25% of the following fiscal year estimated expenses.
3. Cash flows assume PLD will start charging on Saturdays beginning in FY24.
4. Rate increase assumed beginning in FY28.
5. Assumes reduction in CIP of ~$2 million to meet fiscal health requirements.

Wheaton PLD

| FY24-29 Public Services Program: Fiscal Plan<br>Wheaton Parking Lot District | Actual 2022 | Budgeted 2023 | Estimated 2023 | Recommended 2024 | Projected 2025 | Projected 2026 | Projected 2027 | Projected 2028 | Projected 2029 |
|---|---|---|---|---|---|---|---|---|---|
| Assumptions | | | | | | | | | |
| Beginning Fund Balance | 591,312 | 1,070,658 | 1,070,658 | 1,282,430 | 1,367,321 | 1,291,248 | 1,137,304 | 940,033 | 771,117 |
| Revenues | | | | | | | | | |
| Charges for Services | 1,480,176 | 1,876,250 | 1,787,597 | 1,787,597 | 1,787,597 | 1,787,597 | 1,787,597 | 2,087,597 | 2,462,597 |
| Fines & Forfeits | 730,298 | 452,200 | 860,324 | 426,000 | 426,000 | 426,000 | 426,000 | 426,000 | 451,000 |
| Miscellaneous | (189,996) | 4,890 | 38,148 | 37,341 | 38,835 | 40,194 | 41,400 | 42,435 | 43,496 |
| Subtotal Revenues | 2,020,227 | 2,333,340 | 2,686,069 | 2,250,938 | 2,252,432 | 2,253,791 | 2,254,997 | 2,556,032 | 2,957,093 |
| Transfers | | | | | | | | | |
| Transfers to/from General Fund | 40,523 | (72,511) | (72,511) | (74,920) | (76,555) | (78,243) | (79,985) | (81,856) | (83,762) |
| Transfers to/from Special Funds : Tax Supported | (200,000) | (300,000) | (300,000) | (300,000) | (300,000) | (300,000) | (300,000) | (300,000) | (300,000) |
| Transfers to/from Other Funds | - | - | - | - | (110,000) | (110,000) | - | - | - |
| Subtotal Transfers | (159,477) | (372,511) | (372,511) | (374,920) | (486,555) | (488,243) | (379,985) | (381,856) | (383,762) |
| Total Resources | 2,452,062 | 3,031,487 | 3,384,216 | 3,158,448 | 3,133,198 | 3,056,796 | 3,012,316 | 3,114,210 | 3,344,448 |
| | | | | | | | | | |
| CIP Current Revenue Appropriation Expenditure | | | | | | | | | |
| Facilities Planning Parking: Wheaton PLD | | (155,000) | (155,000) | (35,000) | (20,000) | (58,000) | (45,000) | (165,000) | (45,000) |
| Parking Wheaton Facilities Renovations | (6,689) | (362,000) | (362,000) | (112,000) | (112,000) | (112,000) | (237,000) | (344,000) | (455,000) |
| Subtotal CIP Current Revenue Appropriation Expenditure | (6,689) | (517,000) | (517,000) | (147,000) | (132,000) | (170,000) | (282,000) | (509,000) | (500,000) |
| Appropriations/Expenditures | | | | | | | | | |
| Operating Budget | (1,405,345) | (1,593,969) | (1,581,250) | (1,644,127) | (1,709,950) | (1,749,492) | (1,790,283) | (1,834,093) | (1,878,737) |
| Personnel Costs | (349,734) | (395,156) | (382,437) | (429,087) | (426,253) | (435,653) | (445,351) | (455,766) | (466,380) |
| Operating Expenses | (1,055,611) | (1,198,813) | (1,198,813) | (1,215,040) | (1,283,698) | (1,313,839) | (1,344,932) | (1,378,326) | (1,412,357) |
| Subtotal PSP Operating Budget Appropriation | (1,374,715) | (1,593,969) | (1,581,250) | (1,644,127) | (1,709,950) | (1,749,492) | (1,790,283) | (1,834,093) | (1,878,737) |
| Other Claims on Fund Balance | - | (3,536) | (3,536) | - | - | - | - | - | - |
| Total Use of Resources | (1,381,404) | (2,114,505) | (2,101,786) | (1,791,127) | (1,841,950) | (1,919,492) | (2,072,283) | (2,343,093) | (2,378,737) |
| Revenue vs Outflows (Transfer+Total Use of Resources) Gap | 479,346 | (153,676) | 211,772 | 84,891 | (76,073) | (153,944) | (197,271) | (168,916) | 194,594 |
| | | | | | | | | | |
| Year End Fund Balance | 1,070,658 | 916,982 | 1,282,430 | 1,367,321 | 1,291,248 | 1,137,304 | 940,033 | 771,117 | 965,711 |
| Bond Restricted Reserve | - | - | - | - | - | - | - | - | - |
| Year End Available Fund Balance | 1,070,658 | 916,982 | 1,282,430 | 1,367,321 | 1,291,248 | 1,137,304 | 940,033 | 771,117 | 965,711 |
| Available Fund Balance as a % of Next Year's PSP Expenses | 68% | 56% | 78% | 80% | 74% | 64% | 51% | 41% | 50% |
| Target Balance | 395,313 | 411,032 | 411,032 | 427,488 | 437,373 | 447,571 | 458,523 | 469,684 | 481,714 |
| Other Assumptions: | | | - | - | - | - | - | - | - |

1. These projections are based on the Executive's Recommended Budget and include the revenue and resource assumptions for that budget. FY25-29 are based on the "major known commitments" of elected officials and include negotiated labor agreements, estimates of compensation and inflation costs increase, the operating costs of capital facilities and other programmatic commitments. The projected future expenditures, revenues, and fund balance may vary based on changes to fee or tax rates, usage, inflation, future labor agreements, and other factors not assumed here. The policy target fund balance is 25% of the following fiscal year estimated expenses.
2. Rate increase assumed beginning in FY28.

THIS PAGE INTENTIONALLY LEFT BLANK

# Transit Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $182,723,520 | 898.61 |

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 FY24 Operating Budget for the Division of Transit Services is $182,723,520, an increase of $9,773,199 or 5.65 percent from the FY23 Approved Budget of $172,950,321. Personnel Costs comprise 56.14 percent of the budget for 868 full-time position(s) and 16 part-time position(s), and a total of 898.61 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 43.86 percent of the FY24 budget.

Debt Service for general obligation bonds and other debt 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 $29,954,120 is required.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Easier Commutes**

## INITIATIVES

- Conduct a comprehensive study, Ride On Reimagined, to guide the future direction of the County's transit system through data analysis and community engagement. Work has been completed toward establishing goals, outcomes, and measures with a focus on three priority areas: Safety and Vision Zero; Environment and Climate Resiliency; and Economic Development and Equitable Access. Outreach events are occurring throughout the study's development. Beginning in 2023, Phase 2 of the project will focus on service concepts. County residents, transit passengers, advocacy groups, and other stakeholders will

participate in the development of policy recommendations and implementation strategies by 2024.

- Complete a zero-emission bus fleet transition study by summer 2023 to develop concrete strategies to reach zero-emissions by 2035. The study supports greenhouse gas reduction goals outlined in the County's Climate Action Plan and includes an evaluation of existing and future facilities and their relationship to the technology transition; the impact of the transition on the current workforce; and the availability of current and future resources to meet the costs for transition and implementation. The study will also develop a program of requirements for a new zero-emission bus operations and maintenance facility.
- Transition to zero emission buses on the Bethesda Circulator service. Three gas-powered buses currently providing this service will be replaced by electric buses in coordination with the Bethesda Urban Partnership.
- Maintain a reduction in every Call-n-Ride participant's monthly co-payment by $5.25 through financial support from the Transportation Services Improvement Fund. This co-pay subsidy has been supported in the past four years by a grant from the Metropolitan Washington Council of Governments which is expiring in February 2024. New funding for this benefit will continue to provide affordable transportation for the lowest income residents.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Successfully competed and obtained a Federal Lo/No emission grant to support the purchase of hydrogen fuel cell buses and the construction of a green hydrogen fueling site at the David F. Bone Equipment Maintenance Transit Operations Center in Gaithersburg. The Federal grant award will enable the replacement of 13 diesel-fueled buses in the Ride On fleet with zero-emission, hydrogen powered buses.

## PROGRAM CONTACTS

Contact Ken Sloate of the Division of Transit Services at 240.777.5808 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 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of employer contacts | 8,885 | 11,537 | 12,172 | 12,840 | 13,482 |
| Number of Call-n-Ride participants | 5,617 | 5,610 | 5,670 | 5,680 | 5,690 |
| Percent of Employer Transportation Demand Management Plans Filed [1] | 85% | 82% | 85% | 88% | 91% |
| Non-auto driver mode share in Silver Spring Transportation Management District [2] | 53.6%* | 53.6% | 58.0% | 58.0% | 61.0% |

[1] *Due to Covid-19, following up with employers in FY21 regarding filings for transportation demand management plans was more challenging than usual. Commuter Services worked with employers to complete as many of their 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. The most recent survey was conducted in fall 2022 (FY23) with the final analysis to be completed in 2023.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **17,062,505** | **34.83** |
| Enhance: Transportation Services Improvement Fund Expenditures to continue Call-N-Ride copay program and increase subsidies for wheelchair-accessible taxicabs | 294,795 | 0.00 |
| Increase Cost: Marketing Services Contracts Escalation | 26,000 | 0.00 |
| Increase Cost: Transportation Management District Biennial Reports | 20,000 | 0.00 |
| Increase Cost: Commuter Survey For Employees & Residents | 20,000 | 0.00 |
| Increase Cost: TRiPS Commuter Stores Contract Escalation | 7,000 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 4,985 | 0.00 |
| Increase Cost: COG Grant Increase | 2,090 | 0.00 |
| Re-align: Adjust Call-N-Ride budget to reflect actual expenditures | (500,000) | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 312,447 | 0.00 |
| **FY24 Recommended** | **17,249,822** | **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 many residents and employers in the County and provides vital service to low-income households and 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 will have fourteen zero-emission electric buses in service in 2023, and a procurement is underway for additional zero-emission buses.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Passengers transported (millions) | 10.078 | 14.094 | 14.750 | 15.502 | 15.984 |
| Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits | 3.1 | 12.8 | 9.0 | 8.0 | 7.0 |
| On time performance for Ride On buses | 86.4% | 85.1% | 87.1% | 87.8% | 88.5% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **153,884,527** | **869.78** |
| Enhance: Zero Emission Buses for Bethesda Circulator | 308,000 | 0.00 |
| Increase Cost: Transit System Radio Equipment Maintenance | 32,155 | 0.00 |
| Increase Cost: Routes & Scheduling Software Contract Escalation | 7,118 | 0.00 |
| Re-align: Adjust Ride On Budget to reflect anticipated staffing requirement | (2,558,086) | (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. | 11,800,489 | 0.00 |
| **FY24 Recommended** | **163,474,203** | **857.78** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,003,289** | **6.00** |
| Increase Cost: FY23 Mid-Year Position Changes | 100,090 | 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. | (103,884) | 0.00 |
| **FY24 Recommended** | **1,999,495** | **6.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **MASS TRANSIT** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 62,841,984 | 76,346,505 | 83,293,337 | 78,020,272 | 2.2 % |
| Employee Benefits | 18,833,631 | 21,198,741 | 22,150,818 | 22,925,248 | 8.1 % |
| **Mass Transit Personnel Costs** | **81,675,615** | **97,545,246** | **105,444,155** | **100,945,520** | **3.5 %** |
| Operating Expenses | 67,779,258 | 70,178,731 | 76,724,653 | 76,549,566 | 9.1 % |
| Capital Outlay | 0 | 111,500 | 111,500 | 111,500 | — |
| **Mass Transit Expenditures** | **149,454,873** | **167,835,477** | **182,280,308** | **177,606,586** | **5.8 %** |
| PERSONNEL | | | | | |
| Full-Time | 863 | 854 | 854 | 853 | -0.1 % |
| Part-Time | 16 | 32 | 32 | 16 | -50.0 % |
| FTEs | 895.77 | 897.51 | 897.51 | 885.51 | -1.3 % |
| REVENUES | | | | | |
| Property Tax | 110,724,175 | 182,853,842 | 180,953,969 | 192,048,449 | 5.0 % |
| Taxi Licensing Fees | 59,915 | 80,000 | 80,000 | 80,000 | — |
| Bus Advertising | 795,506 | 700,000 | 1,660,000 | 1,710,000 | 144.3 % |
| Motor Pool Charges/Fees | 575,064 | 0 | 393,522 | 0 | — |
| Other Charges/Fees | 2,623,469 | 2,738,805 | 2,702,722 | 2,848,906 | 4.0 % |
| Parking Fees | 886,849 | 828,704 | 700,000 | 828,704 | — |
| Ride On Fare Revenue | 37,899 | 9,825,033 | 5,373,437 | 8,571,130 | -12.8 % |
| Other Fines/Forfeitures | 700 | 0 | 275 | 0 | — |
| Parking Fines | 859,023 | 566,335 | 850,000 | 800,000 | 41.3 % |
| State Aid: Call N' Ride | 383,414 | 379,107 | 379,107 | 379,107 | — |
| State Aid: Damascus Fixed Route | 309,678 | 303,733 | 303,733 | 303,733 | — |
| State Aid: Ride On | 95,482,611 | 33,360,000 | 40,589,000 | 40,589,000 | 21.7 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Miscellaneous Revenues | 23,307 | 0 | 10,397 | 0 | — |
| Recreation Fees | 965 | 0 | 0 | 0 | — |
| **Mass Transit Revenues** | **212,762,575** | **231,635,559** | **233,996,162** | **248,159,029** | **7.1 %** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 395,909 | 1,328,631 | 1,328,631 | 1,304,609 | -1.8 % |
| Employee Benefits | 129,801 | 298,468 | 298,468 | 324,580 | 8.8 % |
| **Grant Fund - MCG Personnel Costs** | **525,710** | **1,627,099** | **1,627,099** | **1,629,189** | **0.1 %** |
| Operating Expenses | 2,939,090 | 3,487,745 | 3,487,745 | 3,487,745 | — |
| **Grant Fund - MCG Expenditures** | **3,464,800** | **5,114,844** | **5,114,844** | **5,116,934** | **—** |
| 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 | 0 | 1,939,693 | 1,939,693 | 1,939,694 | — |
| State Grants | 0 | 3,175,151 | 3,175,151 | 3,177,240 | 0.1 % |
| **Grant Fund - MCG Revenues** | **0** | **5,114,844** | **5,114,844** | **5,116,934** | **—** |
| **DEPARTMENT TOTALS** | | | | | |
| **Total Expenditures** | **152,919,673** | **172,950,321** | **187,395,152** | **182,723,520** | **5.7 %** |
| **Total Full-Time Positions** | **878** | **869** | **869** | **868** | **-0.1 %** |
| **Total Part-Time Positions** | **16** | **32** | **32** | **16** | **-50.0 %** |
| **Total FTEs** | **908.87** | **910.61** | **910.61** | **898.61** | **-1.3 %** |
| **Total Revenues** | **212,762,575** | **236,750,403** | **239,111,006** | **253,275,963** | **7.0 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **MASS TRANSIT** | | |
| **FY23 ORIGINAL APPROPRIATION** | **167,835,477** | **897.51** |
| **Changes (with service impacts)** | | |
| Enhance: Zero Emission Buses for Bethesda Circulator [Transit Services] | 308,000 | 0.00 |
| Enhance: Transportation Services Improvement Fund Expenditures to continue Call-N-Ride copay program and increase subsidies for wheelchair-accessible taxicabs [Community Mobility Services] | 294,795 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Motor Pool Adjustment | 5,558,842 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 4,777,201 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: FY24 Compensation Adjustment | 3,900,779 | 0.00 |
| Increase Cost: Risk Management Adjustment | 581,538 | 0.00 |
| Increase Cost: FY23 Mid-Year Position Changes [Transit Services General Administration] | 100,090 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 79,370 | 0.00 |
| Increase Cost: Transit System Radio Equipment Maintenance [Transit Services] | 32,155 | 0.00 |
| Increase Cost: Marketing Services Contracts Escalation [Community Mobility Services] | 26,000 | 0.00 |
| Increase Cost: Transportation Management District Biennial Reports [Community Mobility Services] | 20,000 | 0.00 |
| Increase Cost: Commuter Survey For Employees & Residents [Community Mobility Services] | 20,000 | 0.00 |
| Increase Cost: Printing and Mail | 10,402 | 0.00 |
| Increase Cost: Routes & Scheduling Software Contract Escalation [Transit Services] | 7,118 | 0.00 |
| Increase Cost: TRiPS Commuter Stores Contract Escalation [Community Mobility Services] | 7,000 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Community Mobility Services] | 4,985 | 0.00 |
| Decrease Cost: Retirement Adjustment | (137,959) | 0.00 |
| Re-align: Adjust Call-N-Ride budget to reflect actual expenditures [Community Mobility Services] | (500,000) | 0.00 |
| Re-align: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (1,121,335) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (1,639,786) | 0.00 |
| Re-align: Adjust Ride On Budget to reflect anticipated staffing requirement [Transit Services] | (2,558,086) | (12.00) |
| **FY24 RECOMMENDED** | **177,606,586** | **885.51** |

**GRANT FUND - MCG**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **5,114,844** | **13.10** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: COG Grant Increase [Community Mobility Services] | 2,090 | 0.00 |
| **FY24 RECOMMENDED** | **5,116,934** | **13.10** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Community Mobility Services | 17,062,505 | 34.83 | 17,249,822 | 34.83 |
| Transit Services | 153,884,527 | 869.78 | 163,474,203 | 857.78 |
| Transit Services General Administration | 2,003,289 | 6.00 | 1,999,495 | 6.00 |
| **Total** | **172,950,321** | **910.61** | **182,723,520** | **898.61** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **MASS TRANSIT** | | | | | |
| Health and Human Services | General Fund | 282,694 | 0.00 | 273,694 | 0.00 |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **MASS TRANSIT** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **177,607** | **177,607** | **177,607** | **177,607** | **177,607** | **177,607** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Commuter Survey for Employees & Residents** | **0** | **130** | **0** | **160** | **10** | **160** |
| The Commuter Survey is conducted biennially to determine the commuting patterns of employees and residents of TMDs and other geographic areas of the County. This data is used to evaluate commuting patterns and to assess progress toward commuting goals as well as County and regional environmental and climate change goals. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **1,121** | **1,121** | **1,121** | **1,121** | **1,121** |
| Restore funding for positions expected to be vacant in FY24 | | | | | | |
| **Transportation Services Improvement Fund Expenditures** | **0** | **(481)** | **(311)** | **(124)** | **81** | **81** |
| 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. | | | | | | |
| **Labor Contracts** | **0** | **2,957** | **2,957** | **2,957** | **2,957** | **2,957** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **177,607** | **181,334** | **181,374** | **181,721** | **181,776** | **181,926** |

# Health and Human Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $484,049,422 | 1,974.98 |

JAMES BRIDGERS PH.D., MBA, ACTING DIRECTOR

## MISSION STATEMENT

The Department of Health and Human Services (DHHS) 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 FY24 Operating Budget for the Department of Health and Human Services is $484,049,422, an increase of $48,923,756 or 11.24 percent from the FY23 Approved Budget of $435,125,666. Personnel Costs comprise 46.57 percent of the budget for 1,748 full-time position(s) and 320 part-time position(s), and a total of 1,974.98 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 53.43 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Provide funding of $6,150,000 to continue the Food Staples Program, as needed, in FY24.

- Add $3,023,211 in overflow sheltering in hotels, housing an average of 138 people every night.
- Provide one-time funding of $4,781,300 for COVID testing, vaccination administration, and outbreak management and $1,001,675 for COVID sheltering in hotels for isolation of COVID positive or exposed people who are experiencing homelessness.
- Increase support for the minority health programs that provide effective, culturally and linguistically appropriate services to improve health outcomes and alleviate health disparities. Recommended increases are $800,000 for the African American Health Program, $952,545 for the Latino Health Initiative, and $775,000 for the Asian American Health Initiative.
- Provide $570,575 in funding to expand the State's Autism Waiver Program in the County and to meet increased demands for the program.
- Add $595,069 in funding for a Linkages to Learning and School Based Health Center at Southlake Elementary School.
- As a result of increasing rental prices throughout the County, $1,700,000 has been added to the Housing Initiative Program and $300,000 has been added to the Permanent Supportive Housing Program to avoid a reduction in service.
- Continue services previously funded by Federal funds, including $3,000,000 for the Service Consolidation Hubs, $1,719,438 in Eviction Prevention, and $711,891 for a Mobile Health Clinic.
- Commit $2,000,000 to enhance the Montgomery Cares clinic reimbursement rate. This enhancement is expected to cover a greater share of the cost of care than in recent years. Upon Council approval of this enhanced funding amount, DHHS will analyze post-pandemic encounter projections to identify a sustainable per-encounter reimbursement rate within fiscal constraints.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Services to End and Prevent Homelessness (SEPH) Service Area utiliized an online application system for its COVID Rental Relief and emergency Rental Assistance Program (CRR/eRAP). Subsequent to retiring the existing UNQORK application, which was being used for the Rental Assistance Program, the Department of Health and Human Services (DHHS) adopted the Prince Georges County application, modified it to suit Montgomery County's business flow, and integrated it into existing DHHS and County Information Technology (IT) systems. Supplemental processes were also developed to facilitate:
    - Funds being provided to WSSC Water for the delinquent accounts of County residents based on information provided from WSSC; and
    - Batch e-mail notification of County residents about the status of their applications, and/or the need to complete and submit their applications before the deadline expires.
- In response to stakeholder requests, DHHS' IT team entered into a contract to provide electronic Fax (eFax) services. Now that Technology and Enterprise Business Solutions (TEBS) has completed the transition of County phone service to Verizon, DHHS is planning the next step of implementing the service throughout the Department.
- DHHS' Behavioral Health Crisis Center's antiquated phone system was negatively impacting its ability to handle community calls. DHHS' IT is working closely with TEBS and the County Executive's Office to transition the Crisis Center and other DHHS Call Centers to the new Avaya Cloud Hosted phone system.
- QLESS is a lobby management system that was implemented in DHHS' heavily trafficked locations in 2017. The initial implementation focused on only serving some programs at some locations. Based on the success of this system in helping programs manage their lobbies, the Department has been expanding to additional locations and programs with the Takoma-East Silver Spring (TESS) Community Action Center being DHHS' recent implementation in FY23. The Department

also implemented the virtual queuing feature of the system to expand the way the Department triages clients since the COVID pandemic where customers are no longer physically entering DHHS' space but still need the Department's services. The Department is looking to expand to other locations in FY24 as learning from product implementation has revolutionized how it serves customers, including: tracking service request volumes; helping supervisors manage resources to meet demand; enabling individuals to view their place in a queue for services; and working with MC311 to queue individuals requesting Office of Eligibility and Support Services (OESS) assistance.

- The DHHS Community Connect Application works to improve the client experience and increase Case Worker efficiency. The Community Connect Application reduces the number of clients that need to physically enter DHHS offices by moving many client transactions to a digital portal. The Community Connect Application allows a client to access the portal 24/7; electronically update their records; track the status of their applications; and easily apply and screen for DHHS services they may be eligible for. With the Community Connect Application, Case Workers can upload documents directly from a client's application to the case management portal. Case Workers will be able to spend less time gathering application data through back-and-forth communication and manually entering information into the application. In the second phase of this project, DHHS is implementing additional features that will allow residents to apply for major County programs, including Working Parents Assistance, County Health Programs such as Montgomery Cares, Care for Kids, Senior Dental, and the Rental Assistance Program. Phase II will also provide Bilingual Spanish access, visible status updates to customers on their application processing, and virtual assistance while the customer is using the portal.

## PROGRAM CONTACTS

Contact Jason Rundell of the Department of Health and Human Services at 240.777.1685 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 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.

### BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 101,702,705 | 119,114,512 | 112,664,772 | 129,120,730 | 8.4 % |
| Employee Benefits | 31,440,721 | 34,440,739 | 32,297,562 | 38,511,490 | 11.8 % |
| **County General Fund Personnel Costs** | **133,143,426** | **153,555,251** | **144,962,334** | **167,632,220** | **9.2 %** |
| Operating Expenses | 217,601,938 | 178,552,199 | 221,320,120 | 203,540,238 | 14.0 % |
| **County General Fund Expenditures** | **350,745,364** | **332,107,450** | **366,282,454** | **371,172,458** | **11.8 %** |
| PERSONNEL | | | | | |
| Full-Time | 977 | 1,043 | 1,043 | 1,134 | 8.7 % |
| Part-Time | 303 | 305 | 305 | 290 | -4.9 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 1,305.53 | 1,390.25 | 1,390.25 | 1,476.44 | 6.2 % |
| REVENUES | | | | | |
| Health Inspection: Restaurants | 1,856,650 | 1,870,520 | 1,870,520 | 1,870,520 | — |
| Health Inspections: Living Facilities | 267,831 | 236,815 | 236,815 | 236,815 | — |
| Health Inspections: Swimming Pools | 582,845 | 577,400 | 577,400 | 577,400 | — |
| Marriage Licenses | 228,915 | 246,960 | 246,960 | 246,960 | — |
| Other Licenses/Permits | 117,783 | 111,360 | 111,360 | 111,360 | — |
| Health and Human Services Fees | 1,521,232 | 1,265,497 | 1,327,628 | 1,647,119 | 30.2 % |
| Core Health Services Funding | 2,850,513 | 4,842,257 | 5,171,831 | 5,171,831 | 6.8 % |
| Federal Financial Participation Reimbursements | 17,614,935 | 16,188,044 | 16,744,288 | 16,727,916 | 3.3 % |
| Medicaid/Medicare Reimbursement | 1,393,286 | 1,296,401 | 1,310,723 | 2,336,505 | 80.2 % |
| Other Intergovernmental | 5,360,334 | 5,205,004 | 5,677,080 | 5,752,410 | 10.5 % |
| Nursing Home Reimbursement | 55,236 | 0 | 0 | 0 | — |
| Other Charges/Fees | 1,528,999 | 2,377,100 | 2,377,100 | 2,377,100 | — |
| Other Fines/Forfeitures | 14,625 | 10,450 | 10,450 | 10,450 | — |
| **County General Fund Revenues** | **33,393,184** | **34,227,808** | **35,662,155** | **37,066,386** | **8.3 %** |

## GRANT FUND - MCG

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 40,108,534 | 39,667,328 | 39,667,328 | 43,512,004 | 9.7 % |
| Employee Benefits | 12,448,865 | 12,675,122 | 12,675,122 | 14,295,317 | 12.8 % |
| **Grant Fund - MCG Personnel Costs** | **52,557,399** | **52,342,450** | **52,342,450** | **57,807,321** | **10.4 %** |
| Operating Expenses | 120,809,085 | 50,675,766 | 50,675,766 | 55,069,643 | 8.7 % |
| **Grant Fund - MCG Expenditures** | **173,366,484** | **103,018,216** | **103,018,216** | **112,876,964** | **9.6 %** |
| PERSONNEL | | | | | |
| Full-Time | 570 | 580 | 580 | 614 | 5.9 % |
| Part-Time | 30 | 30 | 30 | 30 | — |
| FTEs | 465.09 | 466.41 | 466.41 | 498.54 | 6.9 % |
| REVENUES | | | | | |
| Other Charges/Fees | 434,952 | 462,574 | 462,574 | 0 | -100.0 % |
| Federal Grants | 110,802,692 | 32,942,382 | 32,942,382 | 34,153,544 | 3.7 % |
| HB669 Social Services State Reimbursement | 41,297,564 | 41,271,837 | 41,271,837 | 42,188,713 | 2.2 % |
| State Grants | 21,390,403 | 21,102,548 | 21,102,548 | 22,517,875 | 6.7 % |
| Miscellaneous Revenues | 835,910 | 0 | 0 | 0 | — |
| American Rescue Plan Act | 0 | 7,238,875 | 7,238,875 | 14,016,832 | 93.6 % |
| **Grant Fund - MCG Revenues** | **174,761,521** | **103,018,216** | **103,018,216** | **112,876,964** | **9.6 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **524,111,848** | **435,125,666** | **469,300,670** | **484,049,422** | **11.2 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Total Full-Time Positions** | **1,547** | **1,623** | **1,623** | **1,748** | **7.7 %** |
| **Total Part-Time Positions** | **333** | **335** | **335** | **320** | **-4.5 %** |
| **Total FTEs** | **1,770.62** | **1,856.66** | **1,856.66** | **1,974.98** | **6.4 %** |
| **Total Revenues** | **208,154,705** | **137,246,024** | **138,680,371** | **149,943,350** | **9.3 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **332,107,450** | **1,390.25** |
| **Changes (with service impacts)** | | |
| Enhance: Continue the Food Staples Program as Needed in FY24 [Admin - Public Health] | 6,150,000 | 0.00 |
| Add: One-Time Funding for COVID Response Readiness [Public Health Emergency Preparedness & Response Program] | 4,781,300 | 0.00 |
| Enhance: Overflow Sheltering in Hotels [Homeless Services for Families] | 3,023,211 | 0.00 |
| Add: COVID Sheltering in Hotels for Isolation of COVID Positive or Exposed People who are Experiencing Homelessness (one time) [Homeless Services for Families] | 1,001,675 | 0.00 |
| Enhance: Latino Health Initiative Steering Committee Request for Non-clinical Emotional Support Groups and Additional Community Health Promotion Services [Minority Programs] | 952,545 | 0.00 |
| Enhance: African American Health Program to Increase Community Outreach, Support Maternal and Child Health, and Seniors [Minority Programs] | 800,000 | 0.00 |
| Enhance: Asian American Health Initiative Request for Increased Healthy Community Grants and Center of Excellence Micro-grants [Minority Programs] | 775,000 | 0.00 |
| Enhance: Operating Expenses for New Linkages to Learning and School Based Health Center at Southlake Elementary School | 409,713 | 0.00 |
| Enhance: Security Funding for Interfaith Works Emergency Shelters [Homeless Services for Single Adults] | 388,702 | 0.00 |
| Enhance: Office of the Chief Administrative Officer Administrative Staff Including Coding Unit (Revenue Offset) [Admin - Office of the Chief Operating Officer] | 375,507 | 7.00 |
| Enhance: New Team of Adult Evaluation and Review Services to Accommodate Increased Demand and State Legislation Chapter 738 of 2022 (Revenue Offset) [Medicaid Funded Long-Term Care Services] | 374,591 | 6.00 |
| Enhance: Community First Choice Nurse Monitoring Program Funding Due to Increased Demand (Revenue Offset) [Medicaid Funded Long-Term Care Services] | 297,071 | 0.00 |
| Enhance: Operating Budget Impact for Nurses to Staff New Linkages to Learning and School Based Health Center at Southlake Elementary School | 185,356 | 1.88 |
| Enhance: Add Staff to Meet Increased Demand for the Autism Waiver Program (Revenue Offset) [Medicaid Funded Long-Term Care Services] | 112,526 | 2.00 |
| Enhance: Add an Additional Environmental Health Plan Review Specialist to Assist with Reviews [Licensure and Regulatory Services] | 62,665 | 1.00 |
| Add: Charles Koiner Conservancy for Urban Farming [Admin - Public Health] | 50,000 | 0.00 |
| Add: Staff for Tuberculosis Monitoring, per Maryland Department of Health Requirement [Communicable Disease & Epidemiology] | 44,742 | 1.00 |
| Add: Implement a Developmental Disability Advisory Council [Community Support Network for People with Disabilities] | 36,866 | 0.50 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Add: One-Time Costs to Support Nourishing Bethesda's Longer Weekly Operational Hours and Enhanced Food Distribution Capabilities [Admin - Public Health] | 24,000 | 0.00 |
| Reduce: One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions | (3,049,437) | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 7,075,781 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 6,835,832 | 0.00 |
| Increase Cost: Newcomer's Enhancements and Assistance | 6,436,122 | 14.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 3,074,436 | 0.00 |
| Replace: Service Consolidation Hubs Previously Funded by ARPA with General Funds [Admin - Office of the Director] | 3,000,000 | 1.00 |
| Increase Cost: Support an Increased Montgomery Cares Clinic Reimbursement Rate [Health Care for the Uninsured] | 2,000,000 | 0.00 |
| Replace: Eviction Prevention Previously Funded by ARPA Continued with General Funds [Prevention] | 1,719,438 | 0.00 |
| Increase Cost: Rent Subsidy Funding to Keep Up with Rent Increases for Housing Initiative Program [Housing Initiative Program] | 1,700,000 | 0.00 |
| Replace: Funding for Mobile Health Clinic from ARPA to DHHS General Fund [Admin - Public Health] | 711,891 | 5.00 |
| Increase Cost: Upgrade Existing Enterprise Integrated Case Management System That is Past End of Technical Support [Admin - Office of the Chief Operating Officer] | 600,000 | 0.00 |
| Increase Cost: Risk Management Adjustment | 521,113 | 0.00 |
| Increase Cost: Add Positions to Facilitate the Expansion of the Autism Waiver Program, per State Legislation Chapter 464 of 2022 (Partial Revenue Offset) [Medicaid Funded Long-Term Care Services] | 458,049 | 8.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 457,541 | 0.00 |
| Increase Cost: Two Percent Increase to the Developmental Disability Supplement Program [Community Provider Support] | 405,042 | 0.00 |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to Health and Human Services' Base Budget | 326,284 | 0.00 |
| Increase Cost: Rent Subsidy Funding to Keep Up with Rent Increases for Permanent Supportive Housing Program [Permanent Supportive Housing] | 300,000 | 0.00 |
| Increase Cost: Convert Contractual Dental Hygienist and Dental Assistant Positions to Merit Staff Positions [Dental Services] | 181,982 | 9.00 |
| Increase Cost: Printing and Mail | 81,021 | 0.00 |
| Increase Cost: Two Percent Increase to the Adult Medical Day Care Supplement [Assessment & Continuing Care Management Services] | 42,315 | 0.00 |
| Technical Adj: Conversion of Contractor Positions to Merit Positions in Accordance with Legal Advice Offset by a Reduction in Operating Expenditures | 32,347 | 24.00 |
| Increase Cost: Anticipated Rate Increase for the Behavioral Health Psychiatric Consultation Vendor [Health Care for the Uninsured] | 30,000 | 0.00 |
| Increase Cost: Kronos Annual Maintenance and License Contractual Obligations [Admin - Office of the Director] | 3,938 | 0.00 |
| Technical Adj: Technical Adjustment for Various FTE Changes [Admin - Office of the Director] | 0 | 12.81 |
| Decrease Cost: Motor Pool Adjustment | (102,397) | 0.00 |
| Shift: Transfer One Position from DHHS to OHR [Admin - Office of the Director] | (105,892) | (1.00) |
| Decrease Cost: Reduction to the Supplement for Substance Abuse Rehabilitation Providers [Local Behavioral Health Authority] | (110,549) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Retirement Adjustment | (274,437) | 0.00 |
| Shift: Cost from DHHS Children's Opportunity Fund Program to Children's Opportunity Alliance NDA [Children's Opportunity Fund] | (290,837) | 0.00 |
| Shift: Remove One-Time FY23 Funds to Recognize the Manna Food Center's Reduced Participation in Community Service Hubs from Pandemic Levels [Admin - Public Health] | (300,000) | 0.00 |
| Re-align: Adult Substance Use Disorder Services to Match Actual Expenditures [Local Behavioral Health Authority] | (409,910) | 0.00 |
| Re-align: Rightsize the George B. Thomas Sr. Learning Academy Contract With the Number of Students Served [Child & Adolescent School & Community Based Services] | (560,337) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (1,117,260) | 0.00 |
| Re-align: Shift of Working Parents Assistance and State Supplement for Children Ages 0 to 5 From DHHS General Fund to be Funded by the Early Care and Education NDA [Child Care Subsidies] | (1,435,583) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (9,016,955) | (6.00) |
| **FY24 RECOMMENDED** | **371,172,458** | **1,476.44** |

### GRANT FUND - MCG

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **103,018,216** | **466.41** |
| **Federal/State Programs** | | |
| Enhance: Emergency Rental Assistance Grant | 14,016,832 | 28.00 |
| Enhance: Substance and Mental Health Services Administration Coverage to Care Grant | 1,832,794 | 12.00 |
| Add: Strengthen Local Health Department Infrastructure Grant | 194,504 | 0.00 |
| Eliminate: Early Detect and Control Breast and Cervical Cancer | (350,987) | 0.00 |
| Eliminate: State Opioid Response (SOR) II Grant | (678,471) | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Housebill 669 Grant | 916,876 | (7.21) |
| Increase Cost: Miscellaneous Grant Changes | 811,087 | 5.84 |
| Re-align: Implement Ending the HIV Epidemic Grant [Communicable Disease & Epidemiology] | 598,985 | 1.00 |
| Re-align: Ending the HIV Epidemic in STD Clinics [Communicable Disease & Epidemiology] | 450,000 | 0.65 |
| Increase Cost: Senior Care Grant [Assessment & Continuing Care Management Services] | 273,553 | 0.00 |
| Decrease Cost: DHHS Preschool Development Birth to 5 Grant [Early Childhood Services] | (25,000) | 0.00 |
| Re-align: HIV Positive Women Grant [Communicable Disease & Epidemiology] | (126,538) | (0.65) |
| Re-align: Ryan White Part A Charges for Services [Communicable Disease & Epidemiology] | (462,574) | (1.50) |
| Re-align: Mobile Health Clinic (ARPA) to DHHS General Fund [Admin - Public Health] | (500,000) | (5.00) |
| Re-align: CDC Ending the HIV Epidemic Grant [Communicable Disease & Epidemiology] | (653,438) | 0.00 |
| Replace: Funding for Service Consolidation Hubs from ARPA to General Fund [Admin - Office of the Director] | (3,000,000) | (1.00) |
| Replace: Funding for Rental Assistance Program from ARPA to DHHS General Fund [Rental Assistance Program] | (3,438,875) | 0.00 |
| **FY24 RECOMMENDED** | **112,876,964** | **498.54** |

## FUNCTION SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Aging and Disability Services | 62,473,715 | 184.59 | 66,477,883 | 202.25 |
| Behavioral Health and Crisis Services | 50,828,662 | 236.20 | 53,176,954 | 250.35 |
| Children, Youth and Family Services | 115,473,738 | 610.53 | 119,751,275 | 618.57 |
| Public Health Services | 94,468,891 | 570.84 | 107,826,046 | 585.22 |
| Services to End and Prevent Homelessness | 45,308,810 | 87.50 | 66,314,688 | 137.40 |
| Administration and Support | 66,571,850 | 167.00 | 70,502,576 | 181.19 |
| **Total** | **435,125,666** | **1,856.66** | **484,049,422** | **1,974.98** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Correction and Rehabilitation | General Fund | 108,605 | 0.75 | 110,653 | 0.75 |
| Police | General Fund | 136,217 | 1.00 | 114,397 | 1.00 |
| Recreation | Recreation | 52,853 | 0.50 | 52,853 | 0.50 |
| Housing and Community Affairs | Montgomery Housing Initiative | 19,566,950 | 0.00 | 19,566,950 | 0.00 |
| NDA - Early Care and Education | General Fund | 692,273 | 8.00 | 1,179,616 | 12.00 |
| NDA - Guaranteed Income | General Fund | 112,030 | 1.00 | 112,030 | 1.00 |
| | **Total** | **20,668,928** | **11.25** | **21,136,499** | **15.25** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **371,172** | **371,172** | **371,172** | **371,172** | **371,172** | **371,172** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **2,700** | **2,700** | **2,700** | **2,700** | **2,700** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(22,872)** | **(22,872)** | **(22,872)** | **(22,872)** | **(22,872)** |
| Items recommended for one-time funding in FY24, including Newcomer's Enhancements and Assistance, Food Staples Program, COVID response readiness, overflow sheltering in hotels, and operating expenses due to the conversion of broker contract services to merit positions will be eliminated from the base in the outyears. | | | | | | |
| **Restore One-Time Lapse Increase** | **0** | **3,049** | **3,049** | **3,049** | **3,049** | **3,049** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| Restores in FY25 the one-time lapse increase made in the FY24 budget. | | | | | | |
| **Labor Contracts** | **0** | **9,852** | **9,852** | **9,852** | **9,852** | **9,852** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Convert Greencastle Elementary School to a Full Linkages to Learning Site** | **0** | **0** | **151** | **151** | **151** | **151** |
| Converts a partial Linkages to Learning site at Greencastle Elementary School to a full Linkages to Learning site. | | | | | | |
| **High School Wellness Centers** | **0** | **4,531** | **4,531** | **6,827** | **8,320** | **8,320** |
| Recognizes personnel costs and operating expenditures for new high school wellness centers in Blake, Einstein, Springbrook, Woodward, Damascus, and Crown high schools. Each high school wellness center is staffed with 1.875 FTE. In addition, three infrastructure positions must be added for each additional six high school wellness centers; these positions are expected to be added in FY28. | | | | | | |
| **Subtotal Expenditures** | **371,172** | **368,433** | **368,584** | **370,880** | **372,373** | **372,373** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Conversion of Contractor Positions to Merit Positions in Accordance with Legal Advice Offset by a Reduction in Operating Expenditures | 1,141,219 | 24.00 | 2,128,270 | 24.00 |
| Office of the Chief Administrative Officer Administrative Staff Including Coding Unit (Revenue Offset) | 332,107 | 7.00 | 664,214 | 7.00 |
| Add Positions to Facilitate the Expansion of the Autism Waiver Program, per State Legislation Chapter 464 of 2022 (Partial Revenue Offset) | 408,449 | 8.00 | 816,900 | 8.00 |
| New Team of Adult Evaluation and Review Services to Accommodate Increased Demand and State Legislation Chapter 738 of 2022 (Revenue Offset) | 337,391 | 6.00 | 674,782 | 6.00 |
| Add Staff to Meet Increased Demand for the Autism Waiver Program (Revenue Offset) | 100,126 | 2.00 | 200,252 | 2.00 |
| Add an Additional Environmental Health Plan Review Specialist to Assist with Reviews | 56,465 | 1.00 | 112,930 | 1.00 |
| Staff for Tuberculosis Monitoring, per Maryland Department of Health Requirement | 38,542 | 1.00 | 77,084 | 1.00 |
| Implement a Developmental Disability Advisory Council | 30,666 | 0.50 | 61,332 | 0.50 |
| Convert Contractual Dental Hygienist and Dental Assistant Positions to Merit Staff Positions | 409,039 | 9.00 | 818,078 | 9.00 |
| **Total** | **2,854,004** | **58.50** | **5,553,842** | **58.50** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Aging and Disability Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $66,477,883 | 202.25 |

JAMES BRIDGERS PH.D., MBA, ACTING 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 240.777.4577 or Grace Pedersen of the Office of Management and Budget at 240.773.1088 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **457,578** | **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. | (361,449) | 0.00 |
| **FY24 Recommended** | **96,129** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of ongoing clients in Adult Foster Care - unduplicated annual count [1] | 105 | 92 | 97 | 101 | 106 |
| Assisted Living Services - Percent of clients remaining in community placement (i.e., not entering institutional setting) [2] | 93% | 95% | 95% | 95% | 95% |

[1] *Count reflects total unique cases in FY22 as of June 2022.*

[2] *Adult Foster Care Services has continued to be successful in helping client's avoid institutionalization.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,282,564** | **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. | 73,942 | 0.00 |
| **FY24 Recommended** | **2,356,506** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of incoming calls - monthly average | 1,352 | 1,464 | 1,500 | 1,500 | 1,500 |
| Percent of ongoing clients satisfied with the Aging and Disability Resource Unit [1] | N/A | 100% | 95% | 95% | 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] | N/A | 94% | 95% | 95% | 95% |

[1] *Surveys not collected in FY21 due to COVID-19.*

[2] *Surveys not collected in FY21 due to COVID-19.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,091,377** | **8.84** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 77,177 | 0.16 |
| **FY24 Recommended** | **1,168,554** | **9.00** |

## Area Agency on Aging

The Area Agency on Aging provides programs and services to help seniors remain independent in the community including: nutritious senior meals; assisted living subsidies; technical assistance to community "villages"; support to caregivers; legal, representative payee and health promotion services; health insurance counseling; visits to isolated seniors; grocery shopping; transportation and mobility management; subsidized employment; and problem resolution for residents of nursing home and assisted living facilities.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of unduplicated customers served in the Senior Nutrition Program | 3,000 | 4,468 | 4,422 | 4,500 | 4,500 |
| Percent of Congregate Meal clients who agree or strongly agree that they would recommend the service to a friend [1] | N/A | N/A | 98% | 98% | 98% |
| Percent of Representative Payee clients who report that they are satisfied with volunteers' management of their money, enabling them to have adequate funds for shelter, food, medical care, and clothes [2] | 100% | 100% | 100% | 100% | 100% |
| Ombudsman Services - Percent of complaints resolved and partially resolved | 93% | 89% | 90% | 90% | 90% |

[1] *Service quality data was not been collected for FY21 or FY22 due to limitations in service from COVID-19.*

[2] *Percentage represents the total number of clients reporting "agree" and "strongly agree." Results are reported for clients who participated in the program for more than 12 months.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **8,895,723** | **22.95** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 403,800 | 0.55 |
| **FY24 Recommended** | **9,299,523** | **23.50** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| New Adult Protective Services Investigations | 889 | 1,052 | 1,100 | 1,150 | 1,200 |
| Number of clients receiving case management services | 1,236 | 1,421 | 1,450 | 1,500 | 1,550 |
| Percent of SSTA Case Management clients who report being satisfied or very satisfied | 93% | 88% | 89% | 90% | 91% |
| Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services | 88% | 94% | 94% | 95% | 95% |
| Percent of APS Clients with another investigation within six months (recidivism) | 5% | 8% | 7.0% | 6.5% | 6.0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **10,761,394** | **57.55** |
| Increase Cost: Senior Care Grant | 273,553 | 0.00 |
| Increase Cost: Two Percent Increase to the Adult Medical Day Care Supplement | 42,315 | 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. | 800,313 | 0.62 |
| **FY24 Recommended** | **11,877,575** | **58.17** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Turnover rate for direct service professionals for developmental disabilities providers | 30.5% | 32.9% | 32.8% | 32.8% | 32.8% |
| Number of Clients served by Developmental Disability and Medical Adult Day Care Providers | 5,166 | 5,106 | 5,170 | 5,248 | 5,301 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **20,585,492** | **0.50** |
| Increase Cost: Two Percent Increase to the Developmental Disability Supplement Program | 405,042 | 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. | 4,158 | 0.00 |
| **FY24 Recommended** | **20,994,692** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Placements in Summer Camp Programs | 29 | 32 | 42 | 50 | 55 |
| Percent of customers satisfied with the My Turn Program | 92% | 93% | 95% | 95% | 95% |
| Percent of customers who report that the My Turn Program is helpful | 88% | 100% | 94% | 94% | 94% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,990,358** | **9.75** |
| Add: Implement a Developmental Disability Advisory Council | 36,866 | 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. | 136,972 | (0.75) |
| **FY24 Recommended** | **3,164,196** | **9.50** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Home Care Services - Number of clients served annually | 308 | 350 | 368 | 386 | 405 |
| Percent of customers satisfied with Home Care Services | 86% | 83% | 88% | 93% | 98% |
| Home Care Services - Percentage of clients with no unmet personal care needs | 100% | 98.3% | 98.8% | 99.3% | 99.8% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,993,515** | **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. | 154,935 | (0.42) |
| **FY24 Recommended** | **5,148,450** | **14.58** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total number of clients currently served by Nurse Monitoring | 2,621 | 2,714 | 2,800 | 2,900 | 3,000 |
| Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month [1] | 248 | 273 | 280 | 280 | 280 |
| Percent of clients satisfied with the Autism Waiver Program | 95% | 97% | 97% | 97% | 97% |
| Percent of clients satisfied with Coordination of Community Supports | 91% | 95% | 95% | 95% | 95% |
| Percent of person-centered plans in the Coordination of Community Services (CCS) program that are reviewed and updated within 365 days of the anniversary date [2] | N/A | 71% | 75% | 80% | 85% |

[1] *Measure tracks the cases assigned to the Community Health Nurse (CHN) to assess clients for Home and Community Based Services (HCBS) programs, Preadmission Screening and Resident Review (PASRR), and the Senior Assisted Living Subsidy (SALS).*

[2] *This is a newly defined measure for FY22.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **8,964,232** | **60.00** |
| Increase Cost: Add Positions to Facilitate the Expansion of the Autism Waiver Program, per State Legislation Chapter 464 of 2022 (Partial Revenue Offset) | 458,049 | 8.00 |
| Enhance: New Team of Adult Evaluation and Review Services to Accommodate Increased Demand and State Legislation Chapter 738 of 2022 (Revenue Offset) | 374,591 | 6.00 |
| Enhance: Community First Choice Nurse Monitoring Program Funding Due to Increased Demand (Revenue Offset) | 297,071 | 0.00 |
| Enhance: Add Staff to Meet Increased Demand for the Autism Waiver Program (Revenue Offset) | 112,526 | 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. | 652,331 | 1.00 |
| **FY24 Recommended** | **10,858,800** | **77.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of clients served in respite | 389 | 372 | 372 | 372 | 372 |
| Percent of customers satisfied with Respite Services | 93% | 92% | 92% | 92% | 92% |
| Percent of customers that report a reduction in stress/caregiver burden as a result of receiving respite services | 96% | 94% | 94% | 94% | 94% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,451,482** | **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. | 61,976 | 0.00 |
| **FY24 Recommended** | **1,513,458** | **0.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Admin - Aging & Disability Services | 457,578 | 3.00 | 96,129 | 3.00 |
| Adult Foster Care | 2,282,564 | 7.00 | 2,356,506 | 7.00 |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Aging & Disability Resource Unit | 1,091,377 | 8.84 | 1,168,554 | 9.00 |
| Area Agency on Aging | 8,895,723 | 22.95 | 9,299,523 | 23.50 |
| Assessment & Continuing Care Management Services | 10,761,394 | 57.55 | 11,877,575 | 58.17 |
| Community Provider Support | 20,585,492 | 0.50 | 20,994,692 | 0.50 |
| Community Support Network for People with Disabilities | 2,990,358 | 9.75 | 3,164,196 | 9.50 |
| Home Care Services | 4,993,515 | 15.00 | 5,148,450 | 14.58 |
| Medicaid Funded Long-Term Care Services | 8,964,232 | 60.00 | 10,858,800 | 77.00 |
| Respite Care | 1,451,482 | 0.00 | 1,513,458 | 0.00 |
| **Total** | **62,473,715** | **184.59** | **66,477,883** | **202.25** |

# Behavioral Health and Crisis Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $53,176,954 | 250.35 |

JAMES BRIDGERS PH.D., MBA, ACTING 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 Taman Morris of the Office of Management and Budget at 240.777.2771 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of students identified by schools to be at risk who were referred to the Crisis Center [1] | 294 | 1,684 | 1,800 | 1,850 | 1,850 |
| Number of walk-in contacts [2] | 3,730 | 5,869 | 6,000 | 6,200 | 7,000 |
| Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention [3] | 84% | 89% | 85% | 85% | 85% |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of customers satisfied with Crisis Center services (Crisis Intervention, RCS, Transitional Psychiatry) [4] | 92% | 66% | 85% | 85% | 85% |

[1] *FY22 statistics are slightly lower than pre-Covid numbers because services started slowly in the beginning of FY22.*

[2] *FY22 statistics have increased because services opening back up as protective measures for Covid are dissipating and because telehealth options have been added.*

[3] *While the pandemic impacted children's mental health between FY20 and FY21, the upward trend between FY21 and FY22 may indicate the start of a recovery from isolation from friends and activities resulting from the Covid shutdown and virtual schooling. The program will continue to set its performance metrics lower, as it anticipates full recovery from the pandemic will be slow.*

[4] *The surveys used to capture this measure were first implemented in FY21. There is no discernable trend to decipher based on historical data, but the variability in the number of clients surveyed likely contributed to the drastic change in results from FY21 to FY22. The number of clients in FY21 was much smaller than in FY22 due to COVID challenges.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,436,639** | **54.40** |
| Enhance: Substance and Mental Health Services Administration Coverage to Care Grant | 1,832,794 | 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. | 997,187 | 2.00 |
| **FY24 Recommended** | **12,266,620** | **68.40** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total number of unduplicated clients served [1] | 2,369 | 2,576 | 2,704 | 2,758 | 2,840 |
| Percent of customers satisfied with Access staff services [2] | 100% | N/A | 80% | 82% | 85% |
| Percent of clients referred keeping first appointment with community provider [3] | 70% | 77% | 77% | 80% | 82% |

[1] *Clients from Transitional Behavioral Health (Bridge Psychiatry) were absorbed and served by the Access to Behavioral Health program in FY22, which resulted in an increase in the number of clients served.*

[2] *In FY22, the program did not implement the survey due to COVID and a change in the way how the team provided services.*

[3] *Program's primary service is connecting individuals with mental health and addiction needs to appropriate services. As closures due to the Covid pandemic are slowing, community providers are starting to open up services for referrals initiated by Access to Behavioral Health Services. Wait lists and wait times have decreased and clients are more likely to show up for their first appointment.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,332,814** | **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. | 337,526 | 1.00 |
| **FY24 Recommended** | **3,670,340** | **29.00** |

## Admin - Behavioral Health & Crisis Services

This program leads, oversees, and guides the administration of Behavioral Health and Crisis Services (BHCS). It coordinates the implementation of the strategic alignment plan, and the development of the County behavioral health continuum.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **961,140** | **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. | (758,977) | (1.00) |
| **FY24 Recommended** | **202,163** | **4.00** |

## Adult Behavioral Health Services

Adult Behavioral Health Services is an Outpatient Mental Health Center (OMHC) that serves a primarily immigrant population with severe and persistent mental illness. Services are site based and include psychiatric evaluation and medication management, individual, group and family therapy, as well as office-based management services. Collaboration with family members, collateral treatment providers, and formal and informal community supports is an integral part of the treatment process and is highly encouraged. The program accepts public benefits such as Medicare and Medical Assistance but also utilizes the annual Department of Health-Behavioral Health Administration sliding fee scale. Most of the clinical staff is bilingual in English and either Spanish, Vietnamese, or French, and clients speaking other languages are assisted using the Language Line, a telephone translation service.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of clients served [1] | 247 | 264 | 300 | 350 | 350 |
| Percent of customers satisfied with Adult Behavioral Health Services (ABH) [2] | 95% | 83% | 87% | 90% | 90% |
| Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale [3] | 71% | 60% | 65% | 65% | 65% |

[1] *In FY22, Adult Behavioral Health Services hired a new part-time psychiatrist which resulted in an increase in caseload.*

[2] *The ongoing COVID-19 pandemic and lack of resources impacted the program's ability to connect clients to resources. In addition, more individuals completed the survey in FY22, which impacted the reported percent of clients satisfied with the program.*

[3] *There was a large increase in the number of completed surveys among respondents that have severe mental illness. Because these respondents may not have completed the survey in the past, their involvement may affect performance results in FY22 more than in the previous year. FY22 will be used as the new baseline for analyzing future results.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,667,924** | **10.50** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 100,460 | 1.50 |
| **FY24 Recommended** | **1,768,384** | **12.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total number of unduplicated clients served [1] | 1,258 | 1,704 | 1,800 | 1,800 | 1,800 |
| Percent of customers satisfied with Adult Forensic services [2] | 70% | 70% | 80% | 80% | 80% |
| STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment [3] | 48% | 53% | 50% | 50% | 50% |
| 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 [4] | 79% | 88% | 80% | 80% | 80% |
| Percent of clients who successfully graduate from Mental Health Court [5] | 84% | 85% | 75% | 75% | 75% |

[1] *COVID greatly impacted the number of clients served in FY21 due to programs shut down, lack of vaccine availability, and lower arrest rates. Programming resumed in full capacity in FY22, and the number of clients served by Adult Forensic Services returned to pre-Covid levels.*

[2] *The number of clients served by Jail Addiction Services Program during FY23 decreased due to COVID. This led to significant reductions in admission of new inmates and staffing vacancies. As the pandemic shows signs of stabilizing and operations are starting to return to pre-COVID level, the agency expects an increase in admissions, and improved satisfaction in future years.*

[3] *The number of STEER referrals that engage in treatment has been fairly consistent over time and actually exceeds national trends for this type of program. Through increased efforts of peer support specialists, FY22 saw improved outcomes for STEER clients served who are connected to the appropriate level of treatment.*

[4] *Adult arrests in Montgomery County significantly decreased during Covid, from over 5,000 in FY19 to 2,000-3,000 arrests annually in the last two fiscal years. As such, the number of clients decreased and contributed to a higher success rate. Adult Forensic Services will continue to track whether this year is an outlier or the beginning of a trend and adjust projections as needed in FY24.*

[5] *The number of clients referred to the program decreased significantly during COVID and client acuity (e.g., services needed) changed in the pandemic context. Both of these factors contributed to notable differences in performance of the program in FY21 and FY22 versus FY20, but the program expects that success rate may decline as an increase and more diverse set of clients enters the program post-COVID.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,671,246** | **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. | 100,834 | 0.00 |
| **FY24 Recommended** | **3,772,080** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of grants managed and contracts monitored [1] | 103 | 101 | 103 | 103 | 103 |
| Percent of contracts meeting LBHA contract monitoring requirements as it relates to invoices processed on a timely basis [2] | 97% | 98% | 99% | 99% | 99% |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of Rx drug pounds collected at drug take back events [3] | 1,189 | 2,054 | 2,281 | | |

[1] *The number of grants managed and contracts monitored by the Local Behavioral Health Authority has remained as expected since FY20.*

[2] *To improve this measure's accuracy, this performance measure has been updated from the FY21 phrasing of, "Percentage of contracts meeting county and state timeliness requirements." As such, results from FY20 and FY21 are not directly comparable to FY22 but signify a stable trend in timely contract processing. FY22 will serve as the new baseline.*

[3] *For FY23, this measure moved from Outpatient Behavioral Health Services-Child Program to Local Behavioral Health Authority (LBHA) due to transition of prevention programs into LBHA budget. The performance measure is based on the pounds of pill form medications/drugs that local law enforcement collects throughout the year and during the bi-annual National Drug Takeback Days. The increase reported for FY22 is associated with the marketing promotion for the events by Health and Human Services, law enforcement, and other community partners.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **14,078,810** | **24.50** |
| Decrease Cost: Reduction to the Supplement for Substance Abuse Rehabilitation Providers | (110,549) | 0.00 |
| Re-align: Adult Substance Use Disorder Services to Match Actual Expenditures | (409,910) | 0.00 |
| Eliminate: State Opioid Response (SOR) II Grant | (678,471) | 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. | 335,029 | (0.85) |
| **FY24 Recommended** | **13,214,909** | **23.65** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of unduplicated clients served [1] | 609 | 592 | 600 | 650 | 650 |
| Percent of customers satisfied with Child and Adolescent Behavioral Health [2] | 98% | 98% | 98% | 98% | 98% |
| Percent of clients who showed symptom reduction at post-test or upon discharge [3] | 70% | 72% | 75% | 75% | 75% |

[1] *Therapist vacancies at the Rockville Clinic and within the Home-based Team caused the reduction in clients served during FY22. Despite those staff vacancies and approved extended medical leave by multiple staff, the agency projects to maintain that level of service during FY23.*

[2] *Customer satisfaction has been stable across fiscal years.*

[3] *The percent of clients showing symptom reduction has been relatively stable across fiscal years and we will continue to expect these results among 75% of clients.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **7,224,693** | **29.25** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 383,390 | 0.50 |
| **FY24 Recommended** | **7,608,083** | **29.75** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of Specialty Behavioral Health Services clients discharged (Medication Assisted Treatment Program and Adult Drug Court) [1] | 211 | 96 | 100 | 100 | 100 |
| Percent of clients receiving opioid treatment or court mandated addiction services who were successfully discharged [2] | 55% | 56% | 50% | 50% | 50% |
| Number of Specialty Behavioral health Services clients served (Outpatient, Intensive Outpatient Program, Medication Assisted treatment Program, and Adult Drug Court) [3] | N/A | 211 | 220 | 220 | 220 |
| Percent of customers satisfied with Medication Assisted Treatment [4] | 94% | 90% | 90% | 90% | 90% |
| Percent of customers satisfied with Drug Court [5] | 95% | 93% | 90% | 90% | 90% |

[1] *COVID restrictions for new client intakes and movement at the jail caused the decline in clients during FY22.*

[2] *Percent of clients discharged has remained stable.*

[3] *This is a new measure for FY22.*

[4] *In FY22, Specialty Behavioral Health Services moved from Rollins Avenue to Gude Drive. Clients were not happy with the move initially, and there was an interruption in services while licensure was acquired at the new location.*

[5] *Customer satisfaction has been stable across fiscal years.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,500,143** | **24.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 88,494 | 0.00 |
| **FY24 Recommended** | **3,588,637** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of new Partner Abuse victims served [1] | 1,721 | 1,258 | 1,463 | 1,463 | 1,463 |
| Number of Partner Abuse victim clients waiting for counseling service (monthly average) [2] | 31 | 37 | 35 | 35 | 35 |
| Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [3] | 98% | 97% | 90% | 90% | 90% |

[1] *The program served 1,335 clients in FY2018 and 1,330 in FY2019. In Fiscal Year 2021, there was an increased need for victim services in the context of the pandemic (e.g., people confined together at home) and the program adjusted service delivery to accommodate the surge. The impact of the pandemic eased in Fiscal Year 2022 as more people left their homes and returned to school or work which contributing to a decrease in demand. Projected clients are based on a 10% increase to 2019, pre-COVID data.*

[2] *The number of clients on the waitlist has been challenging to predict, with 22 in FY18 and 44 in FY19 as context to the numbers provided for*

*Fiscal Years 2020-2022. Numbers the past three years have been relatively steady, and as such, projections have been readjusted down to match actuals from these years.*

[3] *Rating scale developed in March 1999 by Jacqueline Dienemann and Jacquelyn Campbell of the Johns Hopkins University, School of Nursing. The program continues to see improved symptom reduction in FY22 due to operating more domestic violence groups and offering services in person and via zoom to meet the client's needs.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,619,254** | **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. | 102,317 | (1.00) |
| **FY24 Recommended** | **6,721,571** | **29.55** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **335,999** | **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. | 28,168 | 0.00 |
| **FY24 Recommended** | **364,167** | **2.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| 24-Hours Crisis Center | 9,436,639 | 54.40 | 12,266,620 | 68.40 |
| Access To Behavioral Health Services | 3,332,814 | 28.00 | 3,670,340 | 29.00 |
| Admin - Behavioral Health & Crisis Services | 961,140 | 5.00 | 202,163 | 4.00 |
| Adult Behavioral Health Services | 1,667,924 | 10.50 | 1,768,384 | 12.00 |
| Adult Forensic Services | 3,671,246 | 28.00 | 3,772,080 | 28.00 |
| Local Behavioral Health Authority | 14,078,810 | 24.50 | 13,214,909 | 23.65 |
| Outpatient Behavioral Health Services - Child | 7,224,693 | 29.25 | 7,608,083 | 29.75 |
| Specialty Behavioral Health Services | 3,500,143 | 24.00 | 3,588,637 | 24.00 |
| Trauma Services | 6,619,254 | 30.55 | 6,721,571 | 29.55 |
| Treatment Services | 335,999 | 2.00 | 364,167 | 2.00 |
| **Total** | **50,828,662** | **236.20** | **53,176,954** | **250.35** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Children, Youth and Family Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $119,751,275 | 618.57 |

JAMES BRIDGERS PH.D., MBA, ACTING 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,698,632** | **14.30** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 1,119,610 | 8.00 |
| **FY24 Recommended** | **6,818,242** | **22.30** |

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of families served by Cluster Projects [1] | 364 | 401 | 450 | 375 | 375 |
| Number of families receiving ongoing services in East County Opportunity Zone (ECOZ) [2] | 332 | 437 | 105 | 105 | 105 |
| Percent of families completing surveys that are satisfied with services | 70% | 84% | 85% | 85% | 85% |

[1] *FY21 actual figures impacted due to: 1) Initial slow-down in referrals from MCPS school closure, and then virtual classes; and 2) intensity of needs (& related amount of staff time per case) increasing during pandemic. Projections reflect potential changes in service capacity in different years.*

[2] *FY21 and FY22 figures include all households that received "ongoing" services or one-time service requests/referrals. 82 households received ongoing services at some point during FY22. The drop in the FY23-FY25 projections is due to the exclusion of one-time service requests/referrals, as the program will focus just on households receiving ongoing Care Coordination services.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,690,002** | **15.00** |
| Re-align: Rightsize the George B. Thomas Sr. Learning Academy Contract With the Number of Students Served | (560,337) | 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. | 411,653 | (1.00) |
| **FY24 Recommended** | **6,541,318** | **14.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of families authorized to receive a childcare subsidy [1] | 1,590 | 1,518 | 1,900 | 1,900 | 1,900 |
| Percent of invoices received over vouchers issued | 82% | 79% | 80% | 80% | 80% |

[1] *This measure includes families approved for the State of Maryland's Child Care Scholarship (CCS) and/or Montgomery County's Working Parents Assistance (WPA) program. Projected increases due to: (1) expanded income thresholds that will allow more families to participate in both subsidy programs and (2) WPA's eligibility criteria expanding to all children regardless of immigration status in FY23.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,331,508** | **6.00** |
| Re-align: Shift of Working Parents Assistance and State Supplement for Children Ages 0 to 5 From DHHS General Fund to be Funded by the Early Care and Education NDA | (1,435,583) | 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. | 37,786 | 0.00 |
| **FY24 Recommended** | **1,933,711** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of children served in foster care [1] | 547 | 484 | 568 | 565 | 558 |
| Number of families receiving in-home services [2] | 280 | 267 | 258 | 253 | 255 |
| Number of newly accepted cases (IR, AR and Non-CPS) [3] | 2,241 | 2,736 | 2,835 | 2,771 | 2,734 |
| Percent of children living in family settings [4] | 76% | 77% | 76% | 76% | 75% |
| 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 [5] | 96% | 100% | 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.*

[4] *Percentage reflects annual average of children placed in a family setting while in care. Family setting is defined as: family foster, relative foster, formal kinship, treatment foster care-public & private, pre-adoptive, emergency home.*

[5] *FY22 data only reflects data received up to December 2021 from the state.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **27,581,188** | **209.30** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 1,695,646 | 0.35 |
| **FY24 Recommended** | **29,276,834** | **209.65** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of children served by the Infants and Toddlers program [1] | 4,004 | 5,416 | 5,500 | 5,600 | 5,700 |
| Percent of customers satisfied with Early Childhood Mental Health [2] | 100% | 89% | 95% | 97% | 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 [3] | 23% | 19% | 25% | 40% | 50% |
| Percent of regulated family child care programs that hold a quality of care rating of at least 3 out of 5 in Maryland EXCELS [4] | 15% | 10% | 25% | 40% | 50% |

[1] *The number of children served in FY22 also shows a total caseload â€" cases may be new or have continued from previous years. The causes*

*of the 35% increase between FY21-FY22 are not known, but may relate to parents bringing their children back to the pediatrician and/or re-entering social situations where they could observe their child's behavior in relation to other children.*

[2] *A total of 39 individuals received surveys. FY22 percentage is based on the 11 survey responses received.*

[3] *In FY22 this measure decreased due to COVID closures. FY23-25 projections are based on the anticipated influence of additional funds being made available for increasing capacity to achieve higher EXCELS levels, state requirements for participation in EXCELS for universal pre-K, and state incentives on reimbursement for higher EXCELS levels.*

[4] *In FY22 this measure decreased due to COVID closures.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **12,293,572** | **45.83** |
| Decrease Cost: DHHS Preschool Development Birth to 5 Grant | (25,000) | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 525,514 | 1.00 |
| **FY24 Recommended** | **12,794,086** | **46.83** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of clients completing surveys reporting satisfaction with services received [1] | 97% | 96% | 95% | 95% | 95% |
| 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] | N/A | 95% | 70% | 70% | 70% |

[1] *FY22 percentages based on 612 responses.*

[2] *Linkages adopted a new system for outcome measure collection during FY22, so compared to previous years fewer clients who have received services for 6 months have measured outcomes. Using the new measurement system, 52% showed significant improvement and 43% showed no significant reduction or increase in symptoms (maintained). The data reflect 21 people for FY 22.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **13,477,821** | **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. | 827,666 | 0.00 |
| **FY24 Recommended** | **14,305,487** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| 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% | 201% | 210% | 210% | 210% |
| Number of SNAP Applications Approved [2] | 18,310 | 20,589 | 22,648 | 22,648 | 22,648 |
| Number of Temporary Cash Assistance (TCA) job seekers that entered unsubsidized employment YTD | 542 | 429 | 699 | 699 | 699 |
| Twelve month work participation rate for work-eligible Temporary Cash Assistance (TCA) recipients in federally defined work activities [3] | 42% | 29% | 50% | 50% | 50% |
| Temporary Cash Assistance (TCA) job retention rate 90 days | 95% | 96% | 95% | 95% | 95% |

[1]

[2] *Due to the challenges in the economy, refugee and asylee impact (from Afghanistan and Ukraine), inflation and the ongoing impact COVID-19 pandemic has resulted in a downturn in the job market, we anticipate a projected increase of 10% over the few years.*

[3] *Please note that the State of Maryland indicated in the multi-year (SFY 2022-2024) Partnership Agreement for Self-Sufficiency Plan (PASS Plan) guidelines a reduction in the workforce participation rate (WPR) from 50% to 30%.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **32,097,348** | **274.10** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 1,345,251 | (0.31) |
| **FY24 Recommended** | **33,442,599** | **273.79** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of youth in safe, supervised PYDI programming [1] | 2,675 | 3,519 | 4,539 | 4,839 | 4,839 |
| Percent of clients who are satisfied with the Youth Opportunity Centers and Wellness Centers and would recommend to others [2] | N/A | 98% | 98% | 98% | 98% |

[1] *The increased projection for FY23 is based on both a full year of the implementation of the Seneca Valley High School Wellness Center, half-year implementation of John F. Kennedy High School Wellness Center, increase in youth served through Non-High School Wellness Center through Youth Opportunity Centers and 18 New Full-time School Outreach Staff.*

[2] *FY22 actual is based on 129 survey responses to youth and customer satisfaction surveys obtained from the Youth Opportunity Centers and the Wellness Centers. A total of 189 individuals were provided a survey.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **14,019,216** | **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. | 619,782 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY24 Recommended** | **14,638,998** | **37.00** |

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

### Children's Opportunity Fund

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **284,451** | **0.00** |
| Shift: Cost from DHHS Children's Opportunity Fund Program to Children's Opportunity Alliance NDA | (290,837) | 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. | 6,386 | 0.00 |
| **FY24 Recommended** | **0** | **0.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Admin - Children, Youth & Families | 5,698,632 | 14.30 | 6,818,242 | 22.30 |
| Child & Adolescent School & Community Based Services | 6,690,002 | 15.00 | 6,541,318 | 14.00 |
| Child Care Subsidies | 3,331,508 | 6.00 | 1,933,711 | 6.00 |
| Child Welfare Services | 27,581,188 | 209.30 | 29,276,834 | 209.65 |
| Children's Opportunity Fund | 284,451 | 0.00 | 0 | 0.00 |
| Early Childhood Services | 12,293,572 | 45.83 | 12,794,086 | 46.83 |
| Linkages To Learning | 13,477,821 | 9.00 | 14,305,487 | 9.00 |
| Office of Eligibility and Support Services | 32,097,348 | 274.10 | 33,442,599 | 273.79 |
| Positive Youth Development | 14,019,216 | 37.00 | 14,638,998 | 37.00 |
| **Total** | **115,473,738** | **610.53** | **119,751,275** | **618.57** |

# Public Health Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $107,826,046 | 585.22 |

JAMES BRIDGERS PH.D., MBA, ACTING 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 James Bridgers Ph.D., MBA of the HHS - Public Health Services at 240.777.4253 or Grace Pedersen of the Office of Management and Budget at 240.773.1088 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **7,099,527** | **12.50** |
| Enhance: Continue the Food Staples Program as Needed in FY24 | 6,150,000 | 0.00 |
| Replace: Funding for Mobile Health Clinic from ARPA to DHHS General Fund | 711,891 | 5.00 |
| Add: Charles Koiner Conservancy for Urban Farming | 50,000 | 0.00 |
| Add: One-Time Costs to Support Nourishing Bethesda's Longer Weekly Operational Hours and Enhanced Food Distribution Capabilities | 24,000 | 0.00 |
| Shift: Remove One-Time FY23 Funds to Recognize the Manna Food Center's Reduced Participation in Community Service Hubs from Pandemic Levels | (300,000) | 0.00 |
| Re-align: Mobile Health Clinic (ARPA) to DHHS General Fund | (500,000) | (5.00) |

| FY24 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. | (4,274,032) | 0.50 |
| **FY24 Recommended** | **8,961,386** | **13.00** |

## Cancer & Tobacco Prevention

The Tobacco Use Prevention and Cessation Program and the Cancer Prevention, Education, Screening, and Treatment Program are two programs funded through the State Cigarette Restitution Fund. State funding supports coordination activities among community groups for outreach, screenings, education, and treatment. Each program has established coalitions consisting of public health partners, community-based organizations, hospitals, and other existing resources that work collaboratively to implement either tobacco-control programs or the statewide goal of early detection and elimination of cancer disparities.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total number of new and repeat clients who undergo colonoscopies (CRF-Funded) | 55 | 172 | 220 | 220 | 220 |
| Total number of people encountered at outreach events [1] | 1,460 | 1,645 | 1,300 | 1,300 | 1,300 |
| Number of participants in smoking cessation program | 424 | 596 | 450 | 450 | 450 |
| Percent of new clients who undergo colonoscopies | 20% | 75% | 75% | 75% | 75% |
| Percent of clients reached who completed smoking cessation program | 28% | 43% | 35% | 35% | 35% |

[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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,167,887** | **5.30** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 23,880 | (0.30) |
| **FY24 Recommended** | **1,191,767** | **5.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of rabies investigations that occur in Montgomery County monthly by Disease Control Program | 923 | 693 | 600 | 600 | 600 |
| Percent of babies born to Hepatitis B infected mothers who complete the recommended protocol | 80% | 99% | 99% | 99% | 99% |
| Percent of contacts of smear positive clients diagnosed with latent TB who start preventative treatment | 90% | 98% | 90% | 90% | 90% |
| Percent of customers satisfied with STD Services [1] | N/A | N/A | 95% | 95% | 95% |

[1] *No data were collected during FY21-FY22. Survey will be reinstated in FY23. Target baselines may be reestablished after first year of data collection.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **15,435,821** | **83.80** |
| Re-align: Implement Ending the HIV Epidemic Grant | 598,985 | 1.00 |
| Re-align: Ending the HIV Epidemic in STD Clinics | 450,000 | 0.65 |
| Add: Staff for Tuberculosis Monitoring, per Maryland Department of Health Requirement | 44,742 | 1.00 |
| Re-align: HIV Positive Women Grant | (126,538) | (0.65) |
| Re-align: Ryan White Part A Charges for Services | (462,574) | (1.50) |
| Re-align: CDC Ending the HIV Epidemic Grant | (653,438) | 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. | 777,934 | 3.50 |
| **FY24 Recommended** | **16,064,932** | **87.80** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of pregnant women screened and enrolled in a Managed Care Organization (MCO) for prenatal services [1] | 1,808 | 1,197 | 2,500 | 2,500 | 2,500 |
| Percent of repeat Maternity Partnership patients who do not delay subsequent pregnancy by 18 months or more (Close Child Spacing) [2] | N/A | 2% | 5% | 5% | 5% |
| Percent of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program | 96% | 98% | 96% | 96% | 96% |
| Percent of Infant at Risk referrals that receive a contact by the Area Health Center staff within 10 days [3] | 96% | 77% | 95% | 95% | 95% |

[1] *The FY22 number was lower because of the State data breach and, thus, the State could not make the usual volume of referrals to the program. Referral volume should return to normal in FY23.*

[2] *Due to changes in procedures due to COVID, data was unable to be collected during FY21.*

[3] *The program aims for a 90% contact rate as the service standard, which is used to set the projections.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,238,647** | **63.45** |
| Eliminate: Early Detect and Control Breast and Cervical Cancer | (350,987) | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 1,001,642 | 0.80 |
| **FY24 Recommended** | **9,889,302** | **64.25** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of pediatric dental referrals to outside pediatric specialist [1] | 137 | 25 | 50 | 50 | 50 |
| Percent of appointments that are missed/cancelled | 11% | 23% | 30% | 30% | 30% |
| Dental Services - Percent of children that complete their dental treatment plan [2] | 16% | 30% | 30% | 30% | 30% |

[1] *Since beginning to provide in-house pediatric services, there has been a dramatic reduction in the need to refer patients to outside specialists. For FY23, Dental Services has added a third 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 to outside specialists from FY22 - FY24.*

[2] *The percentage increased due to adding an additional day of pediatric dentistry services. Other factors affecting this metric include the following: (1) There was a 1-2 month waitlist 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 (the average number of visits to complete treatment is three); and (4) A small number are completed at a specialist's office and are not reflected in the statistic.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,652,335** | **16.00** |
| Increase Cost: Convert Contractual Dental Hygienist and Dental Assistant Positions to Merit Staff Positions | 181,982 | 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. | 244,821 | 1.00 |
| **FY24 Recommended** | **4,079,138** | **26.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of low income uninsured County adults who received primary care at one of the participating clinics | 19,777 | 21,940 | 23,500 | 25,000 | 26,500 |
| Number of encounters - Montgomery Cares | 53,336 | 52,261 | 52,261 | 66,000 | 72,000 |
| Percent of Care for Kids clients who access Oral Health Services | 25% | 28% | 40% | 40% | 40% |
| Percent of vulnerable populations that have a primary care visit - Adults [1] | 35% | 35% | 50% | 50% | 50% |
| Percent of vulnerable populations that have a primary care visit - Children [2] | 80% | 99% | 100% | 100% | 100% |

[1] *This measure is defined as the percentage of actual clients served (new and returning) over census data.*

[2] *This measure is defined as the percentage of actual clients served (new and returning) over census data. It is not the best representation of vulnerable children served in the County because of the annual frequency of census reporting.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **14,890,095** | **4.00** |
| Increase Cost: Support an Increased Montgomery Cares Clinic Reimbursement Rate | 2,000,000 | 0.00 |
| Increase Cost: Anticipated Rate Increase for the Behavioral Health Psychiatric Consultation Vendor | 30,000 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 383,352 | 0.00 |
| **FY24 Recommended** | **17,303,447** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| 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 | 2 | 1 | 1 | 1 | 1 |
| 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] | 0 | 3 | 2 | 2 | 2 |

[1] *This was a new measure for FY21.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **549,107** | **4.00** |
| Add: Strengthen Local Health Department Infrastructure Grant | 194,504 | 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. | 36,095 | 0.00 |
| **FY24 Recommended** | **779,706** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of routine inspections of food service facilities [1] | 4,365 | 5,720 | 6,600 | 7,000 | 7,000 |
| Percent of mandated inspections completed | 50% | 65% | 75% | 80% | 80% |
| Percent of swimming pools found to be in compliance upon regular inspection | 94% | 92% | 90% | 90% | 90% |
| Percent of food service facilities not having a critical violation upon routine inspection | 76% | 74% | 75% | 75% | 75% |

[1] *Due to the impact of COVID, fewer routine inspections of food service facilities occurred in FY21.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,108,400** | **42.50** |
| Enhance: Add an Additional Environmental Health Plan Review Specialist to Assist with Reviews | 62,665 | 1.00 |

| FY24 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. | (137,491) | (3.50) |
| **FY24 Recommended** | **5,033,574** | **40.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of individuals who participated in a Public Health Emergency Preparedness trainings and exercises [1] | 2,872 | 850 | 850 | 850 | 850 |

[1] *FY20-FY21 numbers influenced by COVID-19 activities.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,210,703** | **7.80** |
| Add: One-Time Funding for COVID Response Readiness | 4,781,300 | 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. | 86,273 | 0.00 |
| **FY24 Recommended** | **6,078,276** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Immunizations administered to students at SHS Immunization Center and SBHWCs [1] | 3,586 | 19,342 | 19,000 | 19,000 | 19,000 |
| Percent of students that return to class and are ready to learn after a health room visit [2] | 84% | 87% | 91% | 91% | 91% |

[1] *MCPS school closures disrupted the measurement of school-based health services metrics. Measurement resumed in FY22.*

[2] *During FY20-FY22, any child with a COVID-like illness was sent home and, thus, more children who visited a health room at school were sent home.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **36,116,369** | **331.49** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 2,328,149 | 1.88 |
| **FY24 Recommended** | **38,444,518** | **333.37** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Admin - Public Health | 7,099,527 | 12.50 | 8,961,386 | 13.00 |
| Cancer & Tobacco Prevention | 1,167,887 | 5.30 | 1,191,767 | 5.00 |
| Communicable Disease & Epidemiology | 15,435,821 | 83.80 | 16,064,932 | 87.80 |
| Community Health Services | 9,238,647 | 63.45 | 9,889,302 | 64.25 |
| Dental Services | 3,652,335 | 16.00 | 4,079,138 | 26.00 |
| Health Care for the Uninsured | 14,890,095 | 4.00 | 17,303,447 | 4.00 |
| Health Planning and Epidemiology | 549,107 | 4.00 | 779,706 | 4.00 |
| Licensure and Regulatory Services | 5,108,400 | 42.50 | 5,033,574 | 40.00 |
| Public Health Emergency Preparedness & Response Program | 1,210,703 | 7.80 | 6,078,276 | 7.80 |
| School Health Services | 36,116,369 | 331.49 | 38,444,518 | 333.37 |
| **Total** | **94,468,891** | **570.84** | **107,826,046** | **585.22** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Services to End and Prevent Homelessness

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $66,314,688 | 137.40 |

JAMES BRIDGERS PH.D., MBA, ACTING DIRECTOR

## FUNCTION

The programs of Services to End and Prevent Homelessness (SEPH) have a common vision: access by all people to safe, affordable housing, and opportunities to improve 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 a 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. SEPH programs collaborate 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 Ilana Branda of the HHS - Services to End and Prevent Homelessness at 240.777.4594 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).

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **860,872** | **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. | 101,466 | 0.00 |
| **FY24 Recommended** | **962,338** | **6.00** |

### Coordinated Entry

Coordinated entry is a process developed to ensure that all people experiencing a housing crisis have fair and equal access to

remedies and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs. Within a Coordinated Entry System, each person is 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement [1] | 1,061 | 1,222 | 1,300 | 1,300 | 1,300 |
| Coordinated Entry - Days from housing program assignment to housed [2] | 33 | 116 | 90 | 75 | 60 |
| Percent of homeless individuals with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement | 89% | 86% | 91% | 93% | 95% |

[1] *Projected goals for FY23 onward are impacted by previous years' actual values, so projected values are based on pre-FY20 values. In FY20-FY21, the COVID pandemic limited contact between case managers and clients resulting in an abnormally low number of clients with a completed VI-SPDAT.*

[2] *Changes in housing inventory have caused longer than average wait times to move clients into housing.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,268,743** | **6.90** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 365,410 | 3.00 |
| **FY24 Recommended** | **1,634,153** | **9.90** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of individuals receiving primary care services through Healthcare 4 the Homeless (Mobile Med) [1] | 180 | 202 | 220 | 240 | 260 |
| Number of hospital transfers from year-round shelters (based on 911 emergency calls) [2] | 427 | 395 | 350 | 300 | 250 |

[1] *This measure tracks new patients served.*

[2] *FY21-FY22 actual numbers show a decrease in the number of hospital transfers. With the implementation of medical respite and improvements in service coordination, SEPH anticipates hospital transfers to continue to decrease.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,983,566** | **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. | 75,510 | 0.00 |
| **FY24 Recommended** | **2,059,076** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of individuals as part of a family unit experiencing homelessness for the first time | 426 | 304 | 300 | 300 | 300 |
| Average length of stay in days by homeless families in emergency shelter [1] | 54 | 75 | 60 | 50 | 40 |
| Percent of households returning to homelessness | 10% | 5% | 5% | 5% | 5% |

[1] *During FY21 and through FY22, 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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,341,888** | **3.00** |
| Enhance: Overflow Sheltering in Hotels | 3,023,211 | 0.00 |
| Add: COVID Sheltering in Hotels for Isolation of COVID Positive or Exposed People who are Experiencing Homelessness (one time) | 1,001,675 | 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. | 130,213 | 0.00 |
| **FY24 Recommended** | **7,496,987** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of homeless single adults counted during Annual Point in Time Count | 480 | 478 | 470 | 465 | 460 |
| Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing [1] | 119 | 84 | 75 | 60 | 45 |
| Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter | 41% | 38% | 40% | 40% | 40% |

[1] *In FY22, length-of-time (LOT) in shelter, outreach, or transitional housing has returned to pre-FY21 levels and, with more widespread implementation of diversion and rapid exit programs, SEPH expects the trend to continue towards our Built for Zero goal of 45 days.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **12,549,040** | **2.00** |
| Enhance: Security Funding for Interfaith Works Emergency Shelters | 388,702 | 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. | 500,939 | 1.00 |
| **FY24 Recommended** | **13,438,681** | **3.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Housing Initiative Program: Number of clients served | 902 | 927 | 1,000 | 1,100 | 1,200 |
| Housing Initiative Program: Days from housing program assignment (to accepted) to housed [1] | 192 | 406 | 365 | 180 | 90 |
| Percent of households who retain permanent housing after 12 months | 95% | 99% | 99% | 99% | 99% |
| Percent decrease in acuity score, measuring the severity of presenting issues impacting housing stability | 36% | 36% | 45% | 55% | 60% |

[1] *Projected values are based on desired improvements using a baseline of 406 from FY22. The goal is to bring the number of days from assigned to housed closer to 45, but previous years' values will impact future projections.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **297,441** | **2.00** |
| Increase Cost: Rent Subsidy Funding to Keep Up with Rent Increases for Housing Initiative Program | 1,700,000 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 210,518 | 3.00 |
| **FY24 Recommended** | **2,207,959** | **5.00** |

## 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, and 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Dollars brought into the continuum from non-County funds [1] | $106,316,327 | $8,747,358 | $6,321,446 | $2,882,571 | $2,882,571 |
| Number of individuals with lived experience participating as ICH Commissioner or on committees | 15 | 8 | 15 | 16 | 17 |
| Number of total homeless individuals counted during the Annual Point in Time Count | 577 | 581 | 525 | 473 | 425 |

[1] *The increase in grants in FY21 is due to COVID-19, with $105,501,792.90 being specifically for COVID-19. These grants have been extended and cover multiple fiscal years to spend down. Funding received during COVID was not renewable, resulting in a decrease in non-county funds brought into the county. Projected values reflect renewable funding with one-time funding amounts (i.e., COVID grants) omitted.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,000** | **0.00** |
| **FY24 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Permanent Supportive Housing: Number of clients served [1] | 2,153 | 2,177 | 2,200 | 2,250 | 2,300 |
| Permanent Supportive Housing: Days from housing program assignment (to accepted) to housed [2] | 154 | 266 | 200 | 150 | 100 |
| Percent of households who retain permanent housing after 12 months | 92% | 99% | 99% | 99% | 99% |
| Percent of clients retaining permanent housing | 97% | 98% | 99% | 99% | 99% |
| Percent of people that graduate from the program | 7% | 13% | 15% | 17% | 19% |

[1] *Many permanent supportive housing options were available to clients beginning in FY21 due to the increase in COVID funding and other related legislation changes. Additionally, SEPH aims to increase the number of individuals served in Permanent Supportive Housing (PSH) each year by utilizing state-funded programs such as the Housing Initiative Program's Assistance in Community Integration Services Pilot (HIP ACIS) and filling additional PSH slots made available as a result of move-ups via the Emergency Housing Voucher Program (EHV).*

[2] *Lack of affordable and available housing units within the County and the court process for landlords have slowed down unit availability (COVID-related from FY21 to FY22). Additionally, many of our providers and the County have experienced staff turnover, which has impacted services and resulted in an increase in days from housing assignment to housed from FY21 to FY22. Using FY22 as the new baseline, FY23-FY25 projections reflect continued challenges in housing clients. SEPH will work to reduce the backlog and decrease the length of time from assigned to housed through FY23-FY25.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,426,912** | **2.00** |
| Increase Cost: Rent Subsidy Funding to Keep Up with Rent Increases for Permanent Supportive Housing Program | 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. | (6,943) | 0.00 |
| **FY24 Recommended** | **5,719,969** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Households receiving emergency grants to prevent eviction/homelessness (County and State funds) [1] | 5,127 | 10,247 | 11,000 | 11,000 | 11,000 |
| Percent of households who received prevention assistance and within 12 months enter the homeless continuum [2] | 5% | 2% | 5% | 5% | 5% |

[1] *The increase from FY21 to FY22 was due to COVID funding, on which SEPH received an extension, so prevention clients are still being served from funds issued in FY21. SEPH can spend down these grants over multiple fiscal years and, thus, projections for FY23-FY25 are higher than the FY21 actual.*

[2] *This measure, by definition, has a one-year lag. FY22 is therefore based on cases initiated in FY21.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **8,441,630** | **55.10** |
| Replace: Eviction Prevention Previously Funded by ARPA Continued with General Funds | 1,719,438 | 0.00 |

| FY24 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. | 927,091 | 6.90 |
| **FY24 Recommended** | **11,088,159** | **62.00** |

## Rapid Rehousing

Rapid Rehousing (RRH) is an intervention program 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Rapid Rehousing - Number of clients served [1] | 812 | 964 | 1,000 | 1,100 | 1,200 |
| Cost per positive exit [2] | $8,680 | $18,480 | $15,000 | $13,000 | $11,000 |
| Percent of households with increased income since entering rapid rehousing [3] | 32% | 24% | 30% | 35% | 40% |
| Percent of exits to permanent housing | 78% | 83% | 85% | 85% | 90% |

[1] *COVID-related funds increased the number served.*

[2] *Increase in cost per positive exit from FY21 to FY22 can be attributed to property owners increasingly requiring double security deposits to lease to higher risk Rapid Rehousing (RRH) clients as well as a shortage of housing options making it take longer to house clients, which has resulted in a lower rate of housing in RRH.*

[3] *Households have experienced challenges in increasing their income due to changes in the work environment, including not returning to work due to lack of telework options because of the nature of their jobs and the inability to obtain increased compensation in existing employment.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,142,840** | **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. | (60,770) | 6.00 |
| **FY24 Recommended** | **3,082,070** | **6.00** |

## 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 populations for this program are seniors, people with disabilities, and others on a fixed income.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of unique households with an active rental subsidy during the year [1] | 882 | 900 | 950 | 1000 | 1050 |
| Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) [2] | 18% | 35% | 25% | 20% | 15% |

[1] *Despite increased funding from the Recordation Tax Premium (RTP) of approximately $1,000,000, Rental Assistance Program (RAP) enrollment has slowed due to clients no longer being able to self-refer and the narrowed pool of eligible clients due to the updated eligibility criteria at the beginning of FY22.*

[2] *This measure, by definition, has a one year lag. FY22 is therefore based on cases initiated in FY21. RAP was expanded to allow residents exiting from the Sustainable Housing Rental Assistance Program (SHARP), Exit Bonus, or RRH qualify for the benefit. Many of these clients exited with minimal or no supportive services with the aforementioned programs, which lasted 12 months at most. This likely impacted the percent of clients who needed support after one year in the FY22 reporting period.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **7,991,878** | **5.50** |
| Enhance: Emergency Rental Assistance Grant | 14,016,832 | 28.00 |
| Replace: Funding for Rental Assistance Program from ARPA to DHHS General Fund | (3,438,875) | 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. | 51,461 | 2.00 |
| **FY24 Recommended** | **18,621,296** | **35.50** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Admin - Services to End and Prevent Homelessness | 860,872 | 6.00 | 962,338 | 6.00 |
| Coordinated Entry | 1,268,743 | 6.90 | 1,634,153 | 9.90 |
| Healthcare for the Homeless | 1,983,566 | 5.00 | 2,059,076 | 5.00 |
| Homeless Services for Families | 3,341,888 | 3.00 | 7,496,987 | 3.00 |
| Homeless Services for Single Adults | 12,549,040 | 2.00 | 13,438,681 | 3.00 |
| Housing Initiative Program | 297,441 | 2.00 | 2,207,959 | 5.00 |
| Interagency Commission on Homelessness | 4,000 | 0.00 | 4,000 | 0.00 |
| Permanent Supportive Housing | 5,426,912 | 2.00 | 5,719,969 | 2.00 |
| Prevention | 8,441,630 | 55.10 | 11,088,159 | 62.00 |
| Rapid Rehousing | 3,142,840 | 0.00 | 3,082,070 | 6.00 |
| Rental Assistance Program | 7,991,878 | 5.50 | 18,621,296 | 35.50 |
| **Total** | **45,308,810** | **87.50** | **66,314,688** | **137.40** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Administration and Support

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $70,502,576 | 181.19 |

JAMES BRIDGERS PH.D., MBA, ACTING 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 (DHHS), while providing an efficient system of support services to ensure effective management and delivery of services.

## PROGRAM CONTACTS

Contact Jason Rundell of the HHS - Administration and Support at 240.777.1685 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **384,052** | **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. | (100,859) | 0.00 |
| **FY24 Recommended** | **283,193** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **30,443,541** | **92.00** |
| Increase Cost: Upgrade Existing Enterprise Integrated Case Management System That is Past End of Technical Support | 600,000 | 0.00 |
| Enhance: Office of the Chief Administrative Officer Administrative Staff Including Coding Unit (Revenue Offset) | 375,507 | 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. | (313,903) | (0.19) |
| **FY24 Recommended** | **31,105,145** | **98.81** |

## Admin - Office of the Director

The Office of the Director 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).

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **11,194,497** | **27.00** |
| Replace: Service Consolidation Hubs Previously Funded by ARPA with General Funds | 3,000,000 | 1.00 |
| Increase Cost: Kronos Annual Maintenance and License Contractual Obligations | 3,938 | 0.00 |
| Technical Adj: Technical Adjustment for Various FTE Changes | 0 | 12.81 |
| Shift: Transfer One Position from DHHS to OHR | (105,892) | (1.00) |
| Replace: Funding for Service Consolidation Hubs from ARPA to General Fund | (3,000,000) | (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. | (174,751) | (7.43) |
| **FY24 Recommended** | **10,917,792** | **31.38** |

## Community Action Agency

The mission of the Community Action Agency (CAA) is to use an equity lens to advance social and economic mobility among communities and neighbors through services, partnerships, and advocacy. 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| The number of residents who receive free tax preparation services through the CAA VITA program [1] | 1,025 | 1,463 | 1,800 | 2,000 | 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 capacity of partnership sites. Due to COVID, a virtual model (Zoom-based) was initiated in FY21, which*

*greatly reduced efficiency in Maryland by an average of 40%. In FY22, Omicron required the continuation of virtual services, with in-person services initiated in the final weeks of the season. Increased projections assume level staffing, restoring in-person services, and increasing volunteer levels in FY23, FY24, and FY25.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,511,985** | **14.20** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 466,610 | 1.00 |
| **FY24 Recommended** | **5,978,595** | **15.20** |

## Equity and Language Access

Limited English Proficiency (LEP) is a barrier between customers, colleagues, and the community and equitable access to services designed to promote their health, safety, and self-sufficiency. The focus of the Equity and Language Access Program is to use principles of equitable access to guide how staff plans, implements, and evaluates activities that provide access to language. This program is charged with delivering an LEP Policy and Implementation Plan, Department-wide, to fulfill an essential systemic strategy to create equitable access to services by mitigating language barriers and to comply with a Federal mandate for language access.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of referrals made for Multilingual Health Navigation Line/Interpretation Services [1] | 24,462 | 35,895 | 25,000 | 26,000 | 26,000 |
| Total number of interpretations provided over the phone by our phone interpretation vendor to DHHS staff in order to serve LEP clients [2] | 28,814 | 23,400 | 23,000 | 23,000 | 23,000 |
| Percent of clients satisfied with services for Multilingual Health Navigation Line/interpretation services [3] | 98% | 98% | 90% | 90% | 90% |
| Percent of clients able to access services upon referral [4] | 90% | 94% | 90% | 90% | 90% |
| Percent of participants of Equity Workshop who will be able to apply behaviors learned [5] | 94% | 97% | 95% | 95% | 95% |

[1] *The uptick in FY22 in the number of referrals for multilingual/interpretation services is attributable to the following: 1) HHS moving much of its operation virtual instead of using in-person interpretation services, which is not part of this count; and 2) COVID relief programs, such as Emergency Assistance Relief (EARP) and Rental Assistance (ERAP), which increased demand from the community. Projected numbers for upcoming fiscal years reflect the trend of returning to normalcy. The large number of referrals for services in FY22 reflect the height of the COVID health crisis outreach efforts when the navigation line had considerably more staff than it expects to have in FY23-FY25.*

[2] *The high number in FY21 reflects the height of the COVID health emergency, before vaccines were available, and when all in-person interpretations halted and moved to telephonic interpretations. The decreased number in FY22 reflects the return to normalcy.*

[3] *This data currently reflects the performance of one contract. Other contracts will be updated to include this data. FY23-FY25 projections are based on percentages of satisfied clients from FY18-FY22.*

[4] *FY23-FY25 projections are based on percentages of clients who were able to access services upon referral from FY18-FY22.*

[5] *Represents participants who marked "agreed" or "strongly agreed" on this question.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,219,101** | **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. | 41,201 | 0.00 |
| **FY24 Recommended** | **1,260,302** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of children in full-day program | 540 | 540 | 540 | 540 | 540 |
| Percent of children in full-day program | 83% | 83% | 83% | 83% | 83% |
| Percent of Head Start eligible children served by the Montgomery County Head Start Program | 41% | 41% | 41% | 41% | 41% |
| Percent of 3-year olds with demonstrated school readiness [1] | 71% | 75% | 75% | 75% | 75% |
| Percent of 4-year olds with demonstrated school readiness [2] | 81% | 84% | 85% | 85% | 85% |

[1] *The FY21 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. The increase in percentage points from FY21 to FY22 was due to returning to in-person instruction where all domains of learning were assessed. In FY23, FY24, and FY25, projections for children demonstrating school readiness skills remain consistent as the delegate agency, MCPS, transitions to a new curriculum with increased rigor for children's learning.*

[2] *The FY21 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. The increase in percentage points from FY21 to FY22 was due to returning to in-person instruction where all domains of learning were assessed. The increase in percentage points from FY21 to FY22 was due to returning to in-person instruction where all domains of learning were assessed. In FY23, FY24, and FY25, projections for children demonstrating school readiness skills remain consistent as the delegate agency, MCPS, transitions to a new curriculum with increased rigor for children's learning.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,766,440** | **2.80** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 129,621 | 0.00 |
| **FY24 Recommended** | **4,896,061** | **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 disparities in delivery of health services and others and continue to achieve equitable delivery of population-targeted programs and services. The knowledge, expertise, and experiences of incumbent personnel in racially, ethnically, and linguistically diverse communities informs Department-wide program, policy, and budget decisions.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of individuals served by the Minority Health Initiatives & Program [1] | 28,920 | 65,983 | 81,400 | 81,400 | 81,400 |
| Percent of clients satisfied with services provided by the Minority Health Initiatives & Program [2] | 97% | 96% | 95% | 95% | 95% |
| Average percent of respondents who expressed increased confidence due to community capacity building activities [3] | N/A | 90% | 90% | 90% | 90% |
| Average percent increase in wages from time participants entered program until hired as health professionals | 169% | 134% | 150% | 150% | 150% |
| Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention) [4] | 96% | 97% | 85% | 85% | 85% |

[1] *The FY22 actual figure is higher than FY21 because FY21 reflects activities conducted under full COVID restrictions. During the pandemic, in-person outreach events were limited and only some of them transitioned to virtual events. In addition, some regular activities of the minority programs were put on hold since most of their staff were deployed to support the County COVID-19 response. During FY22, regular activities/ events began to be reactivated. The FY23 projection is higher because the minority programs are currently conducting outreach events at the level and manner as they were pre-COVID.*

[2] *With the transition of some in-person outreach events to virtual, some changes occurred in the process to collect data related to client satisfaction. Surveys are now collected electronically, and the decrease can be related to this new process. The target level of satisfaction is 95%, and the programs always surpass this target.*

[3] *This is a measure tracked by the Asian American Health Initiative (AAHI). Historically, AAHI had set the projection at 85% for the past fiscal years. For FY23, department staff worked with the AAHI to align prior data with projections. Respondents are Asian American community members from community- and faith-based organizations who attended an AAHI community capacity building activity and responded to the evaluation question about increased confidence.*

[4] *The above measures and standards are set in accordance with those determined by the Association of Diabetes Care and Education Specialists (ADCES), Diabetes Self-Management Education (DSME), and the Centers for Disease Control Prediabetes Prevention Program (CDC DPP) to maintain the African American Health Program's (AAHP) accreditations and to achieve the outcomes set within the guidelines/requirements by the governing organizations for a qualified diabetes prevention education and management program. AAHP will continue to aim to achieve higher percentages internally than the projected and raise its internal projected targets.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **13,052,234** | **26.00** |
| Enhance: Latino Health Initiative Steering Committee Request for Non-clinical Emotional Support Groups and Additional Community Health Promotion Services | 952,545 | 0.00 |
| Enhance: African American Health Program to Increase Community Outreach, Support Maternal and Child Health, and Seniors | 800,000 | 0.00 |
| Enhance: Asian American Health Initiative Request for Increased Healthy Community Grants and Center of Excellence Micro-grants | 775,000 | 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. | 481,709 | 2.00 |
| **FY24 Recommended** | **16,061,488** | **28.00** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Admin - Office of Community Affairs | 384,052 | 3.00 | 283,193 | 3.00 |
| Admin - Office of the Chief Operating Officer | 30,443,541 | 92.00 | 31,105,145 | 98.81 |
| Admin - Office of the Director | 11,194,497 | 27.00 | 10,917,792 | 31.38 |
| Community Action Agency | 5,511,985 | 14.20 | 5,978,595 | 15.20 |
| Equity and Language Access | 1,219,101 | 2.00 | 1,260,302 | 2.00 |
| Head Start | 4,766,440 | 2.80 | 4,896,061 | 2.80 |
| Minority Programs | 13,052,234 | 26.00 | 16,061,488 | 28.00 |
| **Total** | **66,571,850** | **167.00** | **70,502,576** | **181.19** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Community Use of Public Facilities

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $11,139,465 | 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 FY24 Operating Budget for the Office of Community Use of Public Facilities is $11,139,465, an increase of $216,229 or 1.98 percent from the FY23 Approved Budget of $10,923,236. Personnel Costs comprise 33.82 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 66.18 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Greener County**
- **Effective, Sustainable Government**

## INITIATIVES

- Create and produce a public educational video to showcase the services and resources Community Use of Public Facilities (CUPF) provides to the public.
- Continue efforts to increase the number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP).

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Enhance and expand outreach efforts and marketing strategies to inform the public about the permitting process by incorporating media campaigns, workshops, CUPF newsletters and website content.
- Continued implementation of the new, fully integrated management software solution in partnership with Recreation and Montgomery Parks. This new platform is designed to increase efficiency and productivity while providing extensive reporting and statistical data and an interactive experience for customers.

## PROGRAM CONTACTS

Contact Ramona Bell-Pearson of the Office of Community Use of Public Facilities at 240.777.2722 or Alicia Singh of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

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

| Measure | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| ***Program Measures*** | | | | | |
| Hours of paid school use [1] | 200,665 | 335,637 | 369,200 | 406,120 | 446,732 |
| Percent of school, field, and government building users satisfied with the reservation process [2] | 92.8% | 95.2% | 92.0% | 93.0% | 94.0% |
| Number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [3] | 52 | 122 | 85 | 75 | 75 |
| Percent of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [4] | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Hours of paid school field use [5] | 64,891 | 55,880 | 58,674 | 61,608 | 64,688 |
| Hours of paid use for government buildings [6] | 806 | 1,632 | 1,795 | 1,974 | 2,172 |
| Hours of paid community use in Silver Spring Civic Building at Veterans Plaza | 5,763 | 11,629 | 12,210 | 12,821 | 13,462 |
| Hours of free use for government buildings [7] | 17,864 | 40,644 | 44,708 | 45,155 | 45,607 |

[1] *Community use of schools has resumed in FY22 but is lower than in pre-pandemic years. CUPF hopes to return to early FY20 pandemic hours of use in FY23, and then hopefully increase at a rate of 10% in both FY24 and FY25.*

[2] *In FY22, 1,165 customers responded to CUPF's 5-Star Survey. Of those 1,165 respondents, 95.2% rated the reservation process with 3, 4, or 5 out of 5 stars (859 gave 5 stars, 194 gave 4 stars, and 56 gave 3 stars).*

[3] *In FY22, 61 groups were awarded FFAP through the special appropriation through CARES funding and 22 groups were awarded through traditional funding. There were 38 groups awarded through CAP funding. The County Council has appropriated $125,000 in additional FFAP funding specifically for youth sports, enabling increased use of fields and facilities.*

[4] *CUPF is able to report that all FY22 applicants for Fee Facility Award Program and Community Access Program were able to be granted subsidy awards. For FY23 and beyond, CUPF is projecting to remain with an 100% applicant approval rate.*

[5] *In FY21 & FY22 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. For FY23, the County Council has appropriated an additional $125,000 for FFAP funding. For FY23 and beyond, CUPF is projecting a gradual 5% increase in use.*

[6] *CUPF saw an increase in government building paid use in FY22 and is estimating an increase of 10% each year moving forward.*

[7] *Departments of County government are the users of free space in government buildings. In FY22, as the County reopened and staff started coming back in to work, the use of government building rose back up to pre-COVID levels. CUPF estimates an increase of 5% for FY23 and moving forward.*

# 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COMMUNITY USE OF PUBLIC FACILITIES** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 2,419,158 | 2,723,279 | 2,304,489 | 2,931,903 | 7.7 % |
| Employee Benefits | 668,909 | 827,138 | 638,114 | 835,714 | 1.0 % |
| **Community Use of Public Facilities Personnel Costs** | **3,088,067** | **3,550,417** | **2,942,603** | **3,767,617** | **6.1 %** |
| Operating Expenses | 4,867,226 | 7,372,819 | 4,624,794 | 7,371,848 | — |
| **Community Use of Public Facilities Expenditures** | **7,955,293** | **10,923,236** | **7,567,397** | **11,139,465** | **2.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 30 | 29 | 29 | 29 | — |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 31.27 | 30.27 | 30.27 | 30.27 | — |
| REVENUES | | | | | |
| Facility Rental Fees | 7,368,333 | 11,435,470 | 8,924,399 | 11,900,248 | 4.1 % |
| Recreation Fees | 12,120 | 0 | 0 | 0 | — |
| Investment Income | 11,122 | 46,260 | 75,713 | 46,260 | — |
| Miscellaneous Revenues | 5,207 | 0 | 0 | 0 | — |
| **Community Use of Public Facilities Revenues** | **7,396,782** | **11,481,730** | **9,000,112** | **11,946,508** | **4.0 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COMMUNITY USE OF PUBLIC FACILITIES** | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **10,923,236** | **30.27** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 154,264 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 117,219 | 0.00 |
| Decrease Cost: Printing and Mail | (117) | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (854) | 0.00 |
| Decrease Cost: Retirement Adjustment | (1,886) | 0.00 |
| Technical Adj: Budgeted Lapse Adjustment [Community Access to Public Space] | (52,397) | 0.00 |
| **FY24 RECOMMENDED** | **11,139,465** | **30.27** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COMMUNITY USE OF PUBLIC FACILITIES** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **11,139** | **11,139** | **11,139** | **11,139** | **11,139** | **11,139** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(86)** | **(86)** | **(86)** | **(86)** | **(86)** |
| Items recommended for one-time funding in FY24, including a budgeted lapse adjustment, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **2** | **2** | **2** | **2** | **2** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **11,139** | **11,054** | **11,054** | **11,054** | **11,054** | **11,054** |

# Public Libraries

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $49,788,495 | 385.11 |

ANITA VASSALLO, DIRECTOR

## MISSION STATEMENT

Montgomery County Public Libraries (MCPL) provide equitable access to information, ideas, and experiences that spark imagination and expand possibilities for all. The Department's libraries are an essential component of a just and equitable community, where all can thrive and grow.

MCPL'S VALUES

Discovery - MCPL is a champion of curiosity, exploration, and growth. MCPL supports members of the community to expand their knowledge, learn new skills, spark ideas, and make connections.

Intellectual Freedom - MCPL believes in free, open, and confidential access to ideas and information for all as a cornerstone of a thriving democratic society.

Equity - MCPL believes all residents of Montgomery County deserve equal and inclusive access to all the library's resources, regardless of race, age, gender, religion, sexual orientation, income, education, language, disability, and/or immigration status.

Respect - MCPL strives to treat everyone with kindness, provide a safe and welcoming environment for all, and honor the knowledge and lived experience of all members of the community.

Service - MCPL connects members of the community with the information they want and need, as efficiently as possible. MCPL anticipates and adapts to the changing needs, desires, and expectations of community members.

Community - MCPL is the backbone of the community, a place to connect with each other. MCPL forges strong, reciprocal relationships with residents, community organizations, and other county departments in service of our shared goals.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Department of Public Libraries is $49,788,495, an increase of $3,901,454 or 8.50 percent from the FY23 Approved Budget of $45,887,041. Personnel Costs comprise 80.13 percent of the budget for 241 full-time position(s) and 199 part-time position(s), and a total of 385.11 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 19.87 percent of the FY24 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**
- **A Greener County**
- **Effective, Sustainable Government**

## INITIATIVES

- FY24 funding provided to reduce Montgomery County Public Libraries' (MCPLs') lapse from 5.9% to 3.3% to allow MCPL to fill more positions and enable the Department to provide better customer service to residents.
- Add $100,000 in FY24 funding to purchase World Language collections, beginning with Spanish and Chinese, evenly split.
- The Early Care and Education Non-Departmental Account will provide $75,000 in FY24 funding to expand Montgomery County Public Libraries' early childhood literacy programs and outreach for children from 0 to 5.
- In partnership with the Department of General Services, completing a FY23 to FY26 MCPL Facilities Master Plan that sets priorities, goals, and objectives in keeping with MCPL's Community Centered Vision for the "Increasing Equity in Access and Opportunity" Strategic Plan. In addition, the Master Plan will enable the Department to apply for future Library State Aid as they rethink and reimagine their interior spaces to meet the needs of residents.
- Developing partnerships with Montgomery County Animal Services and Adoption Services, Manna Food Center, and Montgomery Parks Foundation in support of the "All Together Now" Summer Reading Challenge 2023.
- Pilot programs for young children, including a Hatchlings Program for expectant parents/parents of newborns and a LaunchPad tablet collection to encourage early digital literacy and Kindergarten readiness.
- Partner with NBA team Washington Wizards to launch Winter Reading Challenge program for PreKindergarten to High School students.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Created new Strategic Plan for FY23-FY26 in collaboration with County Innovation Team, staff, residents, and stakeholders.
- Switched to the Koha Integrated Library System (ILS). The ILS is Libraries' core software product, which is responsible for its database of users, the collection, lending rules, and its public catalog interface. The Koha ILS is open source software and saves the Department a significant amount of money across the life of the contract. MCPL was the highest circulating public library in the United States to switch to Koha, and the open source nature of the product provides it with unprecedented ability to customize and improve the product in order to improve staff workflows and customer experience on an ongoing basis.
- Restructured MCPL branch library administration to create six administrative groups of three to four branches, each under the oversight of one Regional Manager, resulting in more cohesive, effective, and targeted administration of branch libraries across the County.

- Implemented the Coral Electronic Resource Management (ERM) system. ERMs are primarily used by academic libraries to manage their databases and other electronic resources. MCPL has adapted this best practice from academic libraries to a public library environment in order to improve the acquisition, management, and monitoring of its electronic resources. The open source nature of this software will allow MCPL to influence and improve upon it on an ongoing basis.

## 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 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

### 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, 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,008,742** | **22.00** |
| Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service | 825,000 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 4,484 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 398,987 | 1.00 |
| **FY24 Recommended** | **3,237,213** | **23.00** |

## Library Services to the Public

MCPL consists of 23 library sites including the Noyes Library for Young Children, the Montgomery County Correctional Facility Library, and the Collection Management Center.

Library services are available to all County residents, Maryland residents, and those working or attending school in Montgomery County, free of charge. Library customers use MCPL services including information services for children and adults delivered in person, over the telephone, 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 Launchpads, Science, Technology, Engineering, and Mathematics (STEM) kits, wireless hotspots; in-house laptops and meeting rooms and collaboration spaces for public use. MCPL is a fine free library system.

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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total library collection use [1] | 9,184,309 | 11,616, 463 | 11,906,029 | 12,500,536 | 13,095,043 |
| Library electronic database usage | 1,382,395 | 1,065,725 | 899,754 | 712,335 | 524,916 |
| Number of library visits [2] | 198,100 | 2,540,098 | 2,830,211 | 2,623,002 | 2,415,794 |
| Number of public computer sessions [3] | 5,757 | 112,731 | 99,600 | 86,472 | 73,344 |
| Attendance at library programs [4] | 113,047 | 73,677 | 115,000 | 156,323 | 197,646 |
| Active library users [5] | 143,016 | 184,560 | 226,104 | 267,648 | 309,192 |
| Number of participants in early literacy programming [6] | 53,281 | 22,763 | 108,394 | 113,796 | 119,198 |

[1] *This performance measure includes the number of physical items checked out from the library, plus the items used in-house by customers, and the checkouts of ebooks, e-audiobooks, and similar electronic materials.*

[2] *"Library visits" represent customer branch access to services and resources inside the facility. Facilities closure for COVID affected in-person visits by the public. Branches re-opened for public access in three "rolling" phases, beginning June 1, 2021, and ending July 6, 2021. Library public service hours were 48 hours per week per location when they reopened. These public service hours were expanded to 64 hours per branch per week February 27, 2022.*

[3] *Libraries were closed to the public for the majority of FY21. Six branches reopened on June 1, 2021, eight additional branches reopened on June 14, 2021, and all remaining branches reopened on July 6, 2021.*

[4] *Numbers represent onsite and virtual program attendees.*

[5] *"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.*

[6] *"Early Literacy Programming" comprises the number of attendees at Storytimes. Facilities closure for COVID affected this metric as there was no longer in-person programming. Branches re-opened for public access in three phases, beginning June 1, 2021 and ending July 6, 2021. Library public service hours were 48 hours per week per location when they reopened. These public service hours were expanded to 64 hours per week*

*February 27, 2022. Programs continued to be held virtually through FY21, and in-person early literacy program resumed May 1, 2022.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **43,696,755** | **380.60** |
| Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY24 Capital Improvements Program to FY24 Operating Budget | 164,169 | 0.00 |
| Increase Cost: Operating Expenses to Align with Actual Spending on Security Services and Moving Expenses | 105,019 | 0.00 |
| Enhance: Increase World Languages Collection | 100,000 | 0.00 |
| Increase Cost: Mid-Year Creation of Driver/Clerk (grade 12) Position | 74,915 | 1.00 |
| Increase Cost: Mid-Year Increase of IT Technician III (Grade 19) and IT Technician I (Grade 14) from Part-Time to Full-Time | 70,897 | 1.00 |
| Shift: Transfer of Project Search (Grade 5) from Department of Permitting Services to MCPL | 33,000 | 0.50 |
| Increase Cost: Mid-Year Increase of FTEs for Library Technicians in Collection Management Unit | 23,276 | 0.36 |
| Reduce: Collection Materials Budget to Discontinue Database Subscriptions With a High Cost Per Use | (66,058) | 0.00 |
| Reduce: Library Pages Budget | (308,159) | (11.06) |
| Reduce: Library Substitute Budget | (503,412) | (10.29) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 2,969,772 | (1.00) |
| **FY24 Recommended** | **46,360,174** | **361.11** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Attendees at business and workforce development programs | 1,343 | 1,436 | 1,529 | 1,622 | 1,715 |
| Active partnerships with workforce and business development organizations | 18 | 15 | 12 | 9 | 6 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **181,544** | **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. | 9,564 | 0.00 |
| **FY24 Recommended** | **191,108** | **1.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 22,467,376 | 27,054,880 | 25,899,958 | 29,588,774 | 9.4 % |
| Employee Benefits | 7,996,760 | 9,043,476 | 8,521,103 | 10,079,873 | 11.5 % |
| **County General Fund Personnel Costs** | **30,464,136** | **36,098,356** | **34,421,061** | **39,668,647** | **9.9 %** |
| Operating Expenses | 8,437,042 | 9,523,085 | 9,523,085 | 9,854,248 | 3.5 % |
| **County General Fund Expenditures** | **38,901,178** | **45,621,441** | **43,944,146** | **49,522,895** | **8.6 %** |
| PERSONNEL | | | | | |
| Full-Time | 232 | 231 | 231 | 239 | 3.5 % |
| Part-Time | 208 | 207 | 207 | 199 | -3.9 % |
| FTEs | 401.86 | 401.40 | 401.40 | 382.91 | -4.6 % |
| REVENUES | | | | | |
| Library Fees | 286 | 400 | 400 | 400 | — |
| Library Fines | 6,757 | 90,000 | 0 | 0 | -100.0 % |
| State Reimbursement: Library Operations | 3,509,298 | 3,632,000 | 3,632,000 | 3,776,281 | 4.0 % |
| State Reimbursement: Library Staff Retirement | 1,772,312 | 2,120,000 | 1,344,000 | 1,344,000 | -36.6 % |
| Miscellaneous Revenues | 211,120 | 145,000 | 325,000 | 325,000 | 124.1 % |
| Parking Fees | 36,674 | 35,000 | 50,400 | 50,400 | 44.0 % |
| **County General Fund Revenues** | **5,536,447** | **6,022,400** | **5,351,800** | **5,496,081** | **-8.7 %** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 92,031 | 163,048 | 163,048 | 176,287 | 8.1 % |
| Employee Benefits | 27,278 | 48,445 | 48,445 | 51,834 | 7.0 % |
| **Grant Fund - MCG Personnel Costs** | **119,309** | **211,493** | **211,493** | **228,121** | **7.9 %** |
| Operating Expenses | 82,746 | 54,107 | 54,107 | 37,479 | -30.7 % |
| **Grant Fund - MCG Expenditures** | **202,055** | **265,600** | **265,600** | **265,600** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 2 | 2 | 2 | 2 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 2.20 | 2.20 | 2.20 | 2.20 | — |
| REVENUES | | | | | |
| Federal Grants | 29,401 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| State Grants | 159,178 | 265,600 | 265,600 | 265,600 | — |
| **Grant Fund - MCG Revenues** | **188,579** | **265,600** | **265,600** | **265,600** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **39,103,233** | **45,887,041** | **44,209,746** | **49,788,495** | **8.5 %** |
| **Total Full-Time Positions** | **234** | **233** | **233** | **241** | **3.4 %** |
| **Total Part-Time Positions** | **208** | **207** | **207** | **199** | **-3.9 %** |
| **Total FTEs** | **404.06** | **403.60** | **403.60** | **385.11** | **-4.6 %** |
| **Total Revenues** | **5,725,026** | **6,288,000** | **5,617,400** | **5,761,681** | **-8.4 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **45,621,441** | **401.40** |
| **Changes (with service impacts)** | | |
| Enhance: Funding to Recruit Currently Unfunded Vacant Positions to Improve Customer Service [Administration] | 825,000 | 0.00 |
| Enhance: Increase World Languages Collection [Library Services to the Public] | 100,000 | 0.00 |
| Reduce: Collection Materials Budget to Discontinue Database Subscriptions With a High Cost Per Use [Library Services to the Public] | (66,058) | 0.00 |
| Reduce: Library Pages Budget [Library Services to the Public] | (308,159) | (11.06) |
| Reduce: Library Substitute Budget [Library Services to the Public] | (503,412) | (10.29) |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 1,806,545 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 1,766,738 | 0.00 |
| Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY24 Capital Improvements Program to FY24 Operating Budget [Library Services to the Public] | 164,169 | 0.00 |
| Increase Cost: Operating Expenses to Align with Actual Spending on Security Services and Moving Expenses [Library Services to the Public] | 105,019 | 0.00 |
| Increase Cost: Mid-Year Creation of Driver/Clerk (grade 12) Position [Library Services to the Public] | 74,915 | 1.00 |
| Increase Cost: Mid-Year Increase of IT Technician III (Grade 19) and IT Technician I (Grade 14) from Part-Time to Full-Time [Library Services to the Public] | 70,897 | 1.00 |
| Shift: Transfer of Project Search (Grade 5) from Department of Permitting Services to MCPL [Library Services to the Public] | 33,000 | 0.50 |
| Increase Cost: Mid-Year Increase of FTEs for Library Technicians in Collection Management Unit [Library Services to the Public] | 23,276 | 0.36 |
| Increase Cost: Motor Pool Adjustment | 19,822 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 4,484 | 0.00 |
| Increase Cost: Printing and Mail | 3,727 | 0.00 |
| Decrease Cost: Retirement Adjustment | (10,460) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Annualization of FY23 Personnel Costs | (208,049) | 0.00 |
| **FY24 RECOMMENDED** | **49,522,895** | **382.91** |

**GRANT FUND - MCG**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **265,600** | **2.20** |
| **FY24 RECOMMENDED** | **265,600** | **2.20** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 2,008,742 | 22.00 | 3,237,213 | 23.00 |
| Library Services to the Public | 43,696,755 | 380.60 | 46,360,174 | 361.11 |
| Workforce and Business Development | 181,544 | 1.00 | 191,108 | 1.00 |
| **Total** | **45,887,041** | **403.60** | **49,788,495** | **385.11** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Correction and Rehabilitation | General Fund | 226,800 | 1.70 | 233,893 | 1.70 |

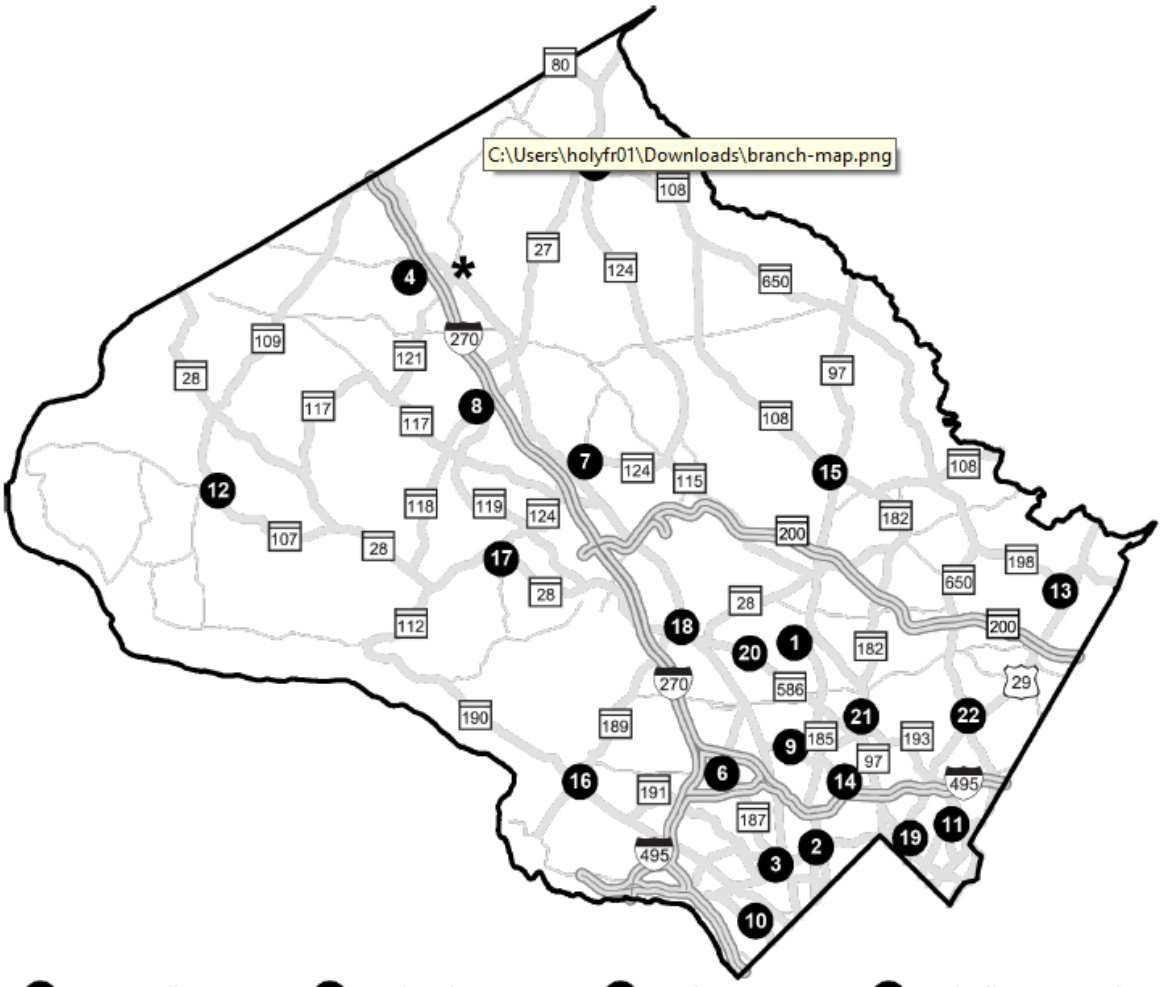
## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **49,523** | **49,523** | **49,523** | **49,523** | **49,523** | **49,523** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **2,034** | **2,034** | **2,034** | **2,034** | **2,034** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **49,523** | **51,558** | **51,558** | **51,558** | **51,558** | **51,558** |

## 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 Brigadier General Charles E. McGee
20 Twinbrook
21 Wheaton
22 White Oak
✱ Clarksburg (Proposed)

See https://www.montgomerycountymd.gov/library for a full listing of Library Hours and Holidays, Services, and Policies.

THIS PAGE INTENTIONALLY LEFT BLANK

# Recreation

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $60,104,575 | 591.77 |

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 FY24 Operating Budget for the Department of Recreation is $60,104,575, an increase of $4,906,768 or 8.89 percent from the FY23 Approved Budget of $55,197,807. Personnel Costs comprise 60.72 percent of the budget for 189 full-time position(s) and no part-time position(s), and a total of 591.77 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 39.28 percent of the FY24 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 $11,350,400 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

- Increase Excel Beyond the Bell Elementary (EEBE) services and expand existing out of school time programming with the addition of two new sites: Harriet Tubman and Watkins Mills Elementary School.
- Expansion of TeenWorks youth development program, which provides job readiness training and skill building workshops.

- Launch an electronic health management platform to modernize health record submissions for activities and programs.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Starting January 3, 2023, Montgomery County Recreation fitness passes are free for Montgomery County residents. Free passes provide access to fully equipped fitness rooms, open gym (drop-in) activities, and game rooms at any recreation center during regularly scheduled hours.
- Continue implementation of 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.
- Enhance and expand outreach efforts through the weekly Recreation newsletter to provide information about program and services, as well as health and wellness information.
- Continued implementation of the 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.

## PROGRAM CONTACTS

Contact Charlotte Keys of the Department of Recreation at 240.777.6942 or Alicia Singh of the Office of Management and Budget at 240.777.2780 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The 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

### 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 ensures 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 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of administrative services transactions [1] | 9,135 | 22,000 | 25,000 | 25,000 | 25,000 |
| Number of human resources transactions [2] | 760 | 2,272 | 2,726 | 2,780 | 2,836 |
| Number of seasonal employees | 1,988 | 2,000 | 2,160 | 2,200 | 2,200 |
| Percent of allocated recreation financial assistance dollars used [3] | 30% | 46% | 60% | 70% | 80% |

[1] *The Department continues to be a vital quality of life service and expects to see moderate program growth as it rebounds from the pandemic and demand for programs and services which improve overall health and quality of life continues to rise. The reduced volume of FY21 transactions was related to limitations on the numbers of recreation-specific activities, programs, and services provided due to COVID-19 restrictions.*

[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. The reduced volume of FY21 transactions reflect limitations on Departmental operations due to COVID-19. The Department expects to see moderate program growth as it rebounds from the pandemic, and therefore moderate increases in HR transactions.*

[3] *The Department allowed RecAssist funds to be carried over from FY21 into FY22 due to limited program availability in FY21 as result of the pandemic and a software migration. As result, the percent of funds utilized for FY22 is likely to be an underrepresentation of public utilization.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **11,060,086** | **45.43** |
| Technical Adj: Budgeted Lapse Adjustment | 391,128 | 0.00 |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to the Department of Recreation's Base Budget | 244,728 | 0.00 |
| Add: Information Technology Enhancements to Modernize Health Record Submissions for Activities and Programs | 145,100 | 0.00 |
| Shift: One Administrative Specialist II Position from OMB | 122,483 | 1.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 99,195 | 0.00 |
| Technical Adj: FTE from Part-time to Full-time position | 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. | 998,904 | 3.00 |
| **FY24 Recommended** | **13,061,624** | **49.93** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Revenue generated by aquatics programs [1] | $1,865,440 | $4,884,155 | $4,981,838 | $5,081,474 | $5,081,474 |
| Percent of total aquatics programs capacity enrolled [2] | 34.3% | 63.2% | 64.5% | 65.8% | 67.1% |

[1] *The Department anticipates increased use of aquatics facilities, however, it's important to note that this measure may be influenced by future expanded subsidies and price adjustments.*

[2] *The Department continues to be a vital quality of life service and expects to see moderate program growth as it rebounds from the pandemic, and demand for programs and services which improve overall health and quality of life continues to rise. It's important to note swim lessons demand exceeds availability.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,577,678** | **126.18** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 1,343,966 | 18.21 |
| **FY24 Recommended** | **10,921,644** | **144.39** |

## 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 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of participants registered in countywide recreation programs [1] | 12,122 | N/A | 15,000 | 15,300 | 15,600 |
| Percent of recreation customers who report having a disability [2] | 0.99% | 0.81% | 0.83% | 0.84% | 0.86% |
| Percent of planned countywide recreation programs completed [3] | 44.7% | 77.6% | 78.0% | 79.0% | 80.0% |

[1] *The Department was unable to establish this information for FY22 due to challenges in software migration.*

[2] *Individuals with disabilities faced significantly greater challenges as result of the pandemic. During FY22, programs and services were still being delayed and/or cancelled, and many restrictions were still in place for vulnerable populations, due to the COVID-19 pandemic and the emergence of new variants. Reconnecting with vulnerable populations continues to be a top priority for the Department. It's important to note the percentage reported is largely based on those who choose to self-report during registration as having a disability and/or those who request an accommodation. Additionally, the Department faced challenges in reporting due to migration into a new software system.*

[3] *Recreation programs are critical indicators of quality of life in a community. The Department expects demand to continue to increase particularly as it examines ways to remove barriers to participation by reducing fees, improving accessibility, and offering more culturally diverse program offerings.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **8,629,588** | **82.57** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 69,980 | (2.00) |
| **FY24 Recommended** | **8,699,568** | **80.57** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of recreation facility bookings [1] | 38,409* | 2,557 | 2,608 | 2,660 | 2,713 |
| Percent of planned programs in recreation centers completed [2] | 48.9% | 72.2% | 73.6% | 75.1% | 76.6% |

[1] *The variance in FY21 and FY22 is due to individual pool reservations established for safe social distancing. This practice was discontinued as restrictions lifted. Additionally, general facility bookings were suspended during COVID and continued to be suspended briefly during software migration. *38,409 total. 37,700 were pool reservations (for laps) and 709 were facility usage (fields and rooms).*

[2] *The Department continues to be a vital quality of life service and expects to see moderate program growth as it rebounds from the pandemic and demand for programs and services which improve overall health and quality of life continues to rise.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,870,302** | **146.89** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (287,041) | (20.21) |
| **FY24 Recommended** | **9,583,261** | **126.68** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of senior meals served [1] | 194,736 | 51,826 | 52,862 | 53,919 | 54,998 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of senior program registrants 55 or older [2] | 8,535 | 15,006 | 15,306 | 15,612 | 15.924 |

[1] *In FY21, the Department continued widespread meal distribution to vulnerable citizens 55 years of age or older. When the state of emergency was lifted, the Department discontinued its emergency response and restored congregate meals, which by State requirement, must be consumed on-site.*

[2] *Recreation programs for 55+ play a critical role in recovery from COVID-19, and are critical for an increased health span. Physical activity, social connections and life-long learning are effective strategies to improve mobility, combat depression, and slow cognitive decline. Reconnecting with vulnerable populations continues to be a top priority for the Department. FY21 number does not include senior meal delivery programs.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,394,712** | **33.39** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 359,264 | 1.00 |
| **FY24 Recommended** | **3,753,976** | **34.39** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of participants registered in youth development programs [1] | 1,171 | 8,300 | 10,990 | 11,209 | 11,433 |
| Average daily attendance in youth development programs [2] | 66.9% | 58.7% | 70.0% | 73.0% | 74.5% |
| Percent of youth development program participants who attend 11 or more sessions [3] | 81.13% | 56.74% | 57.87% | 59.02% | 60.20% |

[1] *Our youth programs play a critical role in recovery because they are the environmental container where young people acquire developmental assets necessary for resilience. Therefore, restoring connections with youth is among our top priorities.*

[2] *Our youth programs play a critical role in recovery because they are the environmental container where young people acquire developmental assets necessary for resilience. Therefore, restoring connections with youth is among our top priorities.*

[3] *Many youth development programs were unable to complete 11 or more sessions in FY22 due to periodic COVID related closures. The Department is working hard to reconnect with youth and expects opportunities to continue to rise.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **12,665,441** | **139.93** |
| Enhance: Excel Beyond the Bell - Expansion to Two New Sites | 549,261 | 7.20 |
| Enhance: Expansion of TeenWorks Programming | 444,411 | 8.68 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 425,389 | 0.00 |
| **FY24 Recommended** | **14,084,502** | **155.81** |

# BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **RECREATION** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 20,010,569 | 27,239,926 | 25,596,476 | 30,462,446 | 11.8 % |
| Employee Benefits | 4,261,473 | 5,073,213 | 4,828,770 | 5,881,507 | 15.9 % |
| **Recreation Personnel Costs** | **24,272,042** | **32,313,139** | **30,425,246** | **36,343,953** | **12.5 %** |
| Operating Expenses | 16,927,089 | 19,130,572 | 18,538,699 | 20,006,526 | 4.6 % |
| **Recreation Expenditures** | **41,199,131** | **51,443,711** | **48,963,945** | **56,350,479** | **9.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 148 | 182 | 182 | 189 | 3.9 % |
| Part-Time | 11 | 1 | 1 | 0 | -100.0 % |
| FTEs | 496.33 | 569.98 | 569.98 | 587.36 | 3.1 % |
| REVENUES | | | | | |
| Property Tax | 47,774,140 | 49,559,780 | 48,999,380 | 65,083,529 | 31.3 % |
| Facility Rental Fees | 294,593 | 120,000 | 295,000 | 120,000 | — |
| Recreation Fees | 4,512,785 | 5,800,000 | 4,500,000 | 4,500,000 | -22.4 % |
| Miscellaneous Revenues | 37,103 | 129,597 | 75,000 | 75,000 | -42.1 % |
| Miscellaneous Revenues - Parks ActiveNet | 0 | 45,232 | 45,232 | 45,232 | — |
| Recreation Fee Subsidy | 0 | (800,000) | (800,000) | (800,000) | — |
| **Recreation Revenues** | **52,618,621** | **54,854,609** | **53,114,612** | **69,023,761** | **25.8 %** |
| **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 | 3,480,141 | 3,600,000 | 3,600,000 | 3,600,000 | — |
| **Recreation Non-Tax Supported Expenditures** | **3,480,141** | **3,600,000** | **3,600,000** | **3,600,000** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| Recreation Fees | 6,433,522 | 8,100,000 | 8,100,000 | 8,100,000 | — |
| Investment Income | 1,402 | 3,100 | 0 | 3,100 | — |
| **Recreation Non-Tax Supported Revenues** | **6,434,924** | **8,103,100** | **8,100,000** | **8,103,100** | **—** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 109,721 | 143,145 | 143,145 | 143,145 | — |
| Employee Benefits | 11,637 | 10,951 | 10,951 | 10,951 | — |

| | | | | | |
|---|---|---|---|---|---|
| **Grant Fund - MCG Personnel Costs** | **121,358** | **154,096** | **154,096** | **154,096** | **—** |
| Operating Expenses | 250,000 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **371,358** | **154,096** | **154,096** | **154,096** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 2.71 | 4.41 | 4.41 | 4.41 | — |
| REVENUES | | | | | |
| Federal Grants | 121,358 | 154,096 | 154,096 | 154,096 | — |
| **Grant Fund - MCG Revenues** | **121,358** | **154,096** | **154,096** | **154,096** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **45,050,630** | **55,197,807** | **52,718,041** | **60,104,575** | **8.9 %** |
| **Total Full-Time Positions** | **148** | **182** | **182** | **189** | **3.8 %** |
| **Total Part-Time Positions** | **11** | **1** | **1** | **0** | **-100.0 %** |
| **Total FTEs** | **499.04** | **574.39** | **574.39** | **591.77** | **3.0 %** |
| **Total Revenues** | **59,174,903** | **63,111,805** | **61,368,708** | **77,280,957** | **22.5 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **RECREATION** | | |
| **FY23 ORIGINAL APPROPRIATION** | **51,443,711** | **569.98** |
| **Changes (with service impacts)** | | |
| Enhance: Excel Beyond the Bell - Expansion to Two New Sites [Youth Development] | 549,261 | 7.20 |
| Enhance: Expansion of TeenWorks Programming [Youth Development] | 444,411 | 8.68 |
| Add: Information Technology Enhancements to Modernize Health Record Submissions for Activities and Programs [Administration] | 145,100 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 1,713,666 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 881,119 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 463,400 | 0.00 |
| Technical Adj: Budgeted Lapse Adjustment [Administration] | 391,128 | 0.00 |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to the Department of Recreation's Base Budget [Administration] | 244,728 | 0.00 |
| Shift: One Administrative Specialist II Position from OMB [Administration] | 122,483 | 1.00 |
| Increase Cost: Motor Pool Adjustment | 112,285 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 99,195 | 0.00 |
| Increase Cost: Risk Management Adjustment | 88,338 | 0.00 |
| Increase Cost: Printing and Mail | 25,994 | 0.00 |
| Technical Adj: FTE from Part-time to Full-time position [Administration] | 0 | 0.50 |
| Decrease Cost: Retirement Adjustment | (14,278) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (43,836) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (316,226) | 0.00 |
| **FY24 RECOMMENDED** | **56,350,479** | **587.36** |
| **RECREATION NON-TAX SUPPORTED** | | |
| **FY23 ORIGINAL APPROPRIATION** | **3,600,000** | **0.00** |
| **FY24 RECOMMENDED** | **3,600,000** | **0.00** |
| **GRANT FUND - MCG** | | |
| **FY23 ORIGINAL APPROPRIATION** | **154,096** | **4.41** |
| **FY24 RECOMMENDED** | **154,096** | **4.41** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 11,060,086 | 45.43 | 13,061,624 | 49.93 |
| Aquatics | 9,577,678 | 126.18 | 10,921,644 | 144.39 |
| Countywide Programs | 8,629,588 | 82.57 | 8,699,568 | 80.57 |
| Recreation Community & Neighborhood Centers | 9,870,302 | 146.89 | 9,583,261 | 126.68 |
| Senior Adult Programs | 3,394,712 | 33.39 | 3,753,976 | 34.39 |
| Youth Development | 12,665,441 | 139.93 | 14,084,502 | 155.81 |
| **Total** | **55,197,807** | **574.39** | **60,104,575** | **591.77** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **RECREATION** | | | | | |
| Community Use of Public Facilities | Community Use of Public Facilities | 32,212 | 0.20 | 33,826 | 0.20 |
| CIP | Capital Fund | 71,152 | 0.50 | 76,971 | 0.50 |
| **Total** | | **103,364** | **0.70** | **110,797** | **0.70** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **RECREATION** | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **56,350** | **56,350** | **56,350** | **56,350** | **56,350** | **56,350** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **124** | **124** | **124** | **124** | **124** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(145)** | **(145)** | **(145)** | **(145)** | **(145)** |
| Items recommended for one-time funding in FY24, including Information Technology Enhancements will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **605** | **605** | **605** | **605** | **605** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **56,350** | **56,934** | **56,934** | **56,934** | **56,934** | **56,934** |
| **RECREATION NON-TAX SUPPORTED** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 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

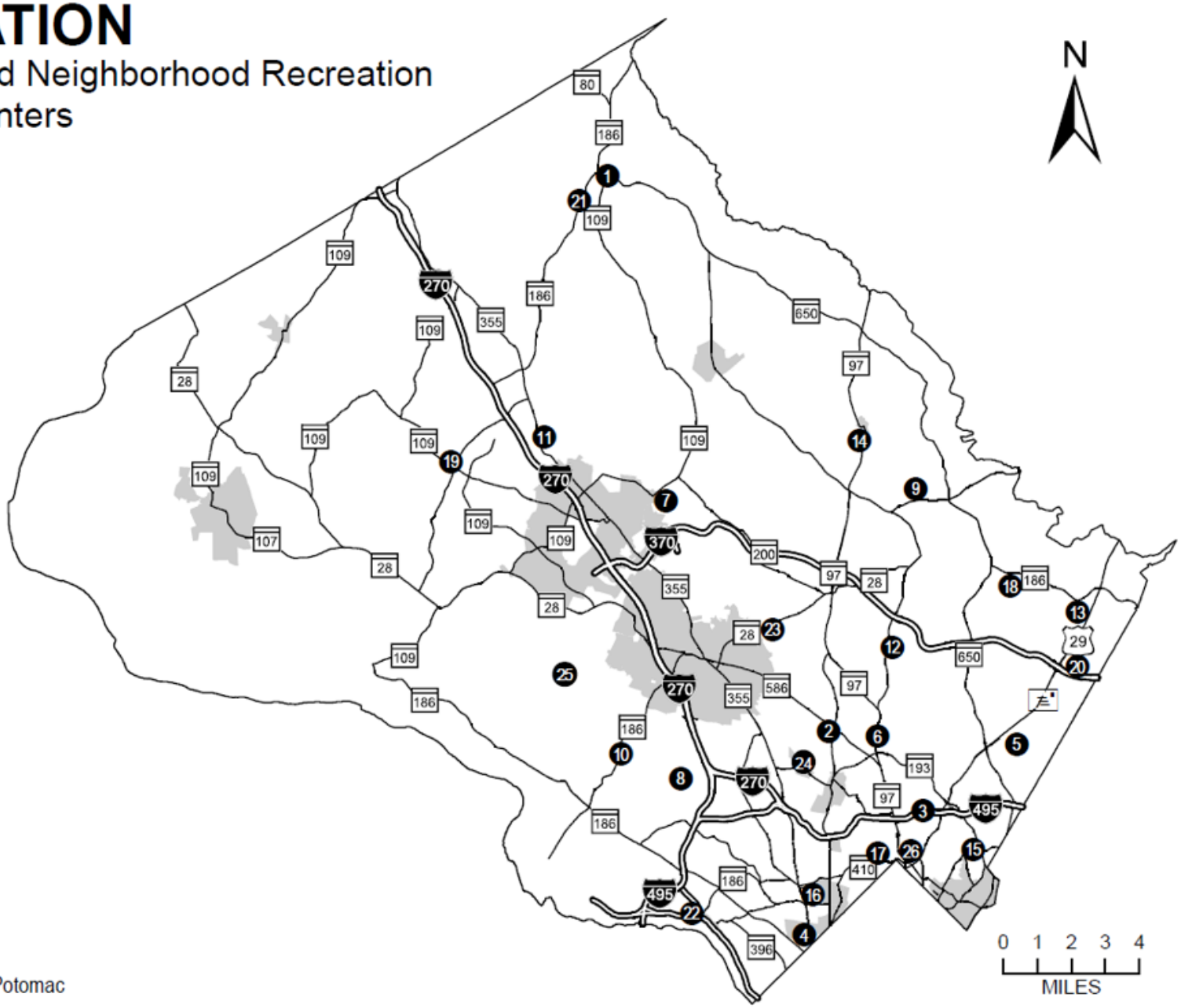
| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Excel Beyond the Bell - Expansion to Two New Sites | 356,111 | 7.20 | 408,065 | 7.20 |
| Expansion of TeenWorks Programming | 433,411 | 8.68 | 504,957 | 8.68 |
| **Total** | **789,522** | **15.88** | **913,022** | **15.88** |

# 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. Silver Spring

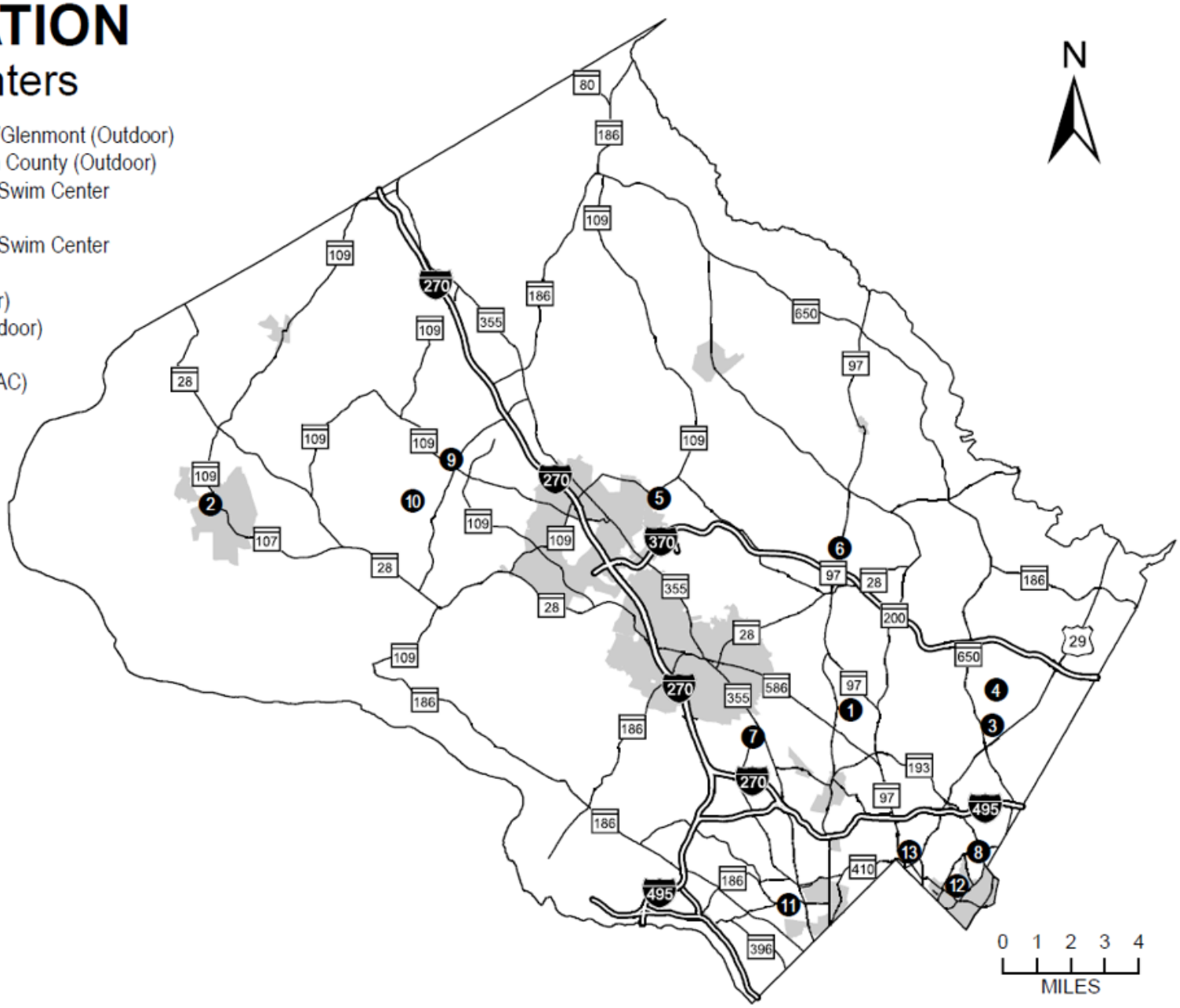



Map produced by: Montgomery County TEBS GIS Team, Feb. 2023

# 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. Silver Spring (Indoor)




Map produced by: Montgomery County TEBS GISTeam, Feb. 2023

# Agriculture

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $1,360,493 | 5.90 |

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 FY24 Operating Budget for the Office of Agriculture is $1,360,493, an increase of $293,717 or 27.53 percent from the FY23 Approved Budget of $1,066,776. Personnel Costs comprise 63.64 percent of the budget for ten full-time position(s) and no part-time position(s), and a total of 5.90 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 36.36 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**
- **A Greener County**

## INITIATIVES

- Partnered with the Department of Environmental Protection, the Maryland Environmental Service, and the Sugarloaf Citizen Association to allow 20 cubic yard deliveries of Leafgro® to small food producing farms.
- Partnered with the Montgomery Countryside Alliance to develop a resource guide for Black, Indigenous, and People of Color (BIPOC) farmers and currently working with the County's Technology and Business Enterprise Solutions group to incorporate the guide into web pages on the Office of Agriculture website which will provide farmers an opportunity to use the translation services that are built into the website.

- Partnering with the new Office of Food System Resiliency to develop the new Business Development Specialist staff position within the Office of Agriculture.
- OAG has engaged with the Maryland-National Capital Park & Planning Commission (M-NCPPC) to request approval to establish a shared-use kitchen space and cold storage facility at the Montgomery County Agricultural History Farm Park as an essential strategy to enable capacity-building within the agricultural community in alignment with County values, to enhance our nutrition and food access efforts serving Montgomery County children and families, and to keep local dollars in our local economy by supporting the expansion of farm-to-school and farm-to-table initiatives. Note: this initiative is dependent upon M-NCPPC approval of this request.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Created a monthly inter-agency coordination meeting between OAG, Department of Permitting Services (DPS), and M-NCPPC representatives to review all pending requests surrounding agricultural buildings, agritourism venues, and farm alcohol production businesses, agricultural zoning compliance, and all things agriculture to make sure all agencies are sharing information and come to a consensus on the direction forward.

## PROGRAM CONTACTS

Contact Jacqueline Arnold of the Office of Agriculture at 301.590.2859 or Katherine Bryant-Higgins of the Office of Management and Budget at 240.777.2764 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Technical assistance contacts with farmers [1] | 1,241 | 2,117 | 1,900 | 1,900 | 2,100 |
| Acres of land under easements inspected by Agricultural Services | 1,032 | 5,292 | 5,292 | 5,292 | 5,292 |
| Percent of easement acres under most restrictive easement disallowing development | 32% | 32% | 32% | 32% | 32% |
| Percent of participants who learned or benefitted from Agricultural Services event, training, or farm tour [2] | N/A | 100% | 100% | 100% | 100% |

[1] *FY22 is higher than the FY23-FY24 projections because the fuel energy tax relief program applications are administered every two years. There are typically 200 + businesses.*

[2] *Suspended in FY21 due to COVID-19.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **651,346** | **3.25** |
| Shift: Migration of Expenses from the Capital Budget to the Operating Budget | 40,000 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 3,394 | 0.00 |
| Decrease Cost: Eliminate Part-Time Principle Administrative Aide Position | (22,744) | (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. | 259,805 | 2.00 |
| **FY24 Recommended** | **931,801** | **5.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Soil conservation contacts with farmers and landowners to provide technical assistance | 800 | 1,283 | 1,283 | 1,283 | 1,283 |
| Water quality plans completed | 72 | 43 | 45 | 50 | 55 |
| Percent of interagency site visits coordinated within one business day of agricultural complaint | 100% | 100% | 100% | 100% | 100% |
| Pounds of nitrogen reduced through conservation and best management practices [1] | 20,000 | N/A | 23,213 | 23,213 | 23,213 |

[1] *The OAG is still awaiting the final approved actual for FY22.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **258,709** | **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. | (85,906) | (1.00) |
| **FY24 Recommended** | **172,803** | **0.90** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Nutrient management plans completed | 89 | 84 | 84 | 84 | 84 |
| 4-H youth development program participants | 319 | 311 | 311 | 311 | 311 |
| Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment [1] | N/A | 50% | 50% | 50% | 50% |
| Percent of Food Supplement Nutrition Education youth participants who try new healthy food | 42% | 93% | 93% | 93% | 93% |
| Percent of participants who purchase produce they learn about from Food Supplement Nutrition Education farmers market programming | 92% | 92% | 92% | 92% | 92% |

[1] *Suspended in FY21 due to COVID-19.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **156,721** | **0.00** |
| Shift: Migration of Expenses from the Capital Budget to the Operating Budget | 199,294 | 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. | (100,126) | (1.00) |
| **FY24 Recommended** | **255,889** | **0.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| COUNTY GENERAL FUND | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 477,025 | 574,703 | 564,067 | 688,198 | 19.8 % |
| Employee Benefits | 134,968 | 141,145 | 131,504 | 177,676 | 25.9 % |
| **County General Fund Personnel Costs** | **611,993** | **715,848** | **695,571** | **865,874** | **21.0 %** |
| Operating Expenses | 408,546 | 350,928 | 350,928 | 494,619 | 41.0 % |
| **County General Fund Expenditures** | **1,020,539** | **1,066,776** | **1,046,499** | **1,360,493** | **27.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 8 | 10 | 10 | 10 | — |
| Part-Time | 1 | 1 | 1 | 0 | -100.0 % |
| FTEs | 4.15 | 5.15 | 5.15 | 5.90 | 14.6 % |
| REVENUES | | | | | |
| Other Intergovernmental | 67,219 | 63,064 | 63,064 | 63,064 | — |
| Miscellaneous Revenues | 20,038 | 0 | 0 | 0 | — |
| **County General Fund Revenues** | **87,257** | **63,064** | **63,064** | **63,064** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **1,066,776** | **5.15** |
| **Other Adjustments (with no service impacts)** | | |
| Shift: Migration of Expenses from the Capital Budget to the Operating Budget [University of Maryland-Extension (UMD-Extention)] | 199,294 | 1.00 |
| Shift: Migration of Expenses from the Capital Budget to the Operating Budget [Agricultural Services] | 40,000 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 30,756 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 24,475 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 21,415 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Agricultural Services] | 3,394 | 0.00 |
| Increase Cost: Retirement Adjustment | 3,331 | 0.00 |
| Increase Cost: Printing and Mail | 1,516 | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (387) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (7,333) | 0.00 |
| Decrease Cost: Eliminate Part-Time Principle Administrative Aide Position [Agricultural Services] | (22,744) | (0.25) |
| **FY24 RECOMMENDED** | **1,360,493** | **5.90** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Agricultural Services | 651,346 | 3.25 | 931,801 | 5.00 |
| Soil Conservation | 258,709 | 1.90 | 172,803 | 0.90 |
| University of Maryland-Extension (UMD-Extention) | 156,721 | 0.00 | 255,889 | 0.00 |
| **Total** | **1,066,776** | **5.15** | **1,360,493** | **5.90** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Environmental Protection | Water Quality Protection | 449,240 | 3.10 | 507,482 | 3.10 |
| CIP | Capital Fund | 240,403 | 2.25 | 128,397 | 1.00 |
| **Total** | | **689,643** | **5.35** | **635,879** | **4.10** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **1,360** | **1,360** | **1,360** | **1,360** | **1,360** | **1,360** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **16** | **16** | **16** | **16** | **16** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **1,360** | **1,376** | **1,376** | **1,376** | **1,376** | **1,376** |

# Economic Development Fund

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $4,011,982 | 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 FY24 Operating Budget for the Economic Development Fund is $4,011,982, an increase of $15,657 or 0.39 percent from the FY23 Approved Budget of $3,996,325. Personnel Costs comprise 4.57 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 95.43 percent of the FY24 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 Pete McGinnity of the Department of Finance at 240.777.2011 or Julie Knight of the Office of Management and Budget at 240.777.2800 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, 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 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 FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **ECONOMIC DEVELOPMENT FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 131,451 | 132,915 | 133,343 | 145,434 | 9.4 % |
| Employee Benefits | 33,117 | 34,692 | 34,046 | 37,830 | 9.1 % |
| **Economic Development Fund Personnel Costs** | **164,568** | **167,607** | **167,389** | **183,264** | **9.3 %** |
| Operating Expenses | 4,240,531 | 3,828,718 | 4,060,327 | 3,828,718 | — |
| **Economic Development Fund Expenditures** | **4,405,099** | **3,996,325** | **4,227,716** | **4,011,982** | **0.4 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 1.00 | 1.00 | 1.00 | 1.00 | — |
| REVENUES | | | | | |
| Loan Payments | 161,146 | 375,000 | 375,000 | 375,000 | — |
| Investment Income | 24,941 | 55,000 | 55,000 | 55,000 | — |
| **Economic Development Fund Revenues** | **186,087** | **430,000** | **430,000** | **430,000** | **—** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **ECONOMIC DEVELOPMENT FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **3,996,325** | **1.00** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 10,811 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 4,818 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 28 | 0.00 |
| **FY24 RECOMMENDED** | **4,011,982** | **1.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **ECONOMIC DEVELOPMENT FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **4,012** | **4,012** | **4,012** | **4,012** | **4,012** | **4,012** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **0** | **0** | **0** | **0** | **0** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **4,012** | **4,012** | **4,012** | **4,012** | **4,012** | **4,012** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Housing and Community Affairs

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $69,398,865 | 108.20 |

SCOTT BRUTON, ACTING DIRECTOR

## MISSION STATEMENT

The Department of Housing and Community Affairs (DHCA) works to preserve and increase the supply of affordable housing; maintain existing housing in a safe and sanitary condition; preserve the safety and quality of residential and commercial areas; ensure fair and equitable relations between landlords and tenants; and support the success of common ownership communities - all with a focus on reducing racial inequities and climate change impacts.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Department of Housing and Community Affairs is $69,398,865, an increase of $950,380 or 1.39 percent from the FY23 Approved Budget of $68,448,485. Personnel Costs comprise 20.61 percent of the budget for 114 full-time position(s) and no part-time position(s), and a total of 108.20 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 79.39 percent of the FY24 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:

- **A Greener County**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

## INITIATIVES

- Provide $89.6 million for affordable housing, including $57.6 million in the Montgomery Housing Initiative (MHI) Fund and $32 million in the Affordable Housing Acquisition and Preservation CIP project. This dedicated funding provides for the renovation of distressed housing, the acquisition and preservation of affordable housing units, creation of housing units for special needs residents, homeowner downpayment assistance, services to the "Building Neighborhoods to Call Home", "Design for Life", and "Housing First" programs, and the creation of mixed-income housing.
- Add four positions in various programs to enhance DHCA's operations and service delivery related to rental licensing, housing code enforcement, and landlord-tenant mediation to support increasing demand and provide more effective services.
- Allocate $30.2 million from loan repayments to the Preservation of Naturally Occurring Affordable Housing Fund to continue housing preservation efforts in areas at risk of rent escalation to higher market rents, including the Purple Line Corridor and other County transit corridors.
- Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Three developments for multi-family projects have already been identified for potential funding in FY24. These developments would preserve or produce a total of 590 units, including 412 affordable units.
- Collaborate with the Department of Health and Human Services (HHS), and the Housing Opportunities Commission (HOC) to provide rental assistance programs to the County's most vulnerable residents. Funding supports lower-income residents by offsetting rent increases and preserving affordable rents.
- Continue funding the "Design for Life" Program to provide for accessibility upgrades in single-family residences.
- Provide additional resources to offset discontinued Federal funds for tenants to access legal assistance, counseling, and education services.
- Provide funding to develop a "Faith-Based Housing Development Initiative" pilot project by working with mission-aligned houses of worship to increase the supply of affordable housing for low- and moderate-income households and advance racial equity in the County.
- Continue funding support in the Homeowner Assistance Program for downpayment assistance to first-time homebuyers, including full-time career employees of Montgomery County and Montgomery County Public Schools, to help make homebuying more affordable in the County.
- Continue to apply for and receive Federal grants, including the Community Development Block Grant (CDBG), the HOME Investment Partnership Grant, and the Emergency Solutions Grant, which provide funding for affordable housing, housing rehabilitation, commercial revitalization, focused neighborhood assistance, public services, and preventing homelessness.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- DHCA's Moderately Priced Housing Unit (MPDU) program is the first mandatory inclusionary zoning law program in the United States. As of FY22, there are approximately 4,000 units under control in the MPDU program, split between rental and individually owned homeownership MPDUs. During FY22, the MPDU program oversaw the construction of 249 new MPDUs built and offered either for sale (122 units) or for rent (127 units) in Montgomery County.
- DHCA's Multifamily Housing Development Team successfully closed eight residential real estate transactions in FY22. Montgomery County provided more than $22 million towards these developments. Across Montgomery County, these real estate projects preserved, rehabilitated and/or produced 516 units of affordable rental housing, at an average cost of $42,800 per unit.
- The Code Enforcement team completes an average of 28,000 site visits and 10,000 service requests annually. Due to departmental COVID-19 protocols and other complications associated with the pandemic, site visits and service requests declined in FY21. During FY22, when nearly all COVID-19 protocols were lifted, the Division returned to its pre-pandemic

productivity where 28,185 site visits and 10,221 service requests were completed.

- Historically, DHCA has maintained a contract with the City of Takoma Park to inspect the City's residential rental facilities and units. This agreement, which began in 2003, was put in place to ensure the protection of the health, welfare and safety of persons residing in over six hundred rental facilities and 3,700 rental units within the City of Takoma Park. A new contract was ratified in early FY23.
- The Focused Neighborhood Assistance (FNA) program provides financial and technical assistance to select neighborhoods to improve the quality of life, safety and welfare of their residents. Construction is currently underway for the Grover's Forge, Center Stage, Walker's Choice and The Hamptons neighborhoods of Montgomery Village. Construction activities are also underway for the Montclair Manor community of Silver Spring and the Wedgewood drainage and site improvement project. All of these communities will benefit from site improvements and new lighting throughout their neighborhoods.

## 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 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

### 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Asset Management - Loan repayments billed / received | $16,761,478 | $47,141,999 | $48,556,259 | $50,012,947 | $51,513,335 |
| Department MC311 Service Requests (SR) | 19,328 | 22,909 | 23,596 | 24,304 | 25,033 |
| Department MC311 Service Request success rate | 91.2% | 89.8% | 92.5% | 95.3% | 98.2% |
| NACo Awards earned | 2 | 1 | 1 | 1 | 1 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,331,339** | **13.80** |
| Replace: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 118,321 | 0.90 |
| Technical Adj: Realign Budget by Shifting Expenditures between Personnel Costs and Operating Expenses | 115,155 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 48,242 | 0.00 |
| Add: Ayuda - Domestic Violence & Family Law Survivors Program | 45,000 | 0.00 |
| Add: Community Clinic, Inc. - Increasing Breastfeeding Access for Low-Income Women | 45,000 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Add: Collegiate Directions - Career Mentoring Initiative | 45,000 | 0.00 |
| Add: Community Bridges - College Access and Success Program for Girls | 45,000 | 0.00 |
| Add: EveryMind - Friendly Visitor and Rep Payee Case Management Services | 45,000 | 0.00 |
| Add: Foods and Friends - Improving the Lives and Health of the Most Vulnerable by Improving Food Delivery and Reducing Food Insecurity | 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 - Rockville Emergency Assistance Program (REAP) | 44,963 | 0.00 |
| Add: Community Clinic, Inc. - Food as Medicine: CCI's Teaching Kitchen | 40,928 | 0.00 |
| Add: Community FarmShare - Expanding Culturally Valued Fresh Produce Access to at Risk Residents | 37,000 | 0.00 |
| Add: Horizon Greater Washington Inc. Summer Program | 35,000 | 0.00 |
| Add: Digital Bridge USA - Technology Training Community | 34,109 | 0.00 |
| Add: Arts for the Aging - Health Equity Through the Participatory Arts | 30,000 | 0.00 |
| Add: Ethiopian Community Center - Education and Youth Development | 25,572 | 0.00 |
| Add: Mobile Medical Care - Keeping Focused on Diabetic Eye Health | 24,065 | 0.00 |
| Add: Germantown Cultural Arts Center, Inc. - Beyond BlackRock: Positive Youth Development Arts Outreach Programming | 22,428 | 0.00 |
| Add: Community Reach of Montgomery County - Cancer Prevention and Screening and Hypertension Management in the Mansfield Kaseman Health Clinic | 20,935 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 16,981 | 0.00 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 0 | (0.90) |
| Decrease Cost: Miscellaneous Operating Expenses | (14,941) | 0.00 |
| Decrease Cost: Community Development Block Grant (CDBG) Adjustments | (630,000) | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (63,928) | (0.10) |
| **FY24 Recommended** | **2,551,169** | **13.70** |

## Affordable Housing Programs

This program creates and preserves affordable single-family housing units. It enforces Chapter 25A of the County Code to ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for resale control. The Code requires that 12.5 percent to 15.0 percent of an approved development of 20 dwelling units or more be MPDUs, depending on the amount of density bonus achieved. The housing units produced are marketed at controlled prices, which makes them affordable to moderate-income households. Additional single-family housing programs provide funding to replace and rehabilitate single-family housing units, and provide energy efficiency solutions and savings. Also, this program is responsible for the Work Force Housing Program.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Affordable Housing Program - Number of MC311 Service Requests | 1,170 | 1,780 | 1,500 | 1,200 | 1,236 |
| Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement | 99.3% | 97.0% | 100.0% | 100.0% | 100.0% |
| Number of affordable housing units produced and available for occupancy (at no cost to the County) | 264 | 249 | 300 | 300 | 300 |
| Number of housing units improved/rehabilitated [1] | 118 | 24 | 28 | 0 | 0 |

[1] *The single-family housing units improved or rehabilitated are implemented through the Weatherization Program, funded by the Merger Funds which is limited and expected to be exhausted by the end of FY23. DHCA does not expect any funding to be remaining in FY24.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **925,856** | **7.50** |
| Enhance: Design for Life Program | 300,000 | 0.00 |
| Replace: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 170,825 | 1.50 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 0 | (1.50) |
| Decrease Cost: Miscellaneous Operating Expenses | (1,000) | 0.00 |
| Re-align: Shift a Sr. Planning Specialist Position from the Affordable Housing Program to the Multi-family Program to Support Operational Needs | (110,155) | (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. | (147,507) | 0.00 |
| **FY24 Recommended** | **1,138,019** | **6.50** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| COC Program Customer Service - Number of MC311 Service Requests | 675 | 802 | 745 | 750 | 773 |
| COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement | 99.7% | 99.5% | 99.0% | 99.0% | 100.0% |
| Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing | 42.0% | 58.0% | 40.0% | 45.0% | 46.4% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **905,190** | **6.15** |
| Decrease Cost: Miscellaneous Operating Expenses and Professional Education/Training | (23,500) | 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. | 129,642 | 0.00 |
| **FY24 Recommended** | **1,011,332** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of contracts awarded and monitored | 25 | 22 | 23 | 24 | 25 |
| Funding awarded to CDBG public service contracts | $591,067 | $630,000 | $625,000 | $630,000 | $648,900 |
| CDBG public service contract compliance rate | 100% | 100% | 100% | 100% | 100% |
| CDBG public service contract non-housing beneficiaries [1] | $8,250 | $23,220 | $6,277 | $6,000 | $6,180 |

[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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **8,741,200** | **6.70** |
| Technical Adj: Realign budget allocation between PC and OE to Meet the Estimated Grant Amount | 178,282 | 0.00 |
| Increase Cost: Emergency Solutions Grant Operating Expenses | 4,119 | 0.00 |
| Increase Cost: Takoma Park Code Enforcement Contract | 3,569 | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses | (1,000) | 0.00 |
| Decrease Cost: Home Investment Partnership Program (HOME) Grant Operating Expenses | (282,255) | 0.00 |
| Decrease Cost: Community Development Block Grant (CDBG) Operating Expenses | (732,797) | 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. | 1,435,859 | 0.00 |
| **FY24 Recommended** | **9,346,977** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Affordable housing units produced in the production pipeline | 313 | 961 | 793 | 817 | 841 |
| Number of affordable housing units in the preservation pipeline | 558 | 521 | 849 | 903 | 930 |
| Cost per unit of affordable housing units preserved | $8,623 | $10,050 | $13,516 | $9,194 | $9,470 |
| Cost per unit of affordable housing units produced [1] | $56,284 | $45,744 | $87,804 | $89,522 | $92,208 |
| Percent of affordable units created or preserved serving households under 50% AMI [2] | 30.0% | 33.0% | 25.0% | 25.0% | 25.0% |

[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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **399,229** | **3.95** |
| Replace: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 61,621 | 0.40 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 0 | (0.40) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (17,359) | 0.00 |
| **FY24 Recommended** | **443,491** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of Housing Code Enforcement inspections | 27,031 | 28,185 | 29,000 | 30,000 | 30,900 |
| Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests | 6,428 | 10,220 | 10,000 | 10,000 | 10,300 |
| Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement | 74.3% | 76.4% | 77.0% | 78.0% | 79.31% |
| Code Enforcement - Number of violations per unit | 1.67 | 2.12 | 2.12 | 2.12 | 2.18 |
| Code Enforcement - Average severity of violations per unit | 1.5 | 2.6 | 2.6 | 2.6 | 2.7 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,768,248** | **38.50** |
| Add: One Housing Code Inspector III Position to Meet County Mandates | 143,756 | 1.00 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 99,058 | 1.00 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 0 | (1.00) |
| Decrease Cost: Miscellaneous Operating Expenses | (9,500) | 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. | 503,626 | 0.00 |
| **FY24 Recommended** | **5,505,188** | **39.50** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of Landlord Tenant mediations | 610 | 845 | 900 | 925 | 953 |
| Landlord Tenant Affairs Program - Number of MC311 Service Requests | 7,049 | 7,783 | 7,800 | 8,000 | 8,240 |
| Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement | 99.7% | 99.7% | 99.7% | 99.7% | 99.7% |
| Percent of landlord/tenant cases mediated successfully (not referred to the Commission) | 97.2% | 97.0% | 97.0% | 97.0% | 97.0% |
| Number of evictions prevented due to Landlord & Tenant Affairs' intervention | 450 | 153 | 250 | 290 | 299 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,487,910** | **9.00** |
| Replace: Discounted Federal Funding to Continue Service Delivery for Tenant Outreach, Education, and Counseling | 389,400 | 0.00 |
| Add: One Investigator III Position and One Administrative Specialist III Position to Comply with County Mandates | 178,150 | 2.00 |
| Increase Cost: Implement Bill 26-22 for Radon Testing and Mitigation | 58,940 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Miscellaneous Operating Expenses | (1,500) | 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. | (8,159) | 0.00 |
| **FY24 Recommended** | **2,104,741** | **11.00** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Licensing and Registration Program - Number of MC311 Service Requests | 3,426 | 4,211 | 4,337 | 4,467 | 4,601 |
| Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement | 99.9% | 99.9% | 99.0% | 100.0% | 100.0% |
| Number of rental licenses issued | 107,626 | 110,421 | 113,733 | 117,145 | 120,659 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **470,853** | **3.20** |
| Add: One Program Specialist II Position (Licensing and Registration) to Increase Outreach and Revenue Collections | 80,280 | 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. | 20,053 | 0.00 |
| **FY24 Recommended** | **571,186** | **4.20** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of affordable housing units preserved and available for occupancy (County funded) | 6,197 | 6,454 | 6,003 | 6,256 | 6,444 |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of affordable housing units produced and available for occupancy (County funded) [1] | 650 | 379 | 299 | 327 | 955 |
| Ratio of non-County dollars leveraged to County dollars in affordable housing projects | 4.38 | 7.05 | 5.18 | 5.18 | 5.34 |
| Total affordable housing units produced | 1,640 | 1,654 | 1,405 | 1,249 | 1,286 |
| Total affordable housing units preserved | 7,129 | 6,755 | 6,852 | 7,159 | 7,374 |

[1] *Out year projections may fluctuate based on current pipeline activity and certain assumptions on preservation / production strategies.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **46,541,710** | **7.90** |
| Increase Cost: Operating Expenses to Reflect Adjustments to the General Fund Transfer to Housing Initiative Fund (HIF) | 3,525,389 | 0.00 |
| Increase Cost: Housing Opportunities Commission (HOC) Production Fund Contribution to the Housing Initiative Fund (HIF) | 2,131,875 | 0.00 |
| Increase Cost: Operating Expenses to Reflect Adjusted Investment Income Estimates | 590,300 | 0.00 |
| Increase Cost: Realign Budget by Shifting Expenditures between Personnel Costs and Operating Expenses | 394,524 | 0.00 |
| Re-align: Add a Sr. Planning Specialist Position to Support Multifamily Housing Program Operations | 110,155 | 1.00 |
| Increase Cost: Adjustment Other Revenue Sources in the Housing Initiative Fund (HIF) | 7,280 | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses | (1,000) | 0.00 |
| Decrease Cost: Operating Expenses for Affordable Housing Projects Based on Reduced Land Sale Proceeds Contributions to the Housing Initiative Fund (HIF) | (1,500,000) | 0.00 |
| Decrease Cost: Operating Expenses to Reflect the Debt Service Transfer for the Housing Capital Improvements Program (CIP) and the Housing Opportunities (HOC) Production Fund | (2,644,600) | 0.00 |
| Decrease Cost: Rental Assistance Program Due to Decreased Recordation Tax Premium Estimates | (3,236,787) | 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. | (591,010) | 0.00 |
| **FY24 Recommended** | **45,327,836** | **8.90** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Focused Neighborhood Assistance Activity (expenditures) [1] | $335,287 | $198,276 | $962,039 | $100,000 | $800,000 |
| Facade Program - Private dollars leveraged | $0 | $0 | $150,000 | $719,000 | $792,000 |
| Focused Neighborhood Assistance Active projects | 3 | 3 | 1 | 3 | 4 |
| Focused Neighborhood Assistance beneficiaries [2] | 1,400 | 1,565 | 1,500 | 11,892 | 11,892 |
| Facade Program - Number of businesses benefited | 0 | 0 | 6 | 12 | 12 |

[1] *FY23 activities include three active projects (Montclair Manor, Montgomery Village, and Wedgewood Projects). FY24-25 assumes construction activity for the two phased Long Branch Streetscape and Pedestrian Linkages Projects.*

[2] *FY23 activities include three active projects (Montclair Manor, Montgomery Village, and Wedgewood Projects). FY24-25 assumes construction activity for the two phased Long Branch Streetscape and Pedestrian Linkages Projects.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,876,950** | **7.50** |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 153,337 | 1.30 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 92,431 | 0.60 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements | 0 | (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. | (723,792) | 0.10 |
| **FY24 Recommended** | **1,398,926** | **7.60** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 5,673,863 | 6,072,291 | 5,853,978 | 6,988,420 | 15.1 % |
| Employee Benefits | 1,688,269 | 1,680,888 | 1,628,577 | 1,972,918 | 17.4 % |
| **County General Fund Personnel Costs** | **7,362,132** | **7,753,179** | **7,482,555** | **8,961,338** | **15.6 %** |
| Operating Expenses | 1,999,377 | 1,751,387 | 1,734,705 | 1,909,703 | 9.0 % |
| **County General Fund Expenditures** | **9,361,509** | **9,504,566** | **9,217,260** | **10,871,041** | **14.4 %** |
| PERSONNEL | | | | | |
| Full-Time | 107 | 110 | 110 | 114 | 3.6 % |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 62.65 | 65.65 | 65.65 | 71.25 | 8.5 % |
| REVENUES | | | | | |
| Landlord-Tennant Fees | 7,328,326 | 7,592,500 | 7,240,000 | 7,487,350 | -1.4 % |
| Common Ownership Community Fees | 717,625 | 792,500 | 802,850 | 1,024,705 | 29.3 % |
| Other Charges/Fees | (12,265) | 74,350 | 64,000 | 41,500 | -44.2 % |
| Other Fines/Forfeitures | 78,376 | 40,000 | 40,000 | 9,000 | -77.5 % |
| Miscellaneous Revenues | (19,872) | 6,500 | 6,500 | 6,500 | — |
| Board of Appeals Fees | (3,544) | 8,000 | 8,000 | 0 | -100.0 % |
| Other Licenses/Permits | 0 | 492,000 | 2,000 | 3,000 | -99.4 % |
| Fire Code Enforcement Permits | 0 | 60,000 | 60,000 | 0 | -100.0 % |
| **County General Fund Revenues** | **8,088,646** | **9,065,850** | **8,223,350** | **8,572,055** | **-5.4 %** |
| **MONTGOMERY HOUSING INITIATIVE** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,318,473 | 1,988,499 | 1,435,377 | 2,455,037 | 23.5 % |
| Employee Benefits | 369,471 | 507,794 | 351,440 | 626,902 | 23.5 % |
| **Montgomery Housing Initiative Personnel Costs** | **1,687,944** | **2,496,293** | **1,786,817** | **3,081,939** | **23.5 %** |
| Operating Expenses | 40,195,853 | 46,594,130 | 45,270,354 | 46,599,753 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Montgomery Housing Initiative Expenditures** | **41,883,797** | **49,090,423** | **47,057,171** | **49,681,692** | **1.2 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 1 | 1 | 1 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 17.05 | 18.05 | 18.05 | 22.15 | 22.7 % |
| REVENUES | | | | | |
| Land Sale Proceeds | 0 | 1,500,000 | 9,839,671 | 0 | -100.0 % |
| Commitment Fee | 0 | 200,000 | 200,000 | 200,000 | — |
| Asset Management Fee | 0 | 70,200 | 70,200 | 70,200 | — |
| MHI Transfer Tax | 0 | 100,000 | 120,689 | 100,000 | — |
| Recordation Tax | 27,898,441 | 19,510,377 | 18,014,231 | 16,273,590 | -16.6 % |
| Loan Payments | 574,252 | 3,300,000 | 2,784,476 | 3,300,000 | — |
| Miscellaneous Revenues | 661,242 | 75,006 | 94,708 | 75,006 | — |
| MPDU Revenues | 2,797,573 | 1,970,000 | 1,000,000 | 1,970,000 | — |
| Other Financing Sources | 6,643 | 47,230 | 47,230 | 54,510 | 15.4 % |
| Investment Income | 5,009,877 | 3,453,280 | 1,227,134 | 4,043,580 | 17.1 % |
| Other Appropriated Financing Sources | 0 | 0 | 47,230 | 54,510 | — |
| Other Charges and Fees | 95,100 | 0 | 7,290 | 0 | — |
| MPDU Alternative Payments | 0 | 360,000 | 360,000 | 360,000 | — |
| HOC Contributions | 0 | 2,846,875 | 2,846,875 | 4,978,750 | 74.9 % |
| **Montgomery Housing Initiative Revenues** | **37,043,128** | **33,432,968** | **36,659,734** | **31,480,146** | **-5.8 %** |

## GRANT FUND - MCG

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,262,949 | 1,932,732 | 1,932,732 | 1,869,393 | -3.3 % |
| Employee Benefits | 187,937 | 507,051 | 507,051 | 392,108 | -22.7 % |
| **Grant Fund - MCG Personnel Costs** | **1,450,886** | **2,439,783** | **2,439,783** | **2,261,501** | **-7.3 %** |
| Operating Expenses | 15,127,964 | 7,413,713 | 7,413,713 | 6,584,631 | -11.2 % |
| Capital Outlay | 5,544,089 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **22,122,939** | **9,853,496** | **9,853,496** | **8,846,132** | **-10.2 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | (1) | (1) | (1) | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 21.50 | 20.50 | 20.50 | 14.80 | -27.8 % |
| REVENUES | | | | | |
| Miscellaneous Revenues | 172,954 | 0 | 0 | 0 | — |
| Federal Grants | 19,449,342 | 7,571,762 | 7,571,762 | 6,930,829 | -8.5 % |
| Other Intergovernmental | 58,755 | 281,734 | 281,734 | 285,303 | 1.3 % |
| State Grants | 471 | 0 | 0 | 630,000 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Loan Payments | 0 | 2,000,000 | 2,000,000 | 1,000,000 | -50.0 % |
| Investment Income | 19,634 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **19,701,156** | **9,853,496** | **9,853,496** | **8,846,132** | **-10.2 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **73,368,245** | **68,448,485** | **66,127,927** | **69,398,865** | **1.4 %** |
| **Total Full-Time Positions** | **107** | **110** | **110** | **114** | **3.6 %** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **101.20** | **104.20** | **104.20** | **108.20** | **3.8 %** |
| **Total Revenues** | **64,832,930** | **52,352,314** | **54,736,580** | **48,898,333** | **-6.6 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **9,504,566** | **65.65** |
| **Changes (with service impacts)** | | |
| Add: One Investigator III Position and One Administrative Specialist III Position to Comply with County Mandates [Landlord-Tenant Mediation] | 178,150 | 2.00 |
| Add: One Housing Code Inspector III Position to Meet County Mandates [Housing Code Enforcement] | 143,756 | 1.00 |
| Add: One Program Specialist II Position (Licensing and Registration) to Increase Outreach and Revenue Collections [Licensing and Registration] | 80,280 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: FY24 Compensation Adjustment | 335,391 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 319,817 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 219,337 | 0.00 |
| Technical Adj: Realign Budget by Shifting Expenditures between Personnel Costs and Operating Expenses [Administration] | 115,155 | 0.00 |
| Re-align: Add a Sr. Planning Specialist Position to Support Multifamily Housing Program Operations [Multi-Family Housing Programs] | 110,155 | 1.00 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Housing Code Enforcement] | 99,058 | 1.00 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Neighborhood Revitalization] | 92,431 | 0.60 |
| Increase Cost: Implement Bill 26-22 for Radon Testing and Mitigation [Landlord-Tenant Mediation] | 58,940 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 16,981 | 0.00 |
| Increase Cost: Printing and Mail | 4,064 | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses [Grants Administration - Federal Programs] | (1,000) | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses [Affordable Housing Programs] | (1,000) | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses [Multi-Family Housing Programs] | (1,000) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Miscellaneous Operating Expenses [Landlord-Tenant Mediation] | (1,500) | 0.00 |
| Decrease Cost: Retirement Adjustment | (7,440) | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses [Housing Code Enforcement] | (9,500) | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses [Administration] | (14,941) | 0.00 |
| Decrease Cost: Miscellaneous Operating Expenses and Professional Education/Training [Common Ownership Community Program] | (23,500) | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (62,909) | 0.00 |
| Re-align: Shift a Sr. Planning Specialist Position from the Affordable Housing Program to the Multi-family Program to Support Operational Needs [Affordable Housing Programs] | (110,155) | (1.00) |
| Decrease Cost: Annualization of FY23 Personnel Costs | (174,095) | 0.00 |
| **FY24 RECOMMENDED** | **10,871,041** | **71.25** |

### MONTGOMERY HOUSING INITIATIVE

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **49,090,423** | **18.05** |
| **Changes (with service impacts)** | | |
| Enhance: Design for Life Program [Affordable Housing Programs] | 300,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Operating Expenses to Reflect Adjustments to the General Fund Transfer to Housing Initiative Fund (HIF) [Multi-Family Housing Programs] | 3,525,389 | 0.00 |
| Increase Cost: Housing Opportunities Commission (HOC) Production Fund Contribution to the Housing Initiative Fund (HIF) [Multi-Family Housing Programs] | 2,131,875 | 0.00 |
| Increase Cost: Operating Expenses to Reflect Adjusted Investment Income Estimates [Multi-Family Housing Programs] | 590,300 | 0.00 |
| Increase Cost: Realign Budget by Shifting Expenditures between Personnel Costs and Operating Expenses [Multi-Family Housing Programs] | 394,524 | 0.00 |
| Replace: Discounted Federal Funding to Continue Service Delivery for Tenant Outreach, Education, and Counseling [Landlord-Tenant Mediation] | 389,400 | 0.00 |
| Replace: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Affordable Housing Programs] | 170,825 | 1.50 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Neighborhood Revitalization] | 153,337 | 1.30 |
| Replace: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Administration] | 118,321 | 0.90 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 101,042 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 84,095 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 83,894 | 0.00 |
| Replace: Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Housing Administration] | 61,621 | 0.40 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 48,242 | 0.00 |
| Increase Cost: Adjustment Other Revenue Sources in the Housing Initiative Fund (HIF) [Multi-Family Housing Programs] | 7,280 | 0.00 |
| Decrease Cost: Retirement Adjustment | (2,965) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Annualization of FY23 Personnel Costs | (184,524) | 0.00 |
| Decrease Cost: Operating Expenses for Affordable Housing Projects Based on Reduced Land Sale Proceeds Contributions to the Housing Initiative Fund (HIF) [Multi-Family Housing Programs] | (1,500,000) | 0.00 |
| Decrease Cost: Operating Expenses to Reflect the Debt Service Transfer for the Housing Capital Improvements Program (CIP) and the Housing Opportunities (HOC) Production Fund [Multi-Family Housing Programs] | (2,644,600) | 0.00 |
| Decrease Cost: Rental Assistance Program Due to Decreased Recordation Tax Premium Estimates [Multi-Family Housing Programs] | (3,236,787) | 0.00 |
| **FY24 RECOMMENDED** | **49,681,692** | **22.15** |

**GRANT FUND - MCG**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **9,853,496** | **20.50** |
| **Federal/State Programs** | | |
| Add: Community Clinic, Inc. - Increasing Breastfeeding Access for Low-Income Women | 45,000 | 0.00 |
| Add: Collegiate Directions - Career Mentoring Initiative | 45,000 | 0.00 |
| Add: Community Bridges - College Access and Success Program for Girls | 45,000 | 0.00 |
| Add: Ayuda - Domestic Violence & Family Law Survivors Program | 45,000 | 0.00 |
| Add: Montgomery County Coalition for the Homeless, Inc. - Rapid Exit Specialist | 45,000 | 0.00 |
| Add: EveryMind - Friendly Visitor and Rep Payee Case Management Services | 45,000 | 0.00 |
| Add: Foods and Friends - Improving the Lives and Health of the Most Vulnerable by Improving Food Delivery and Reducing Food Insecurity | 45,000 | 0.00 |
| Add: Community Reach of Montgomery County - Rockville Emergency Assistance Program (REAP) | 44,963 | 0.00 |
| Add: Community Clinic, Inc. - Food as Medicine: CCI's Teaching Kitchen | 40,928 | 0.00 |
| Add: Community FarmShare - Expanding Culturally Valued Fresh Produce Access to at Risk Residents | 37,000 | 0.00 |
| Add: Horizon Greater Washington Inc. Summer Program | 35,000 | 0.00 |
| Add: Digital Bridge USA - Technology Training Community | 34,109 | 0.00 |
| Add: Arts for the Aging - Health Equity Through the Participatory Arts | 30,000 | 0.00 |
| Add: Ethiopian Community Center - Education and Youth Development | 25,572 | 0.00 |
| Add: Mobile Medical Care - Keeping Focused on Diabetic Eye Health | 24,065 | 0.00 |
| Add: Germantown Cultural Arts Center, Inc. - Beyond BlackRock: Positive Youth Development Arts Outreach Programming | 22,428 | 0.00 |
| Add: Community Reach of Montgomery County - Cancer Prevention and Screening and Hypertension Management in the Mansfield Kaseman Health Clinic | 20,935 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Technical Adj: Realign budget allocation between PC and OE to Meet the Estimated Grant Amount [Grants Administration - Federal Programs] | 178,282 | 0.00 |
| Increase Cost: Emergency Solutions Grant Operating Expenses [Grants Administration - Federal Programs] | 4,119 | 0.00 |
| Increase Cost: Takoma Park Code Enforcement Contract [Grants Administration - Federal Programs] | 3,569 | 0.00 |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Affordable Housing Programs] | 0 | (1.50) |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Housing Code Enforcement] | 0 | (1.00) |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Neighborhood Revitalization] | 0 | (1.90) |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Housing Administration] | 0 | (0.40) |
| Replace: Shift Grant Funded Positions to Be Funded with County Resources to Meet Federal Requirements [Administration] | 0 | (0.90) |
| Decrease Cost: Annualization of FY23 Personnel Costs | (178,282) | 0.00 |
| Decrease Cost: Home Investment Partnership Program (HOME) Grant Operating Expenses [Grants Administration - Federal Programs] | (282,255) | 0.00 |
| Decrease Cost: Community Development Block Grant (CDBG) Adjustments [Administration] | (630,000) | 0.00 |
| Decrease Cost: Community Development Block Grant (CDBG) Operating Expenses [Grants Administration - Federal Programs] | (732,797) | 0.00 |
| **FY24 RECOMMENDED** | **8,846,132** | **14.80** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 2,331,339 | 13.80 | 2,551,169 | 13.70 |
| Affordable Housing Programs | 925,856 | 7.50 | 1,138,019 | 6.50 |
| Common Ownership Community Program | 905,190 | 6.15 | 1,011,332 | 6.15 |
| Grants Administration - Federal Programs | 8,741,200 | 6.70 | 9,346,977 | 6.70 |
| Housing Administration | 399,229 | 3.95 | 443,491 | 3.95 |
| Housing Code Enforcement | 4,768,248 | 38.50 | 5,505,188 | 39.50 |
| Landlord-Tenant Mediation | 1,487,910 | 9.00 | 2,104,741 | 11.00 |
| Licensing and Registration | 470,853 | 3.20 | 571,186 | 4.20 |
| Multi-Family Housing Programs | 46,541,710 | 7.90 | 45,327,836 | 8.90 |
| Neighborhood Revitalization | 1,876,950 | 7.50 | 1,398,926 | 7.60 |
| **Total** | **68,448,485** | **104.20** | **69,398,865** | **108.20** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| Permitting Services | Permitting Services | 108,638 | 1.00 | 118,842 | 1.00 |
| Recycling and Resource Management | Solid Waste Disposal | 707,264 | 5.50 | 776,562 | 5.50 |
| CIP | Capital Fund | 165,915 | 1.70 | 179,460 | 1.70 |
| | **Total** | **981,817** | **8.20** | **1,074,864** | **8.20** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **10,871** | **10,871** | **10,871** | **10,871** | **10,871** | **10,871** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **183** | **183** | **183** | **183** | **183** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(108)** | **(108)** | **(108)** | **(108)** | **(108)** |
| Items recommended for one-time funding in FY24, including (operating budget expenses associated with new hires, including office equipment and vehicles), will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **312** | **312** | **312** | **312** | **312** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **10,871** | **11,258** | **11,258** | **11,258** | **11,258** | **11,258** |
| **MONTGOMERY HOUSING INITIATIVE** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **49,682** | **49,682** | **49,682** | **49,682** | **49,682** | **49,682** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Labor Contracts** | **0** | **86** | **86** | **86** | **86** | **86** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **49,682** | **49,768** | **49,768** | **49,768** | **49,768** | **49,768** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| One Investigator III Position and One Administrative Specialist III Position to Comply with County Mandates | 167,790 | 2.00 | 223,702 | 2.00 |
| One Program Specialist II Position (Licensing and Registration) to Increase Outreach and Revenue Collections | 75,100 | 1.00 | 175,226 | 1.00 |
| One Housing Code Inspector III Position to Meet County Mandates | 80,770 | 1.00 | 107,687 | 1.00 |
| **Total** | **323,660** | **4.00** | **506,615** | **4.00** |

| FY24-29 PUBLIC SERVICES PROGRAM: FISCAL PLAN | Montgomery Housing Initiative | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| FISCAL PROJECTIONS | FY23 APPROVED | FY23 ESTIMATE | FY24 RECOMMENDED | FY25 PROJECTION | FY26 PROJECTION | FY27 PROJECTION | FY28 PROJECTION | FY29 PROJECTION |
| **ASSUMPTIONS** | | | | | | | | |
| Indirect Cost Rate | 18.35% | 18.35% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% |
| CPI (Fiscal Year) | 3.0% | 6.8% | 2.1% | 1.8% | 2.2% | 2.3% | 2.4% | 2.5% |
| Investment Income Yield | 1.2% | 3.0% | 4.3% | 3.0% | 3.0% | 3.0% | 2.5% | 2.5% |
| **BEGINNING FUND BALANCE** | 12,747,400 | 47,422,860 | 15,555,321 | 2,910,300 | 2,134,299 | 1,334,898 | 511,297 | 164,696 |
| **REVENUES** | | | | | | | | |
| Taxes | 19,610,377 | 18,134,920 | 16,373,590 | 17,035,642 | 17,134,946 | 18,032,213 | 18,945,292 | 20,165,327 |
| Charges For Services | 70,200 | 77,490 | 70,200 | 71,443 | 73,008 | 74,709 | 76,472 | 78,346 |
| Miscellaneous | 13,752,391 | 18,400,094 | 14,981,846 | 13,738,046 | 13,738,046 | 13,738,046 | 13,278,246 | 13,294,256 |
| **Subtotal Revenues** | 33,432,968 | 36,612,504 | 31,425,636 | 30,845,131 | 30,946,000 | 31,844,968 | 32,300,010 | 33,537,929 |
| **INTERFUND TRANSFERS (Net Non-CIP)** | 10,462,879 | 14,462,879 | 13,548,323 | 10,213,203 | 6,010,333 | 2,961,523 | 2,962,423 | 2,960,523 |
| Transfers To Debt Service Fund | (19,262,000) | (15,262,000) | (19,155,600) | (22,490,720) | (26,693,590) | (29,742,400) | (29,741,500) | (29,743,400) |
| MHI HOC Housing Opportunity Fund | (7,073,200) | (3,073,200) | (5,771,000) | (7,069,500) | (7,072,100) | (7,070,300) | (7,068,800) | (7,072,900) |
| MHI Property Acquisition | (12,188,800) | (12,188,800) | (13,384,600) | (15,421,220) | (19,621,490) | (22,672,100) | (22,672,700) | (22,670,500) |
| Transfers To The General Fund | (458,070) | (458,070) | (553,516) | (553,516) | (553,516) | (553,516) | (553,516) | (553,516) |
| Indirect Costs | (458,070) | (458,070) | (553,516) | (553,516) | (553,516) | (553,516) | (553,516) | (553,516) |
| Transfers From The General Fund | 30,182,949 | 30,182,949 | 33,257,439 | 33,257,439 | 33,257,439 | 33,257,439 | 33,257,439 | 33,257,439 |
| General Fund | 30,182,949 | 30,182,949 | 33,257,439 | 33,257,439 | 33,257,439 | 33,257,439 | 33,257,439 | 33,257,439 |
| **TOTAL RESOURCES** | 56,643,247 | 98,498,243 | 60,529,280 | 43,968,634 | 39,090,632 | 36,141,389 | 35,773,730 | 36,663,148 |
| **PSP OPER. BUDGET APPROP/ EXP'S.** | | | | | | | | |
| Operating Budget | (2,939,743) | (34,389,941) | (3,525,390) | (3,649,429) | (3,793,311) | (3,948,342) | (4,111,054) | (4,284,339) |
| Debt Service: Other (Non-Tax Funds only) | (47,230) | (47,230) | (54,510) | 0 | 0 | 0 | 0 | 0 |
| Rental Assistance Program (RAP) | (19,510,377) | 0 | (16,273,590) | (17,035,642) | (17,134,946) | (18,032,213) | (18,945,292) | (20,165,327) |
| Affordable Housing Loans | (12,472,750) | (12,620,000) | (13,946,104) | (5,567,165) | (1,245,378) | 1,932,562 | 3,029,411 | 3,452,212 |
| HHS Housing Programs | (9,706,200) | 0 | (9,706,200) | (9,706,200) | (9,706,200) | (9,706,200) | (9,706,200) | (9,706,200) |
| Neighborhoods to Call Home | (1,414,123) | 0 | (1,875,899) | (1,875,899) | (1,875,899) | (1,875,899) | (1,875,899) | (1,875,899) |
| Design for Life | n/a | 0 | (300,000) | 0 | 0 | 0 | 0 | 0 |
| Homeownership Assistance Program | (3,000,000) | 0 | (4,000,000) | (4,000,000) | (4,000,000) | (4,000,000) | (4,000,000) | (4,000,000) |
| **Subtotal PSP Oper Budget Approp / Exp's** | (49,090,423) | (47,057,171) | (49,681,693) | (41,834,335) | (37,755,734) | (35,630,092) | (35,609,034) | (36,579,553) |
| **OTHER CLAIMS ON FUND BALANCE** | (4,276,224) | (35,885,751) | (7,937,287) | 0 | 0 | 0 | 0 | 0 |
| **TOTAL USE OF RESOURCES** | (53,366,647) | (82,942,922) | (57,618,980) | (41,834,335) | (37,755,734) | (35,630,092) | (35,609,034) | (36,579,553) |
| **YEAR END FUND BALANCE** | 3,276,600 | 15,555,321 | 2,910,300 | 2,134,299 | 1,334,898 | 511,297 | 164,696 | 83,595 |
| **END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES** | 5.8% | 15.8% | 4.8% | 4.9% | 3.4% | 1.4% | 0.5% | 0.2% |

Assumptions:

1. Approximately $89.6 million will be allocated in affordable housing, including expenditures of $57.6 million reflected in this fund and $32 million for the Affordable Housing Acquisition and Preservation CIP Project #760100. The CIP fund assumes the issuance of $19.28 million of debt, $2.72 million in estimated loan repayments, and $10 million funded with Recordation Tax Premium in FY24. 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 $30.2 million in Loan Repayments for the Preservation of Naturally Occurring Affordable Housing Fund CIP Project #762201 was submitted to the Council in January 2023 for approval. The funding will be used to preserve current naturally occurring affordable housing in areas at risk of rent escalation to higher market rents, including the Purple Line Corridor and other County transit corridors.
3. Montgomery County Council Resolution #15-110 provides for an allocation from the General Fund to the Montgomery Housing Initiative fund (MHI) of the equivalent to 2.5% of actual General Fund property taxes from two years prior to the upcoming fiscal year for the purpose of maintaining and expanding the supply of affordable housing. However, the actual transfer from the General Fund will be determined each year based on the availability of resources.

Notes:

1. These projections are based on the Executive's Recommended budget and include the revenue and resource assumptions of that budget. The projected future expenditures, revenues, and fund balances may vary based on changes not assumed here to fee or tax rates.
2. The Executive recommends an additional $3.07 million to be transferred from the General Fund to the MHI fund, compared to $30.18 million approved for FY23. A combination of the $33.26 million transferred from the General Fund and the projected $4.98 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 | 2019 | 2020 | FY21 CC Approved | FY22 CC Approved Budget | Total County Resources (FY08 - FY22) | Avg Resources FY08-FY22 | FY23 Approved Budget | FY24 Recommended Budget | Projected Creation / Preservation of Affordable Housing (FY24) | Notes |
|---|---|---|---|---|---|---|---|---|---|---|
| **Operating Budget Expenditures** | | | | | | | | | | |
| DHCA - MHI Operating Budget | 35,589,790 | 41,293,021 | 34,679,877 | 43,122,517 | 441,644,078 | 29,442,939 | 49,090,423 | 49,681,692 | | |
| DHCA - MHI Debt Service (interest only) | 3,900,000 | 4,173,700 | 4,546,700 | 4,563,250 | 41,167,514 | 2,744,501 | 4,787,383 | 7,225,931 | | MHI Debt Service Interest in FY24 includes the Taxable Housing Certificates issued for HOC Production Fund. |
| HHS - General Fund - Housing Programs | 13,115,387 | 13,115,387 | 13,115,387 | 16,847,775 | 153,855,966 | 10,257,064 | 30,962,294 | 46,931,755 | 2,700 | Clients Served |
| HOC - Non-Departmental Account | 6,680,270 | 6,788,019 | 6,824,693 | 6,895,693 | 94,019,182 | 6,267,945 | 7,633,168 | 7,972,501 | | |
| **Total Operating Budget** | **59,285,447** | **65,370,127** | **59,166,657** | **71,429,235** | 730,686,740 | **48,712,449** | **92,473,268** | **111,811,879** | | |
| **Affordable Housing Acquisition and Preservation Project (CIP)** | | | | | - | | | | | |
| MHI | - | | | | 4,775,000 | 397,917 | | | | |
| HIF Revolving Loan Program | 19,679,000 | 20,559,000 | 13,293,000 | 8,751,000 | 183,534,000 | 12,235,600 | 14,896,000 | 19,277,000 | | |
| Loan Repayment Proceeds (actual) | 16,817,000 | 1,441,000 | 8,707,000 | 13,249,000 | 76,946,507 | 5,129,767 | 21,854,000 | 2,723,000 | | |
| G.O. Bonds | (9,725,000) | | | | - | - | | | | |
| Recordation Tax Premium | - | | 4,540 | - | 4,544,540 | 504,949 | - | 10,000,000 | | |
| **DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total** | **26,771,000** | **22,000,000** | **22,004,540** | **22,000,000** | **269,800,047** | **18,268,233** | **36,750,000** | **32,000,000** | | |
| **Affordable Housing Opportunity Fund (CIP)** | | | - | **14,000,000** | **14,000,000** | 14,000,000 | **6,000,000** | - | | Includes MHI and CIP (Including $30.2 million FY23 supplemental for NOAH fund). |
| **Preservation of Naturally Occurring Affordable Housing (NOAH) Fund** | | | | | - | - | **40,000,000** | - | 8,408 | In support of operating costs for Non-profits and Senior housing |
| DHCA - Payment in Lieu of Taxes (Non-HOC PILOTs) | 17,297,513 | 18,162,389 | 19,070,508 | 20,024,034 | **171,456,722** | 12,765,384 | 20,624,755 | 20,624,755 | 600 | |
| DHCA - Payment in Lieu of Taxes (HOC PILOTs) | 10,311,486 | 9,833,474 | 9,570,344 | 9,993,954 | **125,436,849** | 9,028,720 | 10,593,592 | 11,123,275 | 157 | |
| DGS - Discounted Land Value | **11,540,000** | 1,000,000 | - | 6,797,750 | **49,493,163** | 8,041,559 | 1,500,000 | | | Units captured in DHCA |
| **Total Affordable Housing Support** | **125,205,446** | **116,365,990** | **109,812,049** | **137,447,223** | **144,244,973** | **110,816,345** | **206,441,615** | **175,559,909** | **11,865** | |

# Permitting Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $41,692,529 | 249.03 |

RABBIAH SABBAKHAN, 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. The Department provides timely, professional, transparent, and consistent review and processing of plans and permits and 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 FY24 Operating Budget for the Department of Permitting Services is $41,692,529, an increase of $625,480 or 1.52 percent from the FY23 Approved Budget of $41,067,049. Personnel Costs comprise 79.44 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 20.56 percent of the FY24 budget.

## COUNTY PRIORITY OUTCOMES

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

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

## INITIATIVES

- Completed the Executive Regulations for the adoption of Fire and Life Safety codes.
- Working on the adoption of the 2021 International Residential Building, Mechanical, and Fuel Gas codes.
- DPS is exploring a new software product that will enable users to upload legal documents that are recorded in the Land Records. This will reduce time for approval and recordation and give the County better oversight and control of the documents.
- DPS is currently changing the method in which Use and Occupancy certificates are provided to customers. The Department will allow anyone with an online account and the application number to access the certificate and print it themselves. This will save staff time and provide improved customer service.
- In FY24, DPS will seek an independent financial advisor to conduct a comprehensive rate study to determine appropriate rate levels and fund balance target range. The advisor will have proven experience in establishing fee structures and a background in building and land development services in connection with licensing and permitting of development, construction, and related activities.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- DPS developed Power BI dashboards tailored to division needs. The dashboards are connected directly to DPS's servers and provide close to real-time updates on the status of transactions. Managers use the dashboards to monitor and assign tasks to their team members and to obtain monthly productivity data. In FY24, the department will maintain the existing dashboards and develop additional dashboards to provide DPS's leadership daily visibility into DPS's overall performance.
- DPS is proactively processing fire code compliance permit renewals for permits to better prioritize inspections.
- Land Development continues cross-training plan review and inspection staff to be multifunctional, saving the customer time and effort. For inspections, this effort will reduce the number of trips to a single site, helping to save time and protect valuable environmental resources.
- DPS provides in-person and virtual training of commercial plan review and inspections staff with respect to changes in International Building Code, proposed new permitting system database, "wireless" permit applications, and updates to Department Policies and Procedures.
- DPS will upgrade the current ePlan system which will facilitate process improvements and modifications to ePlan processes. The system will integrate service needs developed over time to accommodate changes in the industry and departmental needs.

## PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Katherine Bryant-Higgins of the Office of Management and Budget at 240.777.2764 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.

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.

The Administrative 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 (DPS-IT) leverages technology to deliver better services to the department that enables staff and the public to access their resources at their convenience anywhere at any time. The IT unit's mission is to provide a robust and secure IT infrastructure to support mission-critical applications, mobile computing, and desktop support employing industry best practices. The IT unit has embarked on an IT modernization project to enhance multimedia improvement by enabling Microsoft Teams telephony and conference rooms. The IT unit will incorporate teamwork and technology enhancement with TEBS to access their services and provide IT services to help DPS achieve its mission. IT services will include, but will not be limited to, IT desktop and server support, land use, and cloud application.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of screenings passed with fewer than 2 returns to the customer | 94% | 98% | 95% | 95% | 95% |
| Percent of inspections passed - all divisions | 87% | 85% | 85% | 85% | 85% |
| Percent of customers satisfied with DPS services | 98% | 91% | 92% | 93% | 94% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **11,764,741** | **24.13** |
| Increase Cost: Avolve Maintenance | 285,540 | 0.00 |
| Add: Comprehensive Rate Study | 150,000 | 0.00 |
| Increase Cost: Increase Maintenance Cost for INfor, Avolve and Opentext | 8,986 | 0.00 |
| Decrease Cost: Back Out One-Time IT Expense | (2,000,000) | 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. | 549,217 | 1.00 |
| **FY24 Recommended** | **10,758,484** | **25.13** |

## 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 construction 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of permits receiving final approvals | 10,720 | 10,868 | 10,870 | 10,900 | 10,930 |
| Commercial Permits - Percent of inspections completed on the scheduled day | 98.7% | 98.2% | 98% | 98% | 98% |
| Percent of plans receiving a complete first review within 30 days | 98.8% | 89.5% | 90% | 91% | 92% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,923,581** | **52.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 493,017 | 0.00 |
| **FY24 Recommended** | **7,416,598** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of applications processed (at intake) by permit technicians [1] | 61,293 | 51,124 | 51,500 | 51,800 | 52,000 |
| Percent of screenings completed (plans ready for review) within 2 business days | 60.0% | 73.0% | 75.0% | 78.0% | 80.0% |
| Percent of customers satisfied with DPS Customer Service Division | 94.5% | 97.0% | 97.0% | 98.0% | 98.0% |

[1] *Starting in FY22, the data parameters have been corrected to include only permits processed by permit technicians (as opposed to all). That explains the decrease in FY22 compared to previous years.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,708,983** | **43.90** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 241,544 | 0.00 |
| **FY24 Recommended** | **4,950,527** | **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; well and septic system reviews and approvals; record plat approval; and work in the public right-of-way.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total number of public right of way permits issued (roadside trees, driveways, plats, et al.) | 3,488 | 3,478 | 3,480 | 3,500 | 3,520 |
| Number of Sediment Control inspections completed | 15,239 | 18,959 | 19,000 | 19,250 | 19,500 |
| Number of roadside tree plan reviews | 1,354 | 1,796 | 1,800 | 1,850 | 1,900 |
| Percent of Sediment Control inspections that pass inspection indicating a compliant site | 95.5% | 95.6% | 95.0% | 95.0% | 95.0% |
| Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management [1] | N/A | Yes | N/A | Yes | N/A |

[1] *Sediment Control Delegation reviews are performed biennially.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,524,110** | **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. | 1,105,105 | 5.00 |
| **FY24 Recommended** | **7,629,215** | **53.00** |

## 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 disasters and other incidents.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of service requests completed within 3 business days | 99.0% | 92.1% | 93.0% | 94.0% | 95.0% |
| Percent of commercial establishments in compliance with the Fire Code | 61.3% | 78.5% | 79% | 80% | 81% |
| Number of inspections performed by Residential and Fire Code Compliance FCC inspectors | 49,599 | 69,820 | 69,900 | 70,000 | 70,100 |
| Number of residential plan reviews performed | 9,657 | 9,491 | 9,500 | 9,550 | 9,600 |
| Residential Permits - Percent of inspections completed on the scheduled day | 99.0% | 99.4% | 99% | 99% | 99% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,173,208** | **46.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 383,980 | 0.00 |
| **FY24 Recommended** | **6,557,188** | **46.00** |

## Zoning and Code Compliance

The Zoning and Code Compliance Division protects the quality of life, public health, safety, and welfare of Montgomery County. This is accomplished through the effective application and enforcement of the Montgomery County Zoning Ordinance

development and use standards; Maryland-National Capital Park and Planning Commission certified site plan requirements; and emergency vehicle access review and approvals. Division Staff perform zoning reviews of plan applications prior to permit issuance, conduct inspections and investigations while ensuring compliance of MNCPPC certified site plan projects and responding to service requests across multiple disciplines within its authority.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of zoning, well and septic, and fire department access reviews | 33,090 | 32,427 | 31,000 | 31,200 | 31,500 |
| Percent of MNCPPC active site plans in compliance every 10 days | 92% | 94% | 95% | 96% | 97% |
| Percent of Zoning service requests started and responded to the customer within 48 hours | 96% | 87% | 95% | 96% | 97% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,972,426** | **35.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (591,909) | (6.00) |
| **FY24 Recommended** | **4,380,517** | **29.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **PERMITTING SERVICES** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 22,650,667 | 24,436,707 | 23,982,433 | 26,110,430 | 6.9 % |
| Employee Benefits | 6,330,604 | 6,454,742 | 6,367,738 | 7,009,753 | 8.6 % |
| **Permitting Services Personnel Costs** | **28,981,271** | **30,891,449** | **30,350,171** | **33,120,183** | **7.2 %** |
| Operating Expenses | 4,515,018 | 10,175,600 | 9,642,037 | 8,572,346 | -15.8 % |
| **Permitting Services Expenditures** | **33,496,289** | **41,067,049** | **39,992,208** | **41,692,529** | **1.5 %** |
| PERSONNEL | | | | | |
| Full-Time | 240 | 243 | 243 | 243 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 245.90 | 249.03 | 249.03 | 249.03 | — |
| REVENUES | | | | | |
| Building Permits | 29,976,294 | 28,742,198 | 26,394,711 | 25,865,408 | -10.0 % |
| Electrical Permits and Licenses | 5,129,813 | 5,130,914 | 4,766,583 | 4,907,130 | -4.4 % |
| Fire Code Enforcement Permits | 2,226,560 | 3,101,062 | 2,611,272 | 2,548,228 | -17.8 % |
| Grading/Storm Drains/Paving/Driveway Permits | 4,591,291 | 3,431,353 | 4,373,887 | 4,075,018 | 18.8 % |
| Occupancy Permits | 619,573 | 583,903 | 544,390 | 498,435 | -14.6 % |
| Other Licenses/Permits | 402,080 | 300,225 | 407,707 | 314,662 | 4.8 % |
| Sediment Control Permits | 3,681,565 | 3,083,491 | 3,433,571 | 2,798,592 | -9.2 % |
| Sign Permits | 238,260 | 237,701 | 199,454 | 197,600 | -16.9 % |
| Special Exception Fee | 188,845 | 206,228 | 214,292 | 189,052 | -8.3 % |
| Stormwater Mgmt and Water Quality Plan Fee | 237,476 | 270,483 | 274,162 | 248,396 | -8.2 % |
| Well and Septic | 479,923 | 415,414 | 355,328 | 315,194 | -24.1 % |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Automation Enhancement Fee | 159 | 0 | 0 | 0 | — |
| Other Charges/Fees | 1,847,764 | 870,994 | 1,770,274 | 1,600,479 | 83.8 % |
| Other Fines/Forfeitures | 71,075 | 40,264 | 39,268 | 27,543 | -31.6 % |
| Miscellaneous Revenues | 20,235 | 0 | 0 | 0 | — |
| Investment Income | 69,879 | 288,370 | 1,642,610 | 2,595,390 | 800.0 % |
| Mechanical Construction Permit | 1,992,263 | 1,829,425 | 1,929,791 | 1,680,824 | -8.1 % |
| Information Requests | 0 | 165,558 | 115,891 | 136,533 | -17.5 % |
| **Permitting Services Revenues** | **51,773,055** | **48,697,583** | **49,073,191** | **47,998,484** | **-1.4 %** |

## GRANT FUND - MCG

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 0 | 0 | 0 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **0** | **0** | **0** | **0** | **—** |
| Operating Expenses | 2,960 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **2,960** | **0** | **0** | **0** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| State Grants | 32,839 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **32,839** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **33,499,249** | **41,067,049** | **39,992,208** | **41,692,529** | **1.5 %** |
| **Total Full-Time Positions** | **240** | **243** | **243** | **243** | **—** |
| **Total Part-Time Positions** | **0** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **245.90** | **249.03** | **249.03** | **249.03** | **—** |
| **Total Revenues** | **51,805,894** | **48,697,583** | **49,073,191** | **47,998,484** | **-1.4 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **PERMITTING SERVICES** | | |
| **FY23 ORIGINAL APPROPRIATION** | **41,067,049** | **249.03** |
| **Changes (with service impacts)** | | |
| Add: Comprehensive Rate Study [Administration] | 150,000 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Annualization of FY23 Compensation Increases | 1,272,153 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 1,140,824 | 0.00 |
| Increase Cost: Avolve Maintenance [Administration] | 285,540 | 0.00 |
| Increase Cost: Risk Management Adjustment | 82,151 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 52,982 | 0.00 |
| Increase Cost: Increase Maintenance Cost for INfor, Avolve and Opentext [Administration] | 8,986 | 0.00 |
| Increase Cost: Printing and Mail | 6,570 | 0.00 |
| Decrease Cost: Retirement Adjustment | (49,448) | 0.00 |
| Decrease Cost: Motor Pool Adjustment | (136,501) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (187,777) | 0.00 |
| Decrease Cost: Back Out One-Time IT Expense [Administration] | (2,000,000) | 0.00 |
| **FY24 RECOMMENDED** | **41,692,529** | **249.03** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 11,764,741 | 24.13 | 10,758,484 | 25.13 |
| Commercial Building Construction | 6,923,581 | 52.00 | 7,416,598 | 52.00 |
| Customer Support & Outreach | 4,708,983 | 43.90 | 4,950,527 | 43.90 |
| Land Development | 6,524,110 | 48.00 | 7,629,215 | 53.00 |
| Residential Construction & Fire Code Compliance | 6,173,208 | 46.00 | 6,557,188 | 46.00 |
| Zoning and Code Compliance | 4,972,426 | 35.00 | 4,380,517 | 29.00 |
| **Total** | **41,067,049** | **249.03** | **41,692,529** | **249.03** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **PERMITTING SERVICES** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **41,693** | **41,693** | **41,693** | **41,693** | **41,693** | **41,693** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(150)** | **(150)** | **(150)** | **(150)** | **(150)** |
| Items recommended for one-time funding in FY24, including the Comprehensive Rate Study, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **735** | **735** | **735** | **735** | **735** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **41,693** | **42,278** | **42,278** | **42,278** | **42,278** | **42,278** |

| FY24-29 PUBLIC SERVICES PROGRAM: FISCAL PLAN | Permitting Services | | | | | | |
|---|---|---|---|---|---|---|---|
| FISCAL PROJECTIONS | FY23 ESTIMATE | FY24 REC | FY25 PROJECTION | FY26 PROJECTION | FY27 PROJECTION | FY28 PROJECTION | FY29 PROJECTION |
| **ASSUMPTIONS** | | | | | | | |
| Indirect Cost Rate | 18.35% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% |
| CPI (Fiscal Year) | 2.9% | 2.1% | 2.2% | 2.2% | 2.2% | 2.3% | 2.3% |
| Investment Income Yield | 3.3% | 5.0% | 4.0% | 3.5% | 3.0% | 2.5% | 2.5% |
| Enterprise Fund Stabilization Factor (EFSF) | 1.05 | 1.05 | 0.534 | 0.961 | 1.041 | 1.057 | 1.057 |
| **BEGINNING FUND BALANCE** | 37,184,303 | 39,471,964 | 38,957,037 | 16,097,420 | 11,671,473 | 10,926,993 | 10,990,234 |
| **REVENUES** | | | | | | | |
| Taxes | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses & Permits | 45,505,148 | 43,638,539 | 44,589,858 | 45,575,295 | 46,591,624 | 47,681,869 | 48,792,857 |
| Charges For Services | 1,886,165 | 1,737,012 | 1,774,878 | 1,814,103 | 1,854,558 | 1,897,955 | 1,942,177 |
| Fines & Forfeitures | 39,268 | 27,543 | 28,143 | 28,765 | 29,406 | 30,094 | 30,795 |
| Miscellaneous | 1,642,610 | 2,595,390 | 2,076,310 | 1,816,770 | 1,557,230 | 1,306,370 | 1,315,110 |
| **Subtotal Revenues** | 49,073,191 | 47,998,484 | 48,469,189 | 49,234,933 | 50,032,818 | 50,916,288 | 52,080,939 |
| **EFSF Fee Increase** | 0 | 0 | (21,912,730) | (3,863,049) | (399,357) | 317,879 | 325,286 |
| **INTERFUND TRANSFERS (Net Non-CIP)** | (6,541,152) | (6,820,882) | (6,951,667) | (6,952,962) | (6,952,962) | (6,951,667) | (6,952,703) |
| Transfers To Debt Service Fund | (872,571) | (872,497) | (871,276) | (872,571) | (872,571) | (871,276) | (872,312) |
| Wheaton Redevelopment | (872,571) | (872,497) | (871,276) | (872,571) | (872,571) | (871,276) | (872,312) |
| Transfers To The General Fund | (5,668,581) | (5,948,385) | (6,080,391) | (6,080,391) | (6,080,391) | (6,080,391) | (6,080,391) |
| Indirect Costs | (5,668,581) | (5,948,385) | (6,080,391) | (6,080,391) | (6,080,391) | (6,080,391) | (6,080,391) |
| **TOTAL RESOURCES** | 79,716,342 | 80,649,566 | 80,474,559 | 58,379,391 | 54,751,329 | 54,891,614 | 56,118,470 |
| **CIP CURRENT REVENUE APPROP.** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **PSP OPER. BUDGET APPROP/ EXP'S.** | | | | | | | |
| Operating Budget | (39,992,208) | (41,692,529) | (41,879,409) | (42,259,869) | (42,839,979) | (43,634,259) | (44,646,779) |
| Labor Agreement | n/a | 0 | (735,000) | (735,000) | (735,000) | (735,000) | (735,000) |
| Annualizations and One-Time | n/a | n/a | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| **Subtotal PSP Oper Budget Approp / Exp's** | (39,992,208) | (41,692,529) | (42,464,409) | (42,844,869) | (43,424,979) | (44,219,259) | (45,231,779) |
| **OTHER CLAIMS ON FUND BALANCE** | (252,170) | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL USE OF RESOURCES** | (40,244,378) | (41,692,529) | (42,464,409) | (42,844,869) | (43,424,979) | (44,219,259) | (45,231,779) |
| **YEAR END FUND BALANCE** | 39,471,964 | 38,957,037 | 16,097,420 | 11,671,473 | 10,926,993 | 10,990,234 | 11,211,977 |
| **END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES** | 49.5% | 48.3% | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% |

Assumptions:

1. 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 Enterprise Fund Stabilization Factor, future labor agreements, increases in County administrative expenses, lease and maintenance expenses, and other factors not assumed here.
2. 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.

# Environmental Protection

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $43,898,880 | 135.49 |

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, innovative, inclusive, and industry-leading way while fostering smart growth, a thriving more sustainable economy, and healthy communities.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Department of Environmental Protection is $43,898,880, an increase of $5,339,332 or 13.85 percent from the FY23 Approved Budget of $38,559,548. Personnel Costs comprise 35.64 percent of the budget for 131 full-time position(s) and one part-time position(s), and a total of 135.49 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 64.36 percent of the FY24 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 $10,716,140 is required in FY24 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

- Expand the County's climate change efforts, including new positions for residential electrification, solar power expertise, and to manage County-based grant and incentive programs. New operating support includes funds to advance Community Choice Energy, climate grants for community organizations, and for management of an electric vehicle purchasing co-op. In addition, new funding is provided to enhance the Tree Montgomery program, and a new position is added to help manage the increased rate of tree plantings.

- Add new funding and a new position to identify and address illegal discharge of pollutants throughout the County. New positions are also added to ensure the County's stormwater management structures are inspected and maintained.
- Partner with the United States Army Corps of Engineers to conduct flood risk management studies in four priority watersheds to provide the County with plans for reducing the risk of flooding to property owners and critical roadways. This study will occur under the Planning Assistance to States (PAS) program, which is designed to provide planning-level assistance to communities and partners for water resource related issues.
- Enter Phase II of the development of Watershed Assessments for the County to better understand changes over time to our watershed, determine current conditions, adapt our management strategies, and help clearly guide DEP and the County's actions moving forward.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Coordinate the efforts of Tree Montgomery Program and the Stormwater Best Management Practice (BMP) Inspection and Maintenance Program to identify BMPs on public and private properties where trees can be planted, enhancing the stormwater treatment function and habitat.
- Partner with the Federal Department of Homeland Security, Department of Transportation, and the Office of Emergency Management and Homeland Security to install flood sensors that will detect rising flood water levels during storm events and send early flood warnings to officials based on real-time monitoring
- Transition Municipal Separate Storm Sewer System (MS4) geodata to the Maryland Department of the Environment-required MS4 geodatabase, which ensures that the County is compliant with the data submitted for the MS4 permit.

## PROGRAM CONTACTS

Contact Vicky Wan of the Department of Environmental Protection at 240.777.7722 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 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

### 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 Integrated Solid Waste Management System (ISWMS). 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 solid waste charges which are a fee for service to County residents related to programs and operations of the ISWMS.

The Office provides strategic direction and support on IT systems and infrastructure for departmental operations and programs, oversees the human resources, contract management, and communication and engagement activities. 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,664,132** | **9.70** |
| Shift: Transfer of Climate Funding and Data Analyst from CEX to DEP | 80,765 | 1.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 9,302 | 0.00 |
| Increase Cost: Communications & Public Engagement | 4,421 | 0.00 |
| Increase Cost: FTE Allocation Adjustment | 1,059 | 0.01 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 176,237 | (1.01) |
| **FY24 Recommended** | **1,935,916** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of commercial buildings in compliance with the building benchmarking law | 93% | 86% | 88% | 88% | 88% |
| Average days to close environmental cases | 28 | 34 | 34 | 34 | 34 |
| Percent of customers rating themselves as satisfied with DEP's response to environmental complaints | 81% | 82% | 80% | 80% | 80% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,026,457** | **15.00** |
| Shift: Reassign Three Positions from Climate Change Planning NDA to DEP | 397,632 | 3.00 |
| Add: Climate Capacity Building for Community Organizations | 250,000 | 0.00 |
| Add: Energy Audits for Under-resourced Buildings Subject to Building Energy Performance Standards | 250,000 | 0.00 |
| Add: Community Choice Energy Consultant Support | 250,000 | 0.00 |
| Add: New Positions to Manage County Grant and Incentive Programs (Program Manager I & Program Manager II) | 174,924 | 2.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Add: Electric Vehicle Co-op Management | 100,000 | 0.00 |
| Add: Consultant Support for Grant Identification and Grant Applications | 100,000 | 0.00 |
| Add: New Position for Solar Technical Expertise (Program Manager II) | 90,718 | 1.00 |
| Add: New Position for Residential Electrification (Program Manager II) | 90,718 | 1.00 |
| Increase Cost: Environmental Compliance Efforts | 12,069 | 0.00 |
| Decrease Cost: Reduction in High Road Economic Development | (32,653) | 0.00 |
| Shift: Funding for Climate Fellows and Interns to Climate Change Planning NDA | (85,000) | 0.00 |
| Decrease Cost: Adjust Lapse to Better Reflect Vacancy Rate | (142,446) | 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) | 1.01 |
| **FY24 Recommended** | **6,479,846** | **23.01** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of stormwater management triennial inspections completed [1] | 94% | 94% | 90% | 95% | 100% |
| Percent of stormwater management facility maintenance work orders completed | 82% | 82% | 89% | 90% | 100% |
| Percent of the impervious acreage control goal met | 56% | 59% | 62% | 74% | 81% |

[1] *Does not include triennial inspections of BMPs on Single Family Residential (SFR) properties, which are covered under a separate inspection program.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **31,868,959** | **97.78** |
| Increase Cost: Prevailing Wage for Above Ground Maintenance | 1,039,738 | 0.00 |
| Enhance: Tree Canopy Conservation | 750,000 | 0.00 |
| Add: New Position and Operating Support for Illicit Discharge Detection and Elimination (Program Manager I) | 369,206 | 1.00 |
| Add: Maintenance of Above- and Below-ground Stormwater Management Structures | 262,867 | 0.00 |
| Increase Cost: M-NCPPC Support for Water Quality Efforts | 241,183 | 0.00 |
| Add: RainScapes Program Funding | 200,000 | 0.00 |
| Add: New Position for Above Ground Maintenance (Planning Specialist III) | 119,206 | 1.00 |
| Increase Cost: Inspection Services | 111,407 | 0.00 |
| Add: Additional Miles for Street Sweeping | 92,049 | 0.00 |
| Add: New Position for Pollutants Reductions on County Properties (Program Manager I) | 84,206 | 1.00 |
| Add: New Position for Tree and Forest Programs (Program Manager I) | 84,206 | 1.00 |
| Add: New Position for Water Quality and Monitoring (Water Quality Specialist I) | 72,929 | 1.00 |
| Increase Cost: Department of Transportation Chargeback -- Street Sweeping | 37,660 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 33,390 | 0.00 |
| Increase Cost: Tree Montgomery Program | 26,300 | 0.00 |
| Increase Cost: PRISM Anti-invasive Species Program Funding | 20,000 | 0.00 |
| Increase Cost: Water Quality Planning & Monitoring | 13,617 | 0.00 |
| Increase Cost: Stream Gauges Cost Share | 9,431 | 0.00 |
| Increase Cost: Stream Restoration Maintenance | 8,197 | 0.00 |
| Increase Cost: Special Protection Area Best Management Practice Monitoring | 6,890 | 0.00 |
| Decrease Cost: Finance Chargeback | (111,220) | 0.00 |
| Shift: Monitoring and Gauge Expenditures to Current Revenue: WQP | (778,000) | 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. | 920,897 | 0.00 |
| **FY24 Recommended** | **35,483,118** | **102.78** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,701,811 | 2,395,047 | 1,669,084 | 3,144,226 | 31.3 % |
| Employee Benefits | 445,957 | 630,306 | 394,616 | 831,488 | 31.9 % |
| **County General Fund Personnel Costs** | **2,147,768** | **3,025,353** | **2,063,700** | **3,975,714** | **31.4 %** |
| Operating Expenses | 1,342,484 | 4,543,695 | 4,543,695 | 6,009,954 | 32.3 % |
| **County General Fund Expenditures** | **3,490,252** | **7,569,048** | **6,607,395** | **9,985,668** | **31.9 %** |
| PERSONNEL | | | | | |
| Full-Time | 49 | 61 | 61 | 66 | 8.2 % |
| Part-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 16.29 | 25.64 | 25.64 | 33.65 | 31.2 % |
| REVENUES | | | | | |
| Other Licenses/Permits | 15,125 | 20,000 | 20,000 | 20,000 | — |
| Other Charges/Fees | 348,889 | 60,400 | 60,400 | 60,400 | — |
| Other Fines/Forfeitures | 18,450 | 15,000 | 15,000 | 15,000 | — |
| Tree Canopy | 807,250 | 750,000 | 750,000 | 1,500,000 | 100.0 % |
| **County General Fund Revenues** | **1,189,714** | **845,400** | **845,400** | **1,595,400** | **88.7 %** |

## WATER QUALITY PROTECTION FUND

| | | | | | |
|---|---|---|---|---|---|
| EXPENDITURES | | | | | |
| Salaries and Wages | 7,555,622 | 7,816,284 | 7,273,060 | 8,884,109 | 13.7 % |
| Employee Benefits | 2,047,700 | 2,504,815 | 2,324,440 | 2,785,666 | 11.2 % |
| **Water Quality Protection Fund Personnel Costs** | **9,603,322** | **10,321,099** | **9,597,500** | **11,669,775** | **13.1 %** |
| Operating Expenses | 19,299,006 | 20,669,401 | 20,825,004 | 22,243,437 | 7.6 % |
| **Water Quality Protection Fund Expenditures** | **28,902,328** | **30,990,500** | **30,422,504** | **33,913,212** | **9.4 %** |
| PERSONNEL | | | | | |
| Full-Time | 48 | 60 | 60 | 65 | 8.3 % |
| Part-Time | 1 | 1 | 1 | 1 | — |
| FTEs | 93.61 | 96.84 | 96.84 | 101.84 | 5.2 % |
| REVENUES | | | | | |
| Bag Tax | 2,993,028 | 2,500,000 | 2,500,000 | 2,500,000 | — |
| Water Quality Protection Charge | 42,454,564 | 43,414,720 | 43,414,720 | 45,307,330 | 4.4 % |
| Investment Income | 58,383 | 500,000 | 1,266,820 | 1,266,820 | 153.4 % |
| Other Charges/Fees | 357,702 | 47,500 | 47,500 | 47,500 | — |
| **Water Quality Protection Fund Revenues** | **45,863,677** | **46,462,220** | **47,229,040** | **49,121,650** | **5.7 %** |

## 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 | 350,998 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Expenditures** | **350,998** | **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 | 198,282 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Grant Fund - MCG Revenues** | **198,282** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **32,743,578** | **38,559,548** | **37,029,899** | **43,898,880** | **13.8 %** |
| **Total Full-Time Positions** | **97** | **121** | **121** | **131** | **8.3 %** |
| **Total Part-Time Positions** | **1** | **1** | **1** | **1** | **—** |
| **Total FTEs** | **109.90** | **122.48** | **122.48** | **135.49** | **10.6 %** |
| **Total Revenues** | **47,251,673** | **47,307,620** | **48,074,440** | **50,717,050** | **7.2 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **7,569,048** | **25.64** |
| **Changes (with service impacts)** | | |
| Enhance: Tree Canopy Conservation [Watershed Restoration] | 750,000 | 0.00 |
| Add: Climate Capacity Building for Community Organizations [Energy, Climate and Compliance] | 250,000 | 0.00 |
| Add: Energy Audits for Under-resourced Buildings Subject to Building Energy Performance Standards [Energy, Climate and Compliance] | 250,000 | 0.00 |
| Add: Community Choice Energy Consultant Support [Energy, Climate and Compliance] | 250,000 | 0.00 |
| Add: New Positions to Manage County Grant and Incentive Programs (Program Manager I & Program Manager II) [Energy, Climate and Compliance] | 174,924 | 2.00 |
| Add: Electric Vehicle Co-op Management [Energy, Climate and Compliance] | 100,000 | 0.00 |
| Add: Consultant Support for Grant Identification and Grant Applications [Energy, Climate and Compliance] | 100,000 | 0.00 |
| Add: New Position for Solar Technical Expertise (Program Manager II) [Energy, Climate and Compliance] | 90,718 | 1.00 |
| Add: New Position for Residential Electrification (Program Manager II) [Energy, Climate and Compliance] | 90,718 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Shift: Reassign Three Positions from Climate Change Planning NDA to DEP [Energy, Climate and Compliance] | 397,632 | 3.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 235,729 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 120,581 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 101,104 | 0.00 |
| Shift: Transfer of Climate Funding and Data Analyst from CEX to DEP [Administration] | 80,765 | 1.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Watershed Restoration] | 33,390 | 0.00 |
| Increase Cost: Printing and Mail | 17,303 | 0.00 |
| Increase Cost: Environmental Compliance Efforts [Energy, Climate and Compliance] | 12,069 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 11,848 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration] | 9,302 | 0.00 |
| Increase Cost: FTE Allocation Adjustment [Administration] | 1,059 | 0.01 |
| Decrease Cost: Retirement Adjustment | (245) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Reduction in High Road Economic Development [Energy, Climate and Compliance] | (32,653) | 0.00 |
| Shift: Funding for Climate Fellows and Interns to Climate Change Planning NDA [Energy, Climate and Compliance] | (85,000) | 0.00 |
| Decrease Cost: Adjust Lapse to Better Reflect Vacancy Rate [Energy, Climate and Compliance] | (142,446) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (200,000) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (200,178) | 0.00 |
| **FY24 RECOMMENDED** | **9,985,668** | **33.65** |

**WATER QUALITY PROTECTION FUND**

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **30,990,500** | **96.84** |
| **Changes (with service impacts)** | | |
| Add: New Position and Operating Support for Illicit Discharge Detection and Elimination (Program Manager I) [Watershed Restoration] | 369,206 | 1.00 |
| Add: Maintenance of Above- and Below-ground Stormwater Management Structures [Watershed Restoration] | 262,867 | 0.00 |
| Add: RainScapes Program Funding [Watershed Restoration] | 200,000 | 0.00 |
| Add: New Position for Above Ground Maintenance (Planning Specialist III) [Watershed Restoration] | 119,206 | 1.00 |
| Add: Additional Miles for Street Sweeping [Watershed Restoration] | 92,049 | 0.00 |
| Add: New Position for Pollutants Reductions on County Properties (Program Manager I) [Watershed Restoration] | 84,206 | 1.00 |
| Add: New Position for Tree and Forest Programs (Program Manager I) [Watershed Restoration] | 84,206 | 1.00 |
| Add: New Position for Water Quality and Monitoring (Water Quality Specialist I) [Watershed Restoration] | 72,929 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Prevailing Wage for Above Ground Maintenance [Watershed Restoration] | 1,039,738 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 328,874 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 282,335 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 262,190 | 0.00 |
| Increase Cost: M-NCPPC Support for Water Quality Efforts [Watershed Restoration] | 241,183 | 0.00 |
| Increase Cost: Inspection Services [Watershed Restoration] | 111,407 | 0.00 |
| Increase Cost: Annualization of FY23 Lapsed Positions | 70,096 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 68,592 | 0.00 |
| Increase Cost: Department of Transportation Chargeback -- Street Sweeping [Watershed Restoration] | 37,660 | 0.00 |
| Increase Cost: Tree Montgomery Program [Watershed Restoration] | 26,300 | 0.00 |
| Increase Cost: PRISM Anti-invasive Species Program Funding [Watershed Restoration] | 20,000 | 0.00 |
| Increase Cost: Water Quality Planning & Monitoring [Watershed Restoration] | 13,617 | 0.00 |
| Increase Cost: Stream Gauges Cost Share [Watershed Restoration] | 9,431 | 0.00 |
| Increase Cost: Stream Restoration Maintenance [Watershed Restoration] | 8,197 | 0.00 |
| Increase Cost: Special Protection Area Best Management Practice Monitoring [Watershed Restoration] | 6,890 | 0.00 |
| Increase Cost: Communications & Public Engagement [Administration] | 4,421 | 0.00 |
| Increase Cost: Printing and Mail | 904 | 0.00 |
| Decrease Cost: Retirement Adjustment | (4,572) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Finance Chargeback [Watershed Restoration] | (111,220) | 0.00 |
| Shift: Monitoring and Gauge Expenditures to Current Revenue: WQP [Watershed Restoration] | (778,000) | 0.00 |
| **FY24 RECOMMENDED** | **33,913,212** | **101.84** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 1,664,132 | 9.70 | 1,935,916 | 9.70 |
| Energy, Climate and Compliance | 5,026,457 | 15.00 | 6,479,846 | 23.01 |
| Watershed Restoration | 31,868,959 | 97.78 | 35,483,118 | 102.78 |
| **Total** | **38,559,548** | **122.48** | **43,898,880** | **135.49** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| NDA - Climate Change Planning | General Fund | 283,021 | 3.00 | 0 | 0.00 |
| **WATER QUALITY PROTECTION FUND** | | | | | |
| CIP | Capital Fund | 2,489,857 | 18.40 | 2,627,566 | 18.40 |
| | **Total** | **2,772,878** | **21.40** | **2,627,566** | **18.40** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **9,986** | **9,986** | **9,986** | **9,986** | **9,986** | **9,986** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **118** | **118** | **118** | **118** | **118** |
| 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. | | | | | | |
| **Labor Contracts** | **0** | **141** | **141** | **141** | **141** | **141** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **9,986** | **10,244** | **10,244** | **10,244** | **10,244** | **10,244** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **WATER QUALITY PROTECTION FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **33,913** | **33,913** | **33,913** | **33,913** | **33,913** | **33,913** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **134** | **134** | **134** | **134** | **134** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(70)** | **(70)** | **(70)** | **(70)** | **(70)** |
| Items recommended for one-time funding in FY24, including vehicles for new positions, will be eliminated from the base in the outyears. | | | | | | |
| **Labor Contracts** | **0** | **240** | **240** | **240** | **240** | **240** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **33,913** | **34,216** | **34,216** | **34,216** | **34,216** | **34,216** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| New Position for Illicit Discharge Detection and Elimination (Program Manager I) | 84,206 | 1.00 | 111,855 | 1.00 |
| New Position for Tree and Forest Programs (Program Manager I) | 84,206 | 1.00 | 111,855 | 1.00 |
| New Position for Water Quality and Monitoring (Water Quality Specialist I) | 72,929 | 1.00 | 96,326 | 1.00 |
| New Position for Above Ground Maintenance (Planning Specialist III) | 84,206 | 1.00 | 111,855 | 1.00 |
| New Position for Pollutants Reductions on County Properties (Program Manager I) | 84,206 | 1.00 | 111,855 | 1.00 |
| New Position for Residential Electrification (Program Manager II) | 90,718 | 1.00 | 120,822 | 1.00 |
| New Position for Grants and Incentive Programs (Program Manager II) | 90,718 | 1.00 | 120,822 | 1.00 |
| New Position for Grants and Incentive Programs (Program Manager I) | 84,206 | 1.00 | 111,855 | 1.00 |
| New Position for Solar Technical Expertise (Program Manager II) | 90,718 | 1.00 | 120,822 | 1.00 |
| **Total** | **766,113** | **9.00** | **1,018,067** | **9.00** |

| FY23-29 PUBLIC SERVICES PROGRAM: FISCAL PLAN | | | | | | | |
|---|---|---|---|---|---|---|---|
| FISCAL PROJECTIONS | FY23 Estimate | FY24 CE Rec | FY25 Projection | FY26 Projection | FY27 Projection | FY28 Projection | FY29 Projection |
| **ASSUMPTIONS** | | | | | | | |
| Indirect Cost Rate | 18.35% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% |
| CPI (Fiscal Year) | 2.91% | 2.11% | 2.18% | 2.21% | 2.23% | 2.34% | 2.33% |
| Investment Income Yield | 3.25% | 5.00% | 4.00% | 3.50% | 3.00% | 2.50% | 2.50% |
| Number of Equivalent Residential Units (ERUs) Billed | 368,000 | 368,000 | 368,000 | 368,000 | 368,000 | 368,000 | 368,000 |
| Water Quality Protection Charge ($/ERU) | $119.50 | $128.00 | $136.50 | $145.00 | $153.50 | $162.00 | $170.50 |
| Target Debt Service Coverage Ratio | 125.0% | 125.0% | 125.0% | 125.0% | 125.0% | 125.0% | 125.0% |
| **BEGINNING FUND BALANCE** | **8,666,696** | **10,653,392** | **6,108,799** | **5,760,568** | **6,852,348** | **9,317,739** | **12,019,229** |
| **REVENUES** | | | | | | | |
| Charges For Services | 43,414,720 | 45,307,330 | 49,639,440 | 52,751,800 | 55,864,160 | 58,922,920 | 62,035,280 |
| 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 | 1,314,320 | 1,314,320 | 1,348,560 | 1,348,561 | 1,348,562 | 1,348,563 | 1,348,564 |
| **Subtotal Revenues** | **47,229,040** | **49,121,650** | **53,488,000** | **56,600,361** | **59,712,722** | **62,771,483** | **65,883,844** |
| **INTERFUND TRANSFERS (Net Non-CIP)** | **(11,681,840)** | **(12,812,031)** | **(14,614,450)** | **(16,789,800)** | **(18,427,550)** | **(20,259,520)** | **(20,966,920)** |
| Transfers To General Fund | (1,893,920) | (2,095,891) | (2,162,980) | (2,162,980) | (2,162,980) | (2,213,600) | (2,213,380) |
| Transfers to Debt Service Fund (Non-Tax) | (9,787,920) | (10,716,140) | (12,451,470) | (14,626,820) | (16,264,570) | (18,045,920) | (18,753,540) |
| **WQPF Required Debt Service** | (8,844,600) | (9,772,900) | (11,509,550) | (13,683,500) | (15,321,250) | (17,104,000) | (17,810,500) |
| **TOTAL RESOURCES** | **44,213,896** | **46,963,011** | **44,982,349** | **45,571,129** | **48,137,520** | **51,829,702** | **56,936,153** |
| **CIP CURRENT REVENUE APPROPRIATION** | **(3,138,000)** | **(6,941,000)** | **(4,905,000)** | **(4,302,000)** | **(4,303,000)** | **(4,486,000)** | **(4,486,000)** |
| **PSP OPER. BUDGET APPROP/ EXP'S.** | | | | | | | |
| Operating Budget | (30,422,504) | (33,913,212) | (34,316,781) | (34,416,781) | (34,516,781) | (35,324,474) | (35,321,022) |
| **FFIs (Future Fiscal Impacts) Requested & Projected** | | | | | | | |
| CPI-Fiscal Year for OE ( = OE w/o FC x CPI) | | | | | | (525,878) | (523,631) |
| Park Staffing Increase | | | (100,000) | (200,000) | (300,000) | (300,000) | (300,000) |
| Elimination of one-time Items | | | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| CPI - PC Adjustment | | | | | | (281,814) | (280,610) |
| Annualizations of New Positions | | | (133,993) | (133,993) | (133,993) | (133,993) | (133,993) |
| Labor Contracts | | | (238,388) | (238,388) | (238,388) | (238,388) | (238,388) |
| Labor Contracts Other | | | (1,188) | (1,188) | (1,188) | (1,188) | (1,188) |
| **Subtotal PSP Oper Budget Approp / Exp's** | **(30,422,504)** | **(33,913,212)** | **(34,316,781)** | **(34,416,781)** | **(34,516,781)** | **(35,324,474)** | **(35,321,022)** |
| **OTHER CLAIMS ON FUND BALANCE** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
| **TOTAL USE OF RESOURCES** | **(33,560,504)** | **(40,854,212)** | **(39,221,781)** | **(38,718,781)** | **(38,819,781)** | **(39,810,474)** | **(39,807,022)** |
| **ACFR YEAR END FUND BALANCE** | **10,653,392** | **6,108,799** | **5,760,568** | **6,852,348** | **9,317,739** | **12,019,229** | **17,129,131** |
| Fund Balance Designed for Encumbrances - Restricted | | | | | | | |
| Fund Balance Reserved for Transfer To CIP - Restricted | | | | | | | |
| **YEAR END FUND BALANCE ADJUSTMENT FOR GASB 54** | **10,653,392** | **6,108,799** | **5,760,568** | **6,852,348** | **9,317,739** | **12,019,229** | **17,129,131** |
| **END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES** | **24.1%** | **13.0%** | **12.8%** | **15.0%** | **19.4%** | **23.2%** | **30.1%** |
| **NET REVENUE** | **14,912,616** | **13,112,547** | **17,008,239** | **20,020,600** | **23,032,961** | **25,233,409** | **28,349,442** |
| **DEBT SERVICE COVERAGE RATIO** | **1.52** | **1.34** | **1.48** | **1.46** | **1.50** | **1.48** | **1.59** |

**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 FY25 and FY29 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), $46.5 million dated April 6, 2016 (Series 2016A) and $28.6M Series 2023. 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 FY25-29 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.

THIS PAGE INTENTIONALLY LEFT BLANK

# Recycling and Resource Management

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $142,665,704 | 116.60 |

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, innovative, inclusive, and industry-leading way while fostering smart growth, a thriving more sustainable economy, and healthy communities.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Recycling and Resource Management is $142,665,704, an increase of $27,809 or 0.02 percent from the FY23 Approved Budget of $142,637,895. Personnel Costs comprise 10.34 percent of the budget for 80 full-time position(s) and one part-time position(s), and a total of 116.60 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 89.66 percent of the FY24 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

- Add new positions to accelerate the County's waste reduction efforts, including new reuse initiatives, adding to the kinds of materials that can be recycled, and increasing recycling at multi-family properties.
- Expand the residential curbside food scraps collection pilot project with additional homes in the Potomac and Montgomery Village areas, and expand the residential backyard and commercial food scraps recycling programs by adding more partners. Continue to increase edible food donations and channel edible food to residents with needs via a food recovery organization.

- Finalize the Save as You Throw program feasibility study for a Unit-based pricing for County-Provided Residential Solid Waste Collection Services, and analyze a unit-based pricing structure for a Save-as-You-Throw pilot program (charge customers based on the amount of waste they generate) for single-family homes in subdistricts A and B).
- Develop and issue a Request for Proposal (RFP) for the Development of a Plan for Organics Management, including siting, technology, and capacity planning.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Develop RFP for solid waste collection contracts for areas 6 and 8 to incorporate e-waste (electronics) in the new curbside collection contract, incorporate the replacement of the small blue bins with 32-gallon wheeled carts, and study the possibility of using smaller non-CDL vehicles to collect commingled materials.
- Continue the Recycle Right program to reduce contamination in the recycling bins and show a reduction of rejected bins between the start of enforcement in an area until its completion.

## PROGRAM CONTACTS

Contact Vicky Wan of the Recycling and Resource Management at 240.777.7722 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 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

### Administration and Support

Administration and Support program provides support to the Department of Environmental Protection's operations, programs, mission and policy directives. This program is responsible for operating and capital budget development and overall financial management. DEP's programs and operations are funded through the General Fund, the Water Quality Protection Fund and the Solid Waste Enterprise Funds.

The work of the program includes the following focus areas:

- Maintain all funds in a financially prudent manner and maintain structural stability given the responsibilities and risks associated with all programs and operations.
- Develop and evaluate capital 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 strategic changes.
- 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 DEP Communications team is responsible for increasing media hits, growing our social media audience, improving the DEP web experience, and reaching new and diverse audiences through public engagement.

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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,668,524** | **40.81** |
| Increase Cost: Automation Efforts | 118,945 | 0.00 |
| Increase Cost: Adjustment of Position Salaries | 37,529 | 0.00 |
| Decrease Cost: Reallocation of Position Based on Actual Work Activities | (1,059) | (0.01) |
| Decrease Cost: Turnover of Positions | (6,725) | 0.00 |
| Decrease Cost: Decrease in Administrative Costs | (8,456) | 0.00 |
| Decrease Cost: Finance Chargeback (Collection Fund) | (40,680) | 0.00 |
| Decrease Cost: Finance Chargeback (Disposal Fund) | (67,420) | 0.00 |
| Decrease Cost: Revenue Analysis and System Evaluation | (416,910) | 0.00 |
| Decrease Cost: Debt Service Payment Delay | (1,629,474) | 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. | 759,465 | 0.00 |
| **FY24 Recommended** | **8,413,739** | **40.80** |

## 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 for the 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of tons of County-wide yard trim and leaves collected | 175,821 | 155,966 | 179,622 | 181,419 | 183,233 |
| Number of tons of County-wide Commingled Recycling collected | 40,136 | 33,821 | 34,049 | 34,390 | 34,734 |
| Number of tons of County-wide Mixed Paper collected | 98,788 | 107,310 | 106,879 | 107,947 | 109,027 |
| Number of tons of County-wide Food Waste collected | 3,269 | 4,386 | 8,400 | 14,200 | 20,000 |
| Number of tons of County-wide Household Hazardous Waste collected | 3,083 | 3,598 | 2,942 | 2,972 | 3,002 |
| Number of tons of Municipal Solid Waste accepted at the Transfer Station: Residential, single family, and townhouse communities | 208,462 | 210,791 | 213,606 | 215,742 | 217,899 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **63,307,875** | **21.65** |
| Increase Cost: Out-of-County Haul | 1,723,463 | 0.00 |
| Increase Cost: Oaks Landfill Improvements | 887,316 | 0.00 |
| Increase Cost: Transfer Station Operations | 743,918 | 0.00 |
| Increase Cost: Dickerson Master Plan Environmental Assessments | 333,802 | 0.00 |
| Increase Cost: Household Hazardous Waste | 152,758 | 0.00 |
| Increase Cost: Site 2 Building Maintenance and Facilities Costs | 56,010 | 0.00 |
| Increase Cost: Gude Landfill | 34,122 | 0.00 |
| Increase Cost: Adjustment of Position Salaries | 15,029 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 4,997 | 0.00 |
| Decrease Cost: Resource Recovery Facility Revenue Operating Offsest | (1,846,591) | 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. | (3,227,420) | 0.00 |
| **FY24 Recommended** | **62,185,279** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of tons of Municipal Solid Waste accepted at the Transfer Station: Commercial and multi-family buildings | 202,671 | 257,706 | 221,224 | 223,436 | 225,670 |
| Number of business site visits to provide guidance and recycling support | 413 | 3,144 | 5,000 | 10,000 | 10,000 |
| Number of Multi-Family Building site visits to provide guidance and recycling support | 461 | 1,038 | 1,700 | 2,500 | 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 | 9 | 13 | 10 | 10 | 10 |
| Average number of recycling collections missed per week, not picked up within 24 hours [1] | 51 | 58 | 15 | 15 | 15 |

[1] *Recycling misses were higher in FY22 because a new contractor took over five areas, resulting in a temporary spike in misses.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **69,661,496** | **51.15** |
| Increase Cost: Yard Trim Program | 1,156,084 | 0.00 |
| Increase Cost: Residential, Commercial, and Multi-family Recycling Programs | 539,767 | 0.00 |
| Add: New Positions for Waste Reduction Efforts (Environmental Planning Policy Analyst & Senior Planning Specialist) | 258,606 | 2.00 |
| Increase Cost: Residential Refuse Collection Program | 180,614 | 0.00 |
| Increase Cost: Paper Recycling | 175,537 | 0.00 |
| Add: New Position for Multi-family Recycling (Program Specialist II) | 128,293 | 1.00 |
| Increase Cost: Food Waste Organics Program | 97,062 | 0.00 |
| Increase Cost: Adjustment of Position Salaries | 37,238 | 0.00 |
| Increase Cost: Waste System Program Development | 479 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Turnover of Positions | (14,367) | 0.00 |
| Decrease Cost: Recycing Outreach, Education, and Volunteers | (14,770) | 0.00 |
| Decrease Cost: Recycling Center Bypass Reduction | (650,069) | 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. | 510,716 | 0.00 |
| **FY24 Recommended** | **72,066,686** | **54.15** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **SOLID WASTE DISPOSAL** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 8,807,400 | 9,104,945 | 8,662,679 | 10,089,242 | 10.8 % |
| Employee Benefits | 2,355,292 | 2,601,275 | 2,473,901 | 2,881,410 | 10.8 % |
| **Solid Waste Disposal Personnel Costs** | **11,162,692** | **11,706,220** | **11,136,580** | **12,970,652** | **10.8 %** |
| Operating Expenses | 120,776,205 | 115,721,813 | 114,991,813 | 115,652,428 | -0.1 % |
| Capital Outlay | 1,834,512 | 2,315,605 | 2,315,605 | 2,685,199 | 16.0 % |
| Debt Service Other | 0 | 1,629,474 | 1,629,474 | 0 | -100.0 % |
| **Solid Waste Disposal Expenditures** | **133,773,409** | **131,373,112** | **130,073,472** | **131,308,279** | **—** |
| PERSONNEL | | | | | |
| Full-Time | 79 | 73 | 73 | 76 | 4.1 % |
| Part-Time | 2 | 1 | 1 | 1 | — |
| FTEs | 100.28 | 101.53 | 101.53 | 104.52 | 2.9 % |
| REVENUES | | | | | |
| Other Licenses/Permits | 14,129 | 10,111 | 14,129 | 14,129 | 39.7 % |
| Other Charges/Fees | 155,994 | 209,242 | 155,994 | 155,994 | -25.4 % |
| Sale of Recycled Materials | 10,764,407 | 4,961,166 | 7,238,624 | 6,566,067 | 32.3 % |
| Solid Waste Disposal Fees/Operating Revenues | 26,742,456 | 30,497,324 | 27,819,471 | 34,454,679 | 13.0 % |
| Systems Benefit Charge | 77,478,925 | 89,053,430 | 88,359,985 | 88,528,968 | -0.6 % |
| Other Fines/Forfeitures | 43,195 | 30,090 | 43,195 | 43,195 | 43.6 % |
| Miscellaneous Revenues | 6,016,715 | 55,000 | 103,913 | 103,913 | 88.9 % |
| Property Rentals | 1,128 | 10,198 | 1,128 | 1,128 | -88.9 % |
| Investment Income | 135,850 | 592,670 | 3,193,360 | 5,045,640 | 751.3 % |
| **Solid Waste Disposal Revenues** | **121,352,799** | **125,419,231** | **126,929,799** | **134,913,713** | **7.6 %** |
| **SOLID WASTE COLLECTION** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,286,067 | 1,329,210 | 1,251,062 | 1,405,341 | 5.7 % |
| Employee Benefits | 291,903 | 358,168 | 339,068 | 378,476 | 5.7 % |
| **Solid Waste Collection Personnel Costs** | **1,577,970** | **1,687,378** | **1,590,130** | **1,783,817** | **5.7 %** |
| Operating Expenses | 8,719,422 | 9,577,405 | 9,507,405 | 9,573,608 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **Solid Waste Collection Expenditures** | **10,297,392** | **11,264,783** | **11,097,535** | **11,357,425** | **0.8 %** |
| PERSONNEL | | | | | |
| Full-Time | 4 | 4 | 4 | 4 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 11.78 | 12.08 | 12.08 | 12.08 | — |
| REVENUES | | | | | |
| Other Charges/Fees | 17,708 | 0 | 0 | 0 | — |
| Systems Benefit Charge | 10,778,699 | 11,890,756 | 11,719,814 | 14,882,400 | 25.2 % |
| Investment Income | (2,772) | 24,770 | 65,160 | 102,960 | 315.7 % |
| Miscellaneous Revenues | 0 | 0 | 15,000 | 0 | — |
| **Solid Waste Collection Revenues** | **10,793,635** | **11,915,526** | **11,799,974** | **14,985,360** | **25.8 %** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **144,070,801** | **142,637,895** | **141,171,007** | **142,665,704** | **—** |
| **Total Full-Time Positions** | **83** | **77** | **77** | **80** | **3.9 %** |
| **Total Part-Time Positions** | **2** | **1** | **1** | **1** | **—** |
| **Total FTEs** | **112.06** | **113.61** | **113.61** | **116.60** | **2.6 %** |
| **Total Revenues** | **132,146,434** | **137,334,757** | **138,729,773** | **149,899,073** | **9.1 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **SOLID WASTE DISPOSAL** | | |
| **FY23 ORIGINAL APPROPRIATION** | **131,373,112** | **101.53** |
| **Changes (with service impacts)** | | |
| Add: New Positions for Waste Reduction Efforts (Environmental Planning Policy Analyst & Senior Planning Specialist) [Materials and Collection] | 258,606 | 2.00 |
| Add: New Position for Multi-family Recycling (Program Specialist II) [Materials and Collection] | 128,293 | 1.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Out-of-County Haul [Disposal] | 1,723,463 | 0.00 |
| Increase Cost: Yard Trim Program [Materials and Collection] | 1,156,084 | 0.00 |
| Increase Cost: Oaks Landfill Improvements [Disposal] | 887,316 | 0.00 |
| Increase Cost: Transfer Station Operations [Disposal] | 743,918 | 0.00 |
| Increase Cost: Residential, Commercial, and Multi-family Recycling Programs [Materials and Collection] | 539,767 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 470,626 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 455,142 | 0.00 |
| Increase Cost: Risk Management Adjustment | 407,825 | 0.00 |
| Increase Cost: Dickerson Master Plan Environmental Assessments [Disposal] | 333,802 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 196,490 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Paper Recycling [Materials and Collection] | 175,537 | 0.00 |
| Increase Cost: Household Hazardous Waste [Disposal] | 152,758 | 0.00 |
| Increase Cost: Automation Efforts [Administration and Support] | 118,945 | 0.00 |
| Increase Cost: Food Waste Organics Program [Materials and Collection] | 97,062 | 0.00 |
| Increase Cost: Site 2 Building Maintenance and Facilities Costs [Disposal] | 56,010 | 0.00 |
| Increase Cost: Adjustment of Position Salaries [Administration and Support] | 37,529 | 0.00 |
| Increase Cost: Adjustment of Position Salaries [Materials and Collection] | 37,238 | 0.00 |
| Increase Cost: Gude Landfill [Disposal] | 34,122 | 0.00 |
| Increase Cost: Adjustment of Position Salaries [Disposal] | 15,029 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Disposal] | 4,997 | 0.00 |
| Increase Cost: Waste System Program Development [Materials and Collection] | 479 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 50 | 0.00 |
| Decrease Cost: Reallocation of Position Based on Actual Work Activities [Administration and Support] | (1,059) | (0.01) |
| Decrease Cost: Printing and Mail | (2,606) | 0.00 |
| Decrease Cost: Recycing Outreach, Education, and Volunteers [Materials and Collection] | (14,770) | 0.00 |
| Decrease Cost: Retirement Adjustment | (17,022) | 0.00 |
| Decrease Cost: Finance Chargeback (Disposal Fund) [Administration and Support] | (67,420) | 0.00 |
| Decrease Cost: Revenue Analysis and System Evaluation [Administration and Support] | (416,910) | 0.00 |
| Decrease Cost: Recycling Center Bypass Reduction [Materials and Collection] | (650,069) | 0.00 |
| Decrease Cost: Debt Service Payment Delay [Administration and Support] | (1,629,474) | 0.00 |
| Decrease Cost: Resource Recovery Facility Revenue Operating Offsest [Disposal] | (1,846,591) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (3,450,000) | 0.00 |
| **FY24 RECOMMENDED** | **131,308,279** | **104.52** |

### SOLID WASTE COLLECTION

| | | |
|---|---|---|
| **FY23 ORIGINAL APPROPRIATION** | **11,264,783** | **12.08** |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Residential Refuse Collection Program [Materials and Collection] | 180,614 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 62,114 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 56,324 | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | 659 | 0.00 |
| Increase Cost: Printing and Mail | 75 | 0.00 |
| Decrease Cost: Retirement Adjustment | (1,566) | 0.00 |
| Decrease Cost: Turnover of Positions [Administration and Support] | (6,725) | 0.00 |
| Decrease Cost: Decrease in Administrative Costs [Administration and Support] | (8,456) | 0.00 |
| Decrease Cost: Turnover of Positions [Materials and Collection] | (14,367) | 0.00 |
| Decrease Cost: Finance Chargeback (Collection Fund) [Administration and Support] | (40,680) | 0.00 |
| Decrease Cost: Risk Management Adjustment | (58,907) | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Decrease Cost: Motor Pool Adjustment | (76,443) | 0.00 |
| **FY24 RECOMMENDED** | **11,357,425** | **12.08** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration and Support | 9,668,524 | 40.81 | 8,413,739 | 40.80 |
| Disposal | 63,307,875 | 21.65 | 62,185,279 | 21.65 |
| Materials and Collection | 69,661,496 | 51.15 | 72,066,686 | 54.15 |
| **Total** | **142,637,895** | **113.61** | **142,665,704** | **116.60** |

## CHARGES TO OTHER DEPARTMENTS

| Charged Department | Charged Fund | | FY23 Total$ | FY23 FTEs | FY24 Total$ | FY24 FTEs |
|---|---|---|---|---|---|---|
| **SOLID WASTE DISPOSAL** | | | | | | |
| General Services | General Fund | | 322,697 | 0.00 | 389,899 | 0.00 |
| Parking District Services | Bethesda Parking | | 70,046 | 0.00 | 75,299 | 0.00 |
| Parking District Services | Silver Spring Parking | | 135,714 | 0.00 | 145,893 | 0.00 |
| Parking District Services | Wheaton Parking | | 13,134 | 0.00 | 14,119 | 0.00 |
| Alcohol Beverage Services | Liquor | | 17,800 | 0.00 | 20,210 | 0.00 |
| | | **Total** | **559,391** | **0.00** | **645,420** | **0.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **SOLID WASTE DISPOSAL** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **131,308** | **131,308** | **131,308** | **131,308** | **131,308** | **131,308** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **88** | **88** | **88** | **88** | **88** |
| 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. | | | | | | |
| **Elimination of One-Time Items Recommended in FY24** | **0** | **(120)** | **(120)** | **(120)** | **(120)** | **(120)** |
| Items recommended for one-time funding in FY24, including vehicles for new positions, will be eliminated from the base in the outyears. | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **Labor Contracts** | **0** | **426** | **426** | **426** | **426** | **426** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |
| **Subtotal Expenditures** | **131,308** | **131,703** | **131,703** | **131,703** | **131,703** | **131,703** |
| **SOLID WASTE COLLECTION** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **11,357** | **11,357** | **11,357** | **11,357** | **11,357** | **11,357** |
| 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** | **11,357** | **11,465** | **11,465** | **11,465** | **11,465** | **11,465** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| New Position for Multi-family Recycling (Program Specialist II) | 78,293 | 1.00 | 103,713 | 1.00 |
| New Zero Waste Planner (Environmental Planning Policy Analyst ) | 97,888 | 1.00 | 130,695 | 1.00 |
| New Zero Waste Planning Position (Senior Planning Specialist) | 90,718 | 1.00 | 120,822 | 1.00 |
| **Total** | **266,899** | **3.00** | **355,230** | **3.00** |

## SOLID WASTE ENTERPRISE FUND

## RATES AND FISCAL PROJECTIONS FOR FY24-29

**Assumptions:**

- In FY24, the County Executive recommends the following solid waste system service charges:

  Single-Family: $293.26
  Multi-Family: $18.04
  Non-Residential: $627.68
  (Medium category)

- Refuse collection services are maintained at their current levels, with the annual collection charge increasing $33.00 (25.98%) from $127.00/ household in FY23 to $160.00/household in FY24.

- The disposal fee for municipal solid waste received at the Transfer Station (known as the "Tipping Fee") will increase to $70 per ton. Construction and demolition material and waste material delivered in open-top roll-off boxes will increase to $84 per ton. Tipping fees for concrete rubble known as DOT demolition material 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.

**FY24 - FY29 Solid Waste Refuse Collection: Net Asset Balance and Collection Charge Calculation**

| | FY23 Estimate | FY24 Projection | FY25 Projection | FY26 Projection | FY27 Projection | FY28 Projection | FY29 Projection |
|---|---|---|---|---|---|---|---|
| **ASSUMPTIONS** | | | | | | | |
| Indirect Cost Rate | 18.35% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% | 17.96% |
| CPI (Fiscal Year) | 3.04% | 2.11% | 2.18% | 2.21% | 2.23% | 2.34% | 2.33% |
| Number of Households (mid-FY) | 92,747 | 93,015 | 93,302 | 93,678 | 94,143 | 94,591 | 95,039 |
| **Charge Per Household** | **$ 127.00** | **$ 160.00** | **$ 160.00** | **$ 160.00** | **$ 165.00** | **$ 173.00** | **$ 175.00** |
| Percent Rate Increase (Decrease) | 8.55% | 25.98% | 0.00% | 0.00% | 3.13% | 4.85% | 1.16% |
| **Beginning Cash** | 1,934,765 | 1,446,805 | 3,949,366 | 5,470,371 | 4,584,211 | 3,639,773 | 3,848,798 |
| Revenues | 11,734,814 | 14,985,360 | 15,010,690 | 15,060,550 | 15,595,365 | 16,416,063 | 16,683,995 |
| Expenses | (11,108,140) | (11,357,425) | (12,350,920) | (14,793,893) | (15,372,274) | (15,823,775) | (16,280,722) |
| Transfers | (314,634) | (325,374) | (338,765) | (352,817) | (367,529) | (383,263) | (399,642) |
| Loan Payoff | (800,000) | (800,000) | (800,000) | (800,000) | (800,000) | | |
| **Ending Cash Balance** | 1,446,805 | 3,949,366 | 5,470,371 | 4,584,211 | 3,639,773 | 3,848,798 | 3,852,429 |
| **BEGINNING NET ASSETS** | (2,892,579) | (2,515,379) | 787,182 | 3,108,187 | 3,022,027 | 2,877,589 | 3,086,614 |
| **REVENUES** | | | | | | | |
| Charges for Services | 11,719,814 | 14,882,400 | 14,928,320 | 14,988,480 | 15,533,595 | 16,364,243 | 16,631,825 |
| Investment Income (per Dept. of Finance) | 65,160 | 102,960 | 82,370 | 72,070 | 61,770 | 51,820 | 52,170 |
| Miscellaneous | 15,000 | | | | | | |
| **Subtotal Revenues** | **11,799,974** | **14,985,360** | **15,010,690** | **15,060,550** | **15,595,365** | **16,416,063** | **16,683,995** |
| **INTERFUND TRANSFERS (Net Non-CIP)** | **(314,634)** | **(325,374)** | **(338,765)** | **(352,817)** | **(367,529)** | **(383,263)** | **(399,642)** |
| **OMB Transfer Change** | - | - | - | - | | | |
| **TOTAL RESOURCES** | **8,592,761** | **12,144,607** | **15,459,107** | **17,815,920** | **18,249,863** | **18,910,389** | **19,370,967** |
| **OPERATING BUDGET APPROP/EXPENSES** | | | | | | | |
| Personnel Costs | (1,590,130) | (1,783,817) | (1,858,381) | (1,936,618) | (2,018,537) | (2,106,142) | (2,197,338) |
| OMB Adjustments - Labor Adjustments | | | (107,377) | (107,377) | (107,377) | (107,377) | (107,377) |
| OMB Adjustments Labor Contracts other | | | (690) | (690) | (690) | (690) | (690) |
| Refuse Collection Contracts | (9,507,405) | (9,179,338) | (9,982,169) | (12,338,582) | (12,826,461) | (13,181,150) | (13,537,519) |
| Other Operating Costs | | (394,270) | (402,304) | (410,626) | (419,208) | (428,415) | (437,797) |
| OMB Adjustments - OPEB | (10,605) | | | | | | |
| Subtotal PSP Oper. Budget Approp / Exp. | **(11,108,140)** | **(11,357,425)** | **(12,350,920)** | **(14,793,893)** | **(15,372,274)** | **(15,823,775)** | **(16,280,722)** |
| **TOTAL USE OF RESOURCES** | **(11,108,140)** | **(11,357,425)** | **(12,350,920)** | **(14,793,893)** | **(15,372,274)** | **(15,823,775)** | **(16,280,722)** |
| **YEAR END - NET ASSETS*** | **(2,515,379)** | **787,182** | **3,108,187** | **3,022,027** | **2,877,589** | **3,086,614** | **3,090,245** |
| **End-of-Year Net Assets as a % of Resources** | **-29.3%** | **6.5%** | **20.1%** | **17.0%** | **15.8%** | **16.3%** | **16.0%** |

| FY24-29 DIVISION OF RECYCLING AND RESOURCE MANAGEMENT | | | | | | | |
|---|---|---|---|---|---|---|---|
| FISCAL PROJECTIONS | ESTIMATED FY23 | PROJECTED FY24 | PROJECTED FY25 | PROJECTED FY26 | PROJECTED FY27 | PROJECTED FY28 | PROJECTED FY29 |
| Single-Family Charges ($/Household) | 288.20 | 293.26 | 307.53 | 325.28 | 344.58 | 362.65 | 379.16 |
| % change in rate from previous year | 17.7% | 1.8% | 4.9% | 5.8% | 5.9% | 5.2% | 4.6% |
| Multi-Family Charges ($/Dwelling Unit) | 17.83 | 18.04 | 18.34 | 18.51 | 18.72 | 19.35 | 20.42 |
| % change in rate from previous year | 3.1% | 1.2% | 1.7% | 0.9% | 1.1% | 3.4% | 5.5% |
| Nonresidential Charges (medium "category" charge) | 664.76 | 627.68 | 611.11 | 618.97 | 628.02 | 670.72 | 721.88 |
| % change in rate from previous year | 3.1% | -5.6% | -2.6% | 1.3% | 1.5% | 6.8% | 7.6% |

***OPERATIONS CALCULATION***

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Disposal Fees | 27,912,822 | 36,036,643 | 36,030,768 | 35,880,515 | 35,725,150 | 35,565,349 | 35,331,365 |
| Charges for Services/SBC | 77,480,523 | 75,210,041 | 78,383,684 | 83,263,685 | 88,667,984 | 95,427,587 | 102,145,307 |
| Miscellaneous | 18,343,094 | 18,621,389 | 19,188,068 | 19,476,207 | 19,769,768 | 20,068,393 | 20,372,377 |
| Investment Income | 3,193,360 | 5,045,640 | 4,036,510 | 3,531,950 | 3,027,390 | 2,539,700 | 2,556,680 |
| **Subtotal Revenues** | **126,929,799** | **134,913,713** | **137,639,030** | **142,152,357** | **147,190,292** | **153,601,029** | **160,405,729** |
| **INTERFUND TRANSFERS** | **(273,126)** | **(121,216)** | **(177,323)** | **(94,864)** | **(296,679)** | **(319,182)** | **7,254** |
| **EXPENDITURES** | | | | | | | |
| Personnel Costs | (11,136,580) | (12,970,652) | (13,512,825) | (14,081,715) | (14,677,372) | (15,314,370) | (15,977,482) |
| Operating Expenses | (116,621,287) | (115,652,427) | (122,259,901) | (134,199,097) | (138,159,678) | (144,702,472) | (150,117,650) |
| Capital Outlay | (2,315,605) | (2,685,199) | (2,223,863) | (2,120,043) | (1,466,932) | (1,276,795) | (2,415,184) |
| Other Expenditure Restrictions | | | | | | | |
| **Subtotal Expenditures** | **(130,073,472)** | **(131,308,279)** | **(137,996,589)** | **(150,400,855)** | **(154,303,982)** | **(161,293,637)** | **(168,510,315)** |
| **CURRENT RECEIPTS TO CIP** | **(21,300,907)** | **(805,460)** | **-** | **-** | **-** | **-** | **-** |
| **OTHER CLAIMS ON FUND BALANCE - LABOR CONTR** | **-** | | **(3,609)** | **(3,609)** | **(3,609)** | **(3,609)** | **(3,609)** |
| **REMOVAL OF ONE-TIME ITEMS** | **-** | | **120,000** | **120,000** | **120,000** | **120,000** | **120,000** |
| **POTENTIAL FUTURE EXP. - LABOR CONTRACTS FF** | **-** | | **(422,823)** | **(422,823)** | **(422,823)** | **(422,823)** | **(422,823)** |
| **POTENTIAL FUTURE EXP. - OPEB** | **(84,842)** | | | | | | |
| **PAYOUT OF GUDE REMEDIATION** | **19,703,302** | **21,753,000** | **10,687,000** | **5,858,000** | **748,000** | **-** | **-** |
| **CY GUDE REMEDIATION** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **PAYOUT OF CLOSURE COSTS (Non-CIP)** | **2,290,056** | **2,334,284** | **2,387,585** | **2,442,864** | **2,499,960** | **2,561,190** | **2,623,715** |
| **CY ACCRUED CLOSURE COSTS** | **(49,231)** | **(50,582)** | **(53,300)** | **(55,280)** | **(57,096)** | **(61,230)** | **(62,525)** |
| **SET:ASIDE: FUTURE NEEDS** | **-** | | | | | | |
| **NET CHANGE** | **(2,858,420)** | **26,715,459** | **12,179,970** | **(404,209)** | **(4,525,936)** | **(5,818,262)** | **(5,842,574)** |

***CASH POSITION***

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **ENDING CASH & INVESTMENTS** | | | | | | | |
| Unrestricted Cash | 47,631,249 | 48,084,585 | 38,611,317 | 29,365,239 | 20,118,971 | 13,372,150 | 9,742,963 |
| Restricted Cash | 35,314,264 | 38,781,246 | 49,007,228 | 51,731,721 | 54,756,421 | 54,170,808 | 50,451,816 |
| **Subtotal Cash & Investments** | **82,945,513** | **86,865,831** | **87,618,545** | **81,096,960** | **74,875,392** | **67,542,958** | **60,194,779** |
| **RESERVE & LIABILITY REQUIREMENTS** | | | | | | | |
| Management Reserve | (27,355,891) | (28,195,904) | (30,116,584) | (30,929,215) | (32,385,028) | (33,888,347) | (34,914,779) |
| Debt Service Reserve | - | - | (5,843,750) | (5,845,500) | (5,846,250) | (5,846,250) | (5,846,250) |
| Renewal & Replacement Reserve | (5,050,692) | (5,157,261) | (5,269,689) | (5,386,149) | (5,506,260) | (5,635,107) | (5,766,405) |
| Stability Reserve | (2,907,681) | (5,428,081) | (7,777,205) | (9,570,857) | (11,018,883) | (8,801,105) | (3,924,382) |
| **Subtotal Reserve Requirements** | **(35,314,264)** | **(38,781,246)** | **(49,007,228)** | **(51,731,721)** | **(54,756,421)** | **(54,170,809)** | **(50,451,816)** |
| Closure/Postclosure Liability | (16,015,737) | (13,732,035) | (11,397,750) | (9,010,166) | (6,567,301) | (4,067,341) | (1,506,151) |
| Gude Remediation Liability | (39,046,000) | (17,293,000) | (6,606,000) | (748,000) | - | - | - |
| **Subtotal Reserve & Liability Requirements** | **(90,376,001)** | **(69,806,281)** | **(67,010,978)** | **(61,489,887)** | **(61,323,722)** | **(58,238,150)** | **(51,957,967)** |
| **CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS** | **(7,430,488)** | **17,059,550** | **20,607,567** | **19,607,073** | **13,551,670** | **9,304,808** | **8,236,812** |

***Net Assets***

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **ENDING NET ASSETS** | 65,721,994 | 95,446,322 | 110,677,048 | 113,760,877 | 111,480,432 | 108,020,756 | 105,669,060 |
| Less: Reserve Requirements | **(35,314,264)** | **(38,781,246)** | **(49,007,228)** | **(51,731,721)** | **(54,756,421)** | **(54,170,809)** | **(50,451,816)** |
| **NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS** | **30,407,730** | **56,665,076** | **61,669,820** | **62,029,156** | **56,724,011** | **53,849,947** | **55,217,244** |

## FY24 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 Charge | Incremental Systems Benefit Charge | 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 |

## FY24 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 | $ 70.00 | | 0.85550 | | $ 59.89 | | $ 22.57 | | $ 210.80 | | $ 160.00 | | $ 123.67 | | $ 576.93 |
| Outside Leaf Vacuuming District | $ 70.00 | | 0.85550 | | $ 59.89 | | $ 22.57 | | $ 210.80 | | $ 160.00 | | | | $ 453.26 |
| Incorporated | | | | | | | $ 22.57 | | | | | | | | $ 22.57 |
| **SUBDISTRICT B SINGLE-FAMILY**** | | | | | | | | | | | | | | | |
| Incorporated | | | | | | | $ 22.57 | | | | | | | | $ 22.57 |
| Inside Leaf Vacuuming District | | | | | | | | | | | | | | | |
| Unincorporated | $ 70.00 | | 0.85550 | | $ 59.89 | | $ 22.57 | | $ 210.80 | | | | $ 123.67 | | $ 416.93 |
| Outside Leaf Vacuuming District | | | | | | | | | | | | | | | |
| Unincorporated | $ 70.00 | | 0.85550 | | $ 59.89 | | $ 22.57 | | $ 210.80 | | | | | | $ 293.26 |
| **MULTI-FAMILY RESIDENTIAL**** | | | | | | | | | | | | | | | |
| Incorporated | | | | | | | $ 0.34 | | $ 17.70 | | | | | | $ 18.04 |
| Unincorporated | | | | | | | | | | | | | | | |
| Outside Leaf Vacuuming District | | | | | | | $ 0.34 | | $ 17.70 | | | | | | $ 18.04 |
| Inside Leaf Vacuuming District | | | | | | | $ 0.34 | | $ 17.70 | | | | $ 4.61 | | $ 22.65 |
| **NONRESIDENTIAL - $/2,000 SQ. FT. *** ** | | | | | | | | | | | | | | | |
| **Code Reference** | | | | | | | | | | | | | | | |
| Waste Generation Categories | | | | | | | | | | | | | | | |
| Low | | | | | | | $ 82.99 | | $ 42.55 | | | | | | $ 125.54 |
| Medium Low | | | | | | | $ 248.97 | | $ 127.64 | | | | | | $ 376.61 |
| Medium | | | | | | | $ 414.95 | | $ 212.73 | | | | | | $ 627.68 |
| Medium High | | | | | | | $ - | | $ - | | | | | | |
| High | | | | | | | $ 746.91 | | $ 382.91 | | | | | | $ 1,129.82 |

## OTHER FY24 SOLID WASTE FEES

| | |
|---|---|
| Base Solid Waste Charge under Section 48-32(a)(1): (This is known as the "Tipping Fee") $ 70.00 / disposal ton | Waste delivered to DOT Pad (Non-Processible) $70 / disposal ton |
| Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity per Section 48-32(c)(2): $0.00/disposal ton | Solid Waste Service Charges (Section 48-32(a)(2)): Paper and Commingled Containers $0.00 / ton<br>Solid Waste Service Charges (Section 48-32(b)(2)): All Yard Trim received at the Transfer Station (weighing > 500 pounds/load) $46.00 / ton |
| Waste delivered in open-top roll-off box and declared C&D $ 84.00 / disposal ton | Miscellaneous (48-31(f)): Compost Bins $0.00 each |

* Note: Base Sysems Benefit Charges are set to cover County Base Systems Costs net of Disposal Charges.

** With respect to Base and Incremental Systems Benefit Charges, this category includes dwellings in buildings of six or fewer households.

*** The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

THIS PAGE INTENTIONALLY LEFT BLANK

# Alcohol Beverage Services

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $70,805,841 | 428.70 |

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 FY24 Operating Budget for the Alcohol Beverage Services is $70,805,841, an increase of $2,539,973 or 3.72 percent from the FY23 Approved Budget of $68,265,868. Personnel Costs comprise 61.15 percent of the budget for 341 full-time position(s) and 130 part-time position(s), and a total of 428.70 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 38.85 percent of the FY24 budget.

In FY24, Alcohol Beverage Services will transfer $33.6 million to the General Fund and make $8.65 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $42.3 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 Growing Economy**
- **A Greener County**
- **Safe Neighborhoods**
- **Effective, Sustainable Government**

## INITIATIVES

- ABS will update all store point of sale register systems to remove technology barriers and enable ABS to expand its potential by adding services such as curbside pickup, buy online and pick up in store, and queue line checkout.
- ABS will participate in and support the 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.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded business education through virtual trainings.
- Initiated business outreach to assist with restaurant recovery.
- ABS partnered with multiple brands to introduce and support minority- and female-owned products.
- As supply chain disruptions and product shortages plagued the alcohol industry, ABS introduced a "similar products" feature on iStore to help licensed retailers find suitable alternatives, which resulted in many customers discovering new favorites.
- ABS trained license holders and their employees in the safe sale and service of alcohol through its Alcohol Law Education Regulatory Training program.
- ABS helped local businesses get a foothold in the market through its 26 retail stores. By dramatically increasing the locally produced beer, wine, and spirits in its inventory, ABS helped small businesses thrive during a difficult time.
- Residents and license holders gained equitable and transparent access to highly allocated products (HAL) through the Department's updated HAL program.

## PROGRAM CONTACTS

Contact Courtney Orsini of the Alcohol Beverage Services at 240.777.1921 or Abdul Rauf 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 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

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total sales overall | $303,901,776 | $317,986,604 | $312,852,531 | $314,416,794 | $315,988,878 |
| Gross profit | $93,186,736 | $99,972,839 | $99,320,520 | $101,306,930 | $102,066,732 |
| Transfer to General Fund | $27,926,172 | $35,501,037 | $34,917,233 | $35,142,142 | $35,142,142 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **14,518,428** | **24.20** |
| Increase Cost: IT and Point-Of-Sale System | 291,795 | 0.00 |
| Technical Adj: IT contracts | 243,178 | 0.00 |
| Decrease Cost: Debt Service | (207,350) | 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. | 1,093,389 | 5.00 |
| **FY24 Recommended** | **15,939,440** | **29.20** |

## Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of unique licensees that ordered items (monthly average) | 699 | 811 | 810 | 810 | 810 |
| Number of items shipped to customers - licensees only | 4,192,681 | 3,997,126 | 4,000,000 | 4,000,000 | 4,000,000 |
| Percent of items shipped on time and intact - licensees only | 96.1% | 95.0% | 96.0% | 96.0% | 97.0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,937,093** | **76.23** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 842,154 | (2.23) |
| **FY24 Recommended** | **7,779,247** | **74.00** |

## Licensure, Regulation and Education

This program includes issuance of beverage alcohol licenses; inspecting and investigating licensed facilities to ensure compliance with all applicable laws, rules, 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Number of valid licensed businesses registered with ABS | 1,033 | 1,036 | 1,045 | 1,045 | 1,045 |
| Number of annual alcohol compliance checks to minors (under 21) [1] | 0 | 149 | 400 | 400 | 400 |
| Number of licensed business inspections | 3,707 | 3,645 | 4,000 | 4,000 | 4,000 |
| Percent of licensees that fail compliance checks (Number of establishments that fail / Number of total compliance checks) | 0.0% | 33.0% | 20.0% | 20.0% | 20.0% |

[1] *Decreases in FY20-21 are due to the limited in-person dining and on-premise alcohol sales caused by the COVID-19 virus.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,899,726** | **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. | 335,779 | 2.00 |
| **FY24 Recommended** | **2,235,505** | **12.39** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Same store sales year over year | $137,680,088 | $139,955,596 | $138,002,004 | $139,382,024 | $140,775,844 |
| Average licensee satisfaction score from annual survey - Retail Operations (scale of 1-5) [1] | 3.7 | 3.6 | 3.7 | 3.8 | 3.9 |

[1] *The Annual Licensee Customer Satisfaction Survey (FY20-FY22 ) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to licensees in FY23-FY25.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **33,132,402** | **216.98** |
| Increase Cost: Credit Card Fees | 950,000 | 0.00 |
| Enhance: New Gaithersburg Store | 671,687 | 8.50 |
| Increase Cost: Retail Store Leases | 483,331 | 0.00 |
| Increase Cost: Position Reclassification | 57,489 | 1.00 |
| Decrease Cost: Conversion of Clerks Positions from Part-Time to Flex-Time | 0 | (9.60) |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (1,546,603) | (5.10) |
| **FY24 Recommended** | **33,748,306** | **211.78** |

## Warehouse Operations

This program involves management of the County's beverage alcohol warehouse and includes the purchase, receipt, and storage of different stock and special order items.

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of shipped items returned | 0.5% | 0.4% | 0.4% | 0.4% | 0.4% |
| Percent of items shipped on time and intact - stock products - licensees only | 96.1% | 94.9% | 96.0% | 96.0% | 96.5% |
| Percent of items shipped on time and intact - special order products - licensees only | 96.7% | 96.9% | 97.0% | 97.0% | 97.5% |

| Program Performance Measures | Actual FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Average licensee satisfaction score from annual survey - Wholesale Operations (scale of 1-5) [1] | 3.8 | 3.5 | 3.7 | 3.8 | 3.9 |

[1] *The Annual Licensee Customer Satisfaction Survey (FY20-FY22 ) has had a response rate of 8-11%. The Department has committed to increasing the response rate through active outreach to licensees in FY23-FY25.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **11,107,352** | **99.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | (4,009) | 2.33 |
| **FY24 Recommended** | **11,103,343** | **101.33** |

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

### Marketing

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **670,867** | **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. | (670,867) | (2.00) |
| **FY24 Recommended** | **0** | **0.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| LIQUOR CONTROL | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 27,607,187 | 29,147,659 | 27,786,303 | 32,200,207 | 10.5 % |
| Employee Benefits | 9,204,211 | 10,023,992 | 9,239,458 | 11,094,710 | 10.7 % |
| **Liquor Control Personnel Costs** | **36,811,398** | **39,171,651** | **37,025,761** | **43,294,917** | **10.5 %** |
| Operating Expenses | 21,060,727 | 19,112,477 | 21,205,586 | 18,756,534 | -1.9 % |
| Capital Outlay | 354,282 | 1,120,800 | 1,120,800 | 100,800 | -91.0 % |
| Debt Service Other | 8,235,358 | 8,860,940 | 8,860,940 | 8,653,590 | -2.3 % |
| **Liquor Control Expenditures** | **66,461,765** | **68,265,868** | **68,213,087** | **70,805,841** | **3.7 %** |
| PERSONNEL | | | | | |
| Full-Time | 332 | 334 | 334 | 341 | 2.1 % |
| Part-Time | 130 | 127 | 127 | 130 | 2.4 % |
| FTEs | 443.80 | 428.80 | 428.80 | 428.70 | — |
| REVENUES | | | | | |
| Liquor Licenses | 3,311,039 | 1,206,955 | 1,206,955 | 1,206,955 | — |
| Other Licenses/Permits | 77,825 | 117,600 | 117,600 | 117,600 | — |
| Other Charges/Fees | 17,161 | 23,887 | 23,887 | 23,887 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| Other Fines/Forfeitures | 140,100 | 63,383 | 63,383 | 63,383 | — |
| Liquor Sales | 99,972,839 | 99,051,469 | 99,320,520 | 101,306,930 | 2.3 % |
| Miscellaneous Revenues | 336,209 | 0 | 0 | 809,235 | — |
| Investment Income | 16,596 | 70,380 | 390,110 | 616,390 | 775.8 % |
| Bag Tax | 7,245 | 0 | 0 | 0 | — |
| **Liquor Control Revenues** | **103,879,014** | **100,533,674** | **101,122,455** | **104,144,380** | **3.6 %** |

## GRANT FUND - MCG

### EXPENDITURES

| | | | | | |
|---|---|---|---|---|---|
| Salaries and Wages | 72 | 0 | 0 | 0 | — |
| Employee Benefits | 5 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **77** | **0** | **0** | **0** | **—** |
| **Grant Fund - MCG Expenditures** | **77** | **0** | **0** | **0** | **—** |

### PERSONNEL

| | | | | | |
|---|---|---|---|---|---|
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| **Grant Fund - MCG Revenues** | **0** | **0** | **0** | **0** | **—** |

## DEPARTMENT TOTALS

| | | | | | |
|---|---|---|---|---|---|
| **Total Expenditures** | **66,461,842** | **68,265,868** | **68,213,087** | **70,805,841** | **3.7 %** |
| **Total Full-Time Positions** | **332** | **334** | **334** | **341** | **2.1 %** |
| **Total Part-Time Positions** | **130** | **127** | **127** | **130** | **2.4 %** |
| **Total FTEs** | **443.80** | **428.80** | **428.80** | **428.70** | **—** |
| **Total Revenues** | **103,879,014** | **100,533,674** | **101,122,455** | **104,144,380** | **3.6 %** |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **LIQUOR CONTROL** | | |
| **FY23 ORIGINAL APPROPRIATION** | **68,265,868** | **428.80** |
| **Changes (with service impacts)** | | |
| Enhance: New Gaithersburg Store [Retail Sales Operations] | 671,687 | 8.50 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 2,274,100 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 1,859,655 | 0.00 |
| Increase Cost: Credit Card Fees [Retail Sales Operations] | 950,000 | 0.00 |
| Increase Cost: Retail Store Leases [Retail Sales Operations] | 483,331 | 0.00 |
| Increase Cost: Motor Pool Adjustment | 392,764 | 0.00 |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Increase Cost: IT and Point-Of-Sale System [Administration] | 291,795 | 0.00 |
| Technical Adj: IT contracts [Administration] | 243,178 | 0.00 |
| Increase Cost: Risk Management Adjustment | 70,148 | 0.00 |
| Increase Cost: Position Reclassification [Retail Sales Operations] | 57,489 | 1.00 |
| Increase Cost: Printing and Mail | 7,621 | 0.00 |
| Decrease Cost: Conversion of Clerks Positions from Part-Time to Flex-Time [Retail Sales Operations] | 0 | (9.60) |
| Decrease Cost: Retirement Adjustment | (46,906) | 0.00 |
| Decrease Cost: Debt Service [Administration] | (207,350) | 0.00 |
| Decrease Cost: Annualization of FY23 Personnel Costs | (692,759) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (3,814,780) | 0.00 |
| **FY24 RECOMMENDED** | **70,805,841** | **428.70** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Administration | 14,518,428 | 24.20 | 15,939,440 | 29.20 |
| Delivery Operations | 6,937,093 | 76.23 | 7,779,247 | 74.00 |
| Licensure, Regulation and Education | 1,899,726 | 10.39 | 2,235,505 | 12.39 |
| Marketing | 670,867 | 2.00 | 0 | 0.00 |
| Retail Sales Operations | 33,132,402 | 216.98 | 33,748,306 | 211.78 |
| Warehouse Operations | 11,107,352 | 99.00 | 11,103,343 | 101.33 |
| **Total** | **68,265,868** | **428.80** | **70,805,841** | **428.70** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **LIQUOR CONTROL** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **70,806** | **70,806** | **70,806** | **70,806** | **70,806** | **70,806** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Annualization of Positions Recommended in FY24** | **0** | **53** | **53** | **53** | **53** | **53** |
| 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. | | | | | | |
| **Debt Service** | **0** | **(62)** | **(414)** | **1,173** | **1,171** | **1,171** |
| Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system. | | | | | | |
| **Labor Contracts** | **0** | **1,267** | **1,267** | **1,267** | **1,267** | **1,267** |
| These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items. | | | | | | |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **Subtotal Expenditures** | **70,806** | **72,064** | **71,712** | **73,299** | **73,297** | **73,297** |

## ANNUALIZATION OF FULL PERSONNEL COSTS

| | FY24 Recommended | | FY25 Annualized | |
|---|---|---|---|---|
| | Expenditures | FTEs | Expenditures | FTEs |
| Position Reclassification | 57,489 | 1.00 | 110,754 | 1.00 |
| **Total** | **57,489** | **1.00** | **110,754** | **1.00** |

| FISCAL PROJECTIONS | FY23 Estimate | FY24 REC | FY25 PROJECTION | FY26 PROJECTION | FY27 PROJECTION | FY28 PROJECTION | FY29 PROJECTION |
|---|---|---|---|---|---|---|---|
| ASSUMPTIONS | | | | | | | |
| Indirect Cost Rate | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% |
| CPI (Fiscal Year) | 2.9% | 2.1% | 2.2% | 2.2% | 2.2% | 2.3% | 2.3% |
| Investment Income Yield | 3.3% | 5.0% | 4.0% | 3.5% | 3.0% | 2.5% | 2.5% |
| BEGINNING CASH BALANCE | 11,270,749 | 7,895,231 | 4,884,278 | 2,771,780 | 3,783,624 | 4,532,058 | 7,518,007 |
| REVENUES | | | | | | | |
| Licenses & Permits | 1,324,555 | 1,324,555 | 1,353,431 | 1,383,342 | 1,414,191 | 1,447,283 | 1,481,005 |
| Charges For Services | 23,887 | 23,887 | 24,408 | 24,947 | 25,503 | 26,100 | 26,708 |
| Fines & Forfeitures | 63,383 | 63,383 | 64,765 | 66,196 | 67,672 | 69,256 | 70,870 |
| Miscellaneous | 99,710,630 | 102,732,555 | 104,332,713 | 106,928,703 | 109,589,593 | 112,317,005 | 115,112,603 |
| Subtotal Revenues | 101,122,455 | 104,144,380 | 105,775,317 | 108,403,188 | 111,096,959 | 113,859,644 | 116,691,186 |
| INTERFUND TRANSFERS (Net:Non-CIP) | (34,917,233) | (33,629,492) | (33,629,492) | (33,629,492) | (33,629,492) | (33,629,492) | (33,629,492) |
| Transfers To The General Fund | (34,917,233) | (33,629,492) | (33,629,492) | (33,629,492) | (33,629,492) | (33,629,492) | (33,629,492) |
| Indirect Costs | (3,917,233) | (4,329,492) | (4,329,492) | (4,329,492) | (4,329,492) | (4,329,492) | (4,329,492) |
| Other | (31,000,000) | (29,300,000) | (29,300,000) | (29,300,000) | (29,300,000) | (29,300,000) | (29,300,000) |
| TOTAL RESOURCES | 77,475,971 | 78,410,119 | 77,030,103 | 77,545,477 | 81,251,091 | 84,762,210 | 90,579,701 |
| CIP CURRENT REVENUE APPROP. | (1,000,000) | (2,720,000) | (1,783,000) | (1,213,000) | (2,144,000) | (2,200,000) | (671,000) |
| Operating Budget | (59,352,147) | (62,152,251) | (62,152,251) | (62,152,251) | (62,152,251) | (62,152,251) | (62,152,251) |
| CPI-Fiscal Year for OE ( = OE w/o FC x CPI) | n/a | 0 | (411,090) | (836,920) | (1,276,100) | (1,747,220) | (2,227,310) |
| Debt Service: GO Bonds (Non-Tax Funds only) | (8,860,940) | (8,653,590) | (8,591,490) | (8,239,190) | (9,826,190) | (9,824,240) | (9,824,240) |
| Debt Service: Other (Non-Tax Funds only) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Annualizations and One-Time | n/a | n/a | 0 | 0 | 0 | 0 | 0 |
| Labor Contracts | n/a | | (1,267,492) | (1,267,492) | (1,267,492) | (1,267,492) | (1,267,492) |
| Annualization of FY24 Positions | | | (53,000) | (53,000) | (53,000) | (53,000) | (53,000) |
| Subtotal PSP Oper Budget Approp / Exp's | (68,213,087) | (70,805,841) | (72,475,323) | (72,548,853) | (74,575,033) | (75,044,203) | (75,524,293) |
| OTHER CLAIMS ON FUND BALANCE | (367,653) | 0 | 0 | 0 | 0 | 0 | 0 |
| YEAR END CASH BALANCE | 7,895,231 | 4,884,278 | 2,771,780 | 3,783,624 | 4,532,058 | 7,518,007 | 14,384,408 |
| END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES | 10.2% | 6.2% | 3.6% | 4.9% | 5.6% | 8.9% | 15.9% |

**Assumptions:**

1. These projections are based on the Executive's recommended budget. The projected future expenditures, revenues, and fund balances may vary based on the changes not assumed here from free or tax related usage, inflation, labor contract 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 expensditures grow with CPI. Revenue projections reflect ABS Gross Profit forecast.
4. Other claims on fund balance include the OPEB liability allocation (GASB 75).

THIS PAGE INTENTIONALLY LEFT BLANK

# Cable Television Communications Plan

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $14,062,013 | 24.34 |

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 FY24 Operating Budget for the Office of Broadband Programs is $14,062,013, a decrease of $1,165,422 or 7.65 percent from the FY23 Approved Budget of $15,227,435. Personnel Costs comprise 27.67 percent of the budget for 14 full-time position(s) and no part-time position(s), and a total of 24.34 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 72.33 percent of the FY24 budget.

The Cable Fund is facing continued pressures from the trend towards cutting the cord. Cable Fund revenue from Franchise Fees and PEG Operating and Capital Grants are projected to fall by over $2.64 million in FY24 relative to FY23 approved and to continue to decrease every year thereafter by 4% to 8% per year.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

## COUNTY PRIORITY OUTCOMES

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

- **Thriving Youth and Families**
- **A Growing Economy**
- **A Greener County**
- **Easier Commutes**
- **Effective, Sustainable Government**

## INITIATIVES

- Expand community partnerships to deploy an additional 32,000 free laptop computers to low-income seniors and families living in affordable housing developments, enroll 20,000 families in the Affordable Connectivity broadband subsidy program (ACP), and seek additional Maryland and Federal broadband grant funding to expand MoCoNet, the County's residential broadband network at affordable housing developments.
- Expand corporate digital equity partnerships to grow youth STEAM programs and internships, enhance digital media and cyber awareness skills, and expand intergenerational digital equity programs.
- Enhance proactive maintenance of FiberNet to improve system reliability and reduce system outages; implement process changes to improve cost recovery, reduce inefficiencies, and improve public transparency for the deployment of telecommunications infrastructure throughout the County.
- Promote and publicize the upgrade of FiberNet to a "Carrier Class" network, which supports and enables efforts to develop revenue streams from this critical asset. FiberNet's diverse connectivity to a world class data center in Ashburn, Virginia provides all FiberNet users with virtually unlimited access to premier service providers.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Winner of three Alliance for Community Media awards for Black History, African Heritage, and Public Meeting programming, recognizing County Cable Montgomery's achievements to highlight the rich cultural heritage and diversity of Montgomery County.
- Implemented process efficiencies in equipment provisioning to simplify MoCoNet high speed broadband installations for consumers. As a result, staff productivity improved by 50 percent and enhanced digital equity access for seniors, immigrants, and low-income families was delivered.
- Offering livestream support to departments for hybrid and online public meetings to improve production quality, expand interactive capabilities for public participation, and simultaneously live stream to up to eight social media platforms.
- Built community partnerships and leveraged open-source tools to target distribution of 50,000 free laptop computers to low-income residents.

## PROGRAM CONTACTS

Contact Leny Bautista of the Department of Technology and Enterprise Business Solutions at 240.777.2865 or Seamus McNamara of the Office of Management and Budget at 240.777.2755 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

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,053,454** | **0.00** |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 72,971 | 0.00 |
| Increase Cost: MCTV Warranties | 10,000 | 0.00 |
| Reduce: Connect Montgomery Alliance Due to a Decline in Cable Fund Revenues | (12,983) | 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. | (118,221) | 0.00 |
| **FY24 Recommended** | **1,005,221** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Hours of first-run locally produced and acquired Montgomery College MC-ITV programming [1] | 278 | 314 | 335 | 375 | 425 |
| Hours of Montgomery College student-assisted original programming [2] | 84 | 94 | 130 | 185 | 215 |

[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.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| **FY24 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming [1] | 362 | 242 | 254 | 267 | 280 |

[1] *In-person production stories were reduced due to covid restrictions.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| **FY24 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Hours of first run locally produced, block, and acquired County Cable Montgomery (CCM) programming [1] | 2,257 | 1,703 | 2,000 | 2,103 | 2,150 |
| Video communications produced for social media and cable | 1,443 | 2,123 | 1,107 | 1,200 | 1,250 |
| Percent of productions completed within agreed-upon timeline | 100% | 100% | 100% | 100% | 100% |
| Engagements with video communications | 2,202,734 | 876,286 | 674,286 | 887,286 | 887,286 |

[1] *Production of feature stories and Council hearings were significantly reduced in FY21 because of COVID-19 and did not return to pre-pandemic levels in FY22. Production of live meeting via Zoom significantly increased.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,607,549** | **9.30** |
| Reduce: M-NCPPC Due to Decline in Cable Fund Revenues | (6,145) | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Shift: PIO Expenses From the Cable Fund to the General Fund Due to a Decline in Cable Fund Revenues | (26,254) | (0.21) |
| Shift: Council Expenses From the Cable Fund to the General Fund Due to a Decline in Cable Fund Revenues | (42,341) | 0.00 |
| Shift: Audio Visual Specialist to Council General Fund Due to a Decline in Cable Fund Revenues | (110,271) | (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. | 70,056 | 0.00 |
| **FY24 Recommended** | **1,492,594** | **8.09** |

## 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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming [1] | 1,510 | 1,312 | 1,469 | 1,469 | 1,854 |

[1] *MCM facilities were closed to volunteers in FY21 and part of FY22 due to COVID-19.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,973,859** | **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. | 71,603 | 0.00 |
| **FY24 Recommended** | **3,045,462** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,624,888** | **0.00** |
| Reduce: Municipal Operating Support Due to Decline in Cable Fund Revenues | (49,806) | 0.00 |
| Reduce: Municipal Franchise Fee Distribution Due to a Decline in Cable Fund Revenues | (124,902) | 0.00 |
| Reduce: Municipal Capital Support Due to Decline in Cable Fund Revenues | (153,362) | 0.00 |

| FY24 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. | 1 | 0.00 |
| **FY24 Recommended** | **3,296,819** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours | 8% | 5% | 6% | 7% | 7% |
| Percent of English and Spanish language first-run programs closed captioned in English | 100% | 100% | 100% | 100% | 100% |
| Percent of English language first-run programs closed captioned in Spanish | 75% | 0% | 0% | 0% | 0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,224,189** | **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. | (17,822) | 0.00 |
| **FY24 Recommended** | **1,206,367** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Transmission facility applications processed | 350 | 264 | 350 | 350 | 350 |
| Average number of days to process applications for siting wireless towers | 35 | 32 | 35 | 35 | 35 |
| Percent of customers satisfied with Community Technology complaint handling | 95.1% | 95.8% | 95.0% | 95.0% | 95.0% |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,635,549** | **5.50** |
| Increase Cost: Columbia Telecommunications Corporation (CTC) Engineering Support for TFCG Reviews | 24,380 | 0.00 |
| Reduce: Community Technology Legal and Professional Services Due to a Decline in Cable Fund Revenues | (100,213) | 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. | 45,564 | 0.00 |
| **FY24 Recommended** | **1,605,280** | **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 FY21 | Actual FY22 | Estimated FY23 | Target FY24 | Target FY25 |
|---|---|---|---|---|---|
| Total Senior Planet Montgomery participants [1] | 10,354 | 5,253 | 4,000 | 5,000 | 5,000 |
| Percent of Senior Planet Montgomery participants who rated the quality of their instruction "high" or "very high" | 94% | 89% | 90% | 90% | 90% |
| Percent of Senior Planet Montgomery participants whose quality of life improved | 83% | 82% | 82% | 82% | 82% |
| Number of affordable housing communities receiving high-speed broadband through MoCoNet | 1 | 2 | 5 | 7 | 9 |
| Number of subscribers to free high-speed broadband through MoCoNet | 33 | 96 | 275 | 391 | 638 |

[1] *Senior Planet Montgomery switched from in-person to online digital equity programs in response to COVID-19 on March 23, 2020. FY21 and FY22 figures include all virtual participants, including duplicates, as unique participant data is not available via Zoom.*

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **686,131** | **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. | 11,357 | 0.00 |
| **FY24 Recommended** | **697,488** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,421,816** | **8.75** |
| Reduce: DOT Miss Utility Due to a Decline in Cable Fund Revenues | (14,534) | 0.00 |
| Shift: IT Supervisor to TEBS General Fund Due to a Decline in Cable Fund Revenues | (169,501) | (1.00) |
| Shift: Senior IT Specialist to TEBS General Fund Due to a Decline in Cable Fund Revenues | (172,951) | (1.00) |
| Shift: Manager III to TEBS General Fund Due to a Decline in Cable Fund Revenues | (174,149) | (1.00) |
| Shift: Manager I to TEBS General Fund Due to a Decline in Cable Fund Revenues | (242,794) | (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. | 64,895 | 0.00 |
| **FY24 Recommended** | **1,712,782** | **4.75** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **CABLE TELEVISION** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 3,201,722 | 3,731,616 | 2,796,644 | 3,146,520 | -15.7 % |
| Employee Benefits | 820,939 | 855,374 | 642,346 | 744,711 | -12.9 % |
| **Cable Television Personnel Costs** | **4,022,661** | **4,586,990** | **3,438,990** | **3,891,231** | **-15.2 %** |
| Operating Expenses | 12,845,682 | 10,640,445 | 10,425,322 | 10,170,782 | -4.4 % |
| **Cable Television Expenditures** | **16,868,343** | **15,227,435** | **13,864,312** | **14,062,013** | **-7.7 %** |
| PERSONNEL | | | | | |
| Full-Time | 18 | 19 | 19 | 14 | -26.3 % |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 30.75 | 29.55 | 29.55 | 24.34 | -17.6 % |
| REVENUES | | | | | |
| Franchise Fees | 14,594,858 | 14,358,470 | 13,342,919 | 12,704,332 | -11.5 % |
| Other Charges/Fees | 2,680,217 | 0 | 0 | 0 | — |
| PEG Capital Revenue | 2,686,333 | 5,302,621 | 4,784,207 | 4,484,207 | -15.4 % |
| PEG Operating Revenue | 3,375,595 | 3,312,461 | 3,237,712 | 3,138,392 | -5.3 % |
| Tower Application Fees | 202,500 | 250,000 | 250,000 | 250,000 | — |
| Miscellaneous Revenues | 136,786 | 1,000,000 | 1,000,000 | 1,000,000 | — |
| Investment Income | 7,125 | 76,760 | 167,490 | 167,490 | 118.2 % |
| **Cable Television Revenues** | **23,683,414** | **24,300,312** | **22,782,328** | **21,744,421** | **-10.5 %** |

## FY24 RECOMMENDED CHANGES

| | | Expenditures | FTEs |
|---|---|---|---|
| **CABLE TELEVISION** | | | |
| | **FY23 ORIGINAL APPROPRIATION** | **15,227,435** | **29.55** |
| **Changes (with service impacts)** | | | |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| Reduce: M-NCPPC Due to Decline in Cable Fund Revenues [Media - PIO, Council, M-NCPPC] | (6,145) | 0.00 |
| Reduce: Connect Montgomery Alliance Due to a Decline in Cable Fund Revenues [Connect Montgomery Alliance] | (12,983) | 0.00 |
| Reduce: DOT Miss Utility Due to a Decline in Cable Fund Revenues [OBP Fibernet (CF)] | (14,534) | 0.00 |
| Reduce: Municipal Operating Support Due to Decline in Cable Fund Revenues [Municipal Support] | (49,806) | 0.00 |
| Reduce: Community Technology Legal and Professional Services Due to a Decline in Cable Fund Revenues [OBP Community Technology] | (100,213) | 0.00 |
| Reduce: Municipal Franchise Fee Distribution Due to a Decline in Cable Fund Revenues [Municipal Support] | (124,902) | 0.00 |
| Reduce: Municipal Capital Support Due to Decline in Cable Fund Revenues [Municipal Support] | (153,362) | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Annualization of FY23 Compensation Increases | 152,279 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 115,096 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Connect Montgomery Alliance] | 72,971 | 0.00 |
| Increase Cost: Columbia Telecommunications Corporation (CTC) Engineering Support for TFCG Reviews [OBP Community Technology] | 24,380 | 0.00 |
| Increase Cost: MCTV Warranties [Connect Montgomery Alliance] | 10,000 | 0.00 |
| Increase Cost: Printing and Mail | 1,022 | 0.00 |
| Decrease Cost: Retirement Adjustment | (2,946) | 0.00 |
| Shift: PIO Expenses From the Cable Fund to the General Fund Due to a Decline in Cable Fund Revenues [Media - PIO, Council, M-NCPPC] | (26,254) | (0.21) |
| Shift: Council Expenses From the Cable Fund to the General Fund Due to a Decline in Cable Fund Revenues [Media - PIO, Council, M-NCPPC] | (42,341) | 0.00 |
| Increase Cost: Annualization of FY23 Personnel Costs | (64,268) | 0.00 |
| Decrease Cost: Elimination of One-Time Items Approved in FY23 | (73,750) | 0.00 |
| Shift: Audio Visual Specialist to Council General Fund Due to a Decline in Cable Fund Revenues [Media - PIO, Council, M-NCPPC] | (110,271) | (1.00) |
| Shift: IT Supervisor to TEBS General Fund Due to a Decline in Cable Fund Revenues [OBP Fibernet (CF)] | (169,501) | (1.00) |
| Shift: Senior IT Specialist to TEBS General Fund Due to a Decline in Cable Fund Revenues [OBP Fibernet (CF)] | (172,951) | (1.00) |
| Shift: Manager III to TEBS General Fund Due to a Decline in Cable Fund Revenues [OBP Fibernet (CF)] | (174,149) | (1.00) |
| Shift: Manager I to TEBS General Fund Due to a Decline in Cable Fund Revenues [OBP Fibernet (CF)] | (242,794) | (1.00) |
| **FY24 RECOMMENDED** | **14,062,013** | **24.34** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Connect Montgomery Alliance | 1,053,454 | 0.00 | 1,005,221 | 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 | 1,607,549 | 9.30 | 1,492,594 | 8.09 |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Montgomery Community Media | 2,973,859 | 0.00 | 3,045,462 | 0.00 |
| Municipal Support | 3,624,888 | 0.00 | 3,296,819 | 0.00 |
| OBP Community Engagement | 1,224,189 | 5.00 | 1,206,367 | 5.00 |
| OBP Community Technology | 1,635,549 | 5.50 | 1,605,280 | 5.50 |
| OBP Digital Equity (Cable Fund) | 686,131 | 1.00 | 697,488 | 1.00 |
| OBP Fibernet (CF) | 2,421,816 | 8.75 | 1,712,782 | 4.75 |
| **Total** | **15,227,435** | **29.55** | **14,062,013** | **24.34** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **CABLE TELEVISION** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **14,062** | **14,062** | **14,062** | **14,062** | **14,062** | **14,062** |
| 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** | **14,062** | **14,118** | **14,118** | **14,118** | **14,118** | **14,118** |

# Non-Departmental Accounts

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $351,776,557 | 37.32 |

## 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 FY24, 50 NDAs are funded. Three new NDAs are established: the Children's Opportunity Alliance, Small Business Support Services, and UM 3 - Institute for Health Computing.

## BUDGET OVERVIEW

The total recommended FY24 Operating Budget for the Non-Departmental Accounts is $351,776,557, a decrease of $1,460,569 or 0.41 percent from the FY23 Approved Budget of $353,237,126. Personnel Costs comprise 3.82 percent of the budget for 23 full-time position(s) and no part-time position(s), and a total of 37.32 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 96.18 percent of the FY24 budget.

## PROGRAM CONTACTS

Contact Eva Acevedo of the Office of Management and Budget at 240.777.2763 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; 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,339,106** | **0.00** |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 184,923 | 0.00 |
| Eliminate: Elimination of One-Time FY23 Enhancement | (175,000) | 0.00 |
| **FY24 Recommended** | **6,349,029** | **0.00** |

## Boards, Committees and Commissions

The following budget supports 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **47,750** | **0.00** |
| Increase Cost: Increase in the Number of Projected Board Member Reimbursements | 1,915 | 0.00 |
| **FY24 Recommended** | **49,665** | **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 potential 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **150** | **0.00** |
| Technical Adj: Workload Adjustment to Support the Commission's Preparation of its Biennial Report | 1,000 | 0.00 |
| **FY24 Recommended** | **1,150** | **0.00** |

## Children's Opportunity Alliance (COA)

Designated as Montgomery County's Early Care and Education Coordinating Entity on July 12, 2022 under Bill #42-21, the Children's Opportunity Alliance (COA), formerly the Children's Opportunity Fund (COF), under the auspice of the Greater

Washington Community Foundation (GWCF), was charged with building an equitable, high-quality, accessible, and sustainable early childhood system to support the well-being of children and families in the County. The COA is also charged with identifying and impacting systemic inequities and structurally violent practices, and structures that create access barriers for vulnerable, racially, and ethnically diverse populations. The COA's charge is supported and directed by a 21 voting member board comprised of parents/guardians, center-based providers, family childcare providers, employers, philanthropy, non-profit organizations, Montgomery College, Universities at Shady Grove, and ex officio appointees from Montgomery County Public Schools, Department of Health and Human Services, Office of Management and Budget, and County Council.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| Shift: Cost from Children's Opportunity Fund NDA to Children's Opportunity Alliance NDA | 425,000 | 0.00 |
| Shift: Cost from Children's Opportunity Fund program in HHS General Fund to Children's Opportunity Alliance NDA | 290,637 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 12,750 | 0.00 |
| **FY24 Recommended** | **728,387** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **691,677** | **3.05** |
| Add: New Funding for Climate Fellows and Interns | 85,000 | 0.00 |
| Shift: Funding for Climate Fellows and Interns from Department of Environmental Protection | 85,000 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 12,363 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 1,500 | 0.00 |
| Shift: Reassign Three Positions from NDA to Department of Environmental Protection | (397,632) | (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. | 113,731 | 0.00 |
| **FY24 Recommended** | **591,639** | **0.05** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,884,990** | **0.00** |
| **FY24 Recommended** | **2,884,990** | **0.00** |

## Community Grants

This NDA targets needs not directly addressed by other departmental efforts, provides a space for innovative and experimental programs, addresses critical gaps in specific communities or sectors, and provides resources to support nonprofit partners that cut across County government. Community needs do not always fit neatly into a single department's mission, have often complex multifaceted root causes, and require innovative and flexible solutions. Nonprofit 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. Community partners are also 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 NDAs. During the pandemic the County froze community grants funding as a way to provide continuity of funding to community grants recipients. Except for those community grants that are moving to a departmental base budget, no FY23 Community Grants program recipient will automatically receive funding in FY24. Instead, the Office of Grants Management will manage the application and awarding processes for the ten competitive grant programs within the NDA. The competitions will be launched immediately after the County Council passes an FY24 Approved Budget in May of 2023 with new grant awards announced in early July and new program funding beginning on October 1, 2023. To avoid a service gap between old and new funding for continuing programs, the NDA includes $1,168,833 in Bridge Funding for all FY23 Community Grant programs whose current contracts expire before October 1, 2023. Organizations who do not receive renewed funding will still receive these Bridge Funds to appropriately wind down their operations. These reforms are the culmination of years of engagement between the nonprofit community and County government. Re-competing programs within the Community Grants budget is an important step in reforming our grants process to be fairer, more equitable, and to address new and evolving community needs.

In addition, 28 community grants programs previously funded through the Community Grants' budget will be shifted into departmental base budgets ($1.7 million). Shifting programs will receive a 3% inflationary increase over their FY23 Approved funding level. The list of the programs and funding amounts shifting into department base budgets can be found on page 80-1 of

this publication.

The overall $9,887,948 within the Community Grants NDA includes:

- Underserved Communities Project Grants: $1,258,128 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: $1 million will be available to strengthen County nonprofit organizations with a prioritization of organizations based in underserved communities.
- Nonprofit Incubators: $560,987 will be available to pilot sustained, innovative, accessible, and community-based support for emerging nonprofit organizations with potential to serve the County's most hard-to-reach and underserved communities.
- Community Projects Fund Grants: $1 million in one-time funding will be available for small, emerging, and volunteer led organizations to implement small, community focused projects, initiatives, and events with a quarterly application cycle.
- Youth Support Grants: $1.5 million will be available for programs targeting the needs of the County's youth community.
- Senior Support Grants: $1.5 million will be available for programs targeting the needs of the County's senior community.
- Grants for Organizations Supporting Individuals with Disabilities: $1.5 million will be available for programs targeting the needs of County residents who have disabilities.
- Place Based Management Grants: $400,000 will be available to continue support for Place Based Management activities in the County using on the Main Streets USA model.
- Emerging Business District Grants: $600,000 will be available to support operations necessary to establish non-profit, commercial district management entities.
- FY23 Community Grant Bridge Funding: $1,168,833 will be available for FY23 Community Grants who are not shifting into department base budgets and whose current contracts expire before October 1, 2023.

Recommended for Community Grants but included as part of the Capital Budget within the Cost Sharing: MCG Project (CIP#720601) are the following that total $3,000,000:

- Arts Facility Capital Grants - Major Projects/State Match Fund: $750,000 will be available to maximize leverage of State matches for major (over $100,000) County arts related capital projects. The County Council may match State Bond Bills in their FY24 Approved Budget. Any remaining resources not matched by State Bond Bills will be competed by the County through OGM and promoted matches within the FY25 State Bond Bill cycle.
- Arts Facility Capital Grants - Small Projects Fund: $250,000 will be available to support small ($100,000 and below) County arts related capital projects in underserved communities.
- Cost Sharing Capital Grants - Major Projects/State Match Fund: $1.25 million will be available to maximize leverage of State matches for major (over $100,000) County non-arts related capital projects. The County Council may match State Bond Bills in their FY24 Approved Budget. Any remaining resources not matched by State Bond Bills will be competed by the County through the Office of Grants Management (OGM) and promoted matches within the FY25 State Bond Bill cycle.
- Cost Sharing Capital Grants - Small Projects Fund: $750,000 will be available to support small ($100,000 and below)

County non-arts related capital projects in underserved communities.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **10,998,473** | **0.00** |
| Decrease Cost: Eliminating One-Time Items Approved as Part of the FY23 Budget | (10,398,473) | 0.00 |
| Enhance: Community Projects Fund | 1,000,000 | 0.00 |
| Enhance: Grants for Organizations Supporting Individuals with Disabilities | 1,500,000 | 0.00 |
| Enhance: Nonprofit Business Incubator for Underserved Communities | 560,987 | 0.00 |
| Enhance: Nonprofit Technical Assistance and Management Support (NTAMS) Grants | 1,000,000 | 0.00 |
| Enhance: Place-based Management Grants | 400,000 | 0.00 |
| Enhance: Senior Support Programs | 1,500,000 | 0.00 |
| Enhance: Underserved Communities Projects (UCP) Grants | 1,258,128 | 0.00 |
| Enhance: Youth Support Programs | 1,500,000 | 0.00 |
| Shift: Emerging Business District Grants to the Community Engagement Cluster Budget | (600,000) | 0.00 |
| Technical Adj: FY23 Community Grants Bridge Funding | 1,168,833 | 0.00 |
| **FY24 Recommended** | **9,887,948** | **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 employees are funded in FY24, as well as a one-time lump-sum award for PLS employees.

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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **9,863,865** | **1.18** |
| Increase Cost: FY24 Compensation Adjustment | 6,090,442 | 0.00 |
| Increase Cost: MLS/PLS Pay for Performance | 500,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 3,880 | 0.00 |
| Decrease Cost: Elimination of One-Time Cost Increase for Health Insurance Cost Share | (6,682,265) | 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. | 5,251 | (0.06) |
| **FY24 Recommended** | **9,781,173** | **1.12** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,132,834** | **0.00** |
| Increase Cost: Three Percent Inflationary Adjustment for Conference and Visitors Bureau | 63,985 | 0.00 |
| **FY24 Recommended** | **2,196,819** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **525,895** | **1.00** |
| Increase Cost: Conference Center - Biannual Management Audit | 50,000 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 5,416 | 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. | 20,884 | 0.00 |
| **FY24 Recommended** | **602,195** | **1.00** |

## Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,704,000** | **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. | (1,704,000) | 0.00 |
| **FY24 Recommended** | **0** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **57,424,677** | **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. | 4,826,795 | 0.00 |
| **FY24 Recommended** | **62,251,472** | **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).

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **74,728** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **12,999,985** | **0.00** |
| Increase Cost: Microsoft Enterprise Agreement Renewal | 525,210 | 0.00 |
| Increase Cost: DCM Seat Service Contract | 276,000 | 0.00 |
| **FY24 Recommended** | **13,801,195** | **0.00** |

## Early Care and Education

In March 2019, the County Executive and County Council launched the Early Care and Education Initiative, an interagency and stakeholder group with representatives from the Montgomery County Department of Health and Human Services (DHHS), Montgomery County Public Schools (MCPS), and Montgomery College to address the need for comprehensive support of quality early care and education opportunities in Montgomery County with a targeted and strategic focus on:

- Sustainability: provide new and ongoing resources to sustain partnerships and high-quality early childhood education across types of child care providers;
- Access & Affordability: provide ease of access and affordable options for families with children ages 0-5;
- Alignment: create partnerships and alignment of services for ease and access for families of young children, early educators, and the public; and
- Expansion: expand the supply and options for high quality early education programs in multiple settings.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **10,992,589** | **17.96** |
| Increase Cost: FY24 Compensation Adjustment | 2,838 | 0.00 |
| Eliminate: FY23 One-Time Funding for Recreation Summer School Wrap Around Program | 0 | (9.96) |
| Shift: Existing Expense from Operating Expense to Personnel Cost to Reflect Addition of Four Merit Staff Positions That Will Support the Early Care and Education Initiative | 0 | 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. | 183,099 | 0.00 |
| **FY24 Recommended** | **11,178,526** | **12.00** |

## Future Federal/State/Other Grants

This NDA enables the County to implement new grant-funded programs up to $200,000 each and provides funds for grant continuations and enhancements without having to process individual supplemental appropriations through the County Council. Upon approval by the County Executive, funds in this program are transferred to the receiving department's grant account.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **20,000,000** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **28,020** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **48,928,437** | **0.00** |
| Increase Cost: Additional Cost for Increased Claims Expense | 2,510,066 | 0.00 |
| **FY24 Recommended** | **51,438,503** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,563,502** | **1.00** |
| Enhance: Guaranteed Income Pilot Expenses | 734,843 | 0.00 |
| **FY24 Recommended** | **3,298,345** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **162,000** | **0.00** |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 4,860 | 0.00 |
| **FY24 Recommended** | **166,860** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **62,089** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **7,633,168** | **0.00** |
| Increase Cost: Incremental FY24 Compensation | 282,566 | 0.00 |
| Increase Cost: FY24 Rental License Fee Increase ($5 per unit) plus additional 112 Units at Battery Lane | 56,767 | 0.00 |
| **FY24 Recommended** | **7,972,501** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **50,000** | **0.00** |
| Decrease Cost: Quadrennial Funding for Inauguration and Transition Expenses Removed for FY24 | (50,000) | 0.00 |
| **FY24 Recommended** | **0** | **0.00** |

## Incubator Programs

This NDA provides for facility lease payments, portfolio management services, and program funding for the County's Business Innovation Network (BIN) facilities. The BIN consists of three physical locations: the Silver Spring Innovation Center on Georgia Avenue (owned by the County), the Rockville Innovation Center in Rockville Town Square (owned by the County), and the Germantown Innovation Center on the campus of Montgomery College (under lease from the College Foundation until 2036). This NDA also supports the National Cybersecurity of Excellence in Shady Grove, a partnership between the National Institutes of Technology, the State of Maryland, and Montgomery County.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **4,288,971** | **5.00** |
| Increase Cost: FY24 Compensation Adjustment | 23,050 | 0.00 |
| Increase Cost: Specialized Training - Technical Assistance for Incubator Tenants | 10,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 12 | 0.00 |
| Shift: Funding to Small Business Support Services NDA | (1,675,000) | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 22,841 | 0.00 |
| **FY24 Recommended** | **2,669,874** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **427,882** | **0.15** |
| Increase Cost: Annualization of FY23 Compensation Increases | 3,069 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 689 | 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. | (130) | 0.00 |
| **FY24 Recommended** | **431,510** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,000** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,596,000** | **0.00** |
| Shift: Community Grants Moved From the Community Grants Non-Departmental Account to the KID Museum Non-Departmental Account | 216,918 | 0.00 |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 47,880 | 0.00 |
| **FY24 Recommended** | **1,860,798** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **100,000** | **0.00** |
| Decrease Cost: Funding Adjustment Due to Sufficient Rollover of Funds from FY23 | (100,000) | 0.00 |
| **FY24 Recommended** | **0** | **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; childcare 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 FY24, approximately 73 leased facilities are budgeted. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **15,671,334** | **0.00** |
| Increase Cost: Net Chargebacks of Facility Leases | 1,195,569 | 0.00 |
| Increase Cost: Net Change in Lease Costs | 1,081,583 | 0.00 |
| Increase Cost: New Leases | 108,120 | 0.00 |
| **FY24 Recommended** | **18,056,606** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,142,152** | **13.00** |
| Add: New Position to Serve as Liaison to the Asian American and Pacific Islander Community | 82,703 | 1.00 |
| Increase Cost: FY24 Compensation Adjustment | 45,862 | 0.00 |
| Enhance: Translation Services and Culturally Competent Advertising | 40,000 | 0.00 |
| Increase Cost: Annualization of FY23 Compensation Increases | 12 | 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. | 194,028 | 0.00 |
| **FY24 Recommended** | **2,504,757** | **14.00** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **1,684,519** | **0.00** |
| Increase Cost: Increase Membership Dues | 273,014 | 0.00 |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY24 Recommended** | **1,957,533** | **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 and build adult English language learning programs and instruction to further individual and family success at work, school, and in the community. 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,113,623** | **0.00** |
| Increase Cost: MCAEL Operating and Grant Expenses | 163,409 | 0.00 |
| **FY24 Recommended** | **2,277,032** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **6,200,000** | **0.00** |
| Increase Cost: Three Percent Inflationary Adjustment for the Montgomery County Economic Development Corporation | 186,000 | 0.00 |
| **FY24 Recommended** | **6,386,000** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| **FY24 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 FY24.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **18,647,957** | **0.00** |
| Increase Cost: Adjustment for Revenue Estimate | 667,184 | 0.00 |
| **FY24 Recommended** | **19,315,141** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **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. | (66,490) | 0.00 |
| **FY24 Recommended** | **0** | **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 FY24 (90 percent of the calculation), and FY25 (100 percent of the calculation). The amounts included in the FY24 budget for this program reflect the required 90 percent phased-in payment.

| Payments to Municipalities - FY24 Recommended | |
|---|---|
| **Municipality** | **FY24 Payment** |
| Brookeville | 16,359 |
| Chevy Chase, Sec. III | 59,835 |
| Chevy Chase View | 83,516 |
| Chevy Chase Village | 310,085 |
| Town of Chevy Chase | 255,739 |
| Drummond | 9,334 |
| Friendship Heights | 114,884 |
| Gaithersburg | 3,936,730 |
| Garrett Park | 98,083 |
| Glen Echo | 42,004 |
| Kensington | 282,334 |
| Laytonsville | 47,801 |
| Martin's Additions | 54,285 |
| North Chevy Chase | 51,092 |
| Oakmont | 6,632 |
| Poolesville | 570,761 |
| Rockville | 7,382,680 |
| Somerset | 112,394 |
| Takoma Park | 5,239,704 |
| Washington Grove | 90,886 |
| **Total** | **18,765,138** |

This does not include the estimated Municipalities' Speed Camera Allocation of $129,344

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **17,269,690** | **0.00** |
| Increase Cost: FY24 Required Increase | 1,495,448 | 0.00 |
| Increase Cost: Estimated FY24 Speed Camera Payment to Municipalities | 129,344 | 0.00 |
| **FY24 Recommended** | **18,894,482** | **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, and pursuant to Montgomery County Bill 49-21. 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. 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, salary compensation for PAB and ACC members, office supplies, printing, interpreter services, legal advice, 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 all Montgomery County law enforcement agencies and leadership.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **436,541** | **2.00** |
| Increase Cost: Annualization of Positions | 55,007 | 0.00 |
| Increase Cost: Police Accountability Board and Administrative Charging Committee Salary Increase | 12,560 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 5,114 | 0.00 |
| **FY24 Recommended** | **509,222** | **2.00** |

## 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **20,000** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,500,000** | **0.00** |
| Re-align: Committee Recommendation - Public Elections Fund 4-Year Plan | 250,000 | 0.00 |
| Reduce: One-Time FY23 Enhancement for Public Elections Fund | (2,500,000) | 0.00 |
| **FY24 Recommended** | **250,000** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,000** | **0.00** |
| **FY24 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 $66.8 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 FY23, the County General Fund contributed funding in excess of the ADC by $12.6 million (County General Fund), and the prefunding contributions were budgeted at $57.4 million for the MCPS Consolidated Trust and $1.7 million for the MC Consolidated Trust.

In planning for FY24, actuarial analysis assumed a utilization of $17.4 million in Trust assets as 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 in a fiscally

responsible and sustainable manner to pay a portion of the retiree health benefits while maintaining the assets necessary to support continued growth and long-term fulfillment of its purpose through sustained investment growth and contributions as required.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **25,737,987** | **0.00** |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 731,826 | 0.00 |
| **FY24 Recommended** | **26,469,813** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **419,900** | **0.00** |
| Increase Cost: Contribution to City of Rockville | 2,400 | 0.00 |
| **FY24 Recommended** | **422,300** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **276,480** | **0.00** |
| Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts | 8,294 | 0.00 |
| **FY24 Recommended** | **284,774** | **0.00** |

## Small Business Support Services

This NDA provides funding to support and augment the County Business Center's efforts through the County's resource partners that provide specialized assistance and programs for small businesses and entrepreneurs. Support includes technical assistance and coaching for business owners interested in starting and growing their business in the County. This NDA also supports the County's Minority, Female, and Disabled-Owned initiative that provides targeted programs and support for those businesses. For FY24, this funding was shifted from the Incubator Programs NDA to delineate better the small business support services that are not specifically performed by the County's Business Innovation Network.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| Shift: Shift from Incubator Programs NDA to Small Business Support Services | 1,675,000 | 0.00 |
| Add: Funding for Procurement and Technical Assistance Center Services | 50,000 | 0.00 |
| **FY24 Recommended** | **1,725,000** | **0.00** |

## State Positions Supplement

This NDA provides for the County supplement to State salaries and fringe benefits for secretarial assistance for the resident judges of the Maryland Appellate Courts.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **60,756** | **0.00** |
| **FY24 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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,565,615** | **0.00** |
| **FY24 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. The County no longer receives bills for these costs.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **3,754** | **0.00** |
| Decrease Cost: Funding Adjustment Due to End of Accrued Liability | (3,754) | 0.00 |
| **FY24 Recommended** | **0** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **167,911** | **0.00** |
| Increase Cost: FY24 Reimbursement Calculation Increase | 4,505 | 0.00 |
| **FY24 Recommended** | **172,416** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **5,356,382** | **0.00** |
| Add: Cloud Subscription | 200,000 | 0.00 |
| Reduce: Verizon Disconnects | (200,000) | 0.00 |
| Decrease Cost: Transition to Hybrid Phone System | (270,256) | 0.00 |
| **FY24 Recommended** | **5,086,126** | **0.00** |

## UM 3 - Institute for Health Computing

In cooperation with partners in the University of Maryland System, including the University of Maryland College Park, University of Maryland, Baltimore, University of Maryland Medical Center, Universities at Shady Grove, and others, the Institute for Health Computing (UM-IHC) is a planned research facility and academic presence at the North Bethesda Metro

Station in the Pike District that will serve as an anchor and attraction to developers and businesses. The Institute will include research in Artificial Intelligence (AI), Machine Learning and Virtual and Augmented Reality (VR/AR). The new facility will bring together world-class researchers from the University System of Maryland's partner institutions prominent in artificial intelligence, machine learning, and the virtual/augmented reality fields with researchers and clinicians at the UMMS. The Institute is expected to open in leased space in early 2023, with final completion of laboratory and office space at the North Bethesda Metro location in 2028.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **0** | **0.00** |
| Enhance: Operating Expenditures by the Universities for Ongoing Space, Staffing, Electrical and Infrastructure Costs of the Center | 5,000,000 | 0.00 |
| **FY24 Recommended** | **5,000,000** | **0.00** |

## Universities at Shady Grove

This NDA provides for the services of the Resilient Education for All, Designed for You (READY) Institute at the Universities of Shady Grove (USG). The school-based and out-of-school time programs will drive impactful change on the County's talent pipeline efforts and educational ecosystem by focusing on the changing workforce demands of biotechnology, healthcare, construction, hospitality, cybersecurity, data analytics, and entrepreneurship.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **475,000** | **0.00** |
| **FY24 Recommended** | **475,000** | **0.00** |

## Vision Zero

This NDA funds the County Executive's oversight and coordination of the Vision Zero Initiative to end traffic related serious injuries and fatalities through a full-time Vision Zero Coordinator and supporting operational funds. The operational funds assist the Coordinator in implementing and updating the Vision Zero Action Plan.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **189,563** | **1.00** |
| Add: La Abuelina Roadway Safety Campaign | 100,000 | 0.00 |
| Increase Cost: FY24 Compensation Adjustment | 4,160 | 0.00 |
| Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. | 8,221 | 0.00 |
| **FY24 Recommended** | **301,944** | **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.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **45,105,090** | **0.00** |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Increase Cost: Additional General Funds Needed to Provide a 70 Percent Match of Federal EITC When Combined with State Match | 7,385,661 | 0.00 |
| Eliminate: Reduction in ARPA Funding for Working Families Income Supplement | (25,000,000) | 0.00 |
| **FY24 Recommended** | **27,490,751** | **0.00** |

### WorkSource Montgomery, Inc

WorkSource Montgomery (WSM) is the private non-profit corporation authorized by Council Resolution 18-295 as the County's designated workforce development corporation. WorkSource Montgomery has been designated to implement the County's workforce development policies established by the Workforce Development Board to promote job growth and talent attraction.

The Employment and Training Services for Immigrants program is designed to offer employment and training services directly to immigrant and refugee residents in Montgomery County. Specifically, the program will promote entrepreneurship and occupational skills to refugee and immigrant adults to help them secure employment as quickly as possible. The program will assist our clients to find employment through employment professional development, vocational training, support services, barrier remediation, and entrepreneurial and occupational skills training.

Summer RISE is an initiative led by the Montgomery County Public Schools' (MCPS) Partnerships Unit in collaboration with corporate and private businesses, educational institutions, faith-based institutions, government agencies, and non-profit organizations. Summer RISE is a four week, 40-hour program for rising MCPS juniors and seniors to participate in a live, virtual, or hybrid career-based learning opportunity during the summer. With a hybrid model, MCPS and WSM saw an increase in student program participation as well as an expanded host/employer network with the ability to host multiple students each.

Coding Our Way Home is a training component of the DOCR Montgomery County Correctional Facility Job Center program, which also includes community-based services offered at the American Job Centers and Ignite Hub. As clients participate in the Individual Service Planning processes, those with an interest in software coding will be appropriately assessed (i.e., aptitude and interests) and offered an opportunity to participate in the Coding Our Way Home program.

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **2,172,594** | **0.00** |
| Increase Cost: Increase in Back Office Operations and Healthcare Benefit Rates | 63,279 | 0.00 |
| **FY24 Recommended** | **2,235,873** | **0.00** |

## REALIGNED PROGRAMS

Funding in the following programs has been realigned to other programs within this department.

### Children's Opportunity Fund

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| **FY23 Approved** | **425,000** | **0.00** |

| FY24 Recommended Changes | Expenditures | FTEs |
|---|---|---|
| Shift: Cost from Children's Opportunity Fund NDA to Children's Opportunity Alliance NDA | (425,000) | 0.00 |
| **FY24 Recommended** | **0** | **0.00** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 1,596,968 | 11,053,539 | 9,171,636 | 11,370,017 | 2.9 % |
| Employee Benefits | 408,003 | 895,161 | 597,427 | 1,080,354 | 20.7 % |
| **County General Fund Personnel Costs** | **2,004,971** | **11,948,700** | **9,769,063** | **12,450,371** | **4.2 %** |
| Operating Expenses | 299,394,928 | 295,288,426 | 312,892,869 | 318,326,186 | 7.8 % |
| **County General Fund Expenditures** | **301,399,899** | **307,237,126** | **322,661,932** | **330,776,557** | **7.7 %** |
| PERSONNEL | | | | | |
| Full-Time | 21 | 23 | 23 | 23 | — |
| Part-Time | 1 | 0 | 0 | 0 | — |
| FTEs | 23.46 | 45.34 | 45.34 | 37.32 | -17.7 % |
| REVENUES | | | | | |
| Conference Center - Rental Income | 345,692 | 319,100 | 319,100 | 319,100 | — |
| Miscellaneous Revenues | 851,277 | 431,171 | 431,171 | 431,171 | — |
| Property Rentals | 2,714,638 | 3,900,000 | 3,900,000 | 3,900,000 | — |
| Conference Center - Net Proceeds | 282,350 | 1,000,000 | 1,750,000 | 1,750,000 | 75.0 % |
| **County General Fund Revenues** | **4,193,957** | **5,650,271** | **6,400,271** | **6,400,271** | **13.3 %** |
| **GRANT FUND - MCG** | | | | | |
| EXPENDITURES | | | | | |
| Salaries and Wages | 0 | 1,000,000 | 1,000,000 | 1,000,000 | — |
| Employee Benefits | 0 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Personnel Costs** | **0** | **1,000,000** | **1,000,000** | **1,000,000** | **—** |
| Operating Expenses | 43,763,837 | 45,000,000 | 45,000,000 | 20,000,000 | -55.6 % |
| **Grant Fund - MCG Expenditures** | **43,763,837** | **46,000,000** | **46,000,000** | **21,000,000** | **-54.3 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |
| REVENUES | | | | | |
| State Grants | 0 | 20,000,000 | 20,000,000 | 20,000,000 | — |
| American Rescue Plan Act | 0 | 25,000,000 | 25,000,000 | 0 | -100.0 % |
| Federal Grants | 32,180,602 | 0 | 0 | 0 | — |
| **Grant Fund - MCG Revenues** | **32,180,602** | **45,000,000** | **45,000,000** | **20,000,000** | **-55.6 %** |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| **DEPARTMENT TOTALS** | | | | | |
| **Total Expenditures** | **345,163,736** | **353,237,126** | **368,661,932** | **351,776,557** | **-0.4 %** |
| **Total Full-Time Positions** | **21** | **23** | **23** | **23** | **—** |
| **Total Part-Time Positions** | **1** | **0** | **0** | **0** | **—** |
| **Total FTEs** | **23.46** | **45.34** | **45.34** | **37.32** | **-17.7 %** |
| **Total Revenues** | **36,374,559** | **50,650,271** | **51,400,271** | **26,400,271** | **-47.9 %** |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Arts and Humanities Council | 6,339,106 | 0.00 | 6,349,029 | 0.00 |
| Boards, Committees and Commissions | 47,750 | 0.00 | 49,665 | 0.00 |
| Charter Review Commission | 150 | 0.00 | 1,150 | 0.00 |
| Children's Opportunity Alliance (COA) | 0 | 0.00 | 728,387 | 0.00 |
| Children's Opportunity Fund | 425,000 | 0.00 | 0 | 0.00 |
| Climate Change Planning | 691,677 | 3.05 | 591,639 | 0.05 |
| Community Grants | 10,998,473 | 0.00 | 9,887,948 | 0.00 |
| Compensation and Employee Benefit Adjustments | 9,863,865 | 1.18 | 9,781,173 | 1.12 |
| Conference and Visitors Bureau | 2,132,834 | 0.00 | 2,196,819 | 0.00 |
| Conference Center | 525,895 | 1.00 | 602,195 | 1.00 |
| Consolidated Retiree Health Benefit Trust - College | 1,704,000 | 0.00 | 0 | 0.00 |
| Consolidated Retiree Health Benefit Trust - MCPS | 57,424,677 | 0.00 | 62,251,472 | 0.00 |
| County Associations | 74,728 | 0.00 | 74,728 | 0.00 |
| Device Client Management | 12,999,985 | 0.00 | 13,801,195 | 0.00 |
| Early Care and Education | 10,992,589 | 17.96 | 11,178,526 | 12.00 |
| Future Federal/State/Other Grants | 20,000,000 | 0.00 | 20,000,000 | 0.00 |
| Grants To Municipalities in Lieu Of Shares Tax | 28,020 | 0.00 | 28,020 | 0.00 |
| Group Insurance Retirees | 48,928,437 | 0.00 | 51,438,503 | 0.00 |
| Guaranteed Income | 2,563,502 | 1.00 | 3,298,345 | 1.00 |
| Historical Activities | 162,000 | 0.00 | 166,860 | 0.00 |
| Homeowners' Association Road Maintenance Reimburse | 62,089 | 0.00 | 62,089 | 0.00 |
| Housing Opportunities Commission | 7,633,168 | 0.00 | 7,972,501 | 0.00 |
| Inauguration and Transition | 50,000 | 0.00 | 0 | 0.00 |
| Incubator Programs | 4,288,971 | 5.00 | 2,669,874 | 5.00 |
| Independent Audit | 427,882 | 0.15 | 431,510 | 0.15 |
| Interagency Technology, Policy, and Coordination Commission | 3,000 | 0.00 | 3,000 | 0.00 |
| KID Museum | 1,596,000 | 0.00 | 1,860,798 | 0.00 |
| Labor Management Relations Committee | 100,000 | 0.00 | 0 | 0.00 |

## PROGRAM SUMMARY

| Program Name | FY23 APPR Expenditures | FY23 APPR FTEs | FY24 REC Expenditures | FY24 REC FTEs |
|---|---|---|---|---|
| Leases | 15,671,334 | 0.00 | 18,056,606 | 0.00 |
| Legislative Branch Communications Outreach | 2,142,152 | 13.00 | 2,504,757 | 14.00 |
| Metro Washington Council of Governments | 1,684,519 | 0.00 | 1,957,533 | 0.00 |
| Montgomery Coalition for Adult English Literacy | 2,113,623 | 0.00 | 2,277,032 | 0.00 |
| Montgomery County Economic Development Corporation | 6,200,000 | 0.00 | 6,386,000 | 0.00 |
| Montgomery County Employee Retirement Plans | 0 | 0.00 | 0 | 0.00 |
| Montgomery County Green Bank | 18,647,957 | 0.00 | 19,315,141 | 0.00 |
| Motor Pool Fund Contribution | 66,490 | 0.00 | 0 | 0.00 |
| Payments to Municipalities | 17,269,690 | 0.00 | 18,894,482 | 0.00 |
| Police Accountability Board | 436,541 | 2.00 | 509,222 | 2.00 |
| Prisoner Medical Services | 20,000 | 0.00 | 20,000 | 0.00 |
| Public Elections Fund | 2,500,000 | 0.00 | 250,000 | 0.00 |
| Public Technology, Inc. | 5,000 | 0.00 | 5,000 | 0.00 |
| UM 3 - Institute for Health Computing | 0 | 0.00 | 5,000,000 | 0.00 |
| Universities at Shady Grove | 475,000 | 0.00 | 475,000 | 0.00 |
| Retiree Health Benefits Trust | 0 | 0.00 | 0 | 0.00 |
| Risk Management (General Fund) | 25,737,987 | 0.00 | 26,469,813 | 0.00 |
| Rockville Parking District | 419,900 | 0.00 | 422,300 | 0.00 |
| Skills for the Future | 276,480 | 0.00 | 284,774 | 0.00 |
| Climate Response | 2,884,990 | 0.00 | 2,884,990 | 0.00 |
| Small Business Support Services | 0 | 0.00 | 1,725,000 | 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 | 0 | 0.00 |
| Takoma Park Library Annual Payments | 167,911 | 0.00 | 172,416 | 0.00 |
| Telecommunications | 5,356,382 | 0.00 | 5,086,126 | 0.00 |
| Vision Zero | 189,563 | 1.00 | 301,944 | 1.00 |
| Working Families Income Supplement | 45,105,090 | 0.00 | 27,490,751 | 0.00 |
| WorkSource Montgomery, Inc | 2,172,594 | 0.00 | 2,235,873 | 0.00 |
| **Total** | **353,237,126** | **45.34** | **351,776,557** | **37.32** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Utilities

| RECOMMENDED FY24 BUDGET | FULL TIME EQUIVALENTS |
|---|---|
| $33,887,015 | 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 FY24 Recommended Budget for the tax-supported Utilities NDA is $33,887,015 an increase of $11,150,678 or 49.0 percent from the FY23 Approved Budget of $22,736,337. Allocation of these utilities expenditures is approximately: electricity, 75.2 percent; natural gas, 6.9 percent; water and sewer, 6.4 percent. Renewable energy and other expenses total 11.5 percent.

The FY24 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 $83,661,976, which includes the entire bi-county area of WSSC Water.

The FY24 Recommended tax supported budget for Utilities Management, including both the General Fund NDA ($33,887,015) and the other tax supported funds ($4,604,165), is $38,491,180, an increase of $11,150,678 or 40.8 percent above the FY23 Approved utilities budget. The FY24 Recommended Budget for non-tax supported utilities expenditures is $4,006,114, a decrease of $399,997 below the FY23 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. 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:

- **A Greener County**
- **Easier Commutes**

## PROGRAM CONTACTS

Contact Angela Dizelos of the Department of General Services/Utilities Management at 240.777.6028 or Gary Nalven of the Office of Management and Budget at 240.777.2779 for more information regarding this department's operating budget.

### BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %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 | 26,190,844 | 22,736,337 | 31,023,009 | 33,887,015 | 49.0 % |
| **County General Fund Expenditures** | **26,190,844** | **22,736,337** | **31,023,009** | **33,887,015** | **49.0 %** |
| PERSONNEL | | | | | |
| Full-Time | 0 | 0 | 0 | 0 | — |
| Part-Time | 0 | 0 | 0 | 0 | — |

## BUDGET SUMMARY

| | Actual FY22 | Budget FY23 | Estimate FY23 | Recommended FY24 | %Chg Bud/Rec |
|---|---|---|---|---|---|
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | — |

## FY24 RECOMMENDED CHANGES

| | Expenditures | FTEs |
|---|---|---|
| **COUNTY GENERAL FUND** | | |
| **FY23 ORIGINAL APPROPRIATION** | **22,736,337** | **0.00** |
| **Changes (with service impacts)** | | |
| Enhance: Brookville Bus Depot Microgrid Payment [Utilities] | 1,539,866 | 0.00 |
| **Other Adjustments (with no service impacts)** | | |
| Increase Cost: Utility Commodities Prices [Utilities] | 9,610,812 | 0.00 |
| **FY24 RECOMMENDED** | **33,887,015** | **0.00** |

## FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

| Title | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 |
|---|---|---|---|---|---|---|
| **COUNTY GENERAL FUND** | | | | | | |
| **EXPENDITURES** | | | | | | |
| **FY24 Recommended** | **33,887** | **33,887** | **33,887** | **33,887** | **33,887** | **33,887** |
| No inflation or compensation change is included in outyear projections. | | | | | | |
| **Brookville Microgrid Payments** | **0** | **776** | **966** | **636** | **298** | **298** |
| 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** | **33,887** | **34,663** | **34,853** | **34,523** | **34,185** | **34,185** |

| EXPENDITURES BY DEPARTMENT/AGENCY | | | | | | |
|---|---|---|---|---|---|---|
| | ACTUAL FY21 | ACTUAL FY22 | APPROVED FY23 | RECOMMENDED FY24 | CHANGE BUD/REC | % CHANGE BUD/REC |
| **COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS** | | | | | | |
| **NON-DEPARTMENTAL ACCOUNT** | | | | | | |
| Facilities | 15,270,604 | 17,421,249 | 16,845,640 | 27,996,318 | 11,150,678 | 66.2% |
| Traffic Signals and Streetlighting | 7,232,053 | 8,200,127 | 5,890,697 | 5,890,697 | 0 | 0.0% |
| **GENERAL FUND NDA EXPENDITURES** | **22,502,657** | **25,621,376** | **22,736,337** | **33,887,015** | **11,150,678** | **49.04%** |
| **OTHER TAX SUPPORTED OPERATIONS** | | | | | | |
| Transit Services | 371,501 | 348,776 | 201,200 | 201,200 | 0 | 0.0% |
| Recreation | 2,877,105 | 3,476,877 | 4,402,965 | 4,402,965 | 0 | 0.0% |
| *SUBTOTAL* | 3,248,606 | 3,825,654 | 4,604,165 | 4,604,165 | 0 | 0.0% |
| **TOTAL TAX SUPPORTED** | **25,751,263** | **29,447,030** | **27,340,502** | **38,491,180** | **11,150,678** | **40.78%** |
| **COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS** | | | | | | |
| Fleet Management Services | 827,696 | 1,056,813 | 1,630,392 | 1,230,392 | (400,000) | -24.5% |
| Parking Districts | 1,319,048 | 1,692,968 | 1,863,700 | 1,863,700 | 0 | 0.0% |
| Alcohol Beverage Services | 514,972 | 599,589 | 725,810 | 725,810 | 0 | 0.0% |
| Environmental Protection (Recycling and Resource Management) | 194,018 | 229,435 | 186,209 | 186,212 | 3 | 0.0% |
| **TOTAL NON-TAX SUPPORTED** | **2,855,734** | **3,578,805** | **4,406,111** | **4,006,114** | **-399,997** | **-9.08%** |
| **SUMMARY - COUNTY GOVERNMENT** | | | | | | |
| TOTAL TAX SUPPORTED | 25,751,263 | 29,447,030 | 27,340,502 | 38,491,180 | 11,150,678 | 40.8% |
| TOTAL NON-TAX SUPPORTED | 2,855,734 | 3,578,805 | 4,406,111 | 4,006,114 | (399,997) | -9.1% |
| **TOTAL COUNTY GOVERNMENT** | **28,606,997** | **33,025,834** | **31,746,613** | **42,497,294** | **10,750,681** | **33.86%** |
| **OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS** | | | | | | |
| Montgomery County Public Schools | 32,558,896 | 40,373,425 | 39,744,415 | 44,257,146 | 4,512,731 | 11.4% |
| Montgomery College | 5,292,575 | 6,813,343 | 8,073,607 | 10,031,715 | 1,958,108 | 24.3% |
| Washington Suburban Sanitary Commission | 18,435,744 | 21,306,181 | 18,715,722 | 25,229,784 | 6,514,062 | 34.8% |
| M-NCPPC | 3,102,025 | 4,016,865 | 4,041,837 | 4,143,331 | 101,494 | 2.5% |
| **TOTAL OTHER AGENCIES EXPENDITURES** | **59,389,240** | **72,509,814** | **70,575,581** | **83,661,976** | **13,086,395** | **18.54%** |
| **TOTAL UTILITIES EXPENDITURES** | **87,996,237** | **105,535,648** | **102,322,194** | **126,159,270** | **23,837,076** | **23.30%** |

| EXPENDITURES BY ENERGY SOURCE | | | | | | |
|---|---|---|---|---|---|---|
| | ACTUAL FY21 | ACTUAL FY22 | APPROVED FY23 | RECOMMENDED FY24 | CHANGE BUDGET/REC | % CHANGE BUDGET/REC |
| COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS | | | | | | |
| **NON-DEPARTMENTAL ACCOUNT** | | | | | | |
| Electricity | 17,091,175 | 20,241,364 | 16,813,451 | 25,475,674 | 8,662,223 | 51.5% |
| Water & Sewer | 2,110,017 | 2,359,672 | 2,171,093 | 2,171,093 | 0 | 0.0% |
| Fuel Oil | 33,466 | 26,267 | 33,833 | 33,833 | 0 | 0.0% |
| Natural Gas | 2,519,352 | 2,971,518 | 2,347,045 | 2,347,045 | 0 | 0.0% |
| Propane | 23,504 | 18,671 | 16,872 | 16,872 | 0 | 0.0% |
| Renewable Energy | 220,607 | 0 | 228,158 | 228,158 | 0 | 0.0% |
| Other | 504,536 | 562,972 | 1,125,885 | 3,614,340 | 2,488,455 | 221.0% |
| **GENERAL FUND NDA EXPENDITURES** | **22,502,657** | **26,180,465** | **22,736,337** | **33,887,015** | **11,150,678** | **49.04%** |
| OTHER TAX SUPPORTED OPERATIONS | | | | | | |
| Electricity | 1,989,849 | 2,378,602 | 2,707,598 | 2,707,598 | 0 | 0.0% |
| Water & Sewer | 586,619 | 596,597 | 674,957 | 674,957 | 0 | 0.0% |
| Fuel Oil | 0 | 0 | 9,628 | 9,628 | 0 | 0.0% |
| Natural Gas | 595,840 | 749,640 | 616,679 | 616,679 | 0 | 0.0% |
| Propane | 32,906 | 55,967 | 57,910 | 57,910 | 0 | 0.0% |
| Renewable Energy | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Other | 43,393 | 44,847 | 537,393 | 537,393 | 0 | 0.0% |
| **SUBTOTAL** | 3,248,606 | 3,825,654 | 4,604,165 | 4,604,165 | 0 | 0.0% |
| **TOTAL TAX SUPPORTED** | **25,751,263** | **30,006,119** | **27,340,502** | **38,491,180** | **11,150,678** | **40.78%** |
| NON-TAX SUPPORTED OPERATIONS | | | | | | |
| Electricity | 2,210,435 | 2,847,815 | 3,768,687 | 3,368,689 | (399,998) | -10.6% |
| Water & Sewer | 295,765 | 244,415 | 224,341 | 224,341 | 0 | 0.0% |
| Fuel Oil | 3,702 | 1,090 | 4,289 | 4,289 | 0 | 0.0% |
| Natural Gas | 284,078 | 398,335 | 358,727 | 358,727 | 0 | 0.0% |
| Propane | 0 | 0 | 1,040 | 1,040 | 0 | 0.0% |
| Renewable Energy | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Other | 61,754 | 87,150 | 49,027 | 49,028 | 1 | 0.0% |
| **TOTAL NON-TAX SUPPORTED** | **2,855,734** | **3,578,805** | **4,406,111** | **4,006,114** | **-399,997** | **-9.08%** |
| SUMMARY - COUNTY GOVERNMENT | | | | | | |
| Electricity | 21,291,459 | 25,467,781 | 23,289,736 | 31,551,961 | 8,262,225 | 35.5% |
| Water & Sewer | 2,992,401 | 3,200,684 | 3,070,391 | 3,070,391 | 0 | 0.0% |
| Fuel Oil | 37,168 | 27,357 | 47,750 | 47,750 | 0 | 0.0% |
| Natural Gas | 3,399,270 | 4,119,494 | 3,322,451 | 3,322,451 | 0 | 0.0% |
| Propane | 56,410 | 74,638 | 75,822 | 75,822 | 0 | 0.0% |
| Renewable Energy | 220,607 | 0 | 228,158 | 228,158 | 0 | 0.0% |
| Other | 609,683 | 694,969 | 1,712,305 | 4,200,761 | 2,488,456 | 145.3% |
| **TOTAL COUNTY GOVERNMENT** | **28,606,997** | **33,584,923** | **31,746,613** | **42,497,294** | **10,750,681** | **33.86%** |
| OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS | | | | | | |
| Electricity | 47,282,473 | 55,939,642 | 53,622,657 | 63,580,371 | 9,957,714 | 18.6% |
| Water & Sewer | 4,880,570 | 7,075,353 | 8,718,333 | 8,720,818 | 2,485 | 0.0% |
| Fuel Oil | 84,993 | 131,120 | 167,775 | 185,650 | 17,875 | 10.7% |
| Natural Gas | 6,671,850 | 8,699,075 | 7,313,616 | 10,345,325 | 3,031,709 | 41.5% |
| Propane | 190,674 | 240,718 | 252,497 | 318,959 | 66,462 | 26.3% |
| Renewable Energy | 98,346 | 175,440 | 223,165 | 233,315 | 10,150 | 4.5% |
| Other | 180,334 | 248,466 | 277,538 | 277,538 | 0 | 0.0% |
| **SUBTOTAL** | **59,389,240** | **72,509,814** | **70,575,581** | **83,661,976** | **13,086,395** | **18.54%** |
| TOTAL UTILITIES EXPENDITURES | | | | | | |
| Electricity | 68,573,932 | 81,407,423 | 76,912,393 | 95,132,332 | 18,219,939 | 23.7% |
| Water & Sewer | 7,872,971 | 10,276,037 | 11,788,724 | 11,791,209 | 2,485 | 0.0% |
| Fuel Oil | 122,161 | 158,477 | 215,525 | 233,400 | 17,875 | 8.3% |
| Natural Gas | 10,071,120 | 12,818,569 | 10,636,067 | 13,667,776 | 3,031,709 | 28.5% |
| Propane | 247,084 | 315,356 | 328,319 | 394,781 | 66,462 | 20.2% |
| Renewable Energy | 318,953 | 175,440 | 451,323 | 461,473 | 10,150 | 2.2% |
| Other | 790,017 | 943,435 | 1,989,843 | 4,478,299 | 2,488,456 | 125.1% |
| **TOTAL UTILITIES EXPENDITURES** | **87,996,237** | **106,094,737** | **102,322,194** | **126,159,270** | **23,837,076** | **23.30%** |

# 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; Vicky Wan, Acting Deputy Director of the Department of Environmental Protection at 240.777.7722; or Richard H. Harris, Office of Management and Budget at 240.777.2795 for more information.

**What's New for FY24:**

The County's FY24 budget for climate initiatives provides new resources that supplement the climate resources provided in the FY23 budget. (To review the FY23 climate budget, visit: https://apps.montgomerycountymd.gov/basisoperating/Common/Chapter.aspx?ID=CC ).

**Accelerate Nature-based Carbon Sequestration**

- DEP's Tree Montgomery program is being expanded to plant additional shade trees and increase the County's tree canopy. The Tree Montgomery program provides free shade trees for planting on private properties across the County.
- DEP will be adding a new Program Manager position for Tree and Forest programs in FY24. This position will enhance the Tree Montgomery program, expand efforts in equity areas, and expend grant funds awarded to the County.
- DEP is receiving funding to expand the RainScapes Rewards rebates to properties. RainScapes are green infrastructure techniques that help reduce stormwater runoff from individual properties and sequester carbon by improving soil health. Projects include rain gardens, conservation landscapes, green roofs, water harvesting, permeable pavement, and pavement removal. Demand for the program continues to exceed its budget, and the program provides MS4 (Municipal Separate Stormwater Sewer System) credits on privately-owned land.

**Support Clean Energy Efforts**

- DEP is receiving funding for the continued use of technical consultants to assist staff with developing and implementing a Community Choice Energy program for Montgomery County. A Community Choice Energy program would enable the County to become the electricity supplier to residential and small commercial electricity customers in the County, with a goal of providing electricity at a price that is competitive with the electricity offered through the three utilities serving the County and that has a higher percentage of the supply produced by renewable energy sources. The County is working with a variety of stakeholders through a Maryland Public Service Commission Work Group to develop regulations governing the program.

- DEP is gaining funding for a Solar Technical Program Manager to provide technical expertise related to the development of policies, programs, and outreach/engagement to residents and businesses related to solar energy installations. Increasing development of solar installations is a key element of the Climate Action Plan. This includes rooftop solar on residential and commercial properties, ground-mounted solar installations, community solar in various configurations, and utility scale solar.

**Support Greenhouse Gas Reduction in Existing Residential Buildings**

- DEP is receiving funding to provide energy audits in under-resourced buildings subject to Building Energy Performance Standards (BEPS). Comprehensive energy audits examine the operating performance of individual building systems and evaluate options for increasing the efficiency of, or replacing, such systems. Under-resourced buildings (defined by the BEPS law as including affordable housing, non-profit organizations, and small businesses) generally lack the monitoring systems and building staff to understand and address building inefficiencies in real time, much less develop a long-range plan that may be necessary to meet BEPS requirements. This funding will enable covered buildings to identify opportunities that will increase building energy performance and prepare for system upgrades that may be necessary to comply with BEPS requirements.
- DEP is gaining a Residential Electrification Program Manager to provide technical expertise related to the development of policies, programs, and engagement to residents and contractors regarding residential electrification, including the applicability of grants, incentives, and financing opportunities to residential electrification. Residential electrification focuses primarily on heating, air conditioning, and ventilation (HVAC) systems and domestic hot water equipment, which in many residences are fueled by on-site combustion of methane or "natural" gas, oil, or propane. Electrification of these systems is often challenging to homeowners due to technical questions and a lack of available information about available systems and methods for conversion.

**Support Greenhouse Gas Reduction in the Transportation Sector**

- DEP is gaining funding to expand the EV Purchasing Cooperative program. The EV Purchasing Co-op, which began as a pilot in FY22, leverages consumer buying power to encourage dealerships to offer cost savings on electric vehicles without the need for direct incentives from the County. DEP plans to hire a contractor to administer this program, maintain a listing of available deals, conduct regular monthly correspondence with dealerships, develop training materials, deliver training to dealership partners, and develop new marketing and communication content.
- MCDOT is receiving funding to purchase three zero-emission Bethesda Circulator buses over a twelve-year period. The Bethesda Circulator is a free bus service managed by the Bethesda Urban Partnership and is used by County residents, private and public workers, and other individuals.

**Enhance the County's Climate Governance Capacity**

- DEP is gaining two new Grants & Incentives Program Managers to identify programs and activities in need of grant funding, develop and submit grant proposals, execute grant-related documents and report on grants, as well as develop and monitor the distribution of County funds and incentives to residents and businesses associated with various climate programs. Recently adopted federal legislation, including the Inflation Reduction Act and Infrastructure Investment and Jobs Act, promise to provide opportunities for a wide variety of funding opportunities from federal and state agencies. In addition, many climate programs under development or proposed for future implementation will involve the distribution of County funds and/or incentives to residents and businesses.
- DEP is gaining funding to enable the retention of consultants with expertise in grant identification, application, and implementation. The process of identifying, applying for, and implementing grant opportunities can be complex. In order receive the greatest benefit from these funding opportunities, it will be beneficial to have the expertise of consultants to navigate these processes. The return on the investment to the County can be significant, as thousands

of dollars in consulting expertise can translate into millions of dollars of federal or state resources.

- The Climate Change Non-Departmental Account is gaining funding for paid fellows and interns to support the County's climate and energy initiatives. Climate fellows and interns provide research, outreach, and communications support to multiple departments.

**Support Climate Capacity Building for Community Organizations**

- DEP is receiving funding to be granted to community-based organizations (CBOs) for climate capacity building. Most CBOs in the County lack the resources and institutional capacity to focus their efforts on climate-related activities, particularly related to climate justice. The grant funding could be used by CBOs for a variety of purposes, such as hiring climate staff, training staff on climate change and climate justice issues, developing organizational priorities related to climate change and climate justice, and more deeply engaging with community members and County government on climate policies from conception to implementation.

**Support Zero Waste Efforts**

- DEP is gaining two new Zero Waste Planner positions to establish a unit focused on Countywide zero waste efforts. Zero waste initiatives include waste reduction, reuse, and recycling efforts, adding to the kinds of materials that can be recycled, drafting legislation and regulations, conducting research and data analysis, and evaluating the effectiveness of the new efforts.

**Climate Change Non-departmental Account (NDA)**

- Funds in this NDA are used to implement the Climate Action Plan. In FY24, the Climate Change NDA will support studies and programmatic efforts related to clean energy, electric vehicle charging, zero emissions fleet transition, building codes, climate finance, residential home labeling, climate communications and engagement, and climate resilience. The NDA will also be used to support paid climate fellows and interns.

**Ongoing Work of County Departments**

**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' weekly energy management 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 (DOCR)**

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. The department has recently implemented a Food Waste Composting initiative within its Kitchen/Dietary Services.

**Department of Environmental Protection (DEP)**

DEP provides leadership for the County's actions on reducing greenhouse gas emissions and adapting to a changing climate. DEP administers the County's Benchmarking Law, whereby commercial and multifamily building owners with properties greater than 25,000 square feet use a standard metric to measure energy usage, identifying energy savings opportunities. DEP manages a new zero-emissions vehicle outreach and engagement program to help residents and businesses electrify their ride

and continues to provide 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 MCDOT. DEP also administers the RainScapes program which provides rebates to properties to install green infrastructure.

DEP provides curbside collection services to all single-family residences for recyclables including cardboard and paper, and 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.

DEP is supporting 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 the identification of areas at high risk of flooding due to the built environment. Phase II of the plan was funded in the County Executive's recommended Amended FY23-29 CIP.

**Department of General Services (DGS)**

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 underway at the decommissioned Oaks Landfill and in FY23 DGS has completed 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.

**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. A Climate Action Team within the Office of Community Affairs has developed a Climate and Health Lunch & Learn training for staff and will continue to develop capacity building opportunities for department stakeholders.

The Latino Health Initiative (LHI) 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 and will continue to incorporate climate into health promotion activities. LHI will develop a Climate and Health education workshop series in coordination with climate focused community partners.

**Department of Housing and Community Affairs (DHCA)**

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.

**Office of Human Resources**

The Office of Human Resources has rolled out the County's Telework Policy to encourage MCG staff to reduce vehicle miles traveled. The Office conducts virtual trainings related to climate change and works to build awareness among all County staff about climate change.

**Department of Permitting Services (DPS)**

Through the Sustainability, Energy, and Mechanical program reviews, DPS enforces the County's requirement for new construction, additions, and alterations to conform to the State-adopted International Energy Construction Code. New

commercial construction and additions of 5,000 square feet or greater must conform to the State-adopted 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. 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.

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 on US 29 and Ride On extRa on MD 355 provide fast, reliable bus service along major County corridors.

**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 cropping 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 reduces trips across fields by use of equipment that produces greenhouse gases. In addition, the OAG Soil Amendment program offers free deliveries of Leafgro to farmers to increase the organic material in the soil, retain moisture, and promote soil health. By supporting County table food and beverage producers and helping expand their markets, OAG is encouraging local purchasing of food and beverages, which reduces the amount of fossil fuel energy needed to transport these products. Finally, OAG encourages farmers to have nutrient management plans, which help make sure that farmers do not use more fossil fuel-derived fertilizers than necessary.

**Office of the County Executive**

The Climate Change Officer leads the County-wide implementation of the Climate Action Plan.

**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. OEMHS has a Climate Adaptation Program Manager who collaborates with DEP and other County agencies to pursue State and Federal grants to prepare for the effects of climate change. OEMHS works with County departments and community partners to identify areas at high risk for urban heat island effect and helps guide the County's mitigation and response efforts, including the development of resiliency hubs.

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. The office also identifies critical infrastructure that may be vulnerable to climate change, such as dams, roads, and structures, and works with owners of the infrastructure to prepare for and mitigate those vulnerabilities. OEMHS is updating the County's Hazard Mitigation Plan, which will incorporate how climate change affects the County's natural hazards and vulnerabilities.

**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 had 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 County Executive's FY24 Recommended Budget

The chart below details the budget numbers associated with the initiatives and programs discussed in this chapter. The County Executive's Recommended FY24 Operation Budget dedicates $272.6 million to climate change efforts.

| Department | Program | FY24 CE Recommended | | | | |
|---|---|---|---|---|---|---|
| | | GF | CIP | Other Operating Funds | RideOn | Non-County |
| Office of Agriculture | Agricultural Business Development Specialist Position | $128,029 | | | | |
| | Cover Crop Program | | | $70,000 | | |
| | Soil Amendment Program | $14,000 | | | | |
| | **Subtotal Office of Agriculture** | **$142,029** | | **$70,000** | | |
| | **Total Office of Agriculture** | **$212,029** | | | | |
| County Executive's Office | Climate Change Officer | $30,043 | | $201,062 | | |
| | **Subtotal County Executive's Office** | **$30,043** | | **$201,062** | | |
| | **Total County Executive's Office** | **$231,105** | | | | |
| Climate Change Planning NDA | Climate Action Plan Implementation | $591,639 | | | | |
| | **Total Climate Change Planning NDA** | **$591,639** | | | | |

| Department | Program | FY24 CE Recommended | | | | |
|---|---|---|---|---|---|---|
| | | GF | CIP | Other Operating Funds | RideOn | Non-County |
| Department of Environmental Protection | Increase Tree Canopy Conservation Appropriation -- New FY24 | $750,000 | | | | |
| | Community Choice Energy Consultant -- New FY24 | $250,000 | | | | |
| | Residential Electrification Manager -- New FY24 | $90,718 | | | | |
| | Grants and Incentive Program Managers -- New FY24 | $174,924 | | | | |
| | Climate Capacity Funding for Community Organizations -- New FY24 | $250,000 | | | | |
| | Electric Vehicle Co-op Management -- New FY24 | $100,000 | | | | |
| | Support for State and Federal Grant Availability and Applications -- New FY24 | $100,000 | | | | |
| | Solar Technical Expertise -- New FY24 | $90,718 | | | | |
| | Energy Audits for Under-resourced Buildings Subject to Building Energy Performance Standards -- New FY24 | $250,000 | | | | |
| | Community Justice Academy | $300,000 | | | | |
| | Efficiency and Climate Resiliency for Low- and Moderate-Income Housing | $675,000 | | | | |
| | BEPS Program Operating Funding | $700,000 | | | | |
| | High Road Economic Development Implementation | $100,096 | | | | |
| | Project Equity Worker Coop Implementation | $132,749 | | | | |
| | Sustainability Zoning and Code Review | $150,000 | | | | |
| | The County's Benchmarking Law: DEP offers assistance to building owners with compliance | $39,999 | | | | |
| | Decision Support Tool License | $20,000 | | | | |
| | Electrification Incentive Program | $1,000,000 | | | | |
| | Broadscale Climate - Alert Montgomery Communications Campaign | $150,000 | | | | |
| | Agrivoltaic Tech Assistance | $50,000 | | | | |
| | Tree Montgomery Program | $1,199,408 | | | | |
| | Staff focused on climate efforts | $2,990,006 | | | | |
| | Staff support for climate-focused programs | $703,139 | | | | |
| | County Recycling Programs | | | $64,412,777 | | |
| | Energy Connection | | | | | $423,483 |
| | **Subtotal Environmental Protection** | **$10,266,757** | | **$64,412,777** | | **$423,483** |
| | **Total Environmental Protection** | **$75,103,017** | | | | |
| Department of General Services | Office of Energy and Sustainability: Ensures County operations are environmentally sensitive and integrates sustainability into County decision making. | $841,422 | $150,000 | | | |
| | Brookville Bus Depot Microgrid | $2,247,307 | | | | |
| | Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses. | | | $3,200,000 | | |
| | Increase the availability of electric vehicle charging stations at public parking facilities and other County locations. | | | $277,000 | | |
| | **Subtotal General Services** | **$3,088,729** | **$150,000** | **$3,477,000** | | |
| | **Total General Services** | **$6,715,729** | | | | |
| Department of Housing and Community Affairs | 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] | | | | | $295,685 |
| | **Total Housing and Community Affairs** | | | | | **$295,685** |
| Department of Permitting Services | The Commercial Sustainability, Energy Section and 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. | | | $1,187,496 | | |
| | **Total Permitting Services** | | | **$1,187,496** | | |
| Department of Transportation | Bethesda Electric Circulator -- New FY24 | | | $308,000 | | |
| | Chesapeake Bay Trust Urban Street Trees Grant | | | | | $148,233 |
| | Ongoing Urban Forest Efforts | $5,707,834 | $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. | $1,650,604 | | | | |
| | Green Fleet: Electric bus replacements. | | $17,040,000 | | | |
| | Commuter Services: Facilitate and encourage the use of public transportation through Transportation Demand Management and programs like FareShare, the Commuter Choice Tax Credit, and Get In. | | | $5,137,025 | | |
| | RideOn Bus service, including express bus programs. | | | | $155,085,954 | |
| | **Subtotal Transportation** | **$7,358,438** | **$20,140,000** | **$5,445,025** | **$155,085,954** | |
| | **Total Transportation** | **$188,029,417** | | | | |
| OEMHS | Staff and programs on hazard mitigation planning. | $263,602 | | | | |
| | **Total Emergency Management and Homeland Security** | **$263,602** | | | | |
| Countywide Total | **Subtotal Montgomery County** | **$21,741,237** | **$20,290,000** | **$74,793,360** | **$155,085,954** | **$719,168** |
| | **Total Montgomery County (CIP and PSP)** | **$272,629,719** | | | | |

THIS PAGE INTENTIONALLY LEFT BLANK

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 27-19, Administration - Human Rights - Office of Racial Equity and Social Justice - Racial Equity and Social Justice Committee Established, the Office of Racial Equity and Social Justice (ORESJ) 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 FY24 Recommended Operating Budget. This tool, related trainings, and reports, have helped to assess the strength of the County's commitment to and 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.




ORESJ highlighted-with its structured analysis-areas of strength and opportunity related to how the FY24 recommended operating budget enables the County's commitment to advancing racial equity and social justice. FY24 resources continue to help the County build its racial equity and social justice infrastructure, with departments across the County targeting resources towards:

- **Allocating or supporting the use of staff time for capacity building activities**
- **Implementing a policy or plan to complete required racial equity and social justice trainings**
- **Using or creating department-specific racial equity tools or maps**

These targeted investments mean that while the County continues to carry out its core business it will strengthen staff knowledge and capacity to apply a racial equity lens to program design, collecting and analyzing data, utilizing best practices and research, and involving the community in program development. With this growing capacity, County Government will also be able to reflect on areas of opportunity, where changes to policy or process can help remove barriers, enable greater transparency and accountability, and drive more equitable outcomes for communities most burdened by structural racism and

other inequities.

While many programs in the County help to fill gaps created by structural inequities, a few programs standout for taking concrete steps to reduce racial disparities:

- The **Office of Grants Management -** *Grants Management* which strengthens the office's operations, capacity, and capabilities to develop and implement ORESJ policies, practices, and procedures within and across the Office's major functions.
- The **Office of Consumer Protection -** *Consumer Protection* which enables targeted outreach and will help implement a minority homebuilder mentorship program primarily aimed at serving Black and Latino high school job seekers.
- The **Department of Recreation -** *Excel Beyond the Bell Sites* would expand to two new elementary schools, providing program participants with comprehensive, high-quality after-school programming providing opportunities for academic and recreational enrichment.
- The **Department of Recreation -** *TeenWorks Programming* will provide continued mentorship and job readiness training to Montgomery County teens as they navigate through their first job while earning a minimum wage.
- The **Department of Recreation -** *IT Enhancements for Hardware and Software* will lessen administrative burdens incurred during camp and field trips through the transition of paper to electronic health records management.

Overall, this budget provides resources for the County to expand its commitment to and implementation of the RESJ Act. It supports 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 programs that help to fill gaps created by structural inequities.

## FY24 Recommended Budget includes:

Departments and Non-Departmental Accounts (NDAs)

### Community Engagement Cluster

- Funding to expand translations services with a part-time Spanish Translation Specialist position

### Office of Food System Resilience

- In FY23, established the Office of Food System Resilience to coordinate food resilience efforts with community partners, government agencies, and regional partners to develop and implement interagency budgetary, regulatory, and operational strategies to build a more equitable, efficient, resilient, and sustainable food system in Montgomery County.
- 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
- Fund $3.0 million to continue services that was previously funded by ARPA (American Rescue Plan Act) for Service Consolidation Hubs
- Include $3.0 million in funding to address overflow sheltering in hotels
- Subsidize rent funding to keep pace with rent increases for Housing Initiative Program
- Funding $6 million to expand Children Youth and Families - Newcomers' Program
- Continue eviction prevention services that was previously funded by ARPA

- Allocate $6.1 million in resources for the Food Staples program

## 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.
- Continue to actively underwrite affordable housing loans to preserve and produce affordable housing. Three developments for multi-family projects have already been identified for potential funding in FY24. These developments would preserve or produce a total of 590 units, including 412 affordable units.

## Fire and Rescue Service

- Funding for a civilian Diversity Equity Inclusion Officer to support efforts to normalize conversations on equity and operationalize new equity centered practices, policies, and procedures in the Fire and Rescue Service.

## Office of Grants Management

- Funding for Outgoing Grants Compliance Program Manager to allow for a quicker, more intensive integration of RESJ considerations into County grants management practices. Specifically, the additional training and support provided by this position will allow greater flexibility and support to both departments and community partners who utilize grants agreements. This flexibility and support will allow departments to make County awards more accessible to smaller, less establishing organizations, who are often based in underserved communities.
- 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. This Office will 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.

## Legislative Branch Communications Outreach (Non-Departmental Account)

- Funding to enhance translation services and culturally competent advertising and support to the Asian American and Pacific Islander community.

## Office of Human Rights

- Include funding for the County's Juneteenth celebration.
- Add funding for the Remembrance and Reconciliation Commission to support the planning and execution of educational programming, training for Commission members, and annual observances in connection with lynching sites in Montgomery County (Lynching Memorial Project).

## Office of Racial Equity and Social Justice

- Provide funding for increased staffing to support the mission of the Office of Racial Equity and Social Justice.

## Transit Services (Department of Transportation)

- Provide financial support through a co-payment subsidy from the Transportation Services Improvement Fund to provide affordable transportation for the lowes income residents.

THIS PAGE INTENTIONALLY LEFT BLANK

# Services for Seniors

## LINKAGE TO COUNTY RESULTS AREAS

- Thriving Youth and Families
- A More Affordable and Welcoming County for a Lifetime

## PROGRAM CONTACTS

Contact James Bridgers, Ph.D., M.B.A. of the Department of Health and Human Services at 240.777.4253 or Grace Pedersen of the Office of Management and Budget at 240.773.1088 for more information.

**FY24 COUNTY EXECUTIVE RECOMMENDED BUDGET**

The FY24 Recommended Budget includes approximately $50.7 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 $21.0 million in non-tax supported resources for older adults and seniors. While fiscal constraints have limited the potential for significant program expansions in FY24, this budget prioritizes maintaining prior-year progress toward a more affordable and welcoming county for a lifetime.

**Non-Departmental Account Community Grants**

- The FY24 Recommended Budget provides grants to community partners of $1.5 million for services benefiting seniors. These community organizations are critical to an effective network of services and are sometimes able to provide these services in a more cost-effective, culturally appropriate, and flexible way. Community organizations 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 a Senior Transportation Service providing limited-range age-friendly access to eight Senior Centers.
- Operate Active Adult Centers for those 55 and older, where seniors gather for educational programs, friendship, entertainment, sports, and other activities.
- Continue to operate Senior Nutrition Programs across multiple facilities in cooperation with HHS.
- Continue the Senior Sneaker Exercise Program that provides adults over age 55 access to quality exercise and fitness rooms at Recreation Department Community Centers at no cost to participants.
- Offer Senior Outdoor Adventure Recreation day-trip programs for active adults over age 55.
- 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 nonprofits to provide a variety of programs, classes, and services identified as community needs to County residents age 55 and older. 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, to grocery stores using Transit Services Ride On buses during off peak hours.
- Provide supportive services to seniors through contracts with nonprofits, including: "friendly visitors," grocery shopping, legal assistance, and Alzheimer's support.
- Continue the Escorted Transportation Program with the Jewish Council for the Aging.
- Promote and expand transportation options available to seniors and people with disabilities throughout the County.
- Support a Mobility and Transportation Manager to work 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 adults over age 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 the Adult Protective Services/ Social Services to Adults Program which addresses 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, condemnations, 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 63 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 all Ride On and select Metro buses in the County each day.
- 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 has increased subsidies for wheelchair accessible taxicabs, continued Call-N-Ride co-pay assistance for low-income residents, and implemented new grants to nonprofit transportation service partners.

## 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 volunteer opportunities utilized by older adults at every branch through the Montgomery County 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.

## 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. 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, and 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.

## 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 over 355,000 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<br>FY24 CE Recommended Operating Budget | | |
|---|---|---|
| Tax-Supported | | |
| Department | Project/Program | FY24 CE Recommended |
| Health and Human Services | Adult Foster Care | 842,669 |
| | Adult Protective Services/SSTA/Public Guardianship | 7,416,680 |
| | Aging and Disability Services Resource Unit | 274,661 |
| | CFC Nurse Monitoring | 2,417,936 |
| | CFC Supports Planning | 1,097,631 |
| | Mental Health Services for Seniors and Persons with Disabilities | 85,353 |
| | Ombudsman Services | 844,685 |
| | Respite Services | 578,538 |
| | Senior Community Programs | 2,365,984 |
| | Senior Dental Services | 268,861 |
| | Senior Food Program | 1,203,753 |
| | Senior Group Homes | 21,958 |
| | The Adult Day Care Subsidies Initiative | 321,565 |
| | The Home Care Services program | 2,538,241 |
| | The Medical Assistance Eligibility Services | 352,189 |
| *Sub-total, Health and Human Services* | | **20,630,705** |
| Recreation | Damascus Senior Center | 179,766 |
| | Holiday Park Senior Center | 383,856 |
| | JCA Senior Transportation | 658,555 |
| | Long Branch Senior Center | 208,826 |
| | Senior Services | 497,759 |
| | North Potomac Senior Center | 342,926 |
| | Schweinhaut Senior Center | 347,026 |
| | Senior Mini Trips | 52,867 |
| | Senior Neighborhood Programs | 175,728 |
| | Senior Outdoor Adventure Recreation | 386,119 |
| | South County Regional Center: Senior Center (OBI) | 110,271 |
| | Wheaton Senior Center | 412,618 |
| | White Oak Community Recreation Center Senior Programs | 249,249 |
| *Sub-total, Recreation* | | **4,005,566** |
| Transportation | Call N Ride Program | 3,523,009 |
| | Jewish Council on Aging/Connect A Ride | 171,154 |
| | Special Transportation | 236,075 |
| | Seniors/Disabled Ride Free Program | 567,300 |
| *Sub-total, Transportation* | | **4,497,538** |
| 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 | 1,500,000 |
| | 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 |
| | Police - Project Lifesaver Program | 12,500 |
| | Public Information - Senior Beacon & Advertising | 28,000 |
| | State's Attorney - Crimes Against Seniors and Vulnerable Adults Unit | 944,420 |
| | Technology Services - Senior Planet Montgomery | 250,000 |
| *Sub-total, Other Departments* | | **21,608,841** |
| **Total Tax-Supported** | | **50,742,650** |
| **Total Non-Tax Supported** | | **21,034,485** |
| **Grand Total** | | **71,777,135** |

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** | **FY24 CE Recommended** |
| Health and Human Services | Adult Foster Care | 359,149 |
| | Adult Protective Services/SSTA/ Public Guardianship | 3,213,853 |
| | Aging and Disability Services Resource Unit | 683,553 |
| | Ombudsman Services | 278,435 |
| | Respite Services | 87,384 |
| | Senior Community Programs | 1,161,615 |
| | Senior Food Program | 2,346,459 |
| | Senior Group Homes | 460,266 |
| | The Home Care Services program | 859,736 |
| | The Medical Assistance Long Term Care program | 3,988,149 |
| ***Sub-total, Health and Human Services*** | | **13,438,598** |
| Other Departments | 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 | 3,327,394 |
| ***Sub-total, Other Departments*** | | **7,595,887** |
| **Total Non-Tax Supported** | | **21,034,485** |

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.

L

# Affordable Housing

## AFFORDABLE HOUSING AND RELATED SERVICES

## LINKAGE TO COUNTY RESULTS AREAS

- A More Affordable and Welcoming County for a Lifetime

## PROGRAM CONTACTS

Contact Scott Bruton of the Department of Housing and Community Affairs at 240.777.3619 or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information.

**FY24 COUNTY EXECUTIVE RECOMMENDED BUDGET**

The FY24 Recommended Budget includes approximately $177.0 million in resources identified to support Affordable Housing and other Housing-related services, including funds for community organizations that augment County services.

### Department of Housing and Community Affairs

The Department of Housing and Community Affairs (DHCA), in collaboration with other County departments and agencies and non-profit partners and developers, improves housing affordability, livability, and compliance with housing requirements across the full continuum of housing in the County.

DHCA provides support and services to residents and businesses which include the following programs:

- Multifamily Housing Program to create, preserve, and rehabilitate affordable housing units and provide low-income rental housing assistance.
- Affordable Housing Program to support first-time homebuyers, preserve affordable single-family housing units, and ensure that Moderately Priced Dwelling Units (MPDUs) are provided and monitored for rental and resale control.
- Landlord Tenant Mediation Program to adjudicate compliance with landlord-tenant law, assisting landlords and tenants through mediation and arbitration to understand requirements and improve their relationships.
- Common Ownership Community Program to support associations and homeowner members in mediating and adjudicating disputes concerning compliance with regulations and association rules and provides technical assistance to the governing bodies of homeowner/condominium units.
- Licensing and Registration Program to issue licenses to all rental housing and register all housing units within common ownership communities to improve support and compliance efforts.
- Housing Code Enforcement Program to respond to complaints and to regularly inspect rental housing to meet the County's safety and sanitary requirements.
- Neighborhood Revitalization Program to plan and implement housing revitalization in targeted areas and to revitalize commercial areas throughout the County to support small businesses and encourage private investment.

DHCA also receives Federal Grants (i.e., Community Development Block Grant, HOME Investment Partnership Grant,

Emergency Solution Grant) annually to support housing acquisition and preservation; assist nonprofit providers in rehabilitating group homes for low-income, special needs persons; provide financial and technical assistance for selected affordable neighborhoods to improve their quality of life and safety; support fair-housing activities; provide community grants to nonprofit organizations and local municipalities for housing-related activities and services; and partner with Department of Health and Human Services to assist residents with housing stabilization and relocation services to prevent eviction and homelessness.

**Affordable Housing Program**

- Administer the Moderately Priced Dwelling Unit (MPDU) program to ensure that for sale and rental units are developed, maintained, and offered to households at 70% AMI or less in accordance with Chapter 25A of the Code and related regulations.
- Administer the Workforce Housing Unit program to ensure that for sale and rental units are developed, maintained, and offered to households between 120% AMI and 70% AMI per Chapter 25B and related regulations.
- Initiate the "Design for Life" program by partnering with Rebuilding Together and Habitat for Humanity to install accessibility improvements for senior homeowners to make their homes more accessible, visitable, or livable.
- Continue to partner with the Maryland State Department of Housing and Community Development and the Housing Opportunities Commission to provide down payment assistance to Montgomery County first time homebuyers.
- Partner with the Maryland State Department of Housing and Community Development to provide down payment assistance to full-time Montgomery County Government employees and MCPS union employees who are first time homebuyers.
- Coordinate with rental developments where the MPDU control period is expiring, to provide extension of MPDU rent rates for tenants by supplementing market rate rents with County funds.
- Continue energy efficiency upgrades by partnering with Habitat for Humanity and Efficient Homes to install household appliances for low-income households, a significant share of which are senior homeowners.

**Multi-Family Housing**

- Provide gap financing through the Montgomery Housing Initiative Fund (HIF) and the Affordable Housing Opportunity Fund (AHOF) by leveraging private capital, as well as Federal and State resources, to create new rent-regulated housing units or preserve existing affordable units to reduce housing burdens for lower-income households.
- Provide capital funding to support acquisitions and preservation of those current naturally occurring affordable housing (NOAH) to ensure continued affordability for County residents, especially those areas at risk in areas of rent escalation to higher market rents, including the Purple Line Corridor and other County transit corridors.
- Exercise the County's Right of First Refusal (ROFR) by partnering with nonprofit providers to purchase any rental housing property with four or more units when available for sale to protect and preserve affordable units.
- Provide funding to affordable housing developers for the construction of new rent restricted housing units, including on County-owned land, with funding from the HIF.
- Provide funding for acquisition and preservation of existing affordable housing units with funding from the Affordable Housing Opportunity Fund and Naturally Occurring Affordable Housing Fund.
- Protect lower-income residents by working with property owners through County-supported rental agreements to preserve affordable rents.
- Use the Rental Assistance Program to extend expiring MPDUs for additional years of rent protection.
- Provide acquisition and renovation financing to support organizations serving special needs populations with housing and supportive services.

**Code Enforcement**

- Perform technical inspection and enforcement to administer Chapter 26 of the County Code, Housing and Building Maintenance standards by inspecting condominiums, multifamily apartments, single-family housing, including Accessory Dwelling Units (ADU) to ensure safe and sanitary conditions.
- Conduct inspections of concentrated code enforcement efforts in specific areas to include multi-family inspection based on requirements for annual troubled properties, more frequent inspections for at-risk properties and triennial inspections for compliant properties.
- Perform inspections and enforcement to administer Chapter 48 of the County Code, Solid Waste and Chapter 58 of the County Code, Residential Weeds and Rubbish.

**Licensing and Regulation**

- Conduct court ordered inspections for enforcement and adoption and foster care home inspections.
- Issue annual rental license to condominiums, single-family homes, multi-family units and accessory dwelling units to ensure rental properties comply with County regulations and requirements.
- Conduct an annual rental housing survey to collect housing data related to area rents, vacancies, turnover, utilities, and amenities to inform decision-makers about the County's rental market conditions.

**Landlord-Tenant Mediation**

- Ensure fair and equitable relations between landlords and tenants by proactively communicating their legal rights and responsibilities through educational resources and publications, enforcing pertinent regulations and County codes, conducting investigations and mediating complaints and avoid disputes between landlords and tenants.
- Facilitate a complaint process where landlords and tenants can file complaints and have access to mediations and a hearing with the Commission on Landlord Tenant and Affairs (COLTA), as an alternative to the judicial process in District Court.
- Oversee the COLTA, a quasi-judicial body that hears disputes between landlords and tenants when mediations are not fruitful. Issue citations when necessary and pursue citation enforcement via the Montgomery County District Court to ensure compliance with consent agreements, COLTA Decisions and Orders and the Montgomery County Code.
- Provide annual voluntary rent guidelines per County Code to help both public agencies and the real estate industry correlate inflationary pressures to rent increase in the Washington D.C. Metropolitan Region.

**Common Ownership Communities (COC)**

- Promote knowledgeable and responsible management of common ownership communities, by developing and providing training programs for common ownership community board members and residents per Montgomery County Bill 45-14.
- Promote public awareness of the legal rights and obligations of common ownership community board members and COC owners as stipulated in County Code along with pertinent regulations.
- Facilitate a complaint process where owners and board members can file complaints and have access to mediations and a hearing with the Commission on Common Ownership Communities (CCOC), as an alternative to the judicial process in District Court.
- Work with the CCOC to advise the County Executive and the County Council on issues affecting COCs and suggesting legislative solutions.

**Rental Assistance Program - HPRA (Homeless Prevention and Relocations Assistance)**

- Provide financial assistance and supportive service referrals to eligible individuals and families who are at imminent risk of homelessness and that have exhausted benefits available from the Department of Health and Human Services (DHHS), the Housing Opportunities Commission (HOC), and other community partners.
- Provide support on disaster efforts, recovery teams, and relocation efforts.
- Collaborate with HHS, HOC, and community partners to provide intervention and solution-focused housing services to prevent tenant evictions and locate affordable housing for displaced homeless individuals and families.
- Develop and maintain working relationships with the Sheriff's department and HOC to assist in tenant issues.
- Collaborate with Code Enforcement on specific cases involving the condemnation of properties that involve the temporary relocation of families.
- Ensure that multifamily buildings that opt to convert into condominiums abide by relevant Montgomery County Code laws and regulations.
- Ensure that tenant's rights and tenant's associations rights are upheld when landlords decide to demolish at least one-third of the units in a rental property, rehabilitate the rental housing, or take any other action that would displace at least one-third of the tenants at a rental property.
- Provide rental subsidies that compensate owners for reducing rent levels below the market rate.

**Grant Management**

- Allocate the Community Development Block Grant (CDBG) awarded by the U.S. Department of Housing and Urban Development to support the acquisition, preservation, and rehabilitation of affordable housing units for low- and moderate-income residents.
- Assist nonprofit providers in rehabilitating group homes occupied by lower-income, special needs persons with CDBG funds to eliminate code violations and make needed improvements, including accessibility and energy conservation improvements.
- Provide CDBG funds to support the county's low-income population through partnerships with community public services providers in areas such as health care, education, employment, and emergency relief in their communities.
- Advocate fair housing through public outreach, education, and awareness campaigns, including movie theater and bus ads.
- Implement affordable housing and community development projects within the city limits of Rockville and Takoma Park with federal pass-through funds
- Provide HOME funds and operating support to the County's Community Housing Development Organizations (CHDOs), including Montgomery Housing Partnership, Inc. and Housing Unlimited, Inc. (HUI), for acquisition, construction, or renovation of rental housing for persons with low incomes.
- Provide the Emergency Solutions Grant (ESG) to HHS to support programs that prevent and end homelessness by providing housing stabilization, relocation services, rental assistance, and shelter services.
- Preserve housing in Takoma Park through inspection and enforcement of safety and habitability of regulated units. Housing Code Enforcement proactively inspects all properties and responds to individual complaints to address code compliance.

**Neighborhood Revitalization and Community Development**

- Provide financial and technical assistance through the Focused Neighborhood Assistance Program (FNA) to create safe, secure, and appealing neighborhoods.
- Address the physical decline in racially diverse, low-to-moderate income neighborhoods and the prevention of blight, slums and threats to life and safety.
- Provide financial and technical assistance through the Facade Easement Program to private property and business

owners who desire to improve older commercial properties to meet today's commercial demands. Improvements include installing new facade treatments, site improvements, gateway signage, lighting, streetscape elements, plant material installation, and the acquisition of an easement term to control facade improvements.

- Rehabilitate group homes with Federal CDBG grants for older and disabled persons with incomes up to 30% AMI. Improvements often address required home inspections, ADA accessibility, and health and safety issues such as updating smoke detectors, providing adequate egress, updating bathrooms and kitchens, and including energy star refrigerators, HVAC systems, and water heaters.

## Department of Health and Human Services

The Department of Health and Human Services (HHS) Services to End and Prevent Homelessness (SEPH), in collaboration with the Interagency Commission on Homelessness (ICH), provides a full continuum of housing services including housing stabilization, homeless diversion, shelter and street outreach, rental assistance, rapid rehousing, and permanent supportive housing; and employs evidence-based and promising practices. HHS provides housing-related services through the following programs:

**Interagency Commission on Homelessness**

ICH promotes a community-wide commitment to ending homelessness, providing funding for efforts to promote community-wide planning and strategic use of resources to address homelessness (most notably in submitting the coordinated funding requests to the federal Housing and Urban Development (HUD) that funds programs across the provider community), improving coordination and integration with mainstream resources, and other programs targeted to people experiencing homelessness.

**Coordinated Entry**

The Coordinated Entry process ensures that all people experiencing homelessness have fair and equal access to available housing matches. Households are quickly identified, assessed for, referred, and connected to housing and assistance based on their assessed needs.

**Homeless Services for Families**

Homeless Services for Families provides emergency shelter to families with children including 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.

**Homeless Services for Single Adults**

Homeless Services for Single Adults provides emergency shelter and street outreach 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.

**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 HHS 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.

**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.

**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 to 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.

**Rapid Rehousing (RRH)**

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.

**Rental Assistance Program (RAP)**

The Rental Assistance Program (RAP) provides a 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. Monthly assistance is provided, and renewable every 12 months to bridge the gap between income and housing costs.

**Healthcare for the Homeless**

Healthcare for the Homeless provides medical, psychiatric, and dental services to individuals experiencing homelessness in emergency shelters and street outreach in the shelters and also through the Medical Respite Program which provides transitional housing for individuals discharged from care centers, but needing a higher level of medical care then shelter or permanent supportive housing provides. 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.

**Office of Home Energy Programs (OHEP)**

The Office of Home Energy Programs (OHEP) provides households with limited income annual credits towards their electric and gas/fuel bills to ensure the lights stay on. Additional grants are available to assist households with a utility disconnect notice. OHEP is also currently administering the Low-Income Household Water Assistance Program (LIHWAP) - a time limited water assistance program funded through federal COVID relief funds.

## Housing Opportunities Commission (HOC)

**Rental Assistance Program**

Provide financial assistance to eligible individuals and families who are at imminent risk of homelessness.

**Housing Production Fund (HPF)**

The HPF is utilized in conjunction with additional HOC investment, private investment, and conventional construction debt to finance construction and lease-up phases for new-construction developments. Developments funded by the HPF are "30/70" new construction developments, so that no less than thirty percent of a project's total units are affordable to low- and moderate-income residents and no more than seventy percent are market-rate units. The affordable units are set at two affordability levels. Ten percent of a project's units are at Moderately Priced Dwelling Unit ("MPDU") rents, which are affordable to a family of four making approximately $85,000 or less, and twenty percent of project's units are at 50% of the AMI.

The goal of the HPF is to produce 2,500-3,000 newly constructed units over a twenty-year period. With $100 million available, it is anticipated that two or more development projects can be undertaken at any given time. On average, each transaction will yield at least 150-180 affordable units and approximately 500-600 total units. At the end of five years, HPF financing is repaid at the permanent financing of the development back to the HPF.

**County-supported Capital Improvements Program**

HOC has four active projects in the Amended FY23-28 CIP including the following:

- HOC County Guaranteed Bond Project that serves to identify the uses of County guaranteed HOC bonds for housing construction and permanent mortgage financing as well as coinsurance with appropriate Federal, State, and private insurers on HOC revenue bonds and notes issued to finance new or existing residential units.
- The HOC MPDU/Property Acquisition Fund is a revolving loan fund which authorizes HOC to utilize up to $12.5 million at any one time for: (a) interim financing, including cost of acquisition and finishing by HOC, of MPDUs as permitted in Chapter 25A of the Montgomery County Code, provided that the unit is used in tandem with a Federal, State, or local subsidy program and is developed to provide housing to low- and-moderate-income households; and (b) planning, acquisition, and improvement of sites and/or existing properties for low and-moderate-income, single, or multifamily housing facilities, which are to be owned and operated by HOC or its designee.
- The HOC Opportunity Housing Development Fund is a revolving loan fund from which HOC is authorized to use up to $4.5 million at any one time to temporarily cover project planning, site improvements, building construction loan guarantees, construction financing, short-term financing (including second trusts), insurance for permanent financing, notes and bonds, and associated professional and financing fees for housing developments undertaken by HOC or its designees.
- The Supplemental Funds for Deeply Subsidized or Affordable HOC Owned Units project provides funding for capital improvements for deeply subsidized and affordable HOC owned units to for activities including replacement of roofs, windows and doors; improvements to unit interiors such as kitchen and bathroom modernization; replacement of major mechanical, electrical, and plumbing systems and equipment; appliance replacement; life-safety improvements; site improvements such as fencing, site lighting, landscaping, and sidewalk and parking lot replacement.

**Payment in Lieu of Taxes program**

The County provides a payment in lieu of taxes ("PILOT") to HOC owned and controlled properties in furtherance of HOC's mission to preserve and expand the County's inventory of affordable housing. It also allows HOC to provide increased affordability on a permanent basis on newly acquired and newly constructed communities, which is a major annual source of net new affordable housing units in the County.

The PILOT also allows HOC to ensure its properties receive sufficient reinvestment to eliminate deferred maintenance and have adequate operating budgets to properly maintain the communities.

## Affordable Housing Services
## FY24 Recommended Operating Budget
### Tax-Supported

| Department | Project/Program | FY24 Recommended |
|---|---|---|
| **Housing and Community Affairs** | | |
| | Housing Code Enforcement | 4,461,016 |
| | Affordable Housing - MPDU | 399,489 |
| | Multifamily Housing Program | 201,678 |
| | Tenant and Landlord Mediation | 1,653,222 |
| | Licensing and Regulations | 571,186 |
| | Common Ownership Communities | 1,011,332 |
| | Administration | 1,482,728 |
| | Multi-family Housing Program - Housing Production & Preservation | 17,347,004 |
| | Affordable Housing - Homeowner Downpayment Assistance | 4,000,000 |
| | Affordable Housing - Design for Life | 300,000 |
| | Housing First (HHS) | 9,706,200 |
| | *HHS Permanent Supportive Housing - $2,000,000* | |
| | *HHS Prevention - $1,000,000* | |
| | *HHS Rapid Rehousing - $1,310,985* | |
| | *HHS Housing Initiative Program - Rental Subsidies, Client Costs, and Administration - $5,395,215* | |
| | Rental Assistance Program (RAP) | 16,452,590 |
| | *DHCA RAP - $4,573,778* | |
| | *DHCA Homeless Prevention and Relocation Assistance (HPRA) - $445,025* | |
| | *HHS RAP - $4,000,000* | |
| | *HHS Housing Initiative Progam - Rental Subsidies - $4,086,272* | |
| | *HOC RAP - $3,168,515* | |
| | Neighborhood Revitalization - Neighborhood to Call Home | 1,875,899 |
| | Affordable Housing Acquisition and Preservation CIP | 32,000,000 |
| | Countywide Façade Easement Program CIP | 719,000 |
| | Community Development Facility Planning CIP | 125,000 |
| ***Sub-total, Housing and Community Affairs*** | | **92,306,344** |
| | | |
| **Health and Human Services** | | |
| | Admin - Services to End and Prevent Homelessness | 962,344 |
| | Coordinated Entry | 1,634,153 |
| | Healthcare for the Homeless | 2,059,076 |
| | Homeless Services for Families | 7,496,987 |
| | Homeless Services for Single Adults | 10,410,821 |
| | Housing Initiative Program | 2,207,959 |
| | Interagency Commission on Homelessness | 4,000 |
| | Permanent Supportive Housing | 5,448,357 |
| | Prevention | 8,786,476 |
| | Rapid Rehousing | 2,837,570 |
| | Rental Assistance Program | 4,604,472 |
| ***Sub-total, Health and Human Services*** | | **46,452,215** |
| | | |
| **Housing Opportunities Commission** | | |
| | Supplemental Funds for Deeply Subsidized HOC Owned Units Improvements CIP Project | 1,250,000 |
| | NDA - Housing Opportunities Commission | 7,972,501 |
| ***Sub-total, Housing Opportunities Commission*** | | **9,222,501** |
| **Total Tax-Supported** | | **147,981,060** |
| **Total Non-Tax Supported** | | **29,004,304** |
| **Grand Total** | | **176,985,364** |

## Affordable Housing Services
## FY24 Recommended Operating Budget
### Non-Tax-Supported

| Department | Project/Program | FY24 Recommended |
|---|---|---|
| **Housing and Community Affairs** | | |
| | CDBG - Housing Acquisition and Preservation | 1,989,353 |
| | CDBG - Community Public Services with Nonprofit Organizations | 630,000 |
| | CDBG - Group Home Rehabilitation | 600,000 |
| | CDBG - Facility Planning/Administration | 1,050,000 |
| | CDBG - Focused Neighborhood Assistance | 500,000 |
| | CDBG - Code Enforcement | 250,000 |
| | CDBG - Fair Housing Activities | 20,000 |
| | CDBG - Municipality Housing Projects | 354,000 |
| | HOME - Housing Production and Preservation | 2,289,948 |
| | HOME - Community Housing Development Organizations Program | 445,000 |
| | ESG - Rapid-Rehousing (HHS) | 432,528 |
| | *HHS Rapid Rehousing - $326,400* | |
| | *HHS Homeless Services for Families - $106,128* | |
| | Takoma Park Grant - Code Enforcement | 285,303 |
| | Weathernization/Energy Efficiency Program | 295,685 |
| ***Sub-total, Housing and Community Affairs*** | | **9,141,817** |
| | | |
| **Health and Human Services** | | |
| | Homeless Services for Single Adults | 3,027,860 |
| | Permanent Supportive Housing | 271,612 |
| | Prevention | 2,301,683 |
| | Rapid Rehousing | 244,500 |
| | Rental Assistance Program | 14,016,832 |
| ***Sub-total, Health and Human Services*** | | **19,862,487** |
| **Total Non-Tax Supported** | | **29,004,304** |

THIS PAGE INTENTIONALLY LEFT BLANK

# 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. Brian Dillman of the Department of Police at 240.773.6600; Neil Greenberger of the Public Information Office at 240.777.6532; or Gregory Bruno of the Office of Management and Budget at 240.777.2773 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, a multi-modal future, and a culture of safety. To learn more about Vision Zero and to read the 2030 Action Plan, visit https://montgomerycountymd.gov/visionzero/.

**RESULTS**

Preliminary 2022 data show 245 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 Bel Pre Road between Georgia Avenue and Layhill 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. In the past year, MCDOT opened its second and third protected intersections in Downtown Bethesda and Silver Spring. During fiscal year 2022, MCDOT constructed four bikeway projects, nine were ready for or under construction, and over a dozen projects were being designed. 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. For a full update, see the FY22 Vision Zero Annual Report available on the Vision Zero website.

The County Executive recommends $130.4 million in FY24 expenditures in support of Vision Zero. The FY24 Recommended Operating Budget includes $61.7 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $68.7 million in expenditures for FY24.

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 - Pedestrian Hybrid Beacons (PHBs) and traffic signals. Over 40 new beacons and signals have been installed by the County and State since Vision Zero began in 2018.
- Conducted bus stop safety audits along corridors throughout the County focused on HIN corridors and areas with high transit volume 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 regional Street Smart pedestrian safety education campaigns. 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.
- 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.
- Modified traffic signals along major highways such as Shady Grove Road to eliminate left turns when oncoming traffic can also go through the intersection to reduce left-turn crashes.
- Improved sidewalk connectivity to transportation, commercial, and employment areas, and medical facilities throughout the County. New funding is focused on accelerating sidewalk construction near schools.
- Provided curb ramps for sidewalks and other accessibility barriers on County roadways through the ADA compliance program.
- Completed construction of the Capital Crescent Surface Trail Phase I, Woodmont Avenue Phase I, and Montgomery Avenue Phase 2B with additional Bethesda bikeways under design. The Montgomery Lane/Avenue Cycletrack Phases 1 and 2A are under construction.
- 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 constructing improvements to pedestrian and bicycle connectivity and safety in these BiPPAs. Design is on-going for pedestrian and bike facilities along Veirs Mill Road which will be implemented along with bus rapid transit.
- Updated lighting, signage, marking, and signals standards and investigated 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 enhance 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.

**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. 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.

- Ran a successful Holiday Alcohol Task Force from November 2022 to January 2023 with 291 arrests for driving under the influence (DUI) of alcohol and/or drugs. During the task force, MCPD partnered with MCDOT and Alcohol Beverage Services (ABS) for a safety campaign providing safe alternatives to driving impaired.
- Coordinated with municipal, Maryland Transportation Authority, and State Police for joint efforts to address excess speed and car races.
- Continue to implement countywide speed, red-light, and school bus camera enforcement to slow traffic to posted speed limits. MCPD initiated a new contract that will expand the fleet of red-light and speed cameras available at approved locations across the county.
- Montgomery County Police have been instrumental in helping reduce the number of pedestrian collisions by:
    - administering special pedestrian crosswalks;
    - operating safe streets corridors;
    - conducting 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; and
    - 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<br>FY24 CE Recommended Capital Improvements Program and Operating Budget | | |
|---|---|---|
| Department | Project/Program | FY24 Recommended |
| *Capital Improvements Program (CIP)* | | |
| **Maryland-National Capital Park and Planning Commission** | Trails: Hard Surface Design and Construction | $ 550,000 |
| | Trails: Natural Surface & Resource-based Recreation | $ 500,000 |
| | Trails: Hard Surface Renovation | $ 950,000 |
| | Vision Zero | $ 500,000 |
| | **Total M-NCPPC** | **$ 2,500,000** |
| **Department of Transportation** | Pedestrian Facilities/Bikeways | 51,629,000 |
| | Intersection and Spot Improvements | 2,410,000 |
| | Pedestrian Safety Program | 4,600,000 |
| | 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** | **$ 66,219,000** |
| | **Total FY24 CIP** | **$ 68,719,000** |
| *Operating Budget (PSP)* | | |
| **Department of Transportation** | Community/Transportation Safety | 5,853,749 |
| | Transportation Infrastructure Construction & Maintenance | 19,671,448 |
| | Transportation Policy, Planning, and Project Development | 3,400,265 |
| | Transportation Management, Operations, and Emergency/Storm Response | 7,930,062 |
| | **Total Department of Transportation** | **$ 36,855,524** |
| **Department of Police** | Police Enforcement for HIAs - Overtime | 334,617 |
| | Police Enforcement for HIAs - Data Analyst | 135,611 |
| | School Safety Program/General Fund | 8,165,773 |
| | Automated Traffic Enforcement | 15,927,211 |
| | **Total Department of Police** | **$ 24,563,212** |
| **NDA-Vision Zero** | **Vision Zero Oversight and Outreach** | **301,944** |
| | **Total FY24 PSP** | **$ 61,720,680** |
| | **TOTAL FY24 RECOMMENDED EXPENDITURES (CIP & PSP)** | **$ 130,439,680** |

Source: CE Recommended FY24 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 a 3% Nonprofit Increase | | |
|---|---|---|
| **Organization** | **Purpose** | **FY24 CE REC** |
| **Community Engagement Cluster (CEC)*** | | **$ 144,612** |
| Asian Pacific American Legal Resource Cente | Provide legal assistance to low-income immigrants in the Asian American community who are seeking immigration relief. | $ 33,372 |
| CASA, Inc. | Provide financial assistance to support citizenship-eligible legal permanent residents in attaining citizenship. | $ 55,620 |
| KIND, Inc. d/b/a Kids in Need of Defense | Provide pro-bono legal services for unaccompanied immigrant and refugee minors. | $ 55,620 |
| **Corrections and Rehabilitation (COR)** | | **$ 16,686** |
| Conflict Resolution Center of Montgomery Co | Provides for an increase in conflict resolution services to inmates and their families. | $ 16,686 |
| **Health and Human Services (HHS)** | | **$ 326,284** |
| American Diversity Group, Inc. | Provide oral health treatment and education for elementary school students and the parents. | $ 28,228 |
| Circle of Rights, Inc. | Provide stroke prevention information to low-income County residents. | $ 20,023 |
| Jewish Council for the Aging of Greater Was | Provide support for JCA's early memory loss program, Kensington Club. | $ 44,496 |
| Jewish Council for the Aging of Greater Was | Provide support for the 50+ Employment Expo. | $ 83,430 |
| Muslim Community Center, Inc. | Provide for increased access to quality eye care services for uninsured and underinsured Montgomery County residents. | $ 27,743 |
| 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. | $ 44,496 |
| 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. | $ 77,868 |
| **KID Museum NDA** | | **$ 216,918** |
| MOCO KIDSCO, Inc. dba KID Museum | Provide operating support for the KID Museum. | $ 216,918 |
| **Office of the County Executive (CEX)** | | **$ 161,298** |
| 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. | $ 33,372 |
| Latino Economic Development Corporation d | Provide entrepreneurship, workforce training and support services to promote self-sufficiency of immigrant, refugee, and low-income | $ 27,810 |
| 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. | $ 11,124 |
| 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. | $ 44,496 |
| 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. | $ 44,496 |
| **Recreation (REC)** | | **$ 244,728** |
| Create Calm, Inc. | Provide enhanced education and leadership skills for socially disconnected young people through yoga and mindfulness classes and | $ 11,124 |
| Elite Soccer Youth Development Academy, In | Provide support to youth participating in a Soccer Academy, Health Programs, and a Educational/Leadership Youth Development | $ 111,240 |
| Finding Your FootPrint Foundation, Inc. | Provide yoga, meditation, and self-care practices for youth dealing with day to day social and behavioral issues. | $ 5,562 |
| Girls on the Run of Montgomery County, MD, | Provide financial aid and shoes to under served girls in order for them participate in a positive youth development program. | $ 16,686 |
| Maryland Senior Olympics Commission, LTD | Provide for operating support. | $ 27,810 |
| 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. | $ 11,124 |
| Retouch International Ministries, Inc. | Provide an enrichment After School Program for girls in Montgomery County who are at risk of underachievement. | $ 11,124 |
| The First Tee of Greater Washington, DC Cor | Provide social, fun, healthy, and life enhancing opportunities for girls to keep them engaged and enjoying golf in Montgomery County. | $ 11,124 |
| 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. | $ 5,562 |
| 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 | $ 33,372 |
| | | **$ 1,110,526** |

*An additional $600,000 has been shifted from the Community Grants-NDA to the Community Engagement Cluster (CEC) for the Emerging Business District Grant Program.

THIS PAGE INTENTIONALLY LEFT BLANK

# 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

## FY24 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

| (A) Agencies By Fund | (B) FY23 Est Fund Bal | (C) FY24 Est Revenue | (D) Net Inter-Fund Transfers | (E) FY24 Total Resources | (F) CIP Current Revenue & PAYGO | (G) FY24 Operating Budget GO & LTL Debt Service | (H) FY24 Operating Budget Agy/Fund Approp. | (I) FY24 Operating Budget Total Approp. | (J) Total Use of Approp. | (K) Designated Fund Balance | (L) FY24 Projected Fund Bal. |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND: TAX SUPPORTED** | | | | | | | | | | | |
| **County Government** | 238,014 | 4,068,741 | (354,837) | 3,951,917 | 60,949 | 248,393 | 1,548,159 | 1,796,552 | 1,857,501 | 0 | 0 |
| **Debt Service: Non-Agency** | 0 | 1,954 | 437,438 | 439,391 | 0 | 10,820 | 0 | 10,820 | 10,820 | 0 | 0 |
| **Montgomery County Public Schools** | 25,000 | 933,511 | 0 | 958,511 | 29,123 | 149,964 | 3,020,900 | 3,170,864 | 3,199,987 | 0 | 0 |
| **Montgomery College** | 48,408 | 122,092 | (10,795) | 159,706 | 17,034 | 30,215 | 280,985 | 311,200 | 328,234 | 0 | 0 |
| **SUBTOTAL GENERAL FUND** | **311,422** | **5,126,298** | **71,806** | **5,509,526** | **107,106** | **439,391** | **4,850,044** | **5,289,436** | **5,396,542** | **0** | **112,984** |
| **OTHER FUNDS: TAX SUPPORTED** | | | | | | | | | | | |
| **County Government** | | | | | | | | | | | |
| Urban Districts | 456 | 2,461 | 9,044 | 11,961 | 0 | 0 | 11,662 | 11,662 | 11,662 | 0 | 299 |
| Fire | (8,268) | 297,200 | (15,694) | 273,238 | 6,380 | 0 | 266,819 | 266,819 | 273,199 | 0 | 39 |
| Mass Transit | (4,165) | 248,159 | (47,553) | 196,442 | 20,215 | 0 | 177,607 | 177,607 | 197,822 | (1,727) | 347 |
| Recreation | 1,838 | 69,024 | (14,214) | 56,648 | 0 | 0 | 56,350 | 56,350 | 56,350 | 0 | 297 |
| Economic Development | 0 | 430 | 3,582 | 4,012 | 0 | 0 | 4,012 | 4,012 | 4,012 | 0 | 0 |
| M-NCPPC | 4,163 | 173,571 | (2,560) | 175,175 | 450 | 7,289 | 161,379 | 168,668 | 169,118 | 0 | 6,057 |
| **SUBTOTAL OTHER TAX SUPPORTED** | **(5,976)** | **790,844** | **(67,394)** | **717,474** | **27,045** | **7,289** | **677,829** | **685,117** | **712,162** | **(1,727)** | **7,039** |
| **TOTAL AVAIL. TAX SUPPORTED** | **305,446** | **5,917,142** | **4,412** | **6,227,000** | **134,151** | **446,680** | **5,527,873** | **5,974,553** | **6,108,704** | **(1,727)** | **120,023** |
| Revenue Stabilization (Designated) | 603,960 | 26,196 | 0 | 630,156 | 0 | 0 | 0 | 0 | 0 | 630,156 | 0 |
| **TOTAL TAX SUPPORTED (W RSF)** | **909,406** | **5,943,338** | **4,412** | **6,857,156** | **134,151** | **446,680** | **5,527,873** | **5,974,553** | **6,108,704** | **628,429** | **120,023** |
| **GRANT FUNDS** | | | | | | | | | | | |
| Community Use of Public Facilities | 2,119 | 11,947 | (1,054) | 13,012 | 0 | 0 | 11,139 | 11,139 | 11,139 | 0 | 1,872 |
| Parking Districts | 10,477 | 37,750 | (5,975) | 42,252 | 4,273 | 0 | 26,997 | 26,997 | 31,270 | 0 | 10,982 |
| Permitting Services | 39,472 | 47,998 | (6,821) | 80,650 | 0 | 0 | 41,693 | 41,693 | 41,693 | 0 | 38,957 |
| Solid Waste Collection | (2,515) | 14,985 | (325) | 12,145 | 0 | 0 | 11,357 | 11,357 | 11,357 | 0 | 787 |
| **FEE SUPPORTED FUNDS** | | | | | | | | | | | |
| Solid Waste Disposal | 0 | 134,914 | (121) | 134,792 | 805 | 0 | 131,308 | 131,308 | 132,114 | (24,037) | 26,715 |
| Vacuum Leaf Collection | 1,500 | 9,291 | (2,355) | 8,436 | 0 | 0 | 7,303 | 7,303 | 7,303 | 0 | 1,133 |
| Liquor Control | 7,895 | 104,144 | (33,629) | 78,410 | 2,720 | 0 | 70,806 | 70,806 | 73,526 | 0 | 4,884 |
| Non-Tax Supported Debt Service | 0 | 0 | 28,929 | 28,929 | 0 | 28,929 | 0 | 28,929 | 28,929 | 0 | 0 |
| Montgomery County Public Schools | 9,970 | 78,352 | 8,281 | 96,603 | 0 | 0 | 86,633 | 86,633 | 86,633 | 0 | 9,970 |
| **ENTERPRISE FUNDS** | | | | | | | | | | | |
| **County Government** | | | | | | | | | | | |
| Montgomery College | 33,613 | 30,274 | 11,002 | 74,888 | 0 | 0 | 45,185 | 45,185 | 45,185 | 0 | 29,703 |
| M-NCPPC | 19,160 | 18,465 | 2,463 | 40,088 | 0 | 0 | 20,532 | 20,532 | 20,532 | 0 | 19,556 |
| Cable TV | (98) | 21,744 | (4,137) | 17,509 | 3,330 | 0 | 14,062 | 14,062 | 17,392 | 0 | 117 |
| Montgomery Housing Initiative | 15,555 | 31,480 | 13,548 | 60,584 | 0 | 0 | 49,682 | 49,682 | 49,682 | 7,937 | 2,965 |
| Water Quality Protection Fund | 10,653 | 49,122 | (12,812) | 46,963 | 6,941 | 0 | 33,913 | 33,913 | 40,854 | 0 | 6,109 |
| Recreation-NonTax Supported | 389 | 8,103 | (4,500) | 3,992 | 0 | 0 | 3,600 | 3,600 | 3,600 | 0 | 392 |
| Detention Center Non-Tax Supported | 528 | 282 | 0 | 809 | 0 | 0 | 543 | 543 | 543 | 0 | 266 |
| **County Government** | 0 | 153,041 | 0 | 153,041 | 0 | 0 | 154,041 | 154,041 | 154,041 | 0 | (1,000) |
| **Montgomery County Public Schools** | 0 | 100,957 | 0 | 100,957 | 0 | 0 | 100,957 | 100,957 | 100,957 | 0 | 0 |
| **Montgomery College** | 0 | 18,995 | 0 | 18,995 | 0 | 0 | 18,995 | 18,995 | 18,995 | 0 | 0 |
| **M-NCPPC** | 0 | 550 | 0 | 550 | 0 | 0 | 550 | 550 | 550 | 0 | 0 |
| **SUBTOTAL NON-TAX SUPPORTED** | **148,718** | **872,393** | **(7,507)** | **1,013,604** | **18,069** | **28,929** | **829,296** | **858,224** | **876,294** | **(16,099)** | **153,410** |

## FY24 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| TOTAL BUDGET (with Revenue Stabilization) | 1,058,124 | 6,815,731 | (3,095) | 7,870,760 | 152,220 | 475,609 | 6,357,169 | 6,832,777 | 6,984,998 | 612,329 | 273,433 |

# 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** | | | | |
| FY23 Approved | 1,895.1 | 169.6 | 395.3 | 2,459.9 |
| FY24 Recommended | 2,064.6 | 154.0 | 402.4 | 2,621.1 |
| Percent Change From FY23 | 8.9% | -9.2% | 1.8% | 6.5% |
| **MONTGOMERY COUNTY PUBLIC SCHOOLS** | | | | |
| FY23 Approved | 2,729.7 | 108.1 | 82.3 | 2,920.0 |
| FY24 Recommended | 3,020.9 | 101.0 | 86.6 | 3,208.5 |
| Percent Change From FY23 | 10.7% | -6.6% | 5.3% | 9.9% |
| **MONTGOMERY COLLEGE** | | | | |
| FY23 Approved | 275.3 | 16.3 | 30.2 | 321.8 |
| FY24 Recommended | 281.0 | 19.0 | 45.2 | 345.2 |
| Percent Change From FY23 | 2.1% | 16.4% | 49.8% | 7.3% |
| **MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION** | | | | |
| FY23 Approved | 153.9 | 0.6 | 19.7 | 174.1 |
| FY24 Recommended | 161.4 | 0.6 | 20.5 | 182.5 |
| Percent Change From FY23 | 4.9% | ---- | 4.3% | 4.8% |
| **ALL AGENCIES WITHOUT DEBT SERVICE** | | | | |
| FY23 Approved | 5,053.9 | 294.6 | 527.4 | 5,875.8 |
| FY24 Recommended | 5,527.9 | 274.5 | 554.8 | 6,357.2 |
| Percent Change From FY23 | 9.4% | -6.8% | 5.2% | 8.2% |
| **DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES** | | | | |
| FY23 Approved | 441.9 | | 28.7 | 470.6 |
| FY24 Recommended | 446.7 | | 28.9 | 475.6 |
| Percent Change From FY23 | 1.1% | ---- | 0.8% | 1.1% |
| **TOTAL BUDGETS** | | | | |
| FY23 Approved | 5,495.8 | 294.6 | 556.1 | 6,346.4 |
| FY24 Recommended | 5,974.6 | 274.5 | 583.7 | 6,832.8 |
| Percent Change From FY23 | 8.7% | -6.8% | 5.0% | 7.7% |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule A-2

## 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** | 188,531,200 | 278,143 | (124,473) | (3,210) | 0 | 4,329,483 | 8,465,449 |
| Revenues | 3,968,085,193 | 1,000,054 | 1,142,997 | 264,315 | 0 | 233,996,162 | 268,769,411 |
| Net Transfers | (344,636,833) | 2,332,038 | 3,058,048 | 2,883,950 | 0 | (46,191,918) | (13,203,602) |
| TOTAL RESOURCES | 3,811,979,560 | 3,610,235 | 4,076,572 | 3,145,055 | 0 | 192,133,727 | 264,031,258 |
| Contributions | (1,988,131,156) | 0 | 0 | 0 | 0 | 0 | 0 |
| To CIP: Current Revenue | (125,872,000) | 0 | 0 | 0 | 0 | (15,640,000) | (4,464,000) |
| Expenditures | (1,459,962,557) | (3,415,672) | (3,915,565) | (3,044,844) | 0 | (182,280,308) | (267,835,709) |
| TOTAL USE OF RESOURCES | (3,573,965,713) | (3,415,672) | (3,915,565) | (3,044,844) | 0 | (197,920,308) | (272,299,709) |
| ESTIMATED FY23 ENDING FUND BALANCE | 238,013,847 | 194,563 | 161,007 | 100,211 | 0 | (5,786,581) | (8,268,451) |
| Less Designated Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less Change in Designated Fund Balance | 0 | 0 | 0 | 0 | 0 | 1,621,710 | 0 |
| Less Claims on Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Projected Undesignated Fund Balance To Fund FY24** | **238,013,847** | **194,563** | **161,007** | **100,211** | **0** | **(4,164,871)** | **(8,268,451)** |

## SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
## Fiscal Year FY24

| | General Fund | Bethesda Urban | Sil Spr Urban | Wheaton Urban | Noise Abatement | Mass Transit | Fire |
|---|---|---|---|---|---|---|---|
| **Beginning Fund Balance** | 238,013,847 | 194,563 | 161,007 | 100,211 | 0 | (4,164,871) | (8,268,451) |
| Revenues | 4,068,740,537 | 1,020,521 | 1,169,134 | 270,858 | 0 | 248,159,029 | 297,199,844 |
| Net Transfers | (354,837,194) | 2,586,916 | 3,510,226 | 2,947,237 | 0 | (47,552,625) | (15,693,530) |
| TOTAL RESOURCES | 3,951,917,190 | 3,802,000 | 4,840,367 | 3,318,306 | 0 | 196,441,533 | 273,237,863 |
| Contributions | (2,211,448,731) | 0 | 0 | 0 | 0 | 0 | 0 |
| To CIP: Current Revenue | (107,106,000) | 0 | 0 | 0 | 0 | (20,215,000) | (6,380,000) |
| Expenditures | (1,548,159,069) | (3,706,950) | (4,719,358) | (3,235,348) | 0 | (177,606,586) | (266,818,826) |
| TOTAL USE OF RESOURCES | (3,866,713,800) | (3,706,950) | (4,719,358) | (3,235,348) | 0 | (197,821,586) | (273,198,826) |
| ESTIMATED FY24 ENDING FUND BALANCE | 85,203,390 | 95,050 | 121,009 | 82,958 | 0 | (1,380,053) | 39,037 |
| Less Designated Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Less Change in Designated Fund Balance | 0 | 0 | 0 | 0 | 0 | 1,727,394 | 0 |
| Less Claims on Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Projected Undesignated Fund Balance To Fund FY25** | **85,203,390** | **95,050** | **121,009** | **82,958** | **0** | **347,341** | **39,037** |

# Schedule A-2

## 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 |
|---|---|---|---|---|---|---|---|---|
| 10,604,113 | 843,607 | 587,380,077 | 800,304,389 | 0 | 39,237,814 | 40,988,387 | 7,329,668 | 887,860,258 |
| 53,114,612 | 430,000 | 16,579,620 | 4,543,382,364 | 3,693,141 | 864,246,053 | 115,831,441 | 160,313,146 | 5,687,466,145 |
| (12,916,378) | 2,954,109 | 0 | (405,720,586) | 427,832,144 | 0 | (400,000) | (2,453,003) | 19,258,555 |
| 50,802,347 | 4,227,716 | 603,959,697 | 4,937,966,167 | 431,525,285 | 903,483,867 | 156,419,828 | 165,189,811 | 6,594,584,958 |
| 0 | 0 | 0 | (1,988,131,156) | 0 | 1,839,071,460 | 149,059,696 | 0 | 0 |
| 0 | 0 | 0 | (145,976,000) | 0 | 0 | 0 | (450,000) | (146,426,000) |
| (48,963,945) | (4,227,716) | 0 | (1,973,646,316) | (431,525,285) | (2,717,555,327) | (257,071,137) | (160,576,724) | (5,540,374,789) |
| (48,963,945) | (4,227,716) | 0 | (4,107,753,472) | (431,525,285) | (878,483,867) | (108,011,441) | (161,026,724) | (5,686,800,789) |
| 1,838,402 | 0 | 603,959,697 | 830,212,695 | 0 | 25,000,000 | 48,408,387 | 4,163,087 | 907,784,169 |
| 0 | 0 | (603,959,697) | (603,959,697) | 0 | 0 | 0 | 0 | (603,959,697) |
| 0 | 0 | 0 | 1,621,710 | 0 | 0 | 0 | 0 | 1,621,710 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1,838,402 | 0 | 0 | 227,874,708 | 0 | 25,000,000 | 48,408,387 | 4,163,087 | 305,446,182 |

## SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
## Fiscal Year FY24

| Recreation | Economic Development | Revenue Stabilization | Total MCG Tax Supported | Debt Service | MCPS | Montgomery College | M-NCPPC | Total All Tax Supported |
|---|---|---|---|---|---|---|---|---|
| 1,838,402 | 0 | 603,959,697 | 831,834,405 | 0 | 25,000,000 | 48,408,387 | 4,163,087 | 909,405,879 |
| 69,023,761 | 430,000 | 26,196,490 | 4,712,210,174 | 1,953,785 | 933,511,257 | 122,092,189 | 173,570,963 | 5,943,338,368 |
| (14,214,484) | 3,581,982 | 0 | (419,671,472) | 437,437,655 | 0 | (10,794,749) | (2,559,522) | 4,411,912 |
| 56,647,679 | 4,011,982 | 630,156,187 | 5,124,373,107 | 439,391,440 | 958,511,257 | 159,705,827 | 175,174,528 | 6,857,156,159 |
| 0 | 0 | 0 | (2,211,448,731) | 0 | 2,062,389,035 | 149,059,696 | 0 | 0 |
| 0 | 0 | 0 | (133,701,000) | 0 | 0 | 0 | (450,000) | (134,151,000) |
| (56,350,479) | (4,011,982) | 0 | (2,064,608,598) | (439,391,440) | (3,020,900,292) | (280,985,062) | (168,667,841) | (5,974,553,233) |
| (56,350,479) | (4,011,982) | 0 | (4,409,758,329) | (439,391,440) | (958,511,257) | (131,925,366) | (169,117,841) | (6,108,704,233) |
| 297,200 | 0 | 630,156,187 | 714,614,778 | 0 | 0 | 27,780,461 | 6,056,687 | 748,451,926 |
| 0 | 0 | (630,156,187) | (630,156,187) | 0 | 0 | 0 | 0 | (630,156,187) |
| 0 | 0 | 0 | 1,727,394 | 0 | 0 | 0 | 0 | 1,727,394 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 297,200 | 0 | 0 | 86,185,985 | 0 | 0 | 27,780,461 | 6,056,687 | 120,023,133 |

# Schedule A-3

## CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 15, 2023

| TAX SUPPORTED APPROPRIATIONS ($000s) | ACTUAL FY22 EXP | APPROVED FY23 APPROP | RECOMMENDED 6 YR | LATEST FY23 APPROP | RECOMMENDED FY24 APPROP | RECOMMENDED FY25 | RECOMMENDED FY26 | RECOMMENDED FY27 | RECOMMENDED FY28 |
|---|---|---|---|---|---|---|---|---|---|
| GENERAL REVENUE SUPPORTED | | | | | | | | | |
| MCG | 14,784 | 27,310 | 119,296 | 37,927 | 21,870 | 15,074 | 15,138 | 14,466 | 14,821 |
| M-NCPPC PARKS | 5,091 | 4,751 | 30,083 | 4,751 | 5,029 | 4,985 | 5,141 | 5,129 | 5,048 |
| PUBLIC SCHOOLS (MCPS) | 14,905 | 21,385 | 150,076 | 28,885 | 29,123 | 28,331 | 21,644 | 22,501 | 19,592 |
| MONTGOMERY COLLEGE | 14,022 | 16,434 | 93,804 | 16,434 | 17,034 | 15,084 | 15,084 | 15,084 | 15,084 |
| HOC | - | 1,955 | 10,225 | 3,975 | 1,250 | 1,250 | 1,250 | 1,250 | 1,250 |
| CIP PAYGO - REGULAR | 15,500 | 33,900 | 185,100 | 33,900 | 32,800 | 31,200 | 29,200 | 29,000 | 29,000 |
| CIP PAYGO - RSF CONTRIBUTION | - | - | | - | - | - | - | - | - |
| TOTAL CIP PAYGO | 15,500 | 33,900 | 185,100 | 33,900 | 32,800 | 31,200 | 29,200 | 29,000 | 29,000 |
| SUBTOTAL | 64,302 | 105,735 | 588,584 | 125,872 | 107,106 | 95,924 | 87,457 | 87,430 | 84,795 |
| OTHER TAX SUPPORTED | | | | | | | | | |
| MASS TRANSIT | 2,504 | 15,640 | 117,045 | 15,640 | 20,215 | 17,680 | 18,070 | 25,085 | 20,355 |
| FIRE CONSOLIDATED | 3,447 | 4,464 | 36,839 | 4,464 | 6,380 | 6,496 | 5,593 | 6,927 | 6,979 |
| M-NCPPC PARKS | 450 | 450 | 2,700 | 450 | 450 | 450 | 450 | 450 | 450 |
| ECONOMIC DEVELOPMENT FUND | - | - | - | - | - | - | - | - | - |
| SUBTOTAL | 6,401 | 20,554 | 156,584 | 20,554 | 27,045 | 24,626 | 24,113 | 32,462 | 27,784 |
| SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION: | 70,703 | 126,289 | 745,168 | 146,426 | 134,151 | 120,550 | 111,570 | 119,892 | 112,579 |
| INFLATION | - | - | 19,484 | - | - | 1,949 | 3,653 | 6,144 | 7,737 |
| SUBTOTAL ALLOCATION: | - | - | 19,484 | - | - | 1,949 | 3,653 | 6,144 | 7,737 |
| TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT: | 70,703 | 126,289 | 764,652 | 146,426 | 134,151 | 122,499 | 115,223 | 126,036 | 120,316 |

| NON-TAX SUPPORTED APPROPRIATIONS ($000s) | ACTUAL FY22 EXP | APPROVED FY23 APPROP | APPROVED 6 YR | LATEST FY23 APPROP | RECOMMENDED FY24 APPROP | RECOMMENDED FY25 | RECOMMENDED FY26 | RECOMMENDED FY27 | RECOMMENDED FY28 |
|---|---|---|---|---|---|---|---|---|---|
| NON-TAX SUPPORTED | | | | | | | | | |
| PARKING DISTRICTS | 2,616 | 5,679 | 41,262 | 5,679 | 789 | 7,375 | 9,536 | 8,562 | 9,321 |
| SOLID WASTE DISPOSAL | 5,199 | 1,845 | 1,668 | 1,845 | (177) | - | - | - | - |
| HOUSING INITIATIVE FUND | 2,275 | - | - | 0 | - | - | - | - | - |
| M-NCPPC ENTERPRISE FUND | 253 | - | 3,215 | 0 | - | 750 | 2,465 | - | - |
| CABLE TV FUND | 4,691 | 4,398 | 17,458 | 4,398 | 1,868 | 3,310 | 3,534 | 2,299 | 2,049 |
| CURRENT REVENUE: MCPS | - | - | - | 0 | - | - | - | - | - |
| WATER QUALITY PROTECTION CHARGE | 3,811 | 3,138 | 28,075 | 3,138 | 6,941 | 4,905 | 4,302 | 4,303 | 4,486 |
| LIQUOR CONTROL | 1,179 | 522 | 10,582 | 522 | 2,720 | 1,783 | 1,213 | 2,144 | 2,200 |
| CUPF | 23 | 300 | 300 | 300 | - | - | - | - | - |
| SUBTOTAL EXPENDITURES: | 20,047 | 15,882 | 102,560 | 15,882 | 12,141 | 18,123 | 21,050 | 17,308 | 18,056 |
| TOTAL CURRENT REVENUE REQUIREMENTS | 90,750 | 142,171 | 867,212 | 162,308 | 146,292 | 140,622 | 136,273 | 143,344 | 138,372 |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule A-4

**Fiscal Summary By Fund**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| TAX SUPPORTED | | | | | |
| MONTGOMERY COUNTY GOVERNMENT | | | | | |
| County General Fund | | | | | |
| **BEGINNING FUND BALANCE** | **169,417,634** | **90,864,668** | **188,531,200** | **238,013,847** | **161.9%** |
| REVENUES | | | | | |
| Taxes | 3,751,004,610 | 3,692,468,489 | 3,801,533,795 | 3,912,453,902 | 6.0% |
| Licenses & Permits | 12,414,383 | 13,739,855 | 12,365,441 | 12,628,705 | -8.1% |
| Charges for Services | 10,121,654 | 10,441,631 | 10,491,280 | 11,725,368 | 12.3% |
| Fines & Forfeitures | 25,804,992 | 29,381,280 | 29,465,801 | 29,378,950 | ---- |
| Intergovernmental | 65,428,772 | 75,769,156 | 94,578,905 | 80,013,891 | 5.6% |
| Investment Income | (3,425,470) | 366,980 | 5,843,970 | 9,233,720 | 2416.1% |
| Miscellaneous | 12,426,188 | 12,376,001 | 13,806,001 | 13,306,001 | 7.5% |
| Total REVENUES | 3,873,775,129 | 3,834,543,392 | 3,968,085,193 | 4,068,740,537 | 6.1% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 49,646,750 | 52,628,668 | 52,628,668 | 51,814,597 | -1.5% |
| To Non-Tax Supported Funds | (30,054,574) | (31,625,439) | (31,066,439) | (34,153,239) | 8.0% |
| From Tax Supported Funds | 24,183,352 | 26,782,941 | 26,782,941 | 27,533,158 | 2.8% |
| To Tax Supported Funds | (371,159,845) | (383,491,841) | (380,912,128) | (388,029,999) | 1.2% |
| To Revenue Stabilization Fund | (142,061,171) | 0 | 0 | 0 | ---- |
| To Component Units/Agencies | (12,684,617) | (12,069,875) | (12,069,875) | (12,001,711) | -0.6% |
| Total NET INTER-FUND TRANSFERS | (482,130,105) | (347,775,546) | (344,636,833) | (354,837,194) | 2.0% |
| CONTRIBUTIONS TO/FROM OTHER FUNDS | | | | | |
| To Tax Supported Funds | (1,900,547,564) | (1,987,871,156) | (1,988,131,156) | (2,211,448,731) | 11.2% |
| County Contribution to CIP Fund | (64,301,845) | (105,735,000) | (125,872,000) | (107,106,000) | 1.3% |
| Total CONTRIBUTIONS TO/FROM OTHER FUNDS | (1,964,849,409) | (2,093,606,156) | (2,114,003,156) | (2,318,554,731) | 10.7% |
| ***Total Resources*** | ***1,596,213,249*** | ***1,484,026,358*** | ***1,697,976,404*** | ***1,633,362,459*** | ***10.1%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,382,442,558) | (1,408,778,109) | (1,459,962,557) | (1,548,159,069) | 9.9% |
| Adjustment for Prior Year Encumbrances/Reserves | (25,239,491) | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (1,407,682,049) | (1,408,778,109) | (1,459,962,557) | (1,548,159,069) | 9.9% |
| ***Total Use of Resources*** | ***(1,407,682,049)*** | ***(1,408,778,109)*** | ***(1,459,962,557)*** | ***(1,548,159,069)*** | ***9.9%*** |
| **PROJECTED FUND BALANCE** | **188,531,200** | **75,248,249** | **238,013,847** | **85,203,390** | **13.2%** |
| Bethesda Urban District | | | | | |
| **BEGINNING FUND BALANCE** | **356,309** | **489,955** | **278,143** | **194,563** | **-60.3%** |
| REVENUES | | | | | |
| Taxes | 735,784 | 813,096 | 816,079 | 836,546 | 2.9% |
| Charges for Services | 234,133 | 183,975 | 183,975 | 183,975 | ---- |
| Total REVENUES | 969,917 | 997,071 | 1,000,054 | 1,020,521 | 2.4% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 2,408,612 | 2,352,550 | 2,352,550 | 2,003,834 | -14.8% |
| From Tax Supported Funds | 0 | 0 | 0 | 605,115 | ---- |
| To Tax Supported Funds | (21,666) | (20,512) | (20,512) | (22,033) | 7.4% |
| Total NET INTER-FUND TRANSFERS | 2,386,946 | 2,332,038 | 2,332,038 | 2,586,916 | 10.9% |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| ***Total Resources*** | ***3,713,172*** | ***3,819,064*** | ***3,610,235*** | ***3,802,000*** | ***-0.4%*** |
| ***CIP CURRENT REVENUE*** | ***(191,733)*** | ***0*** | ***0*** | ***0*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (3,218,270) | (3,416,615) | (3,415,672) | (3,706,950) | 8.5% |
| Adjustment for Prior Year Encumbrances/Reserves | (25,026) | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (3,243,296) | (3,416,615) | (3,415,672) | (3,706,950) | 8.5% |
| ***Total Use of Resources*** | ***(3,435,029)*** | ***(3,416,615)*** | ***(3,415,672)*** | ***(3,706,950)*** | ***8.5%*** |
| **PROJECTED FUND BALANCE** | **278,143** | **402,449** | **194,563** | **95,050** | **-76.4%** |
| **Silver Spring Urban District** | | | | | |
| **BEGINNING FUND BALANCE** | **109,962** | **(219,308)** | **(124,473)** | **161,007** | **-173.4%** |
| REVENUES | | | | | |
| Taxes | 944,293 | 1,058,586 | 1,022,997 | 1,049,134 | -0.9% |
| Charges for Services | 178,311 | 120,000 | 120,000 | 120,000 | ---- |
| Total REVENUES | 1,122,604 | 1,178,586 | 1,142,997 | 1,169,134 | -0.8% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 2,704,922 | 2,804,101 | 2,804,101 | 2,642,581 | -5.8% |
| From Tax Supported Funds | 174,403 | 761,789 | 761,789 | 1,407,730 | 84.8% |
| To Tax Supported Funds | (520,989) | (507,842) | (507,842) | (540,085) | 6.3% |
| Total NET INTER-FUND TRANSFERS | 2,358,336 | 3,058,048 | 3,058,048 | 3,510,226 | 14.8% |
| ***Total Resources*** | ***3,590,902*** | ***4,017,326*** | ***4,076,572*** | ***4,840,367*** | ***20.5%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (3,738,782) | (3,915,565) | (3,915,565) | (4,719,358) | 20.5% |
| Adjustment for Prior Year Encumbrances/Reserves | 23,407 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (3,715,375) | (3,915,565) | (3,915,565) | (4,719,358) | 20.5% |
| ***Total Use of Resources*** | ***(3,715,375)*** | ***(3,915,565)*** | ***(3,915,565)*** | ***(4,719,358)*** | ***20.5%*** |
| **PROJECTED FUND BALANCE** | **(124,473)** | **101,761** | **161,007** | **121,009** | **18.9%** |
| **Wheaton Urban District** | | | | | |
| **BEGINNING FUND BALANCE** | **(46,304)** | **(38,849)** | **(3,210)** | **100,211** | **-358.0%** |
| REVENUES | | | | | |
| Taxes | 236,556 | 293,914 | 264,315 | 270,858 | -7.8% |
| Total REVENUES | 236,556 | 293,914 | 264,315 | 270,858 | -7.8% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 200,000 | 300,000 | 300,000 | 300,000 | ---- |
| From Tax Supported Funds | 2,737,170 | 2,930,510 | 2,930,510 | 2,993,928 | 2.2% |
| To Tax Supported Funds | (311,950) | (346,560) | (346,560) | (346,691) | ---- |
| Total NET INTER-FUND TRANSFERS | 2,625,220 | 2,883,950 | 2,883,950 | 2,947,237 | 2.2% |
| ***Total Resources*** | ***2,815,472*** | ***3,139,015*** | ***3,145,055*** | ***3,318,306*** | ***5.7%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (2,835,374) | (3,062,432) | (3,044,844) | (3,235,348) | 5.6% |
| Adjustment for Prior Year Encumbrances/Reserves | 16,692 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (2,818,682) | (3,062,432) | (3,044,844) | (3,235,348) | 5.6% |
| ***Total Use of Resources*** | ***(2,818,682)*** | ***(3,062,432)*** | ***(3,044,844)*** | ***(3,235,348)*** | ***5.6%*** |
| **PROJECTED FUND BALANCE** | **(3,210)** | **76,583** | **100,211** | **82,958** | **8.3%** |
| **Mass Transit** | | | | | |
| **BEGINNING FUND BALANCE** | **7,926,689** | **(1,996,087)** | **4,329,483** | **(4,164,871)** | **108.7%** |
| REVENUES | | | | | |
| Taxes | 110,724,175 | 182,853,842 | 180,953,969 | 192,048,449 | 5.0% |
| Licenses & Permits | 59,915 | 80,000 | 80,000 | 80,000 | ---- |
| Charges for Services | 4,919,752 | 14,092,542 | 10,829,681 | 13,958,740 | -0.9% |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Fines & Forfeitures | 859,723 | 566,335 | 850,275 | 800,000 | 41.3% |
| Intergovernmental | 96,175,703 | 34,042,840 | 41,271,840 | 41,271,840 | 21.2% |
| Miscellaneous | 23,307 | 0 | 10,397 | 0 | ---- |
| Total REVENUES | 212,762,575 | 231,635,559 | 233,996,162 | 248,159,029 | 7.1% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 7,831,310 | 531,310 | 531,310 | 531,310 | ---- |
| To Tax Supported Funds | (43,968,256) | (48,130,782) | (46,723,228) | (48,083,935) | -0.1% |
| Total NET INTER-FUND TRANSFERS | (36,136,946) | (47,599,472) | (46,191,918) | (47,552,625) | -0.1% |
| ***Total Resources*** | ***184,552,318*** | ***182,040,000*** | ***192,133,727*** | ***196,441,533*** | ***7.9%*** |
| ***CIP CURRENT REVENUE*** | ***(2,503,710)*** | ***(15,640,000)*** | ***(15,640,000)*** | ***(20,215,000)*** | ***29.3%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (149,454,873) | (167,835,477) | (182,280,308) | (177,606,586) | 5.8% |
| Debt Service - Other | 0 | 0 | 0 | 0 | ---- |
| Adjustment for Prior Year Encumbrances/Reserves | (28,264,252) | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (177,719,125) | (167,835,477) | (182,280,308) | (177,606,586) | 5.8% |
| CLAIMS ON FUND | | | | | |
| Designated Reserves | 0 | 1,621,710 | 1,621,710 | 1,727,394 | 6.5% |
| Total CLAIMS ON FUND | 0 | 1,621,710 | 1,621,710 | 1,727,394 | 6.5% |
| ***Total Use of Resources*** | ***(180,222,835)*** | ***(181,853,767)*** | ***(196,298,598)*** | ***(196,094,192)*** | ***7.8%*** |
| **PROJECTED FUND BALANCE** | **4,329,483** | **186,233** | **(4,164,871)** | **347,341** | **86.5%** |
| Fire | | | | | |
| **BEGINNING FUND BALANCE** | **(14,366,057)** | **3,638,127** | **8,465,449** | **(8,268,451)** | **-327.3%** |
| REVENUES | | | | | |
| Taxes | 253,000,761 | 236,039,696 | 233,587,215 | 263,954,962 | 11.8% |
| Charges for Services | 19,916,930 | 20,000,000 | 20,000,000 | 20,000,000 | ---- |
| Intergovernmental | 14,959,179 | 11,013,162 | 14,937,314 | 13,000,000 | 18.0% |
| Miscellaneous | 285,369 | 244,882 | 244,882 | 244,882 | ---- |
| Total REVENUES | 288,162,239 | 267,297,740 | 268,769,411 | 297,199,844 | 11.2% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 250,000 | 250,000 | 250,000 | 250,000 | ---- |
| To Tax Supported Funds | (12,020,004) | (13,634,740) | (13,453,602) | (15,943,530) | 16.9% |
| Total NET INTER-FUND TRANSFERS | (11,770,004) | (13,384,740) | (13,203,602) | (15,693,530) | 17.2% |
| ***Total Resources*** | ***262,026,178*** | ***257,551,127*** | ***264,031,258*** | ***273,237,863*** | ***6.1%*** |
| ***CIP CURRENT REVENUE*** | ***(3,447,026)*** | ***(4,464,000)*** | ***(4,464,000)*** | ***(6,380,000)*** | ***42.9%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (250,803,112) | (252,665,621) | (267,835,709) | (266,818,826) | 5.6% |
| Adjustment for Prior Year Encumbrances/Reserves | 689,409 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (250,113,703) | (252,665,621) | (267,835,709) | (266,818,826) | 5.6% |
| ***Total Use of Resources*** | ***(253,560,729)*** | ***(257,129,621)*** | ***(272,299,709)*** | ***(273,198,826)*** | ***6.2%*** |
| **PROJECTED FUND BALANCE** | **8,465,449** | **421,506** | **(8,268,451)** | **39,037** | **-90.7%** |
| Recreation | | | | | |
| **BEGINNING FUND BALANCE** | **11,173,500** | **9,855,374** | **10,604,113** | **1,838,402** | **-81.3%** |
| REVENUES | | | | | |
| Taxes | 47,774,140 | 49,559,780 | 48,999,380 | 65,083,529 | 31.3% |
| Charges for Services | 4,807,378 | 5,120,000 | 3,995,000 | 3,820,000 | -25.4% |
| Miscellaneous | 37,103 | 174,829 | 120,232 | 120,232 | -31.2% |
| Total REVENUES | 52,618,621 | 54,854,609 | 53,114,612 | 69,023,761 | 25.8% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 3,400,000 | 4,500,000 | 4,500,000 | 4,500,000 | ---- |
| From Tax Supported Funds | 1,522,200 | 1,009,700 | 1,009,700 | 1,009,700 | ---- |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| To Tax Supported Funds | (17,221,211) | (18,527,050) | (18,426,078) | (19,724,184) | 6.5% |
| Total NET INTER-FUND TRANSFERS | (12,299,011) | (13,017,350) | (12,916,378) | (14,214,484) | 9.2% |
| ***Total Resources*** | ***51,493,110*** | ***51,692,633*** | ***50,802,347*** | ***56,647,679*** | ***9.6%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (41,199,131) | (51,443,711) | (48,963,945) | (56,350,479) | 9.5% |
| Adjustment for Prior Year Encumbrances/Reserves | 310,134 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (40,888,997) | (51,443,711) | (48,963,945) | (56,350,479) | 9.5% |
| ***Total Use of Resources*** | ***(40,888,997)*** | ***(51,443,711)*** | ***(48,963,945)*** | ***(56,350,479)*** | ***9.5%*** |
| **PROJECTED FUND BALANCE** | **10,604,113** | **248,922** | **1,838,402** | **297,200** | **19.4%** |
| **Economic Development Fund** | | | | | |
| **BEGINNING FUND BALANCE** | **7,829,908** | **0** | **843,607** | **0** | **----** |
| REVENUES | | | | | |
| Investment Income | 24,941 | 55,000 | 55,000 | 55,000 | ---- |
| Miscellaneous | 161,146 | 375,000 | 375,000 | 375,000 | ---- |
| Total REVENUES | 186,087 | 430,000 | 430,000 | 430,000 | ---- |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 2,696,115 | 3,566,325 | 2,954,109 | 3,581,982 | 0.4% |
| Total NET INTER-FUND TRANSFERS | 2,696,115 | 3,566,325 | 2,954,109 | 3,581,982 | 0.4% |
| ***Total Resources*** | ***10,712,110*** | ***3,996,325*** | ***4,227,716*** | ***4,011,982*** | ***0.4%*** |
| ***CIP CURRENT REVENUE*** | ***(5,500,000)*** | ***0*** | ***0*** | ***0*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (4,405,099) | (3,996,325) | (4,227,716) | (4,011,982) | 0.4% |
| Adjustment for Prior Year Encumbrances/Reserves | 36,596 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (4,368,503) | (3,996,325) | (4,227,716) | (4,011,982) | 0.4% |
| ***Total Use of Resources*** | ***(9,868,503)*** | ***(3,996,325)*** | ***(4,227,716)*** | ***(4,011,982)*** | ***0.4%*** |
| **PROJECTED FUND BALANCE** | **843,607** | **0** | **0** | **0** | **----** |
| **Revenue Stabilization Fund** | | | | | |
| **BEGINNING FUND BALANCE** | **444,613,587** | **518,534,938** | **587,380,077** | **603,959,697** | **16.5%** |
| REVENUES | | | | | |
| Investment Income | 705,319 | 2,961,490 | 16,579,620 | 26,196,490 | 784.6% |
| Total REVENUES | 705,319 | 2,961,490 | 16,579,620 | 26,196,490 | 784.6% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 142,061,171 | 0 | 0 | 0 | ---- |
| Total NET INTER-FUND TRANSFERS | 142,061,171 | 0 | 0 | 0 | ---- |
| ***Total Resources*** | ***587,380,077*** | ***521,496,428*** | ***603,959,697*** | ***630,156,187*** | ***20.8%*** |
| **DESIGNATED FUND BALANCE** | **587,380,077** | **521,496,428** | **603,959,697** | **630,156,187** | **20.8%** |
| **DEBT SERVICE** | | | | | |
| **Debt Service** | | | | | |
| **BEGINNING FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Intergovernmental | 3,873,186 | 3,705,860 | 3,693,141 | 1,953,785 | -47.3% |
| Total REVENUES | 3,873,186 | 3,705,860 | 3,693,141 | 1,953,785 | -47.3% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 2,143,545 | 2,146,053 | 2,146,053 | 2,145,871 | ---- |
| From Tax Supported Funds | 405,829,372 | 428,826,752 | 425,169,591 | 434,777,534 | 1.4% |
| From Internal Service Funds | 518,050 | 516,500 | 516,500 | 514,250 | -0.4% |
| Total NET INTER-FUND TRANSFERS | 408,490,967 | 431,489,305 | 427,832,144 | 437,437,655 | 1.4% |
| ***Total Resources*** | ***412,364,153*** | ***435,195,165*** | ***431,525,285*** | ***439,391,440*** | ***1.0%*** |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| APPROPRIATION/EXPENDITURE | | | | | |
| Debt Service - GO Bonds | (384,850,193) | (400,658,260) | (400,025,680) | (411,931,880) | 2.8% |
| Debt Service - Other | (27,513,960) | (34,536,905) | (31,499,605) | (27,459,560) | -20.5% |
| Total APPROPRIATION/EXPENDITURE | (412,364,153) | (435,195,165) | (431,525,285) | (439,391,440) | 1.0% |
| ***Total Use of Resources*** | ***(412,364,153)*** | ***(435,195,165)*** | ***(431,525,285)*** | ***(439,391,440)*** | ***1.0%*** |
| **PROJECTED FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |

# MONTGOMERY COUNTY PUBLIC SCHOOLS

## Current Fund MCPS

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING FUND BALANCE** | **31,281,287** | **35,000,000** | **39,237,814** | **25,000,000** | **-28.6%** |
| REVENUES | | | | | |
| Charges for Services | 2,259,933 | 1,259,933 | 1,259,933 | 1,259,933 | ---- |
| Intergovernmental | 821,474,639 | 854,328,784 | 862,986,120 | 932,251,324 | 9.1% |
| Total REVENUES | 823,734,572 | 855,588,717 | 864,246,053 | 933,511,257 | 9.1% |
| CONTRIBUTIONS TO/FROM OTHER FUNDS | | | | | |
| County Contribution to Current/Other Fund | 1,754,247,868 | 1,839,071,460 | 1,839,071,460 | 2,062,389,035 | 12.1% |
| County Contribution to CIP Fund | 14,905,000 | 21,385,000 | 28,885,000 | 29,123,000 | 36.2% |
| Total CONTRIBUTIONS TO/FROM OTHER FUNDS | 1,769,152,868 | 1,860,456,460 | 1,867,956,460 | 2,091,512,035 | 12.4% |
| ***Total Resources*** | ***2,624,168,727*** | ***2,751,045,177*** | ***2,771,440,327*** | ***3,050,023,292*** | ***10.9%*** |
| ***CIP CURRENT REVENUE*** | ***(14,905,000)*** | ***(21,385,000)*** | ***(28,885,000)*** | ***(29,123,000)*** | ***36.2%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (2,574,233,991) | (2,729,660,177) | (2,717,555,327) | (3,020,900,292) | 10.7% |
| Adjustment for Prior Year Encumbrances/Reserves | 4,208,078 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (2,570,025,913) | (2,729,660,177) | (2,717,555,327) | (3,020,900,292) | 10.7% |
| ***Total Use of Resources*** | ***(2,584,930,913)*** | ***(2,751,045,177)*** | ***(2,746,440,327)*** | ***(3,050,023,292)*** | ***10.9%*** |
| **PROJECTED FUND BALANCE** | **39,237,814** | **0** | **25,000,000** | **0** | **----** |

# MONTGOMERY COLLEGE

## Current Fund MC

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING FUND BALANCE** | **31,097,435** | **34,097,435** | **40,283,309** | **47,783,309** | **40.1%** |
| REVENUES | | | | | |
| Charges for Services | 61,168,685 | 58,406,696 | 58,406,696 | 61,695,836 | 5.6% |
| Intergovernmental | 42,923,443 | 55,936,880 | 55,834,880 | 58,014,404 | 3.7% |
| Investment Income | 36,693 | 250,000 | 789,434 | 1,000,000 | 300.0% |
| Miscellaneous | 901,093 | 1,371,949 | 799,931 | 1,371,949 | ---- |
| Total REVENUES | 105,029,914 | 115,965,525 | 115,830,941 | 122,082,189 | 5.3% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Non-Tax Supported Funds | (1,573,106) | (250,000) | (400,000) | (10,794,749) | 4217.9% |
| Total NET INTER-FUND TRANSFERS | (1,573,106) | (250,000) | (400,000) | (10,794,749) | 4217.9% |
| CONTRIBUTIONS TO/FROM OTHER FUNDS | | | | | |
| County Contribution to Current/Other Fund | 145,649,696 | 148,149,696 | 148,409,696 | 148,409,696 | 0.2% |
| County Contribution to CIP Fund | 14,022,065 | 16,434,000 | 16,434,000 | 17,034,000 | 3.7% |
| Total CONTRIBUTIONS TO/FROM OTHER FUNDS | 159,671,761 | 164,583,696 | 164,843,696 | 165,443,696 | 0.5% |
| ***Total Resources*** | ***294,226,004*** | ***314,396,656*** | ***320,557,946*** | ***324,514,445*** | ***3.2%*** |
| ***CIP CURRENT REVENUE*** | ***(14,022,065)*** | ***(16,434,000)*** | ***(16,434,000)*** | ***(17,034,000)*** | ***3.7%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (242,792,291) | (274,509,984) | (256,340,637) | (280,235,062) | 2.1% |
| Adjustment for Prior Year Encumbrances/Reserves | 2,871,661 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (239,920,630) | (274,509,984) | (256,340,637) | (280,235,062) | 2.1% |
| ***Total Use of Resources*** | ***(253,942,695)*** | ***(290,943,984)*** | ***(272,774,637)*** | ***(297,269,062)*** | ***2.2%*** |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **PROJECTED FUND BALANCE** | **40,283,309** | **23,452,672** | **47,783,309** | **27,245,383** | **16.2%** |
| Emergency Repair Fund | | | | | |
| **BEGINNING FUND BALANCE** | **504,599** | **534,599** | **705,078** | **625,078** | **16.9%** |
| REVENUES | | | | | |
| Investment Income | 399 | 10,000 | 500 | 10,000 | ---- |
| Total REVENUES | 399 | 10,000 | 500 | 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*** | ***754,998*** | ***794,599*** | ***955,578*** | ***885,078*** | ***11.4%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (49,920) | (350,000) | (330,500) | (350,000) | ---- |
| Total APPROPRIATION/EXPENDITURE | (49,920) | (350,000) | (330,500) | (350,000) | ---- |
| ***Total Use of Resources*** | ***(49,920)*** | ***(350,000)*** | ***(330,500)*** | ***(350,000)*** | ***----*** |
| **PROJECTED FUND BALANCE** | **705,078** | **444,599** | **625,078** | **535,078** | **20.4%** |
| 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** | **3,551,206** | **1,783,208** | **2,349,769** | **1,356,300** | **-23.9%** |
| REVENUES | | | | | |
| Taxes | 31,698,307 | 36,126,506 | 35,711,427 | 39,374,658 | 9.0% |
| Charges for Services | 355,382 | 204,700 | 204,700 | 212,200 | 3.7% |
| Intergovernmental | 442,766 | 428,100 | 428,100 | 449,505 | 5.0% |
| Investment Income | (78,593) | 10,000 | 10,000 | 10,000 | ---- |
| Miscellaneous | 865 | 0 | 0 | 0 | ---- |
| Total REVENUES | 32,418,727 | 36,769,306 | 36,354,227 | 40,046,363 | 8.9% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Non-Tax Supported Funds | (500,000) | (500,000) | (500,000) | (500,000) | ---- |
| To Tax Supported Funds | (225,000) | 0 | 0 | (200,000) | ---- |
| Total NET INTER-FUND TRANSFERS | (725,000) | (500,000) | (500,000) | (700,000) | 40.0% |
| ***Total Resources*** | ***35,244,933*** | ***38,052,514*** | ***38,203,996*** | ***40,702,663*** | ***7.0%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (32,895,164) | (36,847,696) | (36,847,696) | (39,438,402) | 7.0% |
| Adjustment for Prior Year Encumbrances/Reserves | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (32,895,164) | (36,847,696) | (36,847,696) | (39,438,402) | 7.0% |
| ***Total Use of Resources*** | ***(32,895,164)*** | ***(36,847,696)*** | ***(36,847,696)*** | ***(39,438,402)*** | ***7.0%*** |
| **PROJECTED FUND BALANCE** | **2,349,769** | **1,204,818** | **1,356,300** | **1,264,261** | **4.9%** |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| **Park Fund** | | | | | |
| **BEGINNING FUND BALANCE** | **11,370,504** | **5,498,873** | **4,969,273** | **2,806,787** | **-49.0%** |
| REVENUES | | | | | |
| Taxes | 101,285,886 | 115,985,098 | 114,652,474 | 123,528,339 | 6.5% |
| Charges for Services | 3,454,686 | 3,163,663 | 3,163,663 | 3,549,101 | 12.2% |
| Intergovernmental | 3,808,475 | 3,897,355 | 3,897,355 | 4,138,538 | 6.2% |
| Investment Income | (150,687) | 15,000 | 15,000 | 20,000 | 33.3% |
| Miscellaneous | 53,259 | 55,500 | 55,500 | 55,500 | ---- |
| Total REVENUES | 108,451,619 | 123,116,616 | 121,783,992 | 131,291,478 | 6.6% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 325,000 | 100,000 | 100,000 | 250,000 | 150.0% |
| Total NET INTER-FUND TRANSFERS | 325,000 | 100,000 | 100,000 | 250,000 | 150.0% |
| ***Total Resources*** | ***120,147,123*** | ***128,715,489*** | ***126,853,265*** | ***134,348,265*** | ***4.4%*** |
| ***CIP CURRENT REVENUE*** | ***(450,000)*** | ***(450,000)*** | ***(450,000)*** | ***(450,000)*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (108,694,292) | (117,024,459) | (117,024,459) | (121,940,777) | 4.2% |
| Debt Service - Other | (6,033,558) | (6,572,019) | (6,572,019) | (7,165,062) | 9.0% |
| Adjustment for Prior Year Encumbrances/Reserves | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (114,727,850) | (123,596,478) | (123,596,478) | (129,105,839) | 4.5% |
| ***Total Use of Resources*** | ***(115,177,850)*** | ***(124,046,478)*** | ***(124,046,478)*** | ***(129,555,839)*** | ***4.4%*** |
| **PROJECTED FUND BALANCE** | **4,969,273** | **4,669,011** | **2,806,787** | **4,792,426** | **2.6%** |
| **ALA Debt Service Fund** | | | | | |
| **BEGINNING FUND BALANCE** | **12,750** | **19,728** | **10,626** | **0** | **-100.0%** |
| REVENUES | | | | | |
| Taxes | 2,109,635 | 2,197,763 | 2,174,927 | 2,233,122 | 1.6% |
| Total REVENUES | 2,109,635 | 2,197,763 | 2,174,927 | 2,233,122 | 1.6% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Internal Service Funds | (1,978,209) | (2,060,550) | (2,053,003) | (2,109,522) | 2.4% |
| Total NET INTER-FUND TRANSFERS | (1,978,209) | (2,060,550) | (2,053,003) | (2,109,522) | 2.4% |
| ***Total Resources*** | ***144,176*** | ***156,941*** | ***132,550*** | ***123,600*** | ***-21.2%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (133,550) | (132,550) | (132,550) | (123,600) | -6.8% |
| Total APPROPRIATION/EXPENDITURE | (133,550) | (132,550) | (132,550) | (123,600) | -6.8% |
| ***Total Use of Resources*** | ***(133,550)*** | ***(132,550)*** | ***(132,550)*** | ***(123,600)*** | ***-6.8%*** |
| **PROJECTED FUND BALANCE** | **10,626** | **24,391** | **0** | **0** | **-100.0%** |

# NON-TAX SUPPORTED

## MONTGOMERY COUNTY GOVERNMENT

### Grant Fund MCG

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Charges for Services | 434,952 | 462,574 | 462,574 | 0 | -100.0% |
| Intergovernmental | 277,335,936 | 166,107,780 | 166,107,780 | 152,040,813 | -8.5% |
| Investment Income | 19,634 | 0 | 0 | 0 | ---- |
| Miscellaneous | 1,020,611 | 2,000,000 | 2,000,000 | 1,000,000 | -50.0% |
| Total REVENUES | 278,811,133 | 168,570,354 | 168,570,354 | 153,040,813 | -9.2% |
| ***Total Resources*** | ***278,811,133*** | ***168,570,354*** | ***168,570,354*** | ***153,040,813*** | ***-9.2%*** |
| APPROPRIATION/EXPENDITURE | | | | | |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Appropriation/Expenditure | (278,811,133) | (169,570,354) | (169,570,354) | (154,040,813) | -9.2% |
| Total APPROPRIATION/EXPENDITURE | (278,811,133) | (169,570,354) | (169,570,354) | (154,040,813) | -9.2% |
| ***Total Use of Resources*** | ***(278,811,133)*** | ***(169,570,354)*** | ***(169,570,354)*** | ***(154,040,813)*** | ***-9.2%*** |
| **PROJECTED FUND BALANCE** | **0** | **(1,000,000)** | **(1,000,000)** | **(1,000,000)** | **----** |
| Water Quality Protection Fund | | | | | |
| **BEGINNING FUND BALANCE** | **7,820,252** | **6,656,514** | **8,666,696** | **10,653,392** | **60.0%** |
| REVENUES | | | | | |
| Taxes | 45,447,592 | 45,914,720 | 45,914,720 | 47,807,330 | 4.1% |
| Charges for Services | 357,702 | 47,500 | 47,500 | 47,500 | ---- |
| Investment Income | 58,383 | 500,000 | 1,266,820 | 1,266,820 | 153.4% |
| Total REVENUES | 45,863,677 | 46,462,220 | 47,229,040 | 49,121,650 | 5.7% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Non-Tax Supported Funds | (8,455,856) | (9,450,600) | (8,844,600) | (9,772,900) | 3.4% |
| To Tax Supported Funds | (2,819,028) | (2,837,240) | (2,837,240) | (3,039,131) | 7.1% |
| Total NET INTER-FUND TRANSFERS | (11,274,884) | (12,287,840) | (11,681,840) | (12,812,031) | 4.3% |
| ***Total Resources*** | ***42,409,045*** | ***40,830,894*** | ***44,213,896*** | ***46,963,011*** | ***15.0%*** |
| ***CIP CURRENT REVENUE*** | ***(3,810,827)*** | ***(3,138,000)*** | ***(3,138,000)*** | ***(6,941,000)*** | ***121.2%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (28,902,328) | (30,990,500) | (30,422,504) | (33,913,212) | 9.4% |
| Adjustment for Prior Year Encumbrances/Reserves | (1,029,194) | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (29,931,522) | (30,990,500) | (30,422,504) | (33,913,212) | 9.4% |
| ***Total Use of Resources*** | ***(33,742,349)*** | ***(34,128,500)*** | ***(33,560,504)*** | ***(40,854,212)*** | ***19.7%*** |
| **PROJECTED FUND BALANCE** | **8,666,696** | **6,702,394** | **10,653,392** | **6,108,799** | **-8.9%** |
| Cable Television | | | | | |
| **BEGINNING FUND BALANCE** | **1,456,198** | **11,445** | **(95,605)** | **(97,996)** | **-956.2%** |
| REVENUES | | | | | |
| Charges for Services | 23,539,503 | 23,223,552 | 21,614,838 | 20,576,931 | -11.4% |
| Investment Income | 7,125 | 76,760 | 167,490 | 167,490 | 118.2% |
| Miscellaneous | 136,786 | 1,000,000 | 1,000,000 | 1,000,000 | ---- |
| Total REVENUES | 23,683,414 | 24,300,312 | 22,782,328 | 21,744,421 | -10.5% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Tax Supported Funds | (4,497,479) | (4,522,407) | (4,522,407) | (4,137,111) | -8.5% |
| Total NET INTER-FUND TRANSFERS | (4,497,479) | (4,522,407) | (4,522,407) | (4,137,111) | -8.5% |
| ***Total Resources*** | ***20,642,133*** | ***19,789,350*** | ***18,164,316*** | ***17,509,314*** | ***-11.5%*** |
| ***CIP CURRENT REVENUE*** | ***(4,691,249)*** | ***(4,398,000)*** | ***(4,398,000)*** | ***(3,330,000)*** | ***-24.3%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (16,868,343) | (15,227,435) | (13,864,312) | (14,062,013) | -7.7% |
| Adjustment for Prior Year Encumbrances/Reserves | 821,854 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (16,046,489) | (15,227,435) | (13,864,312) | (14,062,013) | -7.7% |
| ***Total Use of Resources*** | ***(20,737,738)*** | ***(19,625,435)*** | ***(18,262,312)*** | ***(17,392,013)*** | ***-11.4%*** |
| **PROJECTED FUND BALANCE** | **(95,605)** | **163,915** | **(97,996)** | **117,301** | **-28.4%** |
| Recreation Non-Tax Supported | | | | | |
| **BEGINNING FUND BALANCE** | **834,108** | **1,664,146** | **388,891** | **388,891** | **-76.6%** |
| REVENUES | | | | | |
| Charges for Services | 6,433,522 | 8,100,000 | 8,100,000 | 8,100,000 | ---- |
| Investment Income | 1,402 | 3,100 | 0 | 3,100 | ---- |
| Total REVENUES | 6,434,924 | 8,103,100 | 8,100,000 | 8,103,100 | ---- |
| NET INTER-FUND TRANSFERS | | | | | |
| To Tax Supported Funds | (3,400,000) | (4,500,000) | (4,500,000) | (4,500,000) | ---- |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| Total NET INTER-FUND TRANSFERS | (3,400,000) | (4,500,000) | (4,500,000) | (4,500,000) | ---- |
| ***Total Resources*** | ***3,869,032*** | ***5,267,246*** | ***3,988,891*** | ***3,991,991*** | ***-24.2%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (3,480,141) | (3,600,000) | (3,600,000) | (3,600,000) | ---- |
| Total APPROPRIATION/EXPENDITURE | (3,480,141) | (3,600,000) | (3,600,000) | (3,600,000) | ---- |
| ***Total Use of Resources*** | ***(3,480,141)*** | ***(3,600,000)*** | ***(3,600,000)*** | ***(3,600,000)*** | ***----*** |
| **PROJECTED FUND BALANCE** | **388,891** | **1,667,246** | **388,891** | **391,991** | **-76.5%** |
| **Detention Center Non-Tax Supported** | | | | | |
| **BEGINNING FUND BALANCE** | **543,054** | **528,519** | **618,889** | **527,681** | **-0.2%** |
| REVENUES | | | | | |
| Investment Income | 981 | 4,180 | 23,070 | 36,450 | 772.0% |
| Miscellaneous | 294,505 | 245,065 | 245,065 | 245,065 | ---- |
| Total REVENUES | 295,486 | 249,245 | 268,135 | 281,515 | 12.9% |
| ***Total Resources*** | ***838,540*** | ***777,764*** | ***887,024*** | ***809,196*** | ***4.0%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (219,651) | (543,000) | (359,343) | (543,000) | ---- |
| Total APPROPRIATION/EXPENDITURE | (219,651) | (543,000) | (359,343) | (543,000) | ---- |
| ***Total Use of Resources*** | ***(219,651)*** | ***(543,000)*** | ***(359,343)*** | ***(543,000)*** | ***----*** |
| **PROJECTED FUND BALANCE** | **618,889** | **234,764** | **527,681** | **266,196** | **13.4%** |
| **Montgomery Housing Initiative** | | | | | |
| **BEGINNING FUND BALANCE** | **47,597,551** | **12,747,400** | **47,422,860** | **15,555,321** | **22.0%** |
| REVENUES | | | | | |
| Taxes | 27,898,441 | 19,610,377 | 18,134,920 | 16,373,590 | -16.5% |
| Charges for Services | 95,100 | 2,917,075 | 2,924,365 | 5,048,950 | 73.1% |
| Investment Income | 5,009,877 | 3,453,280 | 1,227,134 | 4,043,580 | 17.1% |
| Miscellaneous | 4,039,710 | 7,452,236 | 14,326,085 | 5,959,516 | -20.0% |
| Total REVENUES | 37,043,128 | 33,432,968 | 36,612,504 | 31,425,636 | -6.0% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Non-Tax Supported Funds | (11,669,577) | (19,262,000) | (15,262,000) | (19,155,600) | -0.6% |
| From Tax Supported Funds | 28,740,829 | 30,182,949 | 30,182,949 | 33,257,439 | 10.2% |
| To Tax Supported Funds | (453,967) | (458,070) | (458,070) | (553,516) | 20.8% |
| Total NET INTER-FUND TRANSFERS | 16,617,285 | 10,462,879 | 14,462,879 | 13,548,323 | 29.5% |
| ***Total Resources*** | ***101,257,964*** | ***56,643,247*** | ***98,498,243*** | ***60,529,280*** | ***6.9%*** |
| ***CIP CURRENT REVENUE*** | ***(2,275,000)*** | ***0*** | ***0*** | ***0*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (41,883,797) | (49,043,193) | (47,009,941) | (49,627,183) | 1.2% |
| Debt Service - Other | 0 | (47,230) | (47,230) | (54,510) | 15.4% |
| Adjustment for Prior Year Encumbrances/Reserves | (9,676,307) | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (51,560,104) | (49,090,423) | (47,057,171) | (49,681,693) | 1.2% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (4,276,224) | (35,885,751) | (7,937,287) | 85.6% |
| Total CLAIMS ON FUND | 0 | (4,276,224) | (35,885,751) | (7,937,287) | 85.6% |
| ***Total Use of Resources*** | ***(53,835,104)*** | ***(53,366,647)*** | ***(82,942,922)*** | ***(57,618,980)*** | ***8.0%*** |
| **PROJECTED FUND BALANCE** | **47,422,860** | **3,276,600** | **15,555,321** | **2,910,300** | **-11.2%** |
| **Community Use of Public Facilities** | | | | | |
| **BEGINNING UNRESTRICTED NET ASSETS** | **3,263,259** | **1,927,829** | **2,047,694** | **2,119,264** | **9.9%** |
| REVENUES | | | | | |
| Charges for Services | 7,380,453 | 11,435,470 | 8,924,399 | 11,900,248 | 4.1% |
| Investment Income | 11,122 | 46,260 | 75,713 | 46,260 | ---- |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| Miscellaneous | 5,207 | 0 | 0 | 0 | ---- |
| Total REVENUES | 7,396,782 | 11,481,730 | 9,000,112 | 11,946,508 | 4.0% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 160,000 | 160,000 | 160,000 | 160,000 | ---- |
| To Tax Supported Funds | (1,097,346) | (1,189,329) | (1,189,329) | (1,214,128) | 2.1% |
| Total NET INTER-FUND TRANSFERS | (937,346) | (1,029,329) | (1,029,329) | (1,054,128) | 2.4% |
| ***Total Resources*** | ***9,722,695*** | ***12,380,230*** | ***10,018,477*** | ***13,011,644*** | ***5.1%*** |
| ***CIP CURRENT REVENUE*** | ***(22,994)*** | ***(300,000)*** | ***(300,000)*** | ***0*** | ***-100.0%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (7,955,293) | (10,923,236) | (7,567,397) | (11,139,465) | 2.0% |
| Adjustment for Prior Year Encumbrances/Reserves | 303,286 | 0 | 0 | 0 | ---- |
| Pension Liability Restatement (GASB 68) | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (7,652,007) | (10,923,236) | (7,567,397) | (11,139,465) | 2.0% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (31,816) | (31,816) | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (31,816) | (31,816) | 0 | -100.0% |
| ***Total Use of Resources*** | ***(7,675,001)*** | ***(11,255,052)*** | ***(7,899,213)*** | ***(11,139,465)*** | ***-1.0%*** |
| **PROJECTED UNRESTRICTED NET ASSETS** | **2,047,694** | **1,125,178** | **2,119,264** | **1,872,179** | **66.4%** |
| Bethesda Parking District | | | | | |
| **BEGINNING CASH BALANCE** | **15,775,322** | **10,146,007** | **16,230,126** | **6,611,535** | **-34.8%** |
| REVENUES | | | | | |
| Taxes | (456) | 0 | 0 | 0 | ---- |
| Charges for Services | 10,750,639 | 16,699,827 | 11,469,351 | 14,406,851 | -13.7% |
| Fines & Forfeitures | 3,266,128 | 3,087,500 | 3,689,732 | 3,314,500 | 7.4% |
| Investment Income | 19,692 | 75,930 | 220,886 | 231,931 | 205.5% |
| Miscellaneous | 389,116 | 6,690,120 | 2,949,061 | 2,359,120 | -64.7% |
| Total REVENUES | 14,425,119 | 26,553,377 | 18,329,030 | 20,312,402 | -23.5% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Non-Tax Supported Funds | 0 | (3,000,000) | (3,000,000) | (1,800,000) | -40.0% |
| From Tax Supported Funds | 0 | 559,000 | 0 | 0 | -100.0% |
| To Tax Supported Funds | (2,857,734) | (2,788,433) | (2,788,433) | (2,454,025) | -12.0% |
| Total NET INTER-FUND TRANSFERS | (2,857,734) | (5,229,433) | (5,788,433) | (4,254,025) | -18.7% |
| ***Total Resources*** | ***27,342,707*** | ***31,469,951*** | ***28,770,723*** | ***22,669,912*** | ***-28.0%*** |
| ***CIP CURRENT REVENUE*** | ***(2,446,220)*** | ***(8,805,000)*** | ***(5,305,000)*** | ***(1,492,000)*** | ***-83.1%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (9,244,499) | (11,604,698) | (11,529,919) | (12,116,722) | 4.4% |
| Debt Service - Other | (2,388,460) | (2,301,000) | (2,300,700) | (2,300,900) | ---- |
| Adjustment for Prior Year Encumbrances/Reserves | 2,966,598 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (8,666,361) | (13,905,698) | (13,830,619) | (14,417,622) | 3.7% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (23,569) | (3,023,569) | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (23,569) | (3,023,569) | 0 | -100.0% |
| ***Total Use of Resources*** | ***(11,112,581)*** | ***(22,734,267)*** | ***(22,159,188)*** | ***(15,909,622)*** | ***-30.0%*** |
| **PROJECTED CASH BALANCE** | **16,230,126** | **8,735,684** | **6,611,535** | **6,760,290** | **-22.6%** |
| Silver Spring Parking District | | | | | |
| **BEGINNING CASH BALANCE** | **5,122,798** | **272,623** | **16,455** | **2,582,975** | **847.5%** |
| REVENUES | | | | | |
| Taxes | (6,433) | 0 | 0 | 0 | ---- |
| Charges for Services | 8,129,060 | 13,743,892 | 9,843,153 | 12,353,153 | -10.1% |
| Fines & Forfeitures | 3,474,769 | 1,808,036 | 3,535,958 | 2,662,189 | 47.2% |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Investment Income | 8,131 | 73,960 | 143,739 | 150,926 | 104.1% |
| Miscellaneous | (577,457) | 20,000 | 270,165 | 20,000 | ---- |
| Total REVENUES | 11,028,070 | 15,645,888 | 13,793,015 | 15,186,268 | -2.9% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 0 | 3,000,000 | 3,000,000 | 1,800,000 | -40.0% |
| To Tax Supported Funds | (3,212,200) | (3,292,605) | (3,292,605) | (3,145,862) | -4.5% |
| Total NET INTER-FUND TRANSFERS | (3,212,200) | (292,605) | (292,605) | (1,345,862) | 360.0% |
| ***Total Resources*** | ***12,938,668*** | ***15,625,906*** | ***13,516,865*** | ***16,423,381*** | ***5.1%*** |
| ***CIP CURRENT REVENUE*** | ***(163,535)*** | ***(3,715,000)*** | ***(3,465,000)*** | ***(2,634,000)*** | ***-29.1%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (9,824,039) | (10,491,887) | (10,450,035) | (10,935,356) | 4.2% |
| Debt Service - Other | 0 | 0 | 0 | 0 | ---- |
| Adjustment for Prior Year Encumbrances/Reserves | (2,934,639) | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (12,758,678) | (10,491,887) | (10,450,035) | (10,935,356) | 4.2% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (18,855) | 2,981,145 | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (18,855) | 2,981,145 | 0 | -100.0% |
| ***Total Use of Resources*** | ***(12,922,213)*** | ***(14,225,742)*** | ***(10,933,890)*** | ***(13,569,356)*** | ***-4.6%*** |
| **PROJECTED CASH BALANCE** | **16,455** | **1,400,164** | **2,582,975** | **2,854,025** | **103.8%** |
| Wheaton Parking District | | | | | |
| **BEGINNING CASH BALANCE** | **591,312** | **623,908** | **1,070,658** | **1,282,430** | **105.5%** |
| REVENUES | | | | | |
| Taxes | (251) | 0 | 0 | 0 | ---- |
| Charges for Services | 1,480,176 | 1,876,250 | 1,787,597 | 1,787,597 | -4.7% |
| Fines & Forfeitures | 730,298 | 452,200 | 860,324 | 426,000 | -5.8% |
| Investment Income | 1,345 | 4,890 | 35,563 | 37,341 | 663.6% |
| Miscellaneous | (191,341) | 0 | 2,585 | 0 | ---- |
| Total REVENUES | 2,020,227 | 2,333,340 | 2,686,069 | 2,250,938 | -3.5% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 115,325 | 0 | 0 | 0 | ---- |
| To Tax Supported Funds | (274,802) | (372,511) | (372,511) | (374,920) | 0.6% |
| Total NET INTER-FUND TRANSFERS | (159,477) | (372,511) | (372,511) | (374,920) | 0.6% |
| ***Total Resources*** | ***2,452,062*** | ***2,584,737*** | ***3,384,216*** | ***3,158,448*** | ***22.2%*** |
| ***CIP CURRENT REVENUE*** | ***(6,689)*** | ***(517,000)*** | ***(517,000)*** | ***(147,000)*** | ***-71.6%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,405,345) | (1,593,969) | (1,581,250) | (1,644,127) | 3.1% |
| Adjustment for Prior Year Encumbrances/Reserves | 30,630 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (1,374,715) | (1,593,969) | (1,581,250) | (1,644,127) | 3.1% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (3,536) | (3,536) | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (3,536) | (3,536) | 0 | -100.0% |
| ***Total Use of Resources*** | ***(1,381,404)*** | ***(2,114,505)*** | ***(2,101,786)*** | ***(1,791,127)*** | ***-15.3%*** |
| **PROJECTED CASH BALANCE** | **1,070,658** | **470,232** | **1,282,430** | **1,367,321** | **190.8%** |
| Permitting Services | | | | | |
| **BEGINNING UNRESTRICTED NET ASSETS** | **20,758,919** | **30,600,466** | **37,184,303** | **39,471,964** | **29.0%** |
| REVENUES | | | | | |
| Licenses & Permits | 49,763,943 | 47,332,397 | 45,505,148 | 43,638,539 | -7.8% |
| Charges for Services | 1,847,923 | 1,036,552 | 1,886,165 | 1,737,012 | 67.6% |
| Fines & Forfeitures | 71,075 | 40,264 | 39,268 | 27,543 | -31.6% |
| Investment Income | 69,879 | 288,370 | 1,642,610 | 2,595,390 | 800.0% |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Miscellaneous | 20,235 | 0 | 0 | 0 | ---- |
| Total REVENUES | 51,773,055 | 48,697,583 | 49,073,191 | 47,998,484 | -1.4% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Tax Supported Funds | (6,740,400) | (6,541,152) | (6,541,152) | (6,820,882) | 4.3% |
| Total NET INTER-FUND TRANSFERS | (6,740,400) | (6,541,152) | (6,541,152) | (6,820,882) | 4.3% |
| ***Total Resources*** | ***65,791,574*** | ***72,756,897*** | ***79,716,342*** | ***80,649,566*** | ***10.8%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (33,496,289) | (41,067,049) | (39,992,208) | (41,692,529) | 1.5% |
| Adjustment for Prior Year Encumbrances/Reserves | 4,889,018 | 0 | 0 | 0 | ---- |
| Pension Liability Restatement (GASB 68) | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (28,607,271) | (41,067,049) | (39,992,208) | (41,692,529) | 1.5% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (252,170) | (252,170) | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (252,170) | (252,170) | 0 | -100.0% |
| ***Total Use of Resources*** | ***(28,607,271)*** | ***(41,319,219)*** | ***(40,244,378)*** | ***(41,692,529)*** | ***0.9%*** |
| **PROJECTED UNRESTRICTED NET ASSETS** | **37,184,303** | **31,437,678** | **39,471,964** | **38,957,037** | **23.9%** |
| Solid Waste Collection | | | | | |
| **BEGINNING RETAINED EARNINGS** | **(3,325,005)** | **(3,100,187)** | **(2,892,579)** | **(2,515,379)** | **-18.9%** |
| REVENUES | | | | | |
| Charges for Services | 10,796,407 | 11,890,756 | 11,719,814 | 14,882,400 | 25.2% |
| Investment Income | (2,772) | 24,770 | 65,160 | 102,960 | 315.7% |
| Miscellaneous | 0 | 0 | 15,000 | 0 | ---- |
| Total REVENUES | 10,793,635 | 11,915,526 | 11,799,974 | 14,985,360 | 25.8% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Tax Supported Funds | (313,484) | (314,634) | (314,634) | (325,374) | 3.4% |
| Total NET INTER-FUND TRANSFERS | (313,484) | (314,634) | (314,634) | (325,374) | 3.4% |
| ***Total Resources*** | ***7,155,146*** | ***8,500,705*** | ***8,592,761*** | ***12,144,607*** | ***42.9%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (10,297,392) | (11,264,783) | (11,097,535) | (11,357,425) | 0.8% |
| Budget to GAAP Reconciliation | 232,492 | 0 | 0 | 0 | ---- |
| Pension Liability Restatement (GASB 68) | 0 | 0 | 0 | 0 | ---- |
| Current Year Encumbrances | 17,175 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (10,047,725) | (11,264,783) | (11,097,535) | (11,357,425) | 0.8% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (10,605) | (10,605) | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (10,605) | (10,605) | 0 | -100.0% |
| ***Total Use of Resources*** | ***(10,047,725)*** | ***(11,275,388)*** | ***(11,108,140)*** | ***(11,357,425)*** | ***0.7%*** |
| **ENDING RETAINED EARNINGS** | **(2,892,579)** | **(2,774,683)** | **(2,515,379)** | **787,182** | **-128.4%** |
| Solid Waste Disposal | | | | | |
| | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Licenses & Permits | 14,129 | 10,111 | 14,129 | 14,129 | 39.7% |
| Charges for Services | 115,141,782 | 124,721,162 | 123,574,074 | 129,705,708 | 4.0% |
| Fines & Forfeitures | 43,195 | 30,090 | 43,195 | 43,195 | 43.6% |
| Investment Income | 135,850 | 592,670 | 3,193,360 | 5,045,640 | 751.3% |
| Miscellaneous | 6,017,843 | 65,198 | 105,041 | 105,041 | 61.1% |
| Total REVENUES | 121,352,799 | 125,419,231 | 126,929,799 | 134,913,713 | 7.6% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 1,599,058 | 1,387,842 | 1,387,842 | 1,708,880 | 23.1% |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| From Tax Supported Funds | 1,038,420 | 723,490 | 723,490 | 735,800 | 1.7% |
| To Tax Supported Funds | (2,421,882) | (2,384,458) | (2,384,458) | (2,565,896) | 7.6% |
| Total NET INTER-FUND TRANSFERS | 215,596 | (273,126) | (273,126) | (121,216) | -55.6% |
| ***Total Resources*** | ***121,568,395*** | ***125,146,105*** | ***126,656,673*** | ***134,792,497*** | ***7.7%*** |
| ***CIP CURRENT REVENUE*** | ***(5,198,625)*** | ***(1,845,000)*** | ***(21,300,907)*** | ***(805,460)*** | ***-56.3%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (133,773,409) | (131,373,112) | (130,073,472) | (131,308,279) | ---- |
| Debt Service - Other | 0 | 0 | 0 | 0 | ---- |
| Less CY Accrued Closure Costs | 1,908,391 | 1,518,866 | 19,654,071 | 21,702,418 | 1328.9% |
| Plus Payout of Appropriated Closure Costs | 1,450,247 | 2,290,056 | 2,290,056 | 2,334,284 | 1.9% |
| Pension Liability Restatement (GASB 68) | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (130,414,771) | (127,564,190) | (108,129,345) | (107,271,577) | -15.9% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (84,842) | (84,842) | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (84,842) | (84,842) | 0 | -100.0% |
| ***Total Use of Resources*** | ***(135,613,396)*** | ***(129,494,032)*** | ***(129,515,094)*** | ***(108,077,037)*** | ***-16.5%*** |
| **NET CHANGE** | **(14,045,001)** | **(4,347,927)** | **(2,858,421)** | **26,715,460** | **-714.4%** |
| **Vacuum Leaf Collection** | | | | | |
| **BEGINNING FUND BALANCE** | **937,775** | **867,936** | **1,105,605** | **1,500,193** | **72.8%** |
| REVENUES | | | | | |
| Charges for Services | 8,566,488 | 8,739,229 | 8,739,229 | 9,112,500 | 4.3% |
| Investment Income | 4,811 | 20,950 | 113,080 | 178,670 | 752.8% |
| Total REVENUES | 8,571,299 | 8,760,179 | 8,852,309 | 9,291,170 | 6.1% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Non-Tax Supported Funds | (1,599,058) | (1,387,842) | (1,387,842) | (1,708,880) | 23.1% |
| To Tax Supported Funds | (636,264) | (613,300) | (613,300) | (646,546) | 5.4% |
| Total NET INTER-FUND TRANSFERS | (2,235,322) | (2,001,142) | (2,001,142) | (2,355,426) | 17.7% |
| ***Total Resources*** | ***7,273,752*** | ***7,626,973*** | ***7,956,772*** | ***8,435,937*** | ***10.6%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (6,497,477) | (6,915,587) | (6,456,579) | (7,302,656) | 5.6% |
| Adjustment for Prior Year Encumbrances/Reserves | 329,330 | 0 | 0 | 0 | ---- |
| Pension Liability Restatement (GASB 68) | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (6,168,147) | (6,915,587) | (6,456,579) | (7,302,656) | 5.6% |
| ***Total Use of Resources*** | ***(6,168,147)*** | ***(6,915,587)*** | ***(6,456,579)*** | ***(7,302,656)*** | ***5.6%*** |
| **PROJECTED FUND BALANCE** | **1,105,605** | **711,386** | **1,500,193** | **1,133,281** | **59.3%** |
| **Liquor Control** | | | | | |
| **BEGINNING CASH BALANCE** | **18,614,396** | **19,474,451** | **11,270,749** | **7,895,231** | **-59.5%** |
| REVENUES | | | | | |
| Taxes | 7,245 | 0 | 0 | 0 | ---- |
| Licenses & Permits | 3,388,864 | 1,324,555 | 1,324,555 | 1,324,555 | ---- |
| Charges for Services | 17,161 | 23,887 | 23,887 | 23,887 | ---- |
| Fines & Forfeitures | 140,100 | 63,383 | 63,383 | 63,383 | ---- |
| Investment Income | 16,596 | 70,380 | 390,110 | 616,390 | 775.8% |
| Miscellaneous | 100,309,048 | 99,051,469 | 99,320,520 | 102,116,165 | 3.1% |
| Total REVENUES | 103,879,014 | 100,533,674 | 101,122,455 | 104,144,380 | 3.6% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Tax Supported Funds | (31,779,243) | (34,917,233) | (34,917,233) | (33,629,492) | -3.7% |
| Total NET INTER-FUND TRANSFERS | (31,779,243) | (34,917,233) | (34,917,233) | (33,629,492) | -3.7% |
| ***Total Resources*** | ***90,714,167*** | ***85,090,892*** | ***77,475,971*** | ***78,410,119*** | ***-7.9%*** |
| ***CIP CURRENT REVENUE*** | ***(1,179,123)*** | ***(522,000)*** | ***(1,000,000)*** | ***(2,720,000)*** | ***421.1%*** |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (58,226,407) | (59,404,928) | (59,352,147) | (62,152,251) | 4.6% |
| Debt Service - Other | (8,235,358) | (8,860,940) | (8,860,940) | (8,653,590) | -2.3% |
| Adjustment for Prior Year Encumbrances/Reserves | (11,802,530) | 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 | (78,264,295) | (68,265,868) | (68,213,087) | (70,805,841) | 3.7% |
| CLAIMS ON FUND | | | | | |
| Set Aside: Future Needs | 0 | (367,653) | (367,653) | 0 | -100.0% |
| Total CLAIMS ON FUND | 0 | (367,653) | (367,653) | 0 | -100.0% |
| ***Total Use of Resources*** | ***(79,443,418)*** | ***(69,155,521)*** | ***(69,580,740)*** | ***(73,525,841)*** | ***6.3%*** |
| **PROJECTED CASH BALANCE** | **11,270,749** | **15,935,371** | **7,895,231** | **4,884,278** | **-69.3%** |

# 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 | 20,024,523 | 28,712,600 | 24,106,600 | 28,928,500 | 0.8% |
| Total NET INTER-FUND TRANSFERS | 20,024,523 | 28,712,600 | 24,106,600 | 28,928,500 | 0.8% |
| ***Total Resources*** | ***20,024,523*** | ***28,712,600*** | ***24,106,600*** | ***28,928,500*** | ***0.8%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Debt Service - Other | (20,024,523) | (28,712,600) | (24,106,600) | (28,928,500) | 0.8% |
| Total APPROPRIATION/EXPENDITURE | (20,024,523) | (28,712,600) | (24,106,600) | (28,928,500) | 0.8% |
| ***Total Use of Resources*** | ***(20,024,523)*** | ***(28,712,600)*** | ***(24,106,600)*** | ***(28,928,500)*** | ***0.8%*** |
| **PROJECTED FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |

# MONTGOMERY COUNTY PUBLIC SCHOOLS

## Grant Fund MCPS

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Intergovernmental | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6% |
| Total REVENUES | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6% |
| ***Total Resources*** | ***94,767,392*** | ***108,108,340*** | ***99,451,004*** | ***100,956,665*** | ***-6.6%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (94,767,392) | (108,108,340) | (99,451,004) | (100,956,665) | -6.6% |
| Total APPROPRIATION/EXPENDITURE | (94,767,392) | (108,108,340) | (99,451,004) | (100,956,665) | -6.6% |
| ***Total Use of Resources*** | ***(94,767,392)*** | ***(108,108,340)*** | ***(99,451,004)*** | ***(100,956,665)*** | ***-6.6%*** |
| **PROJECTED FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |

## Food Service Fund

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING CASH BALANCE** | **6,109,043** | **6,109,043** | **9,451,142** | **9,451,142** | **54.7%** |
| REVENUES | | | | | |
| Charges for Services | 1,131,282 | 19,467,167 | 19,467,167 | 24,148,993 | 24.0% |
| Intergovernmental | 95,891,870 | 43,943,932 | 43,943,932 | 43,943,932 | ---- |
| Miscellaneous | 2,376 | 0 | 0 | 0 | ---- |
| Total REVENUES | 97,025,528 | 63,411,099 | 63,411,099 | 68,092,925 | 7.4% |
| ***Total Resources*** | ***103,134,571*** | ***69,520,142*** | ***72,862,241*** | ***77,544,067*** | ***11.5%*** |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (68,848,570) | (63,411,099) | (63,411,099) | (68,092,925) | 7.4% |
| Adjustment for Prior Year Encumbrances/Reserves | (24,834,859) | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (93,683,429) | (63,411,099) | (63,411,099) | (68,092,925) | 7.4% |
| ***Total Use of Resources*** | ***(93,683,429)*** | ***(63,411,099)*** | ***(63,411,099)*** | ***(68,092,925)*** | ***7.4%*** |
| **PROJECTED CASH BALANCE** | **9,451,142** | **6,109,043** | **9,451,142** | **9,451,142** | **54.7%** |
| **Real Estate Fund** | | | | | |
| **BEGINNING CASH BALANCE** | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Miscellaneous | 2,832,976 | 4,957,216 | 4,957,216 | 4,957,216 | ---- |
| Total REVENUES | 2,832,976 | 4,957,216 | 4,957,216 | 4,957,216 | ---- |
| ***Total Resources*** | ***2,832,976*** | ***4,957,216*** | ***4,957,216*** | ***4,957,216*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (4,813,175) | (4,957,216) | (4,957,216) | (4,957,216) | ---- |
| Adjustment for Prior Year Encumbrances/Reserves | 1,980,199 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (2,832,976) | (4,957,216) | (4,957,216) | (4,957,216) | ---- |
| ***Total Use of Resources*** | ***(2,832,976)*** | ***(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 | 763,806 | 3,074,182 | 3,074,182 | 2,854,856 | -7.1% |
| Total REVENUES | 763,806 | 3,074,182 | 3,074,182 | 2,854,856 | -7.1% |
| ***Total Resources*** | ***763,806*** | ***3,074,182*** | ***3,074,182*** | ***2,854,856*** | ***-7.1%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,048,486) | (3,074,182) | (3,074,182) | (2,854,856) | -7.1% |
| Adjustment for Prior Year Encumbrances/Reserves | 284,680 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (763,806) | (3,074,182) | (3,074,182) | (2,854,856) | -7.1% |
| ***Total Use of Resources*** | ***(763,806)*** | ***(3,074,182)*** | ***(3,074,182)*** | ***(2,854,856)*** | ***-7.1%*** |
| **PROJECTED CASH BALANCE** | **0** | **0** | **0** | **0** | **----** |
| **Entrepreneurial Activities Fund** | | | | | |
| **BEGINNING CASH BALANCE** | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Charges for Services | 1,073,335 | 2,446,838 | 2,446,838 | 2,446,838 | ---- |
| Total REVENUES | 1,073,335 | 2,446,838 | 2,446,838 | 2,446,838 | ---- |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 7,281,519 | 6,600,000 | 6,600,000 | 6,600,000 | ---- |
| Total NET INTER-FUND TRANSFERS | 7,281,519 | 6,600,000 | 6,600,000 | 6,600,000 | ---- |
| ***Total Resources*** | ***8,354,854*** | ***9,046,838*** | ***9,046,838*** | ***9,046,838*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (8,689,763) | (9,046,838) | (9,046,838) | (9,046,838) | ---- |
| Adjustment for Prior Year Encumbrances/Reserves | 334,909 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (8,354,854) | (9,046,838) | (9,046,838) | (9,046,838) | ---- |
| ***Total Use of Resources*** | ***(8,354,854)*** | ***(9,046,838)*** | ***(9,046,838)*** | ***(9,046,838)*** | ***----*** |
| **PROJECTED CASH BALANCE** | **0** | **0** | **0** | **0** | **----** |
| **Instructional Television Fund** | | | | | |
| **BEGINNING CASH BALANCE** | **480,338** | **480,338** | **518,935** | **518,935** | **8.0%** |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 1,769,775 | 1,769,775 | 1,769,775 | 1,681,286 | -5.0% |
| Total NET INTER-FUND TRANSFERS | 1,769,775 | 1,769,775 | 1,769,775 | 1,681,286 | -5.0% |
| ***Total Resources*** | ***2,250,113*** | ***2,250,113*** | ***2,288,710*** | ***2,200,221*** | ***-2.2%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,793,911) | (1,769,775) | (1,769,775) | (1,681,286) | -5.0% |
| Adjustment for Prior Year Encumbrances/Reserves | 62,733 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (1,731,178) | (1,769,775) | (1,769,775) | (1,681,286) | -5.0% |
| ***Total Use of Resources*** | ***(1,731,178)*** | ***(1,769,775)*** | ***(1,769,775)*** | ***(1,681,286)*** | ***-5.0%*** |
| **PROJECTED CASH BALANCE** | **518,935** | **480,338** | **518,935** | **518,935** | **8.0%** |

# MONTGOMERY COLLEGE

## Grant Fund MC

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Intergovernmental | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4% |
| Total REVENUES | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4% |
| ***Total Resources*** | ***32,537,229*** | ***16,324,000*** | ***24,690,000*** | ***18,995,000*** | ***16.4%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (32,537,229) | (16,324,000) | (24,690,000) | (18,995,000) | 16.4% |
| Total APPROPRIATION/EXPENDITURE | (32,537,229) | (16,324,000) | (24,690,000) | (18,995,000) | 16.4% |
| ***Total Use of Resources*** | ***(32,537,229)*** | ***(16,324,000)*** | ***(24,690,000)*** | ***(18,995,000)*** | ***16.4%*** |
| **PROJECTED FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |

## Endowment Fund

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING FUND BALANCE** | **580,902** | **581,202** | **581,361** | **582,361** | **0.2%** |
| REVENUES | | | | | |
| Miscellaneous | 459 | 1,000 | 1,000 | 1,000 | ---- |
| Total REVENUES | 459 | 1,000 | 1,000 | 1,000 | ---- |
| ***Total Resources*** | ***581,361*** | ***582,202*** | ***582,361*** | ***583,361*** | ***0.2%*** |
| 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** | **581,361** | **582,202** | **582,361** | **583,361** | **0.2%** |

## Workforce Development & Continuing Ed

| | | | | | |
|---|---|---|---|---|---|
| **BEGINNING FUND BALANCE** | **4,589,593** | **4,601,681** | **6,691,216** | **9,565,441** | **107.9%** |
| REVENUES | | | | | |
| Charges for Services | 6,621,223 | 8,851,352 | 7,351,352 | 8,724,406 | -1.4% |
| Intergovernmental | 9,785,671 | 10,422,943 | 10,422,943 | 13,578,568 | 30.3% |
| Miscellaneous | 30,386 | 50,000 | 10,000 | 75,000 | 50.0% |
| Total REVENUES | 16,437,280 | 19,324,295 | 17,784,295 | 22,377,974 | 15.8% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 0 | 250,000 | 0 | 0 | -100.0% |
| To Non-Tax Supported Funds | 0 | 0 | 0 | (1,434,307) | ---- |
| From Tax Supported Funds | 140,106 | 250,000 | 400,000 | 0 | -100.0% |
| Total NET INTER-FUND TRANSFERS | 140,106 | 500,000 | 400,000 | (1,434,307) | -386.9% |
| ***Total Resources*** | ***21,166,979*** | ***24,425,976*** | ***24,875,511*** | ***30,509,108*** | ***24.9%*** |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (14,623,118) | (20,286,957) | (15,310,070) | (22,748,598) | 12.1% |
| Adjustment for Prior Year Encumbrances/Reserves | 147,355 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (14,475,763) | (20,286,957) | (15,310,070) | (22,748,598) | 12.1% |
| ***Total Use of Resources*** | ***(14,475,763)*** | ***(20,286,957)*** | ***(15,310,070)*** | ***(22,748,598)*** | ***12.1%*** |
| **PROJECTED FUND BALANCE** | **6,691,216** | **4,139,019** | **9,565,441** | **7,760,510** | **87.5%** |
| **Auxiliary Fund** | | | | | |
| **BEGINNING FUND BALANCE** | **2,994,208** | **3,593,901** | **2,893,004** | **2,787,428** | **-22.4%** |
| REVENUES | | | | | |
| Charges for Services | 375,177 | 914,220 | 305,586 | 896,000 | -2.0% |
| Miscellaneous | 535,093 | 442,050 | 609,973 | 379,550 | -14.1% |
| Total REVENUES | 910,270 | 1,356,270 | 915,559 | 1,275,550 | -6.0% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Internal Service Funds | 0 | (250,000) | 0 | 0 | -100.0% |
| Total NET INTER-FUND TRANSFERS | 0 | (250,000) | 0 | 0 | -100.0% |
| ***Total Resources*** | ***3,904,478*** | ***4,700,171*** | ***3,808,563*** | ***4,062,978*** | ***-13.6%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,017,875) | (1,823,008) | (1,021,135) | (1,959,598) | 7.5% |
| Adjustment for Prior Year Encumbrances/Reserves | 6,401 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (1,011,474) | (1,823,008) | (1,021,135) | (1,959,598) | 7.5% |
| ***Total Use of Resources*** | ***(1,011,474)*** | ***(1,823,008)*** | ***(1,021,135)*** | ***(1,959,598)*** | ***7.5%*** |
| **PROJECTED FUND BALANCE** | **2,893,004** | **2,877,163** | **2,787,428** | **2,103,380** | **-26.9%** |
| **Cable Television Fund** | | | | | |
| **BEGINNING FUND BALANCE** | **239,576** | **289,576** | **388,304** | **470,373** | **62.4%** |
| REVENUES | | | | | |
| Miscellaneous | 349 | 0 | 786 | 269,840 | ---- |
| Total REVENUES | 349 | 0 | 786 | 269,840 | ---- |
| NET INTER-FUND TRANSFERS | | | | | |
| From Tax Supported Funds | 1,796,800 | 1,796,800 | 1,796,800 | 1,706,960 | -5.0% |
| Total NET INTER-FUND TRANSFERS | 1,796,800 | 1,796,800 | 1,796,800 | 1,706,960 | -5.0% |
| ***Total Resources*** | ***2,036,725*** | ***2,086,376*** | ***2,185,890*** | ***2,447,173*** | ***17.3%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,648,601) | (1,856,800) | (1,715,517) | (1,976,800) | 6.5% |
| Adjustment for Prior Year Encumbrances/Reserves | 180 | 0 | 0 | (170,000) | ---- |
| Total APPROPRIATION/EXPENDITURE | (1,648,421) | (1,856,800) | (1,715,517) | (2,146,800) | 15.6% |
| ***Total Use of Resources*** | ***(1,648,421)*** | ***(1,856,800)*** | ***(1,715,517)*** | ***(2,146,800)*** | ***15.6%*** |
| **PROJECTED FUND BALANCE** | **388,304** | **229,576** | **470,373** | **300,373** | **30.8%** |
| **Major Facilities Reserve Fund** | | | | | |
| **BEGINNING FUND BALANCE** | **8,790,662** | **9,527,894** | **9,458,839** | **9,708,871** | **1.9%** |
| REVENUES | | | | | |
| Charges for Services | 2,812,159 | 2,553,789 | 2,080,032 | 3,062,329 | 19.9% |
| Investment Income | 11,554 | 5,000 | 10,000 | 10,000 | 100.0% |
| Total REVENUES | 2,823,713 | 2,558,789 | 2,090,032 | 3,072,329 | 20.1% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 0 | 0 | 0 | 1,434,307 | ---- |
| To Non-Tax Supported Funds | (211,930) | (1,500,000) | 0 | (1,500,000) | ---- |
| From Tax Supported Funds | 0 | 0 | 0 | 10,794,749 | ---- |
| Total NET INTER-FUND TRANSFERS | (211,930) | (1,500,000) | 0 | 10,729,056 | -815.3% |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| ***Total Resources*** | ***11,402,445*** | ***10,586,683*** | ***11,548,871*** | ***23,510,256*** | ***122.1%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,943,606) | (2,000,000) | (1,840,000) | (14,300,000) | 615.0% |
| Adjustment for Prior Year Encumbrances/Reserves | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (1,943,606) | (2,000,000) | (1,840,000) | (14,300,000) | 615.0% |
| ***Total Use of Resources*** | ***(1,943,606)*** | ***(2,000,000)*** | ***(1,840,000)*** | ***(14,300,000)*** | ***615.0%*** |
| **PROJECTED FUND BALANCE** | **9,458,839** | **8,586,683** | **9,708,871** | **9,210,256** | **7.3%** |
| Transportation Fund | | | | | |
| **BEGINNING FUND BALANCE** | **9,347,261** | **10,019,405** | **10,095,375** | **10,498,139** | **4.8%** |
| REVENUES | | | | | |
| Charges for Services | 2,977,980 | 2,853,789 | 2,767,163 | 3,212,329 | 12.6% |
| Investment Income | 46,765 | 0 | 0 | 15,000 | ---- |
| Miscellaneous | 1,715 | 165,000 | 37,837 | 50,000 | -69.7% |
| Total REVENUES | 3,026,460 | 3,018,789 | 2,805,000 | 3,277,329 | 8.6% |
| ***Total Resources*** | ***12,373,721*** | ***13,038,194*** | ***12,900,375*** | ***13,775,468*** | ***5.7%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (2,278,346) | (4,200,000) | (2,402,236) | (4,200,000) | ---- |
| Adjustment for Prior Year Encumbrances/Reserves | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (2,278,346) | (4,200,000) | (2,402,236) | (4,200,000) | ---- |
| ***Total Use of Resources*** | ***(2,278,346)*** | ***(4,200,000)*** | ***(2,402,236)*** | ***(4,200,000)*** | ***----*** |
| **PROJECTED FUND BALANCE** | **10,095,375** | **8,838,194** | **10,498,139** | **9,575,468** | **8.3%** |
| MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION | | | | | |
| Grant Fund MNCPPC | | | | | |
| **BEGINNING FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |
| REVENUES | | | | | |
| Intergovernmental | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| Total REVENUES | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| ***Total Resources*** | ***121,823*** | ***550,000*** | ***550,000*** | ***550,000*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (121,823) | (550,000) | (550,000) | (550,000) | ---- |
| Total APPROPRIATION/EXPENDITURE | (121,823) | (550,000) | (550,000) | (550,000) | ---- |
| ***Total Use of Resources*** | ***(121,823)*** | ***(550,000)*** | ***(550,000)*** | ***(550,000)*** | ***----*** |
| **PROJECTED FUND BALANCE** | **0** | **0** | **0** | **0** | **----** |
| Special Revenue Funds | | | | | |
| **BEGINNING FUND BALANCE** | **4,843,450** | **3,753,303** | **5,728,953** | **4,664,243** | **24.3%** |
| REVENUES | | | | | |
| Charges for Services | 3,727,406 | 3,244,989 | 3,038,400 | 3,352,200 | 3.3% |
| Intergovernmental | 376,791 | 229,960 | 269,630 | 426,998 | 85.7% |
| Investment Income | (60,196) | 3,400 | 3,193 | 6,000 | 76.5% |
| Miscellaneous | 617,295 | 325,407 | 583,040 | 562,600 | 72.9% |
| Total REVENUES | 4,661,296 | 3,803,756 | 3,894,263 | 4,347,798 | 14.3% |
| NET INTER-FUND TRANSFERS | | | | | |
| From Non-Tax Supported Funds | 94,000 | 0 | 0 | 0 | ---- |
| From Tax Supported Funds | 500,000 | 500,000 | 500,000 | 500,000 | ---- |
| From Component Units/Agencies | 1,736,523 | 1,803,300 | 1,803,300 | 1,963,465 | 8.9% |
| Total NET INTER-FUND TRANSFERS | 2,330,523 | 2,303,300 | 2,303,300 | 2,463,465 | 7.0% |
| ***Total Resources*** | ***11,835,269*** | ***9,860,359*** | ***11,926,516*** | ***11,475,506*** | ***16.4%*** |
| APPROPRIATION/EXPENDITURE | | | | | |

## Fiscal Summary By Fund

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Appropriation/Expenditure | (6,106,316) | (7,330,040) | (7,262,273) | (7,940,988) | 8.3% |
| Total APPROPRIATION/EXPENDITURE | (6,106,316) | (7,330,040) | (7,262,273) | (7,940,988) | 8.3% |
| ***Total Use of Resources*** | ***(6,106,316)*** | ***(7,330,040)*** | ***(7,262,273)*** | ***(7,940,988)*** | ***8.3%*** |
| **PROJECTED FUND BALANCE** | **5,728,953** | **2,530,319** | **4,664,243** | **3,534,518** | **39.7%** |
| Enterprise Fund | | | | | |
| **BEGINNING CASH BALANCE** | **7,922,740** | **9,388,142** | **11,798,404** | **13,806,607** | **47.1%** |
| REVENUES | | | | | |
| Charges for Services | 11,855,103 | 11,728,190 | 11,422,594 | 11,714,536 | -0.1% |
| Intergovernmental | 842 | 0 | 0 | 0 | ---- |
| Miscellaneous | 629,397 | 815,496 | 854,297 | 844,616 | 3.6% |
| Total REVENUES | 12,485,342 | 12,543,686 | 12,276,891 | 12,559,152 | 0.1% |
| ***Total Resources*** | ***20,408,082*** | ***21,931,828*** | ***24,075,295*** | ***26,365,759*** | ***20.2%*** |
| ***CIP CURRENT REVENUE*** | ***(252,879)*** | ***0*** | ***0*** | ***0*** | ***----*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (8,739,209) | (10,613,078) | (10,268,688) | (10,833,205) | 2.1% |
| Debt Service - Other | 0 | 0 | 0 | 0 | ---- |
| Changes In Working Capital | 382,410 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (8,356,799) | (10,613,078) | (10,268,688) | (10,833,205) | 2.1% |
| ***Total Use of Resources*** | ***(8,609,678)*** | ***(10,613,078)*** | ***(10,268,688)*** | ***(10,833,205)*** | ***2.1%*** |
| **PROJECTED CASH BALANCE** | **11,798,404** | **11,318,750** | **13,806,607** | **15,532,554** | **37.2%** |
| Prop Mgmt MNCPPC | | | | | |
| **BEGINNING FUND BALANCE** | **693,038** | **693,038** | **689,353** | **689,353** | **-0.5%** |
| REVENUES | | | | | |
| Charges for Services | 1,737,876 | 1,736,800 | 1,736,800 | 1,556,600 | -10.4% |
| Intergovernmental | 911 | 0 | 0 | 0 | ---- |
| Investment Income | (12,183) | 1,000 | 1,000 | 1,000 | ---- |
| Miscellaneous | 12,515 | 0 | 0 | 0 | ---- |
| Total REVENUES | 1,739,119 | 1,737,800 | 1,737,800 | 1,557,600 | -10.4% |
| NET INTER-FUND TRANSFERS | | | | | |
| To Non-Tax Supported Funds | (94,000) | 0 | 0 | 0 | ---- |
| Total NET INTER-FUND TRANSFERS | (94,000) | 0 | 0 | 0 | ---- |
| ***Total Resources*** | ***2,338,157*** | ***2,430,838*** | ***2,427,153*** | ***2,246,953*** | ***-7.6%*** |
| APPROPRIATION/EXPENDITURE | | | | | |
| Appropriation/Expenditure | (1,648,804) | (1,737,800) | (1,737,800) | (1,757,600) | 1.1% |
| Adjustment for Prior Year Encumbrances/Reserves | 0 | 0 | 0 | 0 | ---- |
| Total APPROPRIATION/EXPENDITURE | (1,648,804) | (1,737,800) | (1,737,800) | (1,757,600) | 1.1% |
| ***Total Use of Resources*** | ***(1,648,804)*** | ***(1,737,800)*** | ***(1,737,800)*** | ***(1,757,600)*** | ***1.1%*** |
| **PROJECTED FUND BALANCE** | **689,353** | **693,038** | **689,353** | **489,353** | **-29.4%** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule A-5

**Inter-Fund Transfers**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| TAX SUPPORTED | | | | | |
| MONTGOMERY COUNTY GOVERNMENT | | | | | |
| COUNTY GENERAL FUND | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Bethesda Parking District: Overhead | 449,122 | 435,883 | 435,883 | 450,191 | 3.3% |
| From Cable TV: MC Cable Fund | 1,796,800 | 1,796,800 | 1,796,800 | 1,706,960 | -5.0% |
| From Cable TV: MCPS Instructional TV Fund | 1,769,775 | 1,769,775 | 1,769,775 | 1,681,286 | -5.0% |
| From Cable TV: Overhead | 830,904 | 855,832 | 855,832 | 698,865 | -18.3% |
| From Community Use of Public Facilities: Other DCM | 7,330 | 7,330 | 7,330 | 7,330 | ---- |
| From Community Use of Public Facilities: Overhead | 610,240 | 651,837 | 651,837 | 676,664 | 3.8% |
| From Liquor: Earnings Transfer | 27,926,172 | 31,000,000 | 31,000,000 | 29,300,000 | -5.5% |
| From Liquor: Overhead | 3,853,071 | 3,917,233 | 3,917,233 | 4,329,492 | 10.5% |
| From Montgomery Housing Initiative: Overhead | 453,967 | 458,070 | 458,070 | 553,516 | 20.8% |
| From Permitting Services: Overhead | 5,868,849 | 5,668,581 | 5,668,581 | 5,948,385 | 4.9% |
| From Silver Spring Parking District: Other | 5,000 | 5,000 | 5,000 | 5,000 | ---- |
| From Silver Spring Parking District: Overhead | 502,278 | 483,504 | 483,504 | 498,281 | 3.1% |
| From Solid Waste Collection: DCM | 5,000 | 5,000 | 5,000 | 5,000 | ---- |
| From Solid Waste Collection: Overhead | 308,484 | 309,634 | 309,634 | 320,374 | 3.5% |
| From Solid Waste Disposal: DCM | 23,380 | 23,380 | 23,380 | 23,380 | ---- |
| From Solid Waste Disposal: Overhead | 2,185,515 | 2,148,091 | 2,148,091 | 2,329,529 | 8.4% |
| From Vacuum Leaf Collection: Overhead | 636,264 | 613,300 | 613,300 | 646,546 | 5.4% |
| From Water Quality Protection Fund: Overhead | 1,876,810 | 1,893,920 | 1,893,920 | 2,095,891 | 10.7% |
| From Wheaton Parking District: Overhead | 74,802 | 72,511 | 72,511 | 74,920 | 3.3% |
| From Community Use of Public Facilities: CAPP | 150,000 | 200,000 | 200,000 | 200,000 | ---- |
| From Cable TV: M-NCPPC Park Fund | 100,000 | 100,000 | 100,000 | 50,000 | -50.0% |
| From Solid Waste Disposal: Wheaton | 212,987 | 212,987 | 212,987 | 212,987 | ---- |
| **TOTAL From Non-Tax Supported Funds** | **49,646,750** | **52,628,668** | **52,628,668** | **51,814,597** | **-1.5%** |
| From Tax Supported Funds | | | | | |
| From Bethesda Urban District: Overhead | 21,666 | 20,512 | 20,512 | 22,033 | 7.4% |
| From Fire District: DCM | 120,750 | 120,750 | 120,750 | 120,750 | ---- |
| From Mass Transit: Overhead | 16,000,694 | 17,914,117 | 17,914,117 | 18,129,815 | 1.2% |
| From Recreation: Facility Maintenance Cost | 1,151,850 | 1,151,850 | 1,151,850 | 1,151,850 | ---- |
| From Recreation: Other - DCM | 83,200 | 83,200 | 83,200 | 83,200 | ---- |
| From Recreation: Overhead | 5,360,893 | 6,026,750 | 6,026,750 | 6,527,374 | 8.3% |
| From Recreation:Custodial Cleaning Costs | 611,360 | 611,360 | 611,360 | 611,360 | ---- |
| From Silver Spring Urban District: Overhead | 520,989 | 507,842 | 507,842 | 540,085 | 6.3% |
| From Wheaton Urban District: Overhead | 311,950 | 346,560 | 346,560 | 346,691 | ---- |
| **TOTAL From Tax Supported Funds** | **24,183,352** | **26,782,941** | **26,782,941** | **27,533,158** | **2.8%** |
| To Non-Tax Supported Funds | | | | | |
| 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 | (28,740,829) | (30,182,949) | (30,182,949) | (33,257,439) | 10.2% |
| To Solid Waste Disposal Fund | (1,038,420) | (723,490) | (723,490) | (735,800) | 1.7% |
| To Bethesda PD | 0 | (559,000) | 0 | 0 | -100.0% |
| To Wheaton Parking Lot District | (115,325) | 0 | 0 | 0 | ---- |
| **TOTAL To Non-Tax Supported Funds** | **(30,054,574)** | **(31,625,439)** | **(31,066,439)** | **(34,153,239)** | **8.0%** |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| To Tax Supported Funds | | | | | |
| To Silver Spring Urban District: Baseline Services | (174,403) | (761,789) | (761,789) | (1,407,730) | 84.8% |
| To Debt Service: GO Bonds | (343,525,028) | (356,141,680) | (355,727,763) | (366,978,345) | 3.0% |
| To Debt Service: Short and Long Term Leases | (12,423,619) | (18,300,527) | (16,746,947) | (10,671,889) | -41.7% |
| To Economic Development Fund | (2,696,115) | (3,566,325) | (2,954,109) | (3,581,982) | 0.4% |
| To Fire: EMST Fee Payment for Uninsured Residents | (250,000) | (250,000) | (250,000) | (250,000) | ---- |
| To Mass Transit: Parking Tickets | (531,310) | (531,310) | (531,310) | (531,310) | ---- |
| To Recreation: ASACs | (120,990) | (120,990) | (120,990) | (120,990) | ---- |
| To Recreation: Countywide Services | (888,710) | (888,710) | (888,710) | (888,710) | ---- |
| To Wheaton Urban District: Baseline Services | (76,090) | (76,090) | (76,090) | (76,090) | ---- |
| To Wheaton Urban District: Non-Baseline Services | (2,661,080) | (2,854,420) | (2,854,420) | (2,917,838) | 2.2% |
| To Mass Transit | (7,300,000) | 0 | 0 | 0 | ---- |
| To Recreation: Fund Balance Transfer | (512,500) | 0 | 0 | 0 | ---- |
| To Bethesda Urban District | 0 | 0 | 0 | (605,115) | ---- |
| **TOTAL To Tax Supported Funds** | **(371,159,845)** | **(383,491,841)** | **(380,912,128)** | **(388,029,999)** | **1.2%** |
| To Component Units/Agencies | | | | | |
| To MC: Cable TV Fund (Non-Tax) | (1,796,800) | (1,796,800) | (1,796,800) | (1,706,960) | -5.0% |
| To MCPS: Instructional Television Fund (Non-Tax) | (1,769,775) | (1,769,775) | (1,769,775) | (1,681,286) | -5.0% |
| To MNCPPC: Special Revenue Fund | (1,736,523) | (1,803,300) | (1,803,300) | (1,963,465) | 8.9% |
| To MCPS Entrepreneurial Activities Fund | (7,281,519) | (6,600,000) | (6,600,000) | (6,600,000) | ---- |
| To M-NCPPC Park Fund | (100,000) | (100,000) | (100,000) | (50,000) | -50.0% |
| **TOTAL To Component Units/Agencies** | **(12,684,617)** | **(12,069,875)** | **(12,069,875)** | **(12,001,711)** | **-0.6%** |
| To Revenue Stabilization Fund | | | | | |
| To Revenue Stabilization Fund | (142,061,171) | 0 | 0 | 0 | ---- |
| **TOTAL To Revenue Stabilization Fund** | **(142,061,171)** | **0** | **0** | **0** | **----** |
| **TOTAL COUNTY GENERAL FUND** | **(482,130,105)** | **(347,775,546)** | **(344,636,833)** | **(354,837,194)** | **2.0%** |
| BETHESDA URBAN DISTRICT | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Parking District Fees | 2,408,612 | 2,352,550 | 2,352,550 | 2,003,834 | -14.8% |
| **TOTAL From Non-Tax Supported Funds** | **2,408,612** | **2,352,550** | **2,352,550** | **2,003,834** | **-14.8%** |
| From Tax Supported Funds | | | | | |
| From General Fund | 0 | 0 | 0 | 605,115 | ---- |
| **TOTAL From Tax Supported Funds** | **0** | **0** | **0** | **605,115** | **----** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (21,666) | (20,512) | (20,512) | (22,033) | 7.4% |
| **TOTAL To Tax Supported Funds** | **(21,666)** | **(20,512)** | **(20,512)** | **(22,033)** | **7.4%** |
| **TOTAL BETHESDA URBAN DISTRICT** | **2,386,946** | **2,332,038** | **2,332,038** | **2,586,916** | **10.9%** |
| SILVER SPRING URBAN DISTRICT | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Parking District Fees | 2,704,922 | 2,804,101 | 2,804,101 | 2,642,581 | -5.8% |
| **TOTAL From Non-Tax Supported Funds** | **2,704,922** | **2,804,101** | **2,804,101** | **2,642,581** | **-5.8%** |
| From Tax Supported Funds | | | | | |
| From General Fund: Baseline Services | 174,403 | 761,789 | 761,789 | 1,407,730 | 84.8% |
| **TOTAL From Tax Supported Funds** | **174,403** | **761,789** | **761,789** | **1,407,730** | **84.8%** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (520,989) | (507,842) | (507,842) | (540,085) | 6.3% |
| **TOTAL To Tax Supported Funds** | **(520,989)** | **(507,842)** | **(507,842)** | **(540,085)** | **6.3%** |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **TOTAL SILVER SPRING URBAN DISTRICT** | **2,358,336** | **3,058,048** | **3,058,048** | **3,510,226** | **14.8%** |
| WHEATON URBAN DISTRICT | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Parking District Fees | 200,000 | 300,000 | 300,000 | 300,000 | ---- |
| **TOTAL From Non-Tax Supported Funds** | **200,000** | **300,000** | **300,000** | **300,000** | **----** |
| From Tax Supported Funds | | | | | |
| From General Fund: Baseline Services | 76,090 | 76,090 | 76,090 | 76,090 | ---- |
| From General Fund: Non-Baseline Services | 2,661,080 | 2,854,420 | 2,854,420 | 2,917,838 | 2.2% |
| **TOTAL From Tax Supported Funds** | **2,737,170** | **2,930,510** | **2,930,510** | **2,993,928** | **2.2%** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (311,950) | (346,560) | (346,560) | (346,691) | ---- |
| **TOTAL To Tax Supported Funds** | **(311,950)** | **(346,560)** | **(346,560)** | **(346,691)** | **----** |
| **TOTAL WHEATON URBAN DISTRICT** | **2,625,220** | **2,883,950** | **2,883,950** | **2,947,237** | **2.2%** |
| MASS TRANSIT | | | | | |
| From Tax Supported Funds | | | | | |
| From General Fund: Parking Fines | 531,310 | 531,310 | 531,310 | 531,310 | ---- |
| From General Fund | 7,300,000 | 0 | 0 | 0 | ---- |
| **TOTAL From Tax Supported Funds** | **7,831,310** | **531,310** | **531,310** | **531,310** | **----** |
| To Tax Supported Funds | | | | | |
| To Debt Service: GO Bonds | (20,196,230) | (22,146,340) | (22,073,786) | (22,579,220) | 2.0% |
| To Debt Service: Long Term Lease | (7,771,332) | (8,070,325) | (6,735,325) | (7,374,900) | -8.6% |
| To General Fund: Overhead | (16,000,694) | (17,914,117) | (17,914,117) | (18,129,815) | 1.2% |
| **TOTAL To Tax Supported Funds** | **(43,968,256)** | **(48,130,782)** | **(46,723,228)** | **(48,083,935)** | **-0.1%** |
| **TOTAL MASS TRANSIT** | **(36,136,946)** | **(47,599,472)** | **(46,191,918)** | **(47,552,625)** | **-0.1%** |
| 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 | (4,422,571) | (5,260,150) | (5,124,150) | (6,511,050) | 23.8% |
| To Debt Service: GO Bonds | (7,476,683) | (8,253,840) | (8,208,702) | (9,311,730) | 12.8% |
| To General Fund: DCM | (120,750) | (120,750) | (120,750) | (120,750) | ---- |
| **TOTAL To Tax Supported Funds** | **(12,020,004)** | **(13,634,740)** | **(13,453,602)** | **(15,943,530)** | **16.9%** |
| **TOTAL FIRE** | **(11,770,004)** | **(13,384,740)** | **(13,203,602)** | **(15,693,530)** | **17.2%** |
| RECREATION | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Recreation Non Tax Fund | 3,400,000 | 4,500,000 | 4,500,000 | 4,500,000 | ---- |
| **TOTAL From Non-Tax Supported Funds** | **3,400,000** | **4,500,000** | **4,500,000** | **4,500,000** | **----** |
| From Tax Supported Funds | | | | | |
| From General Fund: ASACs | 120,990 | 120,990 | 120,990 | 120,990 | ---- |
| From General Fund: Countywide Services | 888,710 | 888,710 | 888,710 | 888,710 | ---- |
| From General Fund: Fund Balance Transfer | 512,500 | 0 | 0 | 0 | ---- |
| **TOTAL From Tax Supported Funds** | **1,522,200** | **1,009,700** | **1,009,700** | **1,009,700** | **----** |
| To Tax Supported Funds | | | | | |
| To Debt Service: GO Bonds | (10,013,908) | (10,653,890) | (10,552,918) | (11,350,400) | 6.5% |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| To General Fund: Custodial Cleaning Costs | (611,360) | (611,360) | (611,360) | (611,360) | ---- |
| To General Fund: Facility Maintenance Costs | (1,151,850) | (1,151,850) | (1,151,850) | (1,151,850) | ---- |
| To General Fund: Other - DCM | (83,200) | (83,200) | (83,200) | (83,200) | ---- |
| To General Fund: Overhead | (5,360,893) | (6,026,750) | (6,026,750) | (6,527,374) | 8.3% |
| **TOTAL To Tax Supported Funds** | **(17,221,211)** | **(18,527,050)** | **(18,426,078)** | **(19,724,184)** | **6.5%** |
| **TOTAL RECREATION** | **(12,299,011)** | **(13,017,350)** | **(12,916,378)** | **(14,214,484)** | **9.2%** |
| ECONOMIC DEVELOPMENT FUND | | | | | |
| From Tax Supported Funds | | | | | |
| Transfer from General Fund | 2,696,115 | 3,566,325 | 2,954,109 | 3,581,982 | 0.4% |
| **TOTAL From Tax Supported Funds** | **2,696,115** | **3,566,325** | **2,954,109** | **3,581,982** | **0.4%** |
| **TOTAL ECONOMIC DEVELOPMENT FUND** | **2,696,115** | **3,566,325** | **2,954,109** | **3,581,982** | **0.4%** |
| REVENUE STABILIZATION FUND | | | | | |
| **TOTAL REVENUE STABILIZATION FUND** | **142,061,171** | **0** | **0** | **0** | **----** |
| DEBT SERVICE | | | | | |
| DEBT SERVICE | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From CUPF - Wheaton Redevelopment | 329,776 | 330,162 | 330,162 | 330,134 | ---- |
| From WQPF - Wheaton Redevelopment | 942,218 | 943,320 | 943,320 | 943,240 | ---- |
| From Permitting Services - Wheaton Redevelopment | 871,551 | 872,571 | 872,571 | 872,497 | ---- |
| **TOTAL From Non-Tax Supported Funds** | **2,143,545** | **2,146,053** | **2,146,053** | **2,145,871** | **----** |
| From Tax Supported Funds | | | | | |
| From Fire Fund (LTL) | 4,422,571 | 5,260,150 | 5,124,150 | 6,511,050 | 23.8% |
| From Fire Tax District | 7,476,684 | 8,253,840 | 8,208,702 | 9,311,730 | 12.8% |
| From General Fund: GO Bonds | 343,525,028 | 356,141,680 | 355,727,763 | 366,978,345 | 3.0% |
| From General Fund: Long Term Lease | 12,423,619 | 18,300,527 | 16,746,947 | 10,671,889 | -41.7% |
| From Mass Transit | 20,196,230 | 22,146,340 | 22,073,786 | 22,579,220 | 2.0% |
| From Mass Transit (LTL) | 7,771,332 | 8,070,325 | 6,735,325 | 7,374,900 | -8.6% |
| From Recreation | 10,013,908 | 10,653,890 | 10,552,918 | 11,350,400 | 6.5% |
| **TOTAL From Tax Supported Funds** | **405,829,372** | **428,826,752** | **425,169,591** | **434,777,534** | **1.4%** |
| From Internal Service Funds | | | | | |
| From Motor Pool Fund | 518,050 | 516,500 | 516,500 | 514,250 | -0.4% |
| **TOTAL From Internal Service Funds** | **518,050** | **516,500** | **516,500** | **514,250** | **-0.4%** |
| **TOTAL DEBT SERVICE** | **408,490,967** | **431,489,305** | **427,832,144** | **437,437,655** | **1.4%** |
| MONTGOMERY COLLEGE | | | | | |
| CURRENT FUND MC | | | | | |
| To Non-Tax Supported Funds | | | | | |
| Non Mandatory Transfer (To Capital Projects Fund) | (1,433,000) | 0 | 0 | 0 | ---- |
| Nonmandatory Transfer College To WDCE | (140,106) | (250,000) | (400,000) | 0 | -100.0% |
| Non Mandatory Transfer (to Major Facilities Reserve Fund) | 0 | 0 | 0 | (10,794,749) | ---- |
| **TOTAL To Non-Tax Supported Funds** | **(1,573,106)** | **(250,000)** | **(400,000)** | **(10,794,749)** | **4217.9%** |
| **TOTAL CURRENT FUND MC** | **(1,573,106)** | **(250,000)** | **(400,000)** | **(10,794,749)** | **4217.9%** |
| MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION | | | | | |
| ADMINISTRATION FUND | | | | | |
| To Non-Tax Supported Funds | | | | | |
| Transfer to Special Revenue Fund | (500,000) | (500,000) | (500,000) | (500,000) | ---- |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **TOTAL To Non-Tax Supported Funds** | **(500,000)** | **(500,000)** | **(500,000)** | **(500,000)** | **----** |
| To Tax Supported Funds | | | | | |
| Transfer To Park Fund | (225,000) | 0 | 0 | (200,000) | ---- |
| **TOTAL To Tax Supported Funds** | **(225,000)** | **0** | **0** | **(200,000)** | **----** |
| **TOTAL ADMINISTRATION FUND** | **(725,000)** | **(500,000)** | **(500,000)** | **(700,000)** | **40.0%** |
| PARK FUND | | | | | |
| From Tax Supported Funds | | | | | |
| Transfer From Admin Fund | 225,000 | 0 | 0 | 200,000 | ---- |
| Transfer from General Fund | 100,000 | 100,000 | 100,000 | 50,000 | -50.0% |
| **TOTAL From Tax Supported Funds** | **325,000** | **100,000** | **100,000** | **250,000** | **150.0%** |
| **TOTAL PARK FUND** | **325,000** | **100,000** | **100,000** | **250,000** | **150.0%** |
| ALA DEBT SERVICE FUND | | | | | |
| To Internal Service Funds | | | | | |
| Transfer To/From ALARF Revolving Fund | (1,978,209) | (2,060,550) | (2,053,003) | (2,109,522) | 2.4% |
| **TOTAL To Internal Service Funds** | **(1,978,209)** | **(2,060,550)** | **(2,053,003)** | **(2,109,522)** | **2.4%** |
| **TOTAL ALA DEBT SERVICE FUND** | **(1,978,209)** | **(2,060,550)** | **(2,053,003)** | **(2,109,522)** | **2.4%** |
| **TOTAL TAX SUPPORTED** | **14,331,374** | **18,842,008** | **19,258,555** | **4,411,912** | **-76.6%** |
| NON-TAX SUPPORTED | | | | | |
| MONTGOMERY COUNTY GOVERNMENT | | | | | |
| WATER QUALITY PROTECTION FUND | | | | | |
| To Non-Tax Supported Funds | | | | | |
| To Debt Service - Non-Tax | (8,455,856) | (9,450,600) | (8,844,600) | (9,772,900) | 3.4% |
| **TOTAL To Non-Tax Supported Funds** | **(8,455,856)** | **(9,450,600)** | **(8,844,600)** | **(9,772,900)** | **3.4%** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (1,876,810) | (1,893,920) | (1,893,920) | (2,095,891) | 10.7% |
| To Debt Service - Wheaton Redevelopment | (942,218) | (943,320) | (943,320) | (943,240) | ---- |
| **TOTAL To Tax Supported Funds** | **(2,819,028)** | **(2,837,240)** | **(2,837,240)** | **(3,039,131)** | **7.1%** |
| **TOTAL WATER QUALITY PROTECTION FUND** | **(11,274,884)** | **(12,287,840)** | **(11,681,840)** | **(12,812,031)** | **4.3%** |
| CABLE TELEVISION | | | | | |
| To Tax Supported Funds | | | | | |
| To General Fund: MC Cable Fund | (1,796,800) | (1,796,800) | (1,796,800) | (1,706,960) | -5.0% |
| To General Fund: MCPS Instructional TV Fund | (1,769,775) | (1,769,775) | (1,769,775) | (1,681,286) | -5.0% |
| To General Fund: Overhead | (830,904) | (855,832) | (855,832) | (698,865) | -18.3% |
| Transfer to General Fund | (100,000) | (100,000) | (100,000) | (50,000) | -50.0% |
| **TOTAL To Tax Supported Funds** | **(4,497,479)** | **(4,522,407)** | **(4,522,407)** | **(4,137,111)** | **-8.5%** |
| **TOTAL CABLE TELEVISION** | **(4,497,479)** | **(4,522,407)** | **(4,522,407)** | **(4,137,111)** | **-8.5%** |
| RECREATION NON-TAX SUPPORTED | | | | | |
| To Tax Supported Funds | | | | | |
| To Recreation Tax Supported Fund | (3,400,000) | (4,500,000) | (4,500,000) | (4,500,000) | ---- |
| **TOTAL To Tax Supported Funds** | **(3,400,000)** | **(4,500,000)** | **(4,500,000)** | **(4,500,000)** | **----** |
| **TOTAL RECREATION NON-TAX SUPPORTED** | **(3,400,000)** | **(4,500,000)** | **(4,500,000)** | **(4,500,000)** | **----** |
| MONTGOMERY HOUSING INITIATIVE | | | | | |
| From Tax Supported Funds | | | | | |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| From General Fund | 28,740,829 | 30,182,949 | 30,182,949 | 33,257,439 | 10.2% |
| **TOTAL From Tax Supported Funds** | **28,740,829** | **30,182,949** | **30,182,949** | **33,257,439** | **10.2%** |
| To Non-Tax Supported Funds | | | | | |
| To Non-Tax Supported Debt Service - Other | (11,669,577) | (19,262,000) | (15,262,000) | (19,155,600) | -0.6% |
| **TOTAL To Non-Tax Supported Funds** | **(11,669,577)** | **(19,262,000)** | **(15,262,000)** | **(19,155,600)** | **-0.6%** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (453,967) | (458,070) | (458,070) | (553,516) | 20.8% |
| **TOTAL To Tax Supported Funds** | **(453,967)** | **(458,070)** | **(458,070)** | **(553,516)** | **20.8%** |
| **TOTAL MONTGOMERY HOUSING INITIATIVE** | **16,617,285** | **10,462,879** | **14,462,879** | **13,548,323** | **29.5%** |
| 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 General Fund: DCM | (7,330) | (7,330) | (7,330) | (7,330) | ---- |
| To General Fund: Overhead | (610,240) | (651,837) | (651,837) | (676,664) | 3.8% |
| To General Fund: CAPP | (150,000) | (200,000) | (200,000) | (200,000) | ---- |
| To Debt Service: Wheaton Redevelopment | (329,776) | (330,162) | (330,162) | (330,134) | ---- |
| **TOTAL To Tax Supported Funds** | **(1,097,346)** | **(1,189,329)** | **(1,189,329)** | **(1,214,128)** | **2.1%** |
| **TOTAL COMMUNITY USE OF PUBLIC FACILITIES** | **(937,346)** | **(1,029,329)** | **(1,029,329)** | **(1,054,128)** | **2.4%** |
| BETHESDA PARKING DISTRICT | | | | | |
| From Tax Supported Funds | | | | | |
| From General Fund | 0 | 559,000 | 0 | 0 | -100.0% |
| **TOTAL From Tax Supported Funds** | **0** | **559,000** | **0** | **0** | **-100.0%** |
| To Non-Tax Supported Funds | | | | | |
| To Silver Spring PLD (PD Service Facility) | 0 | (3,000,000) | (3,000,000) | (1,800,000) | -40.0% |
| **TOTAL To Non-Tax Supported Funds** | **0** | **(3,000,000)** | **(3,000,000)** | **(1,800,000)** | **-40.0%** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (449,122) | (435,883) | (435,883) | (450,191) | 3.3% |
| To Urban District: Meter Revenue | (2,408,612) | (2,352,550) | (2,352,550) | (2,003,834) | -14.8% |
| **TOTAL To Tax Supported Funds** | **(2,857,734)** | **(2,788,433)** | **(2,788,433)** | **(2,454,025)** | **-12.0%** |
| **TOTAL BETHESDA PARKING DISTRICT** | **(2,857,734)** | **(5,229,433)** | **(5,788,433)** | **(4,254,025)** | **-18.7%** |
| SILVER SPRING PARKING DISTRICT | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Bethesda PLD (PLD Service Facility) | 0 | 3,000,000 | 3,000,000 | 1,800,000 | -40.0% |
| **TOTAL From Non-Tax Supported Funds** | **0** | **3,000,000** | **3,000,000** | **1,800,000** | **-40.0%** |
| To Tax Supported Funds | | | | | |
| To General Fund: Other | (5,000) | (5,000) | (5,000) | (5,000) | ---- |
| To General Fund: Overhead | (502,278) | (483,504) | (483,504) | (498,281) | 3.1% |
| To Urban District: Meter Revenue | (2,704,922) | (2,804,101) | (2,804,101) | (2,642,581) | -5.8% |
| **TOTAL To Tax Supported Funds** | **(3,212,200)** | **(3,292,605)** | **(3,292,605)** | **(3,145,862)** | **-4.5%** |
| **TOTAL SILVER SPRING PARKING DISTRICT** | **(3,212,200)** | **(292,605)** | **(292,605)** | **(1,345,862)** | **360.0%** |
| WHEATON PARKING DISTRICT | | | | | |
| From Tax Supported Funds | | | | | |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| From General Fund | 115,325 | 0 | 0 | 0 | ---- |
| **TOTAL From Tax Supported Funds** | **115,325** | **0** | **0** | **0** | **----** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (74,802) | (72,511) | (72,511) | (74,920) | 3.3% |
| To Urban District: Meter Revenue | (200,000) | (300,000) | (300,000) | (300,000) | ---- |
| **TOTAL To Tax Supported Funds** | **(274,802)** | **(372,511)** | **(372,511)** | **(374,920)** | **0.6%** |
| **TOTAL WHEATON PARKING DISTRICT** | **(159,477)** | **(372,511)** | **(372,511)** | **(374,920)** | **0.6%** |
| PERMITTING SERVICES | | | | | |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (5,868,849) | (5,668,581) | (5,668,581) | (5,948,385) | 4.9% |
| To Debt Service: Wheaton Redevelopment | (871,551) | (872,571) | (872,571) | (872,497) | ---- |
| **TOTAL To Tax Supported Funds** | **(6,740,400)** | **(6,541,152)** | **(6,541,152)** | **(6,820,882)** | **4.3%** |
| **TOTAL PERMITTING SERVICES** | **(6,740,400)** | **(6,541,152)** | **(6,541,152)** | **(6,820,882)** | **4.3%** |
| SOLID WASTE COLLECTION | | | | | |
| To Tax Supported Funds | | | | | |
| To General Fund: DCM | (5,000) | (5,000) | (5,000) | (5,000) | ---- |
| To General Fund: Overhead | (308,484) | (309,634) | (309,634) | (320,374) | 3.5% |
| **TOTAL To Tax Supported Funds** | **(313,484)** | **(314,634)** | **(314,634)** | **(325,374)** | **3.4%** |
| **TOTAL SOLID WASTE COLLECTION** | **(313,484)** | **(314,634)** | **(314,634)** | **(325,374)** | **3.4%** |
| SOLID WASTE DISPOSAL | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Vacuum Leaf Collection | 1,599,058 | 1,387,842 | 1,387,842 | 1,708,880 | 23.1% |
| **TOTAL From Non-Tax Supported Funds** | **1,599,058** | **1,387,842** | **1,387,842** | **1,708,880** | **23.1%** |
| From Tax Supported Funds | | | | | |
| From General Fund: Tip Fee Charges | 1,038,420 | 723,490 | 723,490 | 735,800 | 1.7% |
| **TOTAL From Tax Supported Funds** | **1,038,420** | **723,490** | **723,490** | **735,800** | **1.7%** |
| To Tax Supported Funds | | | | | |
| To General Fund: DCM | (23,380) | (23,380) | (23,380) | (23,380) | ---- |
| To General Fund: Overhead | (2,185,515) | (2,148,091) | (2,148,091) | (2,329,529) | 8.4% |
| To General Fund: Wheaton | (212,987) | (212,987) | (212,987) | (212,987) | ---- |
| **TOTAL To Tax Supported Funds** | **(2,421,882)** | **(2,384,458)** | **(2,384,458)** | **(2,565,896)** | **7.6%** |
| **TOTAL SOLID WASTE DISPOSAL** | **215,596** | **(273,126)** | **(273,126)** | **(121,216)** | **-55.6%** |
| VACUUM LEAF COLLECTION | | | | | |
| To Non-Tax Supported Funds | | | | | |
| To Solid Waste Disposal Fund | (1,599,058) | (1,387,842) | (1,387,842) | (1,708,880) | 23.1% |
| **TOTAL To Non-Tax Supported Funds** | **(1,599,058)** | **(1,387,842)** | **(1,387,842)** | **(1,708,880)** | **23.1%** |
| To Tax Supported Funds | | | | | |
| To General Fund: Overhead | (636,264) | (613,300) | (613,300) | (646,546) | 5.4% |
| **TOTAL To Tax Supported Funds** | **(636,264)** | **(613,300)** | **(613,300)** | **(646,546)** | **5.4%** |
| **TOTAL VACUUM LEAF COLLECTION** | **(2,235,322)** | **(2,001,142)** | **(2,001,142)** | **(2,355,426)** | **17.7%** |
| LIQUOR CONTROL | | | | | |
| To Tax Supported Funds | | | | | |
| To General Fund: Earnings Transfer | (27,926,172) | (31,000,000) | (31,000,000) | (29,300,000) | -5.5% |
| To General Fund: Overhead | (3,853,071) | (3,917,233) | (3,917,233) | (4,329,492) | 10.5% |
| **TOTAL To Tax Supported Funds** | **(31,779,243)** | **(34,917,233)** | **(34,917,233)** | **(33,629,492)** | **-3.7%** |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| **TOTAL LIQUOR CONTROL** | **(31,779,243)** | **(34,917,233)** | **(34,917,233)** | **(33,629,492)** | **-3.7%** |
| MOTOR POOL INTERNAL SERVICE FUND | | | | | |
| To Tax Supported Funds | | | | | |
| To Debt Service | (518,050) | (516,500) | (516,500) | (514,250) | -0.4% |
| **TOTAL To Tax Supported Funds** | **(518,050)** | **(516,500)** | **(516,500)** | **(514,250)** | **-0.4%** |
| **TOTAL MOTOR POOL INTERNAL SERVICE FUND** | **(518,050)** | **(516,500)** | **(516,500)** | **(514,250)** | **-0.4%** |
| DEBT SERVICE | | | | | |
| DEBT SERVICE - NON-TAX SUPPORTED | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From Montgomery Housing Initiative: Other | 11,567,884 | 19,262,000 | 15,262,000 | 19,155,600 | -0.6% |
| From Water Quality Protection: Other Debt | 8,456,639 | 9,450,600 | 8,844,600 | 9,772,900 | 3.4% |
| **TOTAL From Non-Tax Supported Funds** | **20,024,523** | **28,712,600** | **24,106,600** | **28,928,500** | **0.8%** |
| **TOTAL DEBT SERVICE - NON-TAX SUPPORTED** | **20,024,523** | **28,712,600** | **24,106,600** | **28,928,500** | **0.8%** |
| MONTGOMERY COUNTY PUBLIC SCHOOLS | | | | | |
| ENTREPRENEURIAL ACTIVITIES FUND | | | | | |
| From Tax Supported Funds | | | | | |
| From General Fund | 7,281,519 | 6,600,000 | 6,600,000 | 6,600,000 | ---- |
| **TOTAL From Tax Supported Funds** | **7,281,519** | **6,600,000** | **6,600,000** | **6,600,000** | **----** |
| **TOTAL ENTREPRENEURIAL ACTIVITIES FUND** | **7,281,519** | **6,600,000** | **6,600,000** | **6,600,000** | **----** |
| INSTRUCTIONAL TELEVISION FUND | | | | | |
| From Tax Supported Funds | | | | | |
| From MCG General Fund | 1,769,775 | 1,769,775 | 1,769,775 | 1,681,286 | -5.0% |
| **TOTAL From Tax Supported Funds** | **1,769,775** | **1,769,775** | **1,769,775** | **1,681,286** | **-5.0%** |
| **TOTAL INSTRUCTIONAL TELEVISION FUND** | **1,769,775** | **1,769,775** | **1,769,775** | **1,681,286** | **-5.0%** |
| MONTGOMERY COLLEGE | | | | | |
| WORKFORCE DEVELOPMENT & CONTINUING ED | | | | | |
| From Non-Tax Supported Funds | | | | | |
| Transfer from College Auxiliary Fund | 0 | 250,000 | 0 | 0 | -100.0% |
| **TOTAL From Non-Tax Supported Funds** | **0** | **250,000** | **0** | **0** | **-100.0%** |
| From Tax Supported Funds | | | | | |
| Nonmandatory Transfer From Current Fund | 140,106 | 250,000 | 400,000 | 0 | -100.0% |
| **TOTAL From Tax Supported Funds** | **140,106** | **250,000** | **400,000** | **0** | **-100.0%** |
| To Non-Tax Supported Funds | | | | | |
| Non Mandatory Transfer (to Major Facilities Reserve Fund) | 0 | 0 | 0 | (1,434,307) | ---- |
| **TOTAL To Non-Tax Supported Funds** | **0** | **0** | **0** | **(1,434,307)** | **----** |
| **TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED** | **140,106** | **500,000** | **400,000** | **(1,434,307)** | **-386.9%** |
| AUXILIARY FUND | | | | | |
| To Internal Service Funds | | | | | |
| Nonmandatory Transfer College Workforce Development | 0 | (250,000) | 0 | 0 | -100.0% |
| **TOTAL To Internal Service Funds** | **0** | **(250,000)** | **0** | **0** | **-100.0%** |
| **TOTAL AUXILIARY FUND** | **0** | **(250,000)** | **0** | **0** | **-100.0%** |
| CABLE TELEVISION FUND | | | | | |

## Inter-Fund Transfers

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| From Tax Supported Funds | | | | | |
| From MCG: County Cable Plan | 1,796,800 | 1,796,800 | 1,796,800 | 1,706,960 | -5.0% |
| **TOTAL From Tax Supported Funds** | **1,796,800** | **1,796,800** | **1,796,800** | **1,706,960** | **-5.0%** |
| **TOTAL CABLE TELEVISION FUND** | **1,796,800** | **1,796,800** | **1,796,800** | **1,706,960** | **-5.0%** |
| MAJOR FACILITIES RESERVE FUND | | | | | |
| From Non-Tax Supported Funds | | | | | |
| Non Mandatory Transfer (from WDCE) | 0 | 0 | 0 | 1,434,307 | ---- |
| **TOTAL From Non-Tax Supported Funds** | **0** | **0** | **0** | **1,434,307** | **----** |
| From Tax Supported Funds | | | | | |
| Non Mandatory Transfer (from Current Fund) | 0 | 0 | 0 | 10,794,749 | ---- |
| **TOTAL From Tax Supported Funds** | **0** | **0** | **0** | **10,794,749** | **----** |
| To Non-Tax Supported Funds | | | | | |
| Non-Mandatory Transfer | (211,930) | (1,500,000) | 0 | (1,500,000) | ---- |
| **TOTAL To Non-Tax Supported Funds** | **(211,930)** | **(1,500,000)** | **0** | **(1,500,000)** | **----** |
| **TOTAL MAJOR FACILITIES RESERVE FUND** | **(211,930)** | **(1,500,000)** | **0** | **10,729,056** | **-815.3%** |
| MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION | | | | | |
| SPECIAL REVENUE FUNDS | | | | | |
| From Non-Tax Supported Funds | | | | | |
| From M-NCPPC Property Mgt Fund | 94,000 | 0 | 0 | 0 | ---- |
| **TOTAL From Non-Tax Supported Funds** | **94,000** | **0** | **0** | **0** | **----** |
| From Tax Supported Funds | | | | | |
| Transfer From Administration Fund | 500,000 | 500,000 | 500,000 | 500,000 | ---- |
| **TOTAL From Tax Supported Funds** | **500,000** | **500,000** | **500,000** | **500,000** | **----** |
| From Component Units/Agencies | | | | | |
| From County GF (Ballfields) | 1,736,523 | 1,803,300 | 1,803,300 | 1,963,465 | 8.9% |
| **TOTAL From Component Units/Agencies** | **1,736,523** | **1,803,300** | **1,803,300** | **1,963,465** | **8.9%** |
| **TOTAL SPECIAL REVENUE FUNDS** | **2,330,523** | **2,303,300** | **2,303,300** | **2,463,465** | **7.0%** |
| PROP MGMT MNCPPC | | | | | |
| To Non-Tax Supported Funds | | | | | |
| To M-NCPPC Special Revenue Fund | (94,000) | 0 | 0 | 0 | ---- |
| **TOTAL To Non-Tax Supported Funds** | **(94,000)** | **0** | **0** | **0** | **----** |
| **TOTAL PROP MGMT MNCPPC** | **(94,000)** | **0** | **0** | **0** | **----** |
| **TOTAL NON-TAX SUPPORTED** | **(18,055,422)** | **(22,402,558)** | **(21,311,558)** | **(8,021,434)** | **-64.2%** |
| SUMMARY | | | | | |
| **GRAND TOTAL ALL FUNDS/AGENCIES** | **(3,724,048)** | **(3,560,550)** | **(2,053,003)** | **(3,609,522)** | **1.4%** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule A-6

**Contribution To/From Other Funds**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **TAX SUPPORTED** | | | | | |
| **MONTGOMERY COUNTY GOVERNMENT** | | | | | |
| **COUNTY GENERAL FUND** | | | | | |
| To Tax Supported Funds | | | | | |
| Contribution To MC: Current Fund | (145,649,696) | (148,149,696) | (148,409,696) | (148,409,696) | 0.2% |
| 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 | (1,754,247,868) | (1,839,071,460) | (1,839,071,460) | (2,062,389,035) | 12.1% |
| **TOTAL To Tax Supported Funds** | **(1,900,547,564)** | **(1,987,871,156)** | **(1,988,131,156)** | **(2,211,448,731)** | **11.2%** |
| County Contribution to CIP Fund | | | | | |
| Contribution To CIP: PAYGO | (15,500,000) | (33,900,000) | (33,900,000) | (32,800,000) | -3.2% |
| Contribution To HOC: CIP | 0 | (1,955,000) | (3,975,000) | (1,250,000) | -36.1% |
| Contribution To MC: CIP | (14,022,065) | (16,434,000) | (16,434,000) | (17,034,000) | 3.7% |
| Contribution To MCG: CIP | (14,784,149) | (27,310,000) | (37,927,000) | (21,870,000) | -19.9% |
| Contribution To MCPS: CIP | (14,905,000) | (21,385,000) | (28,885,000) | (29,123,000) | 36.2% |
| Contribution To MNCPPC: Regional Parks CIP | (5,090,631) | (4,751,000) | (4,751,000) | (5,029,000) | 5.9% |
| **TOTAL County Contribution to CIP Fund** | **(64,301,845)** | **(105,735,000)** | **(125,872,000)** | **(107,106,000)** | **1.3%** |
| **TOTAL COUNTY GENERAL FUND** | **(1,964,849,409)** | **(2,093,606,156)** | **(2,114,003,156)** | **(2,318,554,731)** | **10.7%** |
| **TOTAL MONTGOMERY COUNTY GOVERNMENT** | **(1,964,849,409)** | **(2,093,606,156)** | **(2,114,003,156)** | **(2,318,554,731)** | **10.7%** |
| **MONTGOMERY COUNTY PUBLIC SCHOOLS** | | | | | |
| **CURRENT FUND MCPS** | | | | | |
| County Contribution to Current/Other Fund | | | | | |
| County Contribution to Current Fund | 1,754,247,868 | 1,839,071,460 | 1,839,071,460 | 2,062,389,035 | 12.1% |
| **TOTAL County Contribution to Current/Other Fund** | **1,754,247,868** | **1,839,071,460** | **1,839,071,460** | **2,062,389,035** | **12.1%** |
| County Contribution to CIP Fund | | | | | |
| County Contribution to CIP | 14,905,000 | 21,385,000 | 28,885,000 | 29,123,000 | 36.2% |
| **TOTAL County Contribution to CIP Fund** | **14,905,000** | **21,385,000** | **28,885,000** | **29,123,000** | **36.2%** |
| **TOTAL CURRENT FUND MCPS** | **1,769,152,868** | **1,860,456,460** | **1,867,956,460** | **2,091,512,035** | **12.4%** |
| **TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS** | **1,769,152,868** | **1,860,456,460** | **1,867,956,460** | **2,091,512,035** | **12.4%** |
| **MONTGOMERY COLLEGE** | | | | | |
| **CURRENT FUND MC** | | | | | |
| County Contribution to Current/Other Fund | | | | | |
| County Contribution to Current Fund | 145,649,696 | 148,149,696 | 148,409,696 | 148,409,696 | 0.2% |
| **TOTAL County Contribution to Current/Other Fund** | **145,649,696** | **148,149,696** | **148,409,696** | **148,409,696** | **0.2%** |
| County Contribution to CIP Fund | | | | | |
| County Contribution to CIP | 14,022,065 | 16,434,000 | 16,434,000 | 17,034,000 | 3.7% |
| **TOTAL County Contribution to CIP Fund** | **14,022,065** | **16,434,000** | **16,434,000** | **17,034,000** | **3.7%** |

## Contribution To/From Other Funds

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **TOTAL CURRENT FUND MC** | **159,671,761** | **164,583,696** | **164,843,696** | **165,443,696** | **0.5%** |
| 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** | **160,321,761** | **165,233,696** | **165,493,696** | **166,093,696** | **0.5%** |
| **TOTAL TAX SUPPORTED** | **(35,374,780)** | **(67,916,000)** | **(80,553,000)** | **(60,949,000)** | **-10.3%** |
| SUMMARY | | | | | |
| **GRAND TOTAL ALL FUNDS/AGENCIES** | **(35,374,780)** | **(67,916,000)** | **(80,553,000)** | **(60,949,000)** | **-10.3%** |

# Expenditure Schedules

The expenditure schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

## SCHEDULE B-1, EXPENDITURES DETAILED BY TYPE

This schedule reports by fund type (tax or non-tax supported) for all agencies all expenditures for the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M NCPPC. The purpose of Schedule B 1 is to display the total cost of the government functions.

## SCHEDULE B-2, EXPENDITURES DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule gives an overview of the allocation of resources by agency and by function within MCG. The purpose of Schedule B-2 is to display the cost of government and the expenditures and budgets of the departments included in those functions regardless of fund type. This schedule reflects a categorization of functions that corresponds to department appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

## SCHEDULE B-3, EXPENDITURES DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule presents the total expenditures for all agencies and each department of MCG according to fund type. Because this schedule is organized by fund, there is no total expenditure figure for those departments whose activities appear in more than one fund (e.g., DHHS, DHCA). Consult Schedule B 2 for the total expenditures of these departments. This schedule reflects a categorization of functions that corresponds to department and fund appropriations and is not intended to match the categorization of functions in the County's Comprehensive Annual Financial Report, which is reported at a more detailed program level.

## SCHEDULE B-4, EXPENDITURES BY APPROPRIATION CATEGORY

This schedule summarizes MCG expenditures into the four appropriation categories presented on departmental Budget Summary pages: Personnel Costs, Operating Expenses, Debt Service (G.O. bonds and other), and Capital Outlay. The Internal Service Fund appropriations are included in the individual departments and, therefore, are not displayed.

## SCHEDULE B-5, MONTGOMERY COUNTY GOVERNMENT INTERNAL SERVICE FUNDS

Internal Service Funds record the financing of goods or services provided by one department to other departments on a cost reimbursement basis. The Internal Service Fund units charge back their costs to the users, so that the costs of these services are found in the appropriations of all departments. Because each department includes the Internal Service Funds' appropriations in its individual budget, these accounts are displayed separately to ensure that they are not double counted in the "Total Montgomery County Government" expenditures.

# Schedule B-1

**Expenditures Detailed By Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **TAX SUPPORTED** | | | | | |
| Montgomery County Government General Fund | 1,382,442,558 | 1,408,778,109 | 1,459,962,557 | 1,548,159,069 | 9.9% |
| Montgomery County Government Special Funds | 455,654,641 | 486,335,746 | 513,683,759 | 516,449,529 | 6.2% |
| Debt Service Special Funds | 412,364,153 | 435,195,165 | 431,525,285 | 439,391,440 | 1.0% |
| Montgomery County Public Schools Current Fund | 2,574,233,991 | 2,729,660,177 | 2,717,555,327 | 3,020,900,292 | 10.7% |
| Montgomery College Current Fund | 242,792,291 | 274,509,984 | 256,340,637 | 280,235,062 | 2.1% |
| Montgomery College Special Funds | 449,920 | 750,000 | 730,500 | 750,000 | ---- |
| M-NCPPC Special Funds | 147,756,564 | 160,576,724 | 160,576,724 | 168,667,841 | 5.0% |
| TOTAL TAX SUPPORTED | 5,215,694,118 | 5,495,805,905 | 5,540,374,789 | 5,974,553,233 | 8.7% |
| **NON-TAX SUPPORTED** | | | | | |
| Montgomery County Government Enterprise Funds | 281,343,968 | 295,801,189 | 289,262,182 | 300,603,300 | 1.6% |
| Montgomery County Government Special Funds | 369,740,462 | 269,021,712 | 264,873,684 | 255,840,730 | -4.9% |
| Debt Service Special Funds | 20,449,454 | 28,712,600 | 24,106,600 | 28,928,500 | 0.8% |
| Montgomery County Public Schools Enterprise Funds | 85,193,905 | 82,259,110 | 82,259,110 | 86,633,121 | 5.3% |
| Montgomery County Public Schools Special Funds | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6% |
| Montgomery College Enterprise Funds | 21,511,546 | 30,166,765 | 22,288,958 | 45,184,996 | 49.8% |
| Montgomery College Special Funds | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4% |
| M-NCPPC Enterprise Funds | 16,494,329 | 19,680,918 | 19,268,761 | 20,531,793 | 4.3% |
| M-NCPPC Special Funds | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| TOTAL NON-TAX SUPPORTED | 922,160,108 | 850,624,634 | 826,750,299 | 858,224,105 | 0.9% |
| **SUMMARY** | | | | | |
| GRAND TOTAL ALL FUNDS/AGENCIES | 6,137,854,226 | 6,346,430,539 | 6,367,125,088 | 6,832,777,338 | 7.7% |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule B-2

**Expenditures Detailed By Agency, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| MONTGOMERY COUNTY GOVERNMENT | | | | | |
| General Government | | | | | |
| Board of Appeals | 573,172 | 604,809 | 590,059 | 644,915 | 6.6% |
| Board of Elections | 8,508,125 | 10,630,327 | 15,760,069 | 12,239,983 | 15.1% |
| Circuit Court | 15,779,852 | 16,525,872 | 15,810,104 | 17,655,333 | 6.8% |
| Community Engagement Cluster | 6,078,348 | 7,556,494 | 6,889,368 | 8,812,115 | 16.6% |
| County Attorney | 7,188,549 | 6,761,851 | 6,868,445 | 7,647,071 | 13.1% |
| County Council | 11,959,113 | 15,672,251 | 15,721,872 | 17,098,016 | 9.1% |
| County Executive | 15,918,063 | 7,683,678 | 5,409,075 | 7,543,082 | -1.8% |
| Ethics Commission | 357,718 | 375,756 | 380,275 | 391,253 | 4.1% |
| Finance | 15,832,780 | 16,103,577 | 15,786,635 | 16,839,725 | 4.6% |
| Food Systems Resilience | 0 | 0 | 0 | 1,118,131 | ---- |
| General Services | 38,520,594 | 33,549,269 | 34,891,893 | 39,414,773 | 17.5% |
| Grants Management | 0 | 341,309 | 290,277 | 609,378 | 78.5% |
| Human Resources | 7,901,803 | 9,423,468 | 9,720,320 | 13,185,543 | 39.9% |
| Human Rights | 1,299,370 | 1,635,906 | 1,486,222 | 2,059,712 | 25.9% |
| Inspector General | 1,882,308 | 2,512,400 | 2,436,928 | 3,047,321 | 21.3% |
| Intergovernmental Relations | 923,277 | 1,075,687 | 873,470 | 1,089,096 | 1.2% |
| Labor Relations | 1,421,122 | 1,625,831 | 1,477,444 | 1,623,720 | -0.1% |
| Legislative Oversight | 2,024,190 | 2,215,034 | 2,208,108 | 2,366,474 | 6.8% |
| Management and Budget | 5,634,712 | 6,880,700 | 6,234,899 | 7,243,698 | 5.3% |
| Merit System Protection Board | 264,529 | 672,552 | 274,725 | 688,031 | 2.3% |
| Peoples' Counsel | 0 | 0 | 0 | 246,375 | ---- |
| Procurement | 3,923,311 | 5,004,508 | 4,618,800 | 5,104,774 | 2.0% |
| Public Information | 6,164,458 | 6,735,699 | 6,386,777 | 7,158,807 | 6.3% |
| Racial Equity and Social Justice | 636,175 | 1,276,440 | 1,080,886 | 1,398,979 | 9.6% |
| State's Attorney | 19,527,143 | 21,062,282 | 20,880,191 | 22,124,646 | 5.0% |
| Technology and Enterprise Business Solutions | 48,552,003 | 50,992,147 | 49,951,151 | 54,020,715 | 5.9% |
| Urban Districts | 9,792,426 | 10,394,612 | 10,376,081 | 11,661,656 | 12.2% |
| Zoning and Administrative Hearings | 636,952 | 705,001 | 646,404 | 755,988 | 7.2% |
| Total General Government | 231,300,093 | 238,017,460 | 237,050,478 | 263,789,310 | 10.8% |
| Public Safety | | | | | |
| Animal Services | 7,725,076 | 8,714,197 | 8,091,369 | 9,681,029 | 11.1% |
| Consumer Protection | 2,101,181 | 2,477,443 | 2,320,715 | 2,622,214 | 5.8% |
| Correction and Rehabilitation | 71,680,848 | 73,371,735 | 73,798,927 | 77,750,964 | 6.0% |
| Emergency Management and Homeland Security | 7,915,580 | 3,783,313 | 4,094,653 | 4,222,948 | 11.6% |
| Fire and Rescue Service | 255,912,565 | 252,665,621 | 267,835,709 | 266,818,826 | 5.6% |
| Police | 280,463,233 | 296,501,578 | 294,146,721 | 317,506,349 | 7.1% |
| Sheriff | 27,032,263 | 26,940,212 | 25,204,533 | 29,117,657 | 8.1% |
| Total Public Safety | 652,830,746 | 664,454,099 | 675,492,627 | 707,719,987 | 6.5% |
| Transportation | | | | | |
| Parking District Services | 22,862,343 | 25,991,554 | 25,861,904 | 26,997,105 | 3.9% |
| Transit Services | 152,919,673 | 172,950,321 | 187,395,152 | 182,723,520 | 5.7% |
| Transportation | 69,255,494 | 56,146,728 | 56,828,571 | 61,180,870 | 9.0% |
| Total Transportation | 245,037,510 | 255,088,603 | 270,085,627 | 270,901,495 | 6.2% |
| Health and Human Services | | | | | |

**Expenditures Detailed By Agency, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Health and Human Services | 524,111,848 | 435,125,666 | 469,300,670 | 484,049,422 | 11.2% |
| **Libraries, Culture, and Recreation** | | | | | |
| Community Use of Public Facilities | 7,955,293 | 10,923,236 | 7,567,397 | 11,139,465 | 2.0% |
| Public Libraries | 39,103,233 | 45,887,041 | 44,209,746 | 49,788,495 | 8.5% |
| Recreation | 45,050,630 | 55,197,807 | 52,718,041 | 60,104,575 | 8.9% |
| Total Libraries, Culture, and Recreation | 92,109,156 | 112,008,084 | 104,495,184 | 121,032,535 | 8.1% |
| **Community Development and Housing** | | | | | |
| Agriculture | 1,020,539 | 1,066,776 | 1,046,499 | 1,360,493 | 27.5% |
| Economic Development Fund | 4,405,099 | 3,996,325 | 4,227,716 | 4,011,982 | 0.4% |
| Housing and Community Affairs | 73,368,245 | 68,448,485 | 66,127,927 | 69,398,865 | 1.4% |
| Permitting Services | 33,499,249 | 41,067,049 | 39,992,208 | 41,692,529 | 1.5% |
| Total Community Development and Housing | 112,293,132 | 114,578,635 | 111,394,350 | 116,463,869 | 1.6% |
| **Environment** | | | | | |
| Environmental Protection | 32,743,578 | 38,559,548 | 37,029,899 | 43,898,880 | 13.8% |
| Recycling and Resource Management | 144,070,801 | 142,637,895 | 141,171,007 | 142,665,704 | ---- |
| Total Environment | 176,814,379 | 181,197,443 | 178,200,906 | 186,564,584 | 3.0% |
| **Other County Government Functions** | | | | | |
| Alcohol Beverage Services | 66,461,842 | 68,265,868 | 68,213,087 | 70,805,841 | 3.7% |
| Cable Television Communications Plan | 16,868,343 | 15,227,435 | 13,864,312 | 14,062,013 | -7.7% |
| Non-Departmental Accounts | 345,163,736 | 353,237,126 | 368,661,932 | 351,776,557 | -0.4% |
| Utilities | 26,190,844 | 22,736,337 | 31,023,009 | 33,887,015 | 49.0% |
| Total Other County Government Functions | 454,684,765 | 459,466,766 | 481,762,340 | 470,531,426 | 2.4% |
| TOTAL MONTGOMERY COUNTY GOVERNMENT | 2,489,181,629 | 2,459,936,756 | 2,527,782,182 | 2,621,052,628 | 6.5% |
| **DEBT SERVICE** | | | | | |
| Debt Service | 432,813,607 | 463,907,765 | 455,631,885 | 468,319,940 | 1.0% |
| **MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION** | | | | | |
| Maryland-National Capital Park and Planning Commission | 164,372,716 | 180,807,642 | 180,395,485 | 189,749,634 | 4.9% |
| **MONTGOMERY COLLEGE** | | | | | |
| Montgomery College | 297,290,986 | 321,750,749 | 304,050,095 | 345,165,058 | 7.3% |
| **MONTGOMERY COUNTY PUBLIC SCHOOLS** | | | | | |
| Montgomery County Public Schools | 2,754,195,288 | 2,920,027,627 | 2,899,265,441 | 3,208,490,078 | 9.9% |
| **SUMMARY** | | | | | |
| TOTAL EXPENDITURES ALL AGENCIES | 6,137,854,226 | 6,346,430,539 | 6,367,125,088 | 6,832,777,338 | 7.7% |

# Schedule B-3

**Expenditures Detailed By Agency, Fund Type, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **MONTGOMERY COUNTY GOVERNMENT** | | | | | |
| **GENERAL FUND TAX SUPPORTED** | | | | | |
| **General Government** | | | | | |
| Board of Appeals | 573,172 | 604,809 | 590,059 | 644,915 | 6.6% |
| Board of Elections | 8,508,125 | 10,630,327 | 15,760,069 | 12,239,983 | 15.1% |
| Circuit Court | 12,671,469 | 13,683,237 | 12,967,469 | 14,355,555 | 4.9% |
| Community Engagement Cluster | 5,000,079 | 7,483,049 | 6,815,923 | 8,737,115 | 16.8% |
| County Attorney | 7,188,549 | 6,761,851 | 6,868,445 | 7,647,071 | 13.1% |
| County Council | 11,959,113 | 15,672,251 | 15,721,872 | 17,098,016 | 9.1% |
| County Executive | 6,187,658 | 7,683,678 | 5,409,075 | 7,543,082 | -1.8% |
| Ethics Commission | 357,718 | 375,756 | 380,275 | 391,253 | 4.1% |
| Finance | 14,587,186 | 16,103,577 | 15,786,635 | 16,839,725 | 4.6% |
| Food Systems Resilience | 0 | 0 | 0 | 1,118,131 | ---- |
| General Services | 38,519,239 | 33,549,269 | 34,891,893 | 39,414,773 | 17.5% |
| Grants Management | 0 | 341,309 | 290,277 | 609,378 | 78.5% |
| Human Resources | 7,901,803 | 9,423,468 | 9,720,320 | 13,185,543 | 39.9% |
| Human Rights | 1,299,370 | 1,635,906 | 1,486,222 | 2,059,712 | 25.9% |
| Inspector General | 1,882,308 | 2,512,400 | 2,436,928 | 3,047,321 | 21.3% |
| Intergovernmental Relations | 919,444 | 1,075,687 | 873,470 | 1,089,096 | 1.2% |
| Labor Relations | 1,421,122 | 1,625,831 | 1,477,444 | 1,623,720 | -0.1% |
| Legislative Oversight | 2,024,190 | 2,215,034 | 2,208,108 | 2,366,474 | 6.8% |
| Management and Budget | 5,634,712 | 6,880,700 | 6,234,899 | 7,243,698 | 5.3% |
| Merit System Protection Board | 264,529 | 672,552 | 274,725 | 688,031 | 2.3% |
| Peoples' Counsel | 0 | 0 | 0 | 246,375 | ---- |
| Procurement | 3,923,311 | 5,004,508 | 4,618,800 | 5,104,774 | 2.0% |
| Public Information | 6,164,458 | 6,735,699 | 6,386,777 | 7,158,807 | 6.3% |
| Racial Equity and Social Justice | 636,175 | 1,276,440 | 1,080,886 | 1,398,979 | 9.6% |
| State's Attorney | 19,280,100 | 20,801,276 | 20,619,185 | 21,867,640 | 5.1% |
| Technology and Enterprise Business Solutions | 43,342,092 | 50,992,147 | 49,951,151 | 54,020,715 | 5.9% |
| Zoning and Administrative Hearings | 636,952 | 705,001 | 646,404 | 755,988 | 7.2% |
| Total General Government | 200,882,874 | 224,445,762 | 223,497,311 | 248,495,870 | 10.7% |
| **Public Safety** | | | | | |
| Animal Services | 7,725,076 | 8,714,197 | 8,091,369 | 9,681,029 | 11.1% |
| Consumer Protection | 2,101,181 | 2,477,443 | 2,320,715 | 2,622,214 | 5.8% |
| Correction and Rehabilitation | 71,442,320 | 72,828,735 | 73,439,584 | 77,207,964 | 6.0% |
| Emergency Management and Homeland Security | 2,410,873 | 2,729,834 | 3,041,174 | 3,125,102 | 14.5% |
| Police | 278,530,426 | 296,501,578 | 294,146,721 | 317,506,349 | 7.1% |
| Sheriff | 26,136,002 | 26,006,675 | 24,270,996 | 28,214,433 | 8.5% |
| Total Public Safety | 388,345,878 | 409,258,462 | 405,310,559 | 438,357,091 | 7.1% |
| **Transportation** | | | | | |
| Transportation | 62,104,221 | 49,231,141 | 50,371,992 | 53,729,981 | 9.1% |
| **Health and Human Services** | | | | | |
| Health and Human Services | 350,745,364 | 332,107,450 | 366,282,454 | 371,172,458 | 11.8% |
| **Libraries, Culture, and Recreation** | | | | | |
| Public Libraries | 38,901,178 | 45,621,441 | 43,944,146 | 49,522,895 | 8.6% |
| **Community Development and Housing** | | | | | |
| Agriculture | 1,020,539 | 1,066,776 | 1,046,499 | 1,360,493 | 27.5% |
| Housing and Community Affairs | 9,361,509 | 9,504,566 | 9,217,260 | 10,871,041 | 14.4% |

**Expenditures Detailed By Agency, Fund Type, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| Total Community Development and Housing | 10,382,048 | 10,571,342 | 10,263,759 | 12,231,534 | 15.7% |
| **Environment** | | | | | |
| Environmental Protection | 3,490,252 | 7,569,048 | 6,607,395 | 9,985,668 | 31.9% |
| **Other County Government Functions** | | | | | |
| Non-Departmental Accounts | 301,399,899 | 307,237,126 | 322,661,932 | 330,776,557 | 7.7% |
| Utilities | 26,190,844 | 22,736,337 | 31,023,009 | 33,887,015 | 49.0% |
| Total Other County Government Functions | 327,590,743 | 329,973,463 | 353,684,941 | 364,663,572 | 10.5% |
| TOTAL GENERAL FUND TAX SUPPORTED | 1,382,442,558 | 1,408,778,109 | 1,459,962,557 | 1,548,159,069 | 9.9% |
| **SPECIAL FUNDS TAX SUPPORTED** | | | | | |
| **General Government** | | | | | |
| Urban Districts | 9,792,426 | 10,394,612 | 10,376,081 | 11,661,656 | 12.2% |
| **Public Safety** | | | | | |
| Fire and Rescue Service | 250,803,112 | 252,665,621 | 267,835,709 | 266,818,826 | 5.6% |
| **Transportation** | | | | | |
| Transit Services | 149,454,873 | 167,835,477 | 182,280,308 | 177,606,586 | 5.8% |
| **Libraries, Culture, and Recreation** | | | | | |
| Recreation | 41,199,131 | 51,443,711 | 48,963,945 | 56,350,479 | 9.5% |
| **Community Development and Housing** | | | | | |
| Economic Development Fund | 4,405,099 | 3,996,325 | 4,227,716 | 4,011,982 | 0.4% |
| **ENTERPRISE FUNDS NON-TAX SUPPORTED** | | | | | |
| **Transportation** | | | | | |
| Parking District Services | 22,862,343 | 25,991,554 | 25,861,904 | 26,997,105 | 3.9% |
| Transportation | 6,497,477 | 6,915,587 | 6,456,579 | 7,302,656 | 5.6% |
| Total Transportation | 29,359,820 | 32,907,141 | 32,318,483 | 34,299,761 | 4.2% |
| **Libraries, Culture, and Recreation** | | | | | |
| Community Use of Public Facilities | 7,955,293 | 10,923,236 | 7,567,397 | 11,139,465 | 2.0% |
| **Community Development and Housing** | | | | | |
| Permitting Services | 33,496,289 | 41,067,049 | 39,992,208 | 41,692,529 | 1.5% |
| **Environment** | | | | | |
| Recycling and Resource Management | 144,070,801 | 142,637,895 | 141,171,007 | 142,665,704 | ---- |
| **Other County Government Functions** | | | | | |
| Alcohol Beverage Services | 66,461,765 | 68,265,868 | 68,213,087 | 70,805,841 | 3.7% |
| **SPECIAL FUNDS NON-TAX SUPPORTED** | | | | | |
| **General Government** | | | | | |
| Circuit Court | 3,108,383 | 2,842,635 | 2,842,635 | 3,299,778 | 16.1% |
| Community Engagement Cluster | 1,078,269 | 73,445 | 73,445 | 75,000 | 2.1% |
| County Executive | 9,730,405 | 0 | 0 | 0 | ---- |
| Finance | 1,245,594 | 0 | 0 | 0 | ---- |
| General Services | 1,355 | 0 | 0 | 0 | ---- |
| Intergovernmental Relations | 3,833 | 0 | 0 | 0 | ---- |
| State's Attorney | 247,043 | 261,006 | 261,006 | 257,006 | -1.5% |
| Technology and Enterprise Business Solutions | 5,209,911 | 0 | 0 | 0 | ---- |
| Total General Government | 20,624,793 | 3,177,086 | 3,177,086 | 3,631,784 | 14.3% |
| **Public Safety** | | | | | |
| Correction and Rehabilitation | 238,528 | 543,000 | 359,343 | 543,000 | ---- |

**Expenditures Detailed By Agency, Fund Type, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| Emergency Management and Homeland Security | 5,504,707 | 1,053,479 | 1,053,479 | 1,097,846 | 4.2% |
| Fire and Rescue Service | 5,109,453 | 0 | 0 | 0 | ---- |
| Police | 1,932,807 | 0 | 0 | 0 | ---- |
| Sheriff | 896,261 | 933,537 | 933,537 | 903,224 | -3.2% |
| Total Public Safety | 13,681,756 | 2,530,016 | 2,346,359 | 2,544,070 | 0.6% |
| **Transportation** | | | | | |
| Transit Services | 3,464,800 | 5,114,844 | 5,114,844 | 5,116,934 | ---- |
| Transportation | 653,796 | 0 | 0 | 148,233 | ---- |
| Total Transportation | 4,118,596 | 5,114,844 | 5,114,844 | 5,265,167 | 2.9% |
| **Health and Human Services** | | | | | |
| Health and Human Services | 173,366,484 | 103,018,216 | 103,018,216 | 112,876,964 | 9.6% |
| **Libraries, Culture, and Recreation** | | | | | |
| Public Libraries | 202,055 | 265,600 | 265,600 | 265,600 | ---- |
| Recreation | 3,851,499 | 3,754,096 | 3,754,096 | 3,754,096 | ---- |
| Total Libraries, Culture, and Recreation | 4,053,554 | 4,019,696 | 4,019,696 | 4,019,696 | ---- |
| **Community Development and Housing** | | | | | |
| Housing and Community Affairs | 64,006,736 | 58,943,919 | 56,910,667 | 58,527,824 | -0.7% |
| Permitting Services | 2,960 | 0 | 0 | 0 | ---- |
| Total Community Development and Housing | 64,009,696 | 58,943,919 | 56,910,667 | 58,527,824 | -0.7% |
| **Environment** | | | | | |
| Environmental Protection | 29,253,326 | 30,990,500 | 30,422,504 | 33,913,212 | 9.4% |
| **Other County Government Functions** | | | | | |
| Alcohol Beverage Services | 77 | 0 | 0 | 0 | ---- |
| Cable Television Communications Plan | 16,868,343 | 15,227,435 | 13,864,312 | 14,062,013 | -7.7% |
| Non-Departmental Accounts | 43,763,837 | 46,000,000 | 46,000,000 | 21,000,000 | -54.3% |
| Total Other County Government Functions | 60,632,257 | 61,227,435 | 59,864,312 | 35,062,013 | -42.7% |
| TOTAL SPECIAL FUNDS NON-TAX SUPPORTED | 369,740,462 | 269,021,712 | 264,873,684 | 255,840,730 | -4.9% |
| TOTAL MONTGOMERY COUNTY GOVERNMENT | 2,489,181,629 | 2,459,936,756 | 2,527,782,182 | 2,621,052,628 | 6.5% |
| **DEBT SERVICE** | | | | | |
| **DEBT SERVICE FUND TAX SUPPORTED** | | | | | |
| Debt Service | 412,364,153 | 435,195,165 | 431,525,285 | 439,391,440 | 1.0% |
| **SPECIAL FUNDS NON-TAX SUPPORTED** | | | | | |
| Debt Service | 20,449,454 | 28,712,600 | 24,106,600 | 28,928,500 | 0.8% |
| TOTAL SPECIAL FUNDS NON-TAX SUPPORTED | 20,449,454 | 28,712,600 | 24,106,600 | 28,928,500 | 0.8% |
| TOTAL DEBT SERVICE | 432,813,607 | 463,907,765 | 455,631,885 | 468,319,940 | 1.0% |
| **MONTGOMERY COUNTY PUBLIC SCHOOLS** | | | | | |
| **CURRENT FUND MCPS TAX SUPPORTED** | | | | | |
| Montgomery County Public Schools | 2,574,233,991 | 2,729,660,177 | 2,717,555,327 | 3,020,900,292 | 10.7% |
| **ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED** | | | | | |
| Montgomery County Public Schools | 8,689,763 | 9,046,838 | 9,046,838 | 9,046,838 | ---- |
| **FIELD TRIP FUND NON-TAX SUPPORTED** | | | | | |
| Montgomery County Public Schools | 1,048,486 | 3,074,182 | 3,074,182 | 2,854,856 | -7.1% |
| **FOOD SERVICE FUND NON-TAX SUPPORTED** | | | | | |
| Montgomery County Public Schools | 68,848,570 | 63,411,099 | 63,411,099 | 68,092,925 | 7.4% |

**Expenditures Detailed By Agency, Fund Type, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED | | | | | |
| Montgomery County Public Schools | 1,793,911 | 1,769,775 | 1,769,775 | 1,681,286 | -5.0% |
| REAL ESTATE FUND NON-TAX SUPPORTED | | | | | |
| Montgomery County Public Schools | 4,813,175 | 4,957,216 | 4,957,216 | 4,957,216 | ---- |
| SPECIAL FUNDS NON-TAX SUPPORTED | | | | | |
| Montgomery County Public Schools | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6% |
| TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS | 2,754,195,288 | 2,920,027,627 | 2,899,265,441 | 3,208,490,078 | 9.9% |
| **MONTGOMERY COLLEGE** | | | | | |
| CURRENT FUND MC TAX SUPPORTED | | | | | |
| Montgomery College | 242,792,291 | 274,509,984 | 256,340,637 | 280,235,062 | 2.1% |
| SPECIAL FUNDS TAX SUPPORTED | | | | | |
| Montgomery College | 449,920 | 750,000 | 730,500 | 750,000 | ---- |
| TOTAL SPECIAL FUNDS TAX SUPPORTED | 449,920 | 750,000 | 730,500 | 750,000 | ---- |
| AUXILIARY FUND NON-TAX SUPPORTED | | | | | |
| Montgomery College | 1,017,875 | 1,823,008 | 1,021,135 | 1,959,598 | 7.5% |
| CABLE TELEVISION FUND NON-TAX SUPPORTED | | | | | |
| Montgomery College | 1,648,601 | 1,856,800 | 1,715,517 | 1,976,800 | 6.5% |
| MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED | | | | | |
| Montgomery College | 1,943,606 | 2,000,000 | 1,840,000 | 14,300,000 | 615.0% |
| SPECIAL FUNDS NON-TAX SUPPORTED | | | | | |
| Montgomery College | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4% |
| TRANSPORTATION FUND NON-TAX SUPPORTED | | | | | |
| Montgomery College | 2,278,346 | 4,200,000 | 2,402,236 | 4,200,000 | ---- |
| WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED | | | | | |
| Montgomery College | 14,623,118 | 20,286,957 | 15,310,070 | 22,748,598 | 12.1% |
| TOTAL MONTGOMERY COLLEGE | 297,290,986 | 321,750,749 | 304,050,095 | 345,165,058 | 7.3% |
| **MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION** | | | | | |
| SPECIAL FUNDS TAX SUPPORTED | | | | | |
| Maryland-National Capital Park and Planning Commission | 147,756,564 | 160,576,724 | 160,576,724 | 168,667,841 | 5.0% |
| TOTAL SPECIAL FUNDS TAX SUPPORTED | 147,756,564 | 160,576,724 | 160,576,724 | 168,667,841 | 5.0% |
| ENTERPRISE FUND NON-TAX SUPPORTED | | | | | |
| Maryland-National Capital Park and Planning Commission | 8,739,209 | 10,613,078 | 10,268,688 | 10,833,205 | 2.1% |
| PROP MGMT MNCPPC NON-TAX SUPPORTED | | | | | |
| Maryland-National Capital Park and Planning Commission | 1,648,804 | 1,737,800 | 1,737,800 | 1,757,600 | 1.1% |
| SPECIAL FUNDS NON-TAX SUPPORTED | | | | | |
| Maryland-National Capital Park and Planning Commission | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| SPECIAL REVENUE FUNDS NON-TAX SUPPORTED | | | | | |
| Maryland-National Capital Park and Planning Commission | 6,106,316 | 7,330,040 | 7,262,273 | 7,940,988 | 8.3% |
| TOTAL M-NCPPC | 164,372,716 | 180,807,642 | 180,395,485 | 189,749,634 | 4.9% |

## SUMMARY

**Expenditures Detailed By Agency, Fund Type, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **TOTAL EXPENDITURES ALL AGENCIES** | **6,137,854,226** | **6,346,430,539** | **6,367,125,088** | **6,832,777,338** | **7.7%** |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule B-4

**Expenditures By Appropriation Category**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| **MONTGOMERY COUNTY GOVERNMENT** | | | | | |
| **GENERAL FUND TAX SUPPORTED** | | | | | |
| Capital Outlay | 965,614 | 40,300 | 40,300 | 811,404 | 1913.4% |
| Debt Service G.O. Bonds | 0 | 0 | 0 | 0 | ---- |
| Debt Service Other | 0 | 0 | 0 | 0 | ---- |
| Operating Expenses | 720,121,109 | 669,370,568 | 754,612,479 | 747,966,197 | 11.7% |
| Personnel Costs | 661,355,835 | 739,367,241 | 705,309,778 | 799,381,468 | 8.1% |
| Total GENERAL FUND TAX SUPPORTED | 1,382,442,558 | 1,408,778,109 | 1,459,962,557 | 1,548,159,069 | 9.9% |
| **SPECIAL FUNDS TAX SUPPORTED** | | | | | |
| Capital Outlay | 351,941 | 111,500 | 111,500 | 188,500 | 69.1% |
| Debt Service G.O. Bonds | 0 | 0 | 0 | 0 | ---- |
| Debt Service Other | 0 | 0 | 0 | 0 | ---- |
| Operating Expenses | 140,752,332 | 143,861,825 | 157,007,600 | 151,141,786 | 5.1% |
| Personnel Costs | 314,550,368 | 342,362,421 | 356,564,659 | 365,119,243 | 6.6% |
| Total SPECIAL FUNDS TAX SUPPORTED | 455,654,641 | 486,335,746 | 513,683,759 | 516,449,529 | 6.2% |
| **GRANT FUND - MCG NON-TAX SUPPORTED** | | | | | |
| Capital Outlay | 5,689,107 | 0 | 0 | 0 | ---- |
| Debt Service G.O. Bonds | 0 | 0 | 0 | 0 | ---- |
| Debt Service Other | 0 | 0 | 0 | 0 | ---- |
| Operating Expenses | 208,627,461 | 107,256,128 | 107,256,128 | 85,952,528 | -19.9% |
| Personnel Costs | 64,069,634 | 62,314,226 | 62,314,226 | 68,088,285 | 9.3% |
| Total GRANT FUND - MCG NON-TAX SUPPORTED | 278,386,202 | 169,570,354 | 169,570,354 | 154,040,813 | -9.2% |
| **SPECIAL FUNDS NON-TAX SUPPORTED** | | | | | |
| Capital Outlay | 0 | 0 | 0 | 0 | ---- |
| Debt Service G.O. Bonds | 0 | 0 | 0 | 0 | ---- |
| Debt Service Other | 0 | 0 | 0 | 0 | ---- |
| Operating Expenses | 76,040,333 | 82,046,976 | 80,480,023 | 83,156,972 | 1.4% |
| Personnel Costs | 15,313,927 | 17,404,382 | 14,823,307 | 18,642,945 | 7.1% |
| Total SPECIAL FUNDS NON-TAX SUPPORTED | 91,354,260 | 99,451,358 | 95,303,330 | 101,799,917 | 2.4% |
| **ENTERPRISE FUNDS NON-TAX SUPPORTED** | | | | | |
| Capital Outlay | 2,188,794 | 3,436,405 | 3,436,405 | 2,785,999 | -18.9% |
| Debt Service G.O. Bonds | 0 | 0 | 0 | 0 | ---- |
| Debt Service Other | 10,623,818 | 12,791,414 | 12,791,114 | 10,954,590 | -14.4% |
| Operating Expenses | 179,377,623 | 183,818,581 | 181,804,573 | 182,465,519 | -0.7% |
| Personnel Costs | 89,153,733 | 95,754,789 | 91,230,090 | 104,397,192 | 9.0% |

**Expenditures By Appropriation Category**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| Total ENTERPRISE FUNDS NON-TAX SUPPORTED | 281,343,968 | 295,801,189 | 289,262,182 | 300,603,300 | 1.6% |

## SUMMARY

| | | | | | |
|---|---|---|---|---|---|
| Total PERSONNEL COSTS | 1,144,443,497 | 1,257,203,059 | 1,230,242,060 | 1,355,629,133 | 7.8% |
| Total OPERATING EXPENSES | 1,324,918,858 | 1,186,354,078 | 1,281,160,803 | 1,250,683,002 | 5.4% |
| Total DEBT SERVICE G.O. BONDS | 0 | 0 | 0 | 0 | ---- |
| Total DEBT SERVICE OTHER | 10,623,818 | 12,791,414 | 12,791,114 | 10,954,590 | -14.4% |
| Total CAPITAL OUTLAY | 9,195,456 | 3,588,205 | 3,588,205 | 3,785,903 | 5.5% |
| Total MONTGOMERY COUNTY GOVERNMENT | 2,489,181,629 | 2,459,936,756 | 2,527,782,182 | 2,621,052,628 | 6.5% |

## PERCENT OF TOTAL BUDGET

| | | | | | |
|---|---|---|---|---|---|
| PERSONNEL COSTS | 46.0% | 51.1% | 48.7% | 51.7% | ---- |
| OPERATING EXPENSES | 53.2% | 48.2% | 50.7% | 47.7% | ---- |
| DEBT SERVICE G.O. BONDS | ---- | ---- | ---- | ---- | ---- |
| DEBT SERVICE OTHER | 0.4% | 0.5% | 0.5% | 0.4% | ---- |
| CAPITAL OUTLAY | 0.4% | 0.1% | 0.1% | 0.1% | ---- |

# Schedule B-5

**Montgomery County Government Internal Service Funds**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| INTERNAL SERVICE FUNDS | | | | | |
| Employee Health Self Insurance | 288,842,376 | 314,927,053 | 313,651,645 | 331,488,321 | 5.3% |
| Motor Pool Internal Service Fund | 81,264,925 | 89,073,182 | 92,780,745 | 92,426,540 | 3.8% |
| Printing & Mail Internal Service Fund | 8,593,960 | 8,369,856 | 8,369,856 | 8,702,254 | 4.0% |
| Self Insurance Internal Service Fund | 79,338,909 | 87,433,939 | 87,171,045 | 95,317,115 | 9.0% |
| TOTAL INTERNAL SERVICE FUNDS | 458,040,170 | 499,804,030 | 501,973,291 | 527,934,230 | 5.6% |

THIS PAGE INTENTIONALLY LEFT BLANK

# 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.

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule C-1

**Revenues Detailed By Fund**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **TAX SUPPORTED** | | | | | |
| Montgomery County Government General Fund | 3,873,775,129 | 3,834,543,392 | 3,968,085,193 | 4,068,740,537 | 6.1% |
| Montgomery County Government Special Funds | 556,763,918 | 559,648,969 | 575,297,171 | 643,469,637 | 15.0% |
| Debt Service Special Funds | 3,873,186 | 3,705,860 | 3,693,141 | 1,953,785 | -47.3% |
| Montgomery County Public Schools Current Fund | 823,734,572 | 855,588,717 | 864,246,053 | 933,511,257 | 9.1% |
| Montgomery College Current Fund | 105,029,914 | 115,965,525 | 115,830,941 | 122,082,189 | 5.3% |
| Montgomery College Special Funds | 399 | 10,000 | 500 | 10,000 | ---- |
| M-NCPPC Special Funds | 142,979,981 | 162,083,685 | 160,313,146 | 173,570,963 | 7.1% |
| TOTAL TAX SUPPORTED | 5,506,157,099 | 5,531,546,148 | 5,687,466,145 | 5,943,338,368 | 7.4% |
| **NON-TAX SUPPORTED** | | | | | |
| Montgomery County Government Enterprise Funds | 331,240,000 | 351,340,528 | 341,585,954 | 361,029,223 | 2.8% |
| Montgomery County Government Special Funds | 391,706,831 | 281,118,199 | 283,609,591 | 263,771,645 | -6.2% |
| Debt Service Special Funds | 424,931 | 0 | 0 | 0 | ---- |
| Montgomery County Public Schools Enterprise Funds | 101,695,645 | 73,889,335 | 73,889,335 | 78,351,835 | 6.0% |
| Montgomery County Public Schools Special Funds | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6% |
| Montgomery College Enterprise Funds | 23,198,072 | 26,258,143 | 23,595,672 | 30,273,022 | 15.3% |
| Montgomery College Special Funds | 32,537,688 | 16,325,000 | 24,691,000 | 18,996,000 | 16.4% |
| M-NCPPC Enterprise Funds | 18,885,757 | 18,085,242 | 17,908,954 | 18,464,550 | 2.1% |
| M-NCPPC Special Funds | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| TOTAL NON-TAX SUPPORTED | 994,578,139 | 875,674,787 | 865,281,510 | 872,392,940 | -0.4% |
| **SUMMARY** | | | | | |
| GRAND TOTAL ALL FUNDS/AGENCIES | 6,500,735,238 | 6,407,220,935 | 6,552,747,655 | 6,815,731,308 | 6.4% |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule C-2

**Revenues Detailed By Agency**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| **MONTGOMERY COUNTY GOVERNMENT** | | | | | |
| Enterprise Funds Non-Tax Supported | 331,240,000 | 351,340,528 | 341,585,954 | 361,029,223 | ---- |
| Special Funds Non-Tax Supported | 391,706,831 | 281,118,199 | 283,609,591 | 263,771,645 | -10.0% |
| General Fund Tax Supported | 3,873,775,129 | 3,834,543,392 | 3,968,085,193 | 4,068,740,537 | 10.0% |
| Special Funds Tax Supported | 556,763,918 | 559,648,969 | 575,297,171 | 643,469,637 | 10.0% |
| TOTAL MONTGOMERY COUNTY GOVERNMENT | 5,153,485,878 | 5,026,651,088 | 5,168,577,909 | 5,337,011,042 | 10.0% |
| **DEBT SERVICE** | | | | | |
| Special Funds Non-Tax Supported | 424,931 | 0 | 0 | 0 | ---- |
| Debt Service Fund Tax Supported | 3,873,186 | 3,705,860 | 3,693,141 | 1,953,785 | -50.0% |
| TOTAL DEBT SERVICE | 4,298,117 | 3,705,860 | 3,693,141 | 1,953,785 | -50.0% |
| **MONTGOMERY COUNTY PUBLIC SCHOOLS** | | | | | |
| Enterprise Funds Non-Tax Supported | 101,695,645 | 73,889,335 | 73,889,335 | 78,351,835 | 10.0% |
| Special Funds Non-Tax Supported | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -10.0% |
| Current Fund Tax Supported | 823,734,572 | 855,588,717 | 864,246,053 | 933,511,257 | 10.0% |
| TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS | 1,020,197,609 | 1,037,586,392 | 1,037,586,392 | 1,112,819,757 | 10.0% |
| **MONTGOMERY COLLEGE** | | | | | |
| Enterprise Funds Non-Tax Supported | 23,198,072 | 26,258,143 | 23,595,672 | 30,273,022 | 20.0% |
| Special Funds Non-Tax Supported | 32,537,688 | 16,325,000 | 24,691,000 | 18,996,000 | 20.0% |
| Current Fund Tax Supported | 105,029,914 | 115,965,525 | 115,830,941 | 122,082,189 | 10.0% |
| Special Funds Tax Supported | 399 | 10,000 | 500 | 10,000 | ---- |
| TOTAL MONTGOMERY COLLEGE | 160,766,073 | 158,558,668 | 164,118,113 | 171,361,211 | 10.0% |
| **MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION** | | | | | |
| Enterprise Funds Non-Tax Supported | 18,885,757 | 18,085,242 | 17,908,954 | 18,464,550 | ---- |
| Special Funds Non-Tax Supported | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| Special Funds Tax Supported | 142,979,981 | 162,083,685 | 160,313,146 | 173,570,963 | 10.0% |
| TOTAL M-NCPPC | 161,987,561 | 180,718,927 | 178,772,100 | 192,585,513 | 10.0% |
| **SUMMARY** | | | | | |
| GRAND TOTAL ALL FUNDS/AGENCIES | 6,500,735,238 | 6,407,220,935 | 6,552,747,655 | 6,815,731,308 | 10.0% |

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule C-3

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| TAX SUPPORTED | | | | | |
| MONTGOMERY COUNTY GOVERNMENT | | | | | |
| County General Fund | | | | | |
| Taxes | | | | | |
| Admissions Tax | 2,875,167 | 2,677,768 | 3,791,198 | 3,904,620 | 45.8% |
| County Income Tax | 1,895,810,690 | 1,870,513,719 | 2,044,356,944 | 1,925,076,241 | 2.9% |
| E-Cigarette Tax | 1,115,107 | 1,147,657 | 986,928 | 1,048,651 | -8.6% |
| Energy Tax | 184,651,863 | 186,479,565 | 189,541,336 | 193,151,409 | 3.6% |
| Hotel/Motel Tax | 14,405,669 | 21,725,087 | 18,617,272 | 22,067,616 | 1.6% |
| Property Tax | 1,330,659,682 | 1,326,425,725 | 1,313,495,988 | 1,537,012,586 | 15.9% |
| Real Property Transfer Tax | 180,217,441 | 154,749,748 | 118,432,408 | 118,050,247 | -23.7% |
| Recordation Tax | 85,819,161 | 74,157,991 | 56,684,146 | 56,501,236 | -23.8% |
| Telephone Tax | 55,449,830 | 54,591,229 | 55,627,575 | 55,641,296 | 1.9% |
| TOTAL TAXES | 3,751,004,610 | 3,692,468,489 | 3,801,533,795 | 3,912,453,902 | 6.0% |
| Licenses & Permits | | | | | |
| Clerk of the Court Business Licenses | 80,594 | 100,000 | 80,000 | 80,000 | -20.0% |
| Fire Code Enforcement Permits | 0 | 60,000 | 60,000 | 0 | -100.0% |
| Hazardous Materials Permits | 748,125 | 865,000 | 865,000 | 865,000 | ---- |
| Health Inspection: Restaurants | 1,856,650 | 1,870,520 | 1,870,520 | 1,870,520 | ---- |
| Health Inspections: Living Facilities | 267,831 | 236,815 | 236,815 | 236,815 | ---- |
| Health Inspections: Swimming Pools | 582,845 | 577,400 | 577,400 | 577,400 | ---- |
| Landlord-Tennant Fees | 7,328,326 | 7,592,500 | 7,240,000 | 7,487,350 | -1.4% |
| Marriage Licenses | 254,350 | 276,960 | 271,960 | 271,960 | -1.8% |
| New Home Builder's License | 146,170 | 153,000 | 153,000 | 153,000 | ---- |
| Other Licenses/Permits | 265,001 | 760,660 | 270,660 | 271,660 | -64.3% |
| Pet Licenses | 394,665 | 325,000 | 325,000 | 400,000 | 23.1% |
| Residential Parking Permits | 112,910 | 12,000 | 115,086 | 115,000 | 858.3% |
| Trader's License | 376,916 | 910,000 | 300,000 | 300,000 | -67.0% |
| TOTAL LICENSES & PERMITS | 12,414,383 | 13,739,855 | 12,365,441 | 12,628,705 | -8.1% |
| Charges for Services | | | | | |
| Alternative Community Services | 175 | 0 | 0 | 0 | ---- |
| Board of Appeals Fees | 179,076 | 166,064 | 166,064 | 158,064 | -4.8% |
| Bus Advertising | 47,946 | 0 | 0 | 0 | ---- |
| Care of Federal/State Prisoners | 552,435 | 667,580 | 667,580 | 667,580 | ---- |
| Commission for Women Fees | 1,026 | 0 | 0 | 0 | ---- |
| Common Ownership Community Fees | 717,625 | 792,500 | 802,850 | 1,024,705 | 29.3% |
| Facility Rental Fees | 3,563 | 10,500 | 10,500 | 10,500 | ---- |
| Health and Human Services Fees | 1,521,232 | 1,265,497 | 1,327,628 | 1,647,119 | 30.2% |
| Home Confinement Fees | 0 | 30,000 | 30,000 | 30,000 | ---- |
| Library Fees | 286 | 400 | 400 | 400 | ---- |
| Motor Pool Charges/Fees | 13,569 | 0 | 0 | 0 | ---- |
| Other Charges/Fees | 5,098,087 | 5,434,090 | 5,392,940 | 5,346,600 | -1.6% |
| Parking Fees | 111,556 | 160,000 | 178,318 | 175,400 | 9.6% |
| Recreation Fees | 680 | 0 | 0 | 0 | ---- |
| Sheriff Fees | 444,497 | 800,000 | 800,000 | 800,000 | ---- |
| Street Tree Planting | 135,750 | 75,000 | 75,000 | 75,000 | ---- |

## Revenues Detailed By Agency, Fund and Type

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| Subdivision Plan Review | 412,544 | 225,000 | 225,000 | 225,000 | ---- |
| Tree Canopy | 807,250 | 750,000 | 750,000 | 1,500,000 | 100.0% |
| Zoning Fees | 74,357 | 65,000 | 65,000 | 65,000 | ---- |
| TOTAL CHARGES FOR SERVICES | 10,121,654 | 10,441,631 | 10,491,280 | 11,725,368 | 12.3% |
| **Fines & Forfeitures** | | | | | |
| Library Fines | 6,757 | 90,000 | 0 | 0 | -100.0% |
| Other Fines/Forfeitures | 12,168,227 | 11,381,950 | 11,384,950 | 11,313,950 | -0.6% |
| Parking Fines | 1,167,989 | 1,044,330 | 1,215,851 | 1,200,000 | 14.9% |
| Photo Red Light Citations | 1,845,211 | 3,365,000 | 3,365,000 | 3,365,000 | ---- |
| Speed Camera Citations | 10,616,808 | 13,500,000 | 13,500,000 | 13,500,000 | ---- |
| TOTAL FINES & FORFEITURES | 25,804,992 | 29,381,280 | 29,465,801 | 29,378,950 | ---- |
| **Intergovernmental** | | | | | |
| Core Health Services Funding | 2,850,513 | 4,842,257 | 5,171,831 | 5,171,831 | 6.8% |
| EEOC Reimbursement | 0 | 32,000 | 32,000 | 32,000 | ---- |
| Emergency 911 | 6,186,518 | 12,000,000 | 12,000,000 | 12,000,000 | ---- |
| Federal Financial Participation Reimbursements | 17,866,274 | 16,438,044 | 16,994,288 | 16,977,916 | 3.3% |
| Federal Grants | 1,006,000 | 0 | 0 | 0 | ---- |
| FEMA Reimbursement | 4,181,981 | 0 | 14,618,353 | 0 | ---- |
| Indirect Costs: Grants | 1,163,645 | 950,000 | 950,000 | 950,000 | ---- |
| Medicaid/Medicare Reimbursement | 1,393,286 | 1,296,401 | 1,310,723 | 2,336,505 | 80.2% |
| Nursing Home Reimbursement | 55,236 | 0 | 0 | 0 | ---- |
| Other Intergovernmental | 5,891,524 | 6,339,518 | 6,809,594 | 6,847,564 | 8.0% |
| State Aid: Highway User | 8,816,137 | 8,797,624 | 8,744,531 | 10,573,697 | 20.2% |
| State Aid: Police Protection | 10,516,688 | 17,194,527 | 20,844,800 | 17,194,527 | ---- |
| State Grants | 0 | 650,000 | 650,000 | 650,000 | ---- |
| State Jury Fee Reimbursement | 219,360 | 482,785 | 482,785 | 1,165,570 | 141.4% |
| State Reimbursement: Library Operations | 3,509,298 | 3,632,000 | 3,632,000 | 3,776,281 | 4.0% |
| State Reimbursement: Library Staff Retirement | 1,772,312 | 2,120,000 | 1,344,000 | 1,344,000 | -36.6% |
| Traffic Signals Maintenance | 0 | 994,000 | 994,000 | 994,000 | ---- |
| TOTAL INTERGOVERNMENTAL | 65,428,772 | 75,769,156 | 94,578,905 | 80,013,891 | 5.6% |
| **Investment Income** | | | | | |
| Investment Income | (3,425,470) | 366,980 | 5,843,970 | 9,233,720 | 2416.1% |
| **Miscellaneous** | | | | | |
| Conference Center - Net Proceeds | 282,350 | 1,000,000 | 1,750,000 | 1,750,000 | 75.0% |
| Conference Center - Rental Income | 345,692 | 319,100 | 319,100 | 319,100 | ---- |
| Loan Payments | 75,584 | 35,000 | 35,000 | 35,000 | ---- |
| Miscellaneous Revenues | 6,789,970 | 5,971,901 | 6,651,901 | 6,151,901 | 3.0% |
| Property Rentals | 2,714,638 | 3,900,000 | 3,900,000 | 3,900,000 | ---- |
| Vehicle/Bike Auction Proceeds | 2,217,954 | 1,150,000 | 1,150,000 | 1,150,000 | ---- |
| TOTAL MISCELLANEOUS | 12,426,188 | 12,376,001 | 13,806,001 | 13,306,001 | 7.5% |
| TOTAL COUNTY GENERAL FUND | 3,873,775,129 | 3,834,543,392 | 3,968,085,193 | 4,068,740,537 | 6.1% |
| **Special Funds** | | | | | |
| **Bethesda Urban District** | | | | | |
| **Taxes** | | | | | |
| Property Tax | 735,784 | 813,096 | 816,079 | 836,546 | 2.9% |
| **Charges for Services** | | | | | |
| Optional Method Development | 234,133 | 183,975 | 183,975 | 183,975 | ---- |
| TOTAL BETHESDA URBAN DISTRICT | 969,917 | 997,071 | 1,000,054 | 1,020,521 | 2.4% |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Silver Spring Urban District | | | | | |
| Taxes | | | | | |
| Property Tax | 944,293 | 1,058,586 | 1,022,997 | 1,049,134 | -0.9% |
| Charges for Services | | | | | |
| Facility Rental Fees | (750) | 0 | 0 | 0 | ---- |
| Optional Method Development | 179,061 | 120,000 | 120,000 | 120,000 | ---- |
| TOTAL CHARGES FOR SERVICES | 178,311 | 120,000 | 120,000 | 120,000 | ---- |
| TOTAL SILVER SPRING URBAN DISTRICT | 1,122,604 | 1,178,586 | 1,142,997 | 1,169,134 | -0.8% |
| Wheaton Urban District | | | | | |
| Taxes | | | | | |
| Property Tax | 236,556 | 293,914 | 264,315 | 270,858 | -7.8% |
| TOTAL WHEATON URBAN DISTRICT | 236,556 | 293,914 | 264,315 | 270,858 | -7.8% |
| Mass Transit | | | | | |
| Taxes | | | | | |
| Property Tax | 110,724,175 | 182,853,842 | 180,953,969 | 192,048,449 | 5.0% |
| Licenses & Permits | | | | | |
| Taxi Licensing Fees | 59,915 | 80,000 | 80,000 | 80,000 | ---- |
| Charges for Services | | | | | |
| Bus Advertising | 795,506 | 700,000 | 1,660,000 | 1,710,000 | 144.3% |
| Motor Pool Charges/Fees | 575,064 | 0 | 393,522 | 0 | ---- |
| Other Charges/Fees | 2,623,469 | 2,738,805 | 2,702,722 | 2,848,906 | 4.0% |
| Parking Fees | 886,849 | 828,704 | 700,000 | 828,704 | ---- |
| Recreation Fees | 965 | 0 | 0 | 0 | ---- |
| Ride On Fare Revenue | 37,899 | 9,825,033 | 5,373,437 | 8,571,130 | -12.8% |
| TOTAL CHARGES FOR SERVICES | 4,919,752 | 14,092,542 | 10,829,681 | 13,958,740 | -0.9% |
| Fines & Forfeitures | | | | | |
| Other Fines/Forfeitures | 700 | 0 | 275 | 0 | ---- |
| Parking Fines | 859,023 | 566,335 | 850,000 | 800,000 | 41.3% |
| TOTAL FINES & FORFEITURES | 859,723 | 566,335 | 850,275 | 800,000 | 41.3% |
| Intergovernmental | | | | | |
| State Aid: Call N' Ride | 383,414 | 379,107 | 379,107 | 379,107 | ---- |
| State Aid: Damascus Fixed Route | 309,678 | 303,733 | 303,733 | 303,733 | ---- |
| State Aid: Ride On | 95,482,611 | 33,360,000 | 40,589,000 | 40,589,000 | 21.7% |
| TOTAL INTERGOVERNMENTAL | 96,175,703 | 34,042,840 | 41,271,840 | 41,271,840 | 21.2% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | 23,307 | 0 | 10,397 | 0 | ---- |
| TOTAL MASS TRANSIT | 212,762,575 | 231,635,559 | 233,996,162 | 248,159,029 | 7.1% |
| Fire | | | | | |
| Taxes | | | | | |
| Property Tax | 253,000,761 | 236,039,696 | 233,587,215 | 263,954,962 | 11.8% |
| Charges for Services | | | | | |
| EMS Reimbursement-Ambulance Fee | 19,916,930 | 20,000,000 | 20,000,000 | 20,000,000 | ---- |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| Intergovernmental | | | | | |
| Federal Reimbursement | 9,346,086 | 0 | 0 | 0 | ---- |
| Other Intergovernmental | 3,677,615 | 11,013,162 | 13,000,000 | 13,000,000 | 18.0% |
| State Fire/Rescue 508 Funds | 1,935,478 | 0 | 1,937,314 | 0 | ---- |
| TOTAL INTERGOVERNMENTAL | 14,959,179 | 11,013,162 | 14,937,314 | 13,000,000 | 18.0% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | 285,369 | 244,882 | 244,882 | 244,882 | ---- |
| TOTAL FIRE | 288,162,239 | 267,297,740 | 268,769,411 | 297,199,844 | 11.2% |
| Recreation | | | | | |
| Taxes | | | | | |
| Property Tax | 47,774,140 | 49,559,780 | 48,999,380 | 65,083,529 | 31.3% |
| Charges for Services | | | | | |
| Facility Rental Fees | 294,593 | 120,000 | 295,000 | 120,000 | ---- |
| Recreation Fee Subsidy | 0 | (800,000) | (800,000) | (800,000) | ---- |
| Recreation Fees | 4,512,785 | 5,800,000 | 4,500,000 | 4,500,000 | -22.4% |
| TOTAL CHARGES FOR SERVICES | 4,807,378 | 5,120,000 | 3,995,000 | 3,820,000 | -25.4% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | 37,103 | 129,597 | 75,000 | 75,000 | -42.1% |
| Miscellaneous Revenues - Parks ActiveNet | 0 | 45,232 | 45,232 | 45,232 | ---- |
| TOTAL MISCELLANEOUS | 37,103 | 174,829 | 120,232 | 120,232 | -31.2% |
| TOTAL RECREATION | 52,618,621 | 54,854,609 | 53,114,612 | 69,023,761 | 25.8% |
| Economic Development Fund | | | | | |
| Investment Income | | | | | |
| Investment Income | 24,941 | 55,000 | 55,000 | 55,000 | ---- |
| Miscellaneous | | | | | |
| Loan Payments | 161,146 | 375,000 | 375,000 | 375,000 | ---- |
| TOTAL ECONOMIC DEVELOPMENT FUND | 186,087 | 430,000 | 430,000 | 430,000 | ---- |
| Revenue Stabilization | | | | | |
| Investment Income | | | | | |
| Investment Income | 705,319 | 2,961,490 | 16,579,620 | 26,196,490 | 784.6% |
| TOTAL REVENUE STABILIZATION | 705,319 | 2,961,490 | 16,579,620 | 26,196,490 | 784.6% |
| TOTAL MONTGOMERY COUNTY GOVERNMENT | 4,430,539,047 | 4,394,192,361 | 4,543,382,364 | 4,712,210,174 | 7.2% |
| DEBT SERVICE | | | | | |
| Debt Service Fund | | | | | |
| Debt Service | | | | | |
| Intergovernmental | | | | | |
| Federal Grants | 234,843 | 243,350 | 230,630 | 241,600 | -0.7% |
| Premium on General Obligation Bonds | 3,638,343 | 3,462,510 | 3,462,511 | 1,712,185 | -50.6% |
| TOTAL INTERGOVERNMENTAL | 3,873,186 | 3,705,860 | 3,693,141 | 1,953,785 | -47.3% |
| TOTAL DEBT SERVICE | 3,873,186 | 3,705,860 | 3,693,141 | 1,953,785 | -47.3% |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| TOTAL DEBT SERVICE | 3,873,186 | 3,705,860 | 3,693,141 | 1,953,785 | -47.3% |
| MONTGOMERY COUNTY PUBLIC SCHOOLS | | | | | |
| Current Fund MCPS | | | | | |
| Charges for Services | | | | | |
| Tuition-Other Sources | 2,259,933 | 1,259,933 | 1,259,933 | 1,259,933 | ---- |
| Intergovernmental | | | | | |
| Basic State Aid | 384,201,699 | 424,688,660 | 424,688,660 | 415,772,353 | -2.1% |
| Blueprint | 31,301,475 | 30,186,595 | 38,843,931 | 34,188,924 | 13.3% |
| Comparable Wage Index | 0 | 0 | 0 | 33,818,923 | ---- |
| Compensatory Education | 0 | 133,783,552 | 133,783,552 | 200,618,950 | 50.0% |
| Federal Revenues | 100,000 | 100,000 | 100,000 | 100,000 | ---- |
| Foster Care/Miscellaneous | 180,000 | 180,000 | 180,000 | 180,000 | ---- |
| GCEI - Geographic Cost of Education Index | 39,382,053 | 42,290,391 | 42,290,391 | 0 | -100.0% |
| Students With Disabilities | 64,098,271 | 77,447,408 | 77,447,408 | 87,435,661 | 12.9% |
| Supplemental Grant | 49,094,041 | 0 | 0 | 0 | ---- |
| Thornton Legislation | 210,952,720 | 94,674,168 | 94,674,168 | 104,568,200 | 10.5% |
| Transportation | 42,164,380 | 50,978,010 | 50,978,010 | 55,568,313 | 9.0% |
| TOTAL INTERGOVERNMENTAL | 821,474,639 | 854,328,784 | 862,986,120 | 932,251,324 | 9.1% |
| TOTAL CURRENT FUND MCPS | 823,734,572 | 855,588,717 | 864,246,053 | 933,511,257 | 9.1% |
| TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS | 823,734,572 | 855,588,717 | 864,246,053 | 933,511,257 | 9.1% |
| MONTGOMERY COLLEGE | | | | | |
| Current Fund MC | | | | | |
| Charges for Services | | | | | |
| Other Student Fees: Current Fund | 2,734,049 | 2,280,208 | 2,280,208 | 2,698,136 | 18.3% |
| Tuition and Fees: Current Fund | 58,434,636 | 56,126,488 | 56,126,488 | 58,997,700 | 5.1% |
| TOTAL CHARGES FOR SERVICES | 61,168,685 | 58,406,696 | 58,406,696 | 61,695,836 | 5.6% |
| Intergovernmental | | | | | |
| Fed. State & Priv. Gifts & Grants | 202,664 | 300,000 | 198,000 | 500,000 | 66.7% |
| State Aid | 42,720,779 | 55,636,880 | 55,636,880 | 57,514,404 | 3.4% |
| TOTAL INTERGOVERNMENTAL | 42,923,443 | 55,936,880 | 55,834,880 | 58,014,404 | 3.7% |
| Investment Income | | | | | |
| Current Fund: Interest | 36,693 | 250,000 | 789,434 | 1,000,000 | 300.0% |
| Miscellaneous | | | | | |
| Current Fund: Other Revenue | 901,093 | 1,256,949 | 799,931 | 1,256,949 | ---- |
| Current Fund: Performing Arts Center | 0 | 115,000 | 0 | 115,000 | ---- |
| TOTAL MISCELLANEOUS | 901,093 | 1,371,949 | 799,931 | 1,371,949 | ---- |
| TOTAL CURRENT FUND MC | 105,029,914 | 115,965,525 | 115,830,941 | 122,082,189 | 5.3% |
| Special Funds | | | | | |
| Emergency Repair Fund | | | | | |
| Investment Income | | | | | |
| EPMRF: Investment Income Non-Pooled | 399 | 10,000 | 500 | 10,000 | ---- |
| TOTAL EMERGENCY REPAIR FUND | 399 | 10,000 | 500 | 10,000 | ---- |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| TOTAL MONTGOMERY COLLEGE | 105,030,313 | 115,975,525 | 115,831,441 | 122,092,189 | 5.3% |
| M-NCPPC | | | | | |
| Special Funds | | | | | |
| Administration Fund | | | | | |
| Taxes | | | | | |
| Property Tax | 31,698,307 | 36,126,506 | 35,711,427 | 39,374,658 | 9.0% |
| Charges for Services | | | | | |
| User Fees | 355,382 | 204,700 | 204,700 | 212,200 | 3.7% |
| Intergovernmental | | | | | |
| Intergovernmental | 442,766 | 428,100 | 428,100 | 449,505 | 5.0% |
| Investment Income | | | | | |
| Investment Income | (78,593) | 10,000 | 10,000 | 10,000 | ---- |
| Miscellaneous | | | | | |
| Miscellaneous | 865 | 0 | 0 | 0 | ---- |
| TOTAL ADMINISTRATION FUND | 32,418,727 | 36,769,306 | 36,354,227 | 40,046,363 | 8.9% |
| Park Fund | | | | | |
| Taxes | | | | | |
| Property Tax | 101,285,886 | 115,985,098 | 114,652,474 | 123,528,339 | 6.5% |
| Charges for Services | | | | | |
| Facility User Fees | 3,454,686 | 3,163,663 | 3,163,663 | 3,549,101 | 12.2% |
| Intergovernmental | | | | | |
| Intergovernmental | 3,808,475 | 3,897,355 | 3,897,355 | 4,138,538 | 6.2% |
| Investment Income | | | | | |
| Investment Income | (151,489) | 5,000 | 5,000 | 10,000 | 100.0% |
| Investment Income: CIP | 802 | 10,000 | 10,000 | 10,000 | ---- |
| TOTAL INVESTMENT INCOME | (150,687) | 15,000 | 15,000 | 20,000 | 33.3% |
| Miscellaneous | | | | | |
| Miscellaneous | 53,259 | 55,500 | 55,500 | 55,500 | ---- |
| TOTAL PARK FUND | 108,451,619 | 123,116,616 | 121,783,992 | 131,291,478 | 6.6% |
| ALA Debt Service Fund | | | | | |
| Taxes | | | | | |
| Property Tax | 2,109,635 | 2,197,763 | 2,174,927 | 2,233,122 | 1.6% |
| TOTAL ALA DEBT SERVICE FUND | 2,109,635 | 2,197,763 | 2,174,927 | 2,233,122 | 1.6% |
| TOTAL M-NCPPC | 142,979,981 | 162,083,685 | 160,313,146 | 173,570,963 | 7.1% |
| TOTAL TAX SUPPORTED | 5,506,157,099 | 5,531,546,148 | 5,687,466,145 | 5,943,338,368 | 7.4% |
| NON-TAX SUPPORTED | | | | | |
| MONTGOMERY COUNTY GOVERNMENT | | | | | |
| Special Funds | | | | | |
| Detention Center Non-Tax | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Investment Income | | | | | |
| Investment Income | 981 | 4,180 | 23,070 | 36,450 | 772.0% |
| Miscellaneous | | | | | |
| Canteen Profits | 294,505 | 245,065 | 245,065 | 245,065 | ---- |
| TOTAL DETENTION CENTER NON-TAX | 295,486 | 249,245 | 268,135 | 281,515 | 12.9% |
| Grant Fund | | | | | |
| Charges for Services | | | | | |
| Other Charges/Fees | 434,952 | 462,574 | 462,574 | 0 | -100.0% |
| Intergovernmental | | | | | |
| American Rescue Plan Act | 0 | 32,238,875 | 32,238,875 | 14,016,832 | -56.5% |
| Federal Grants | 203,694,929 | 44,668,394 | 44,668,394 | 45,254,233 | 1.3% |
| HB669 Social Services State Reimbursement | 41,297,564 | 41,271,837 | 41,271,837 | 42,188,713 | 2.2% |
| Other Intergovernmental | 4,068,510 | 281,734 | 281,734 | 285,303 | 1.3% |
| State Grants | 27,850,002 | 47,646,940 | 47,646,940 | 50,295,732 | 5.6% |
| TOTAL INTERGOVERNMENTAL | 276,911,005 | 166,107,780 | 166,107,780 | 152,040,813 | -8.5% |
| Investment Income | | | | | |
| Investment Income | 19,634 | 0 | 0 | 0 | ---- |
| Miscellaneous | | | | | |
| Loan Payments | 0 | 2,000,000 | 2,000,000 | 1,000,000 | -50.0% |
| Miscellaneous Revenues | 1,020,611 | 0 | 0 | 0 | ---- |
| TOTAL MISCELLANEOUS | 1,020,611 | 2,000,000 | 2,000,000 | 1,000,000 | -50.0% |
| TOTAL GRANT FUND | 278,386,202 | 168,570,354 | 168,570,354 | 153,040,813 | -9.2% |
| Cable TV | | | | | |
| Charges for Services | | | | | |
| Franchise Fees | 14,594,858 | 14,358,470 | 13,342,919 | 12,704,332 | -11.5% |
| Other Charges/Fees | 2,680,217 | 0 | 0 | 0 | ---- |
| PEG Capital Revenue | 2,686,333 | 5,302,621 | 4,784,207 | 4,484,207 | -15.4% |
| PEG Operating Revenue | 3,375,595 | 3,312,461 | 3,237,712 | 3,138,392 | -5.3% |
| Tower Application Fees | 202,500 | 250,000 | 250,000 | 250,000 | ---- |
| TOTAL CHARGES FOR SERVICES | 23,539,503 | 23,223,552 | 21,614,838 | 20,576,931 | -11.4% |
| Investment Income | | | | | |
| Investment Income | 7,125 | 76,760 | 167,490 | 167,490 | 118.2% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | 136,786 | 1,000,000 | 1,000,000 | 1,000,000 | ---- |
| TOTAL CABLE TV | 23,683,414 | 24,300,312 | 22,782,328 | 21,744,421 | -10.5% |
| Water Quality Protection | | | | | |
| Taxes | | | | | |
| Bag Tax | 2,993,028 | 2,500,000 | 2,500,000 | 2,500,000 | ---- |
| Water Quality Protection Charge | 42,454,564 | 43,414,720 | 43,414,720 | 45,307,330 | 4.4% |
| TOTAL TAXES | 45,447,592 | 45,914,720 | 45,914,720 | 47,807,330 | 4.1% |
| Charges for Services | | | | | |
| Other Charges/Fees | 357,702 | 47,500 | 47,500 | 47,500 | ---- |
| Investment Income | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Investment Income | 58,383 | 500,000 | 1,266,820 | 1,266,820 | 153.4% |
| TOTAL WATER QUALITY PROTECTION | 45,863,677 | 46,462,220 | 47,229,040 | 49,121,650 | 5.7% |
| **Recreation Non-Tax Supported** | | | | | |
| **Charges for Services** | | | | | |
| Recreation Fees | 6,433,522 | 8,100,000 | 8,100,000 | 8,100,000 | ---- |
| **Investment Income** | | | | | |
| Investment Income | 1,402 | 3,100 | 0 | 3,100 | ---- |
| TOTAL RECREATION NON-TAX SUPPORTED | 6,434,924 | 8,103,100 | 8,100,000 | 8,103,100 | ---- |
| **Montgomery Housing Initiative** | | | | | |
| **Taxes** | | | | | |
| MHI Transfer Tax | 0 | 100,000 | 120,689 | 100,000 | ---- |
| Recordation Tax | 27,898,441 | 19,510,377 | 18,014,231 | 16,273,590 | -16.6% |
| TOTAL TAXES | 27,898,441 | 19,610,377 | 18,134,920 | 16,373,590 | -16.5% |
| **Charges for Services** | | | | | |
| Asset Management Fee | 0 | 70,200 | 70,200 | 70,200 | ---- |
| HOC Contributions | 0 | 2,846,875 | 2,846,875 | 4,978,750 | 74.9% |
| Other Charges and Fees | 95,100 | 0 | 7,290 | 0 | ---- |
| TOTAL CHARGES FOR SERVICES | 95,100 | 2,917,075 | 2,924,365 | 5,048,950 | 73.1% |
| **Investment Income** | | | | | |
| Investment Income | 5,009,877 | 3,453,280 | 1,227,134 | 4,043,580 | 17.1% |
| **Miscellaneous** | | | | | |
| Commitment Fee | 0 | 200,000 | 200,000 | 200,000 | ---- |
| Land Sale Proceeds | 0 | 1,500,000 | 9,839,671 | 0 | -100.0% |
| Loan Payments | 574,252 | 3,300,000 | 2,784,476 | 3,300,000 | ---- |
| Miscellaneous Revenues | 661,242 | 75,006 | 94,708 | 75,006 | ---- |
| MPDU Alternative Payments | 0 | 360,000 | 360,000 | 360,000 | ---- |
| MPDU Revenues | 2,797,573 | 1,970,000 | 1,000,000 | 1,970,000 | ---- |
| Other Financing Sources | 6,643 | 47,230 | 47,230 | 54,510 | 15.4% |
| TOTAL MISCELLANEOUS | 4,039,710 | 7,452,236 | 14,326,085 | 5,959,516 | -20.0% |
| TOTAL MONTGOMERY HOUSING INITIATIVE | 37,043,128 | 33,432,968 | 36,612,504 | 31,425,636 | -6.0% |
| **Enterprise Funds** | | | | | |
| **Community Use of Public Facilities** | | | | | |
| **Charges for Services** | | | | | |
| Facility Rental Fees | 7,368,333 | 11,435,470 | 8,924,399 | 11,900,248 | 4.1% |
| Recreation Fees | 12,120 | 0 | 0 | 0 | ---- |
| TOTAL CHARGES FOR SERVICES | 7,380,453 | 11,435,470 | 8,924,399 | 11,900,248 | 4.1% |
| **Investment Income** | | | | | |
| Investment Income | 11,122 | 46,260 | 75,713 | 46,260 | ---- |
| **Miscellaneous** | | | | | |
| Miscellaneous Revenues | 5,207 | 0 | 0 | 0 | ---- |
| TOTAL COMMUNITY USE OF PUBLIC FACILITIES | 7,396,782 | 11,481,730 | 9,000,112 | 11,946,508 | 4.0% |
| **Bethesda Parking** | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Taxes | | | | | |
| Property Tax | (456) | 0 | 0 | 0 | ---- |
| Charges for Services | | | | | |
| Parking Fees | 10,750,639 | 16,699,827 | 11,469,351 | 14,406,851 | -13.7% |
| Fines & Forfeitures | | | | | |
| Parking Fines | 3,266,128 | 3,087,500 | 3,689,732 | 3,314,500 | 7.4% |
| Investment Income | | | | | |
| Investment Income | 19,692 | 75,930 | 220,886 | 231,931 | 205.5% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | (37,333) | 6,615,120 | 874,061 | 284,120 | -95.7% |
| Property Rentals | 426,449 | 75,000 | 2,075,000 | 2,075,000 | 2666.7% |
| TOTAL MISCELLANEOUS | 389,116 | 6,690,120 | 2,949,061 | 2,359,120 | -64.7% |
| TOTAL BETHESDA PARKING | 14,425,119 | 26,553,377 | 18,329,030 | 20,312,402 | -23.5% |
| Silver Spring Parking | | | | | |
| Taxes | | | | | |
| Property Tax | (6,433) | 0 | 0 | 0 | ---- |
| Charges for Services | | | | | |
| Parking Fees | 8,129,060 | 13,743,892 | 9,843,153 | 12,353,153 | -10.1% |
| Fines & Forfeitures | | | | | |
| Parking Fines | 3,474,769 | 1,808,036 | 3,535,958 | 2,662,189 | 47.2% |
| Investment Income | | | | | |
| Investment Income | 8,131 | 73,960 | 143,739 | 150,926 | 104.1% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | (628,742) | 20,000 | 270,165 | 20,000 | ---- |
| Property Rentals | 51,285 | 0 | 0 | 0 | ---- |
| TOTAL MISCELLANEOUS | (577,457) | 20,000 | 270,165 | 20,000 | ---- |
| TOTAL SILVER SPRING PARKING | 11,028,070 | 15,645,888 | 13,793,015 | 15,186,268 | -2.9% |
| Wheaton Parking | | | | | |
| Taxes | | | | | |
| Property Tax | (251) | 0 | 0 | 0 | ---- |
| Charges for Services | | | | | |
| Parking Fees | 1,480,176 | 1,876,250 | 1,787,597 | 1,787,597 | -4.7% |
| Fines & Forfeitures | | | | | |
| Parking Fines | 730,298 | 452,200 | 860,324 | 426,000 | -5.8% |
| Investment Income | | | | | |
| Investment Income | 1,345 | 4,890 | 35,563 | 37,341 | 663.6% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | (191,341) | 0 | 2,585 | 0 | ---- |
| TOTAL WHEATON PARKING | 2,020,227 | 2,333,340 | 2,686,069 | 2,250,938 | -3.5% |
| Permitting Services | | | | | |
| Licenses & Permits | | | | | |

## Revenues Detailed By Agency, Fund and Type

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Building Permits | 29,976,294 | 28,742,198 | 26,394,711 | 25,865,408 | -10.0% |
| Electrical Permits and Licenses | 5,129,813 | 5,130,914 | 4,766,583 | 4,907,130 | -4.4% |
| Fire Code Enforcement Permits | 2,226,560 | 3,101,062 | 2,611,272 | 2,548,228 | -17.8% |
| Grading/Storm Drains/Paving/Driveway Permits | 4,591,291 | 3,431,353 | 4,373,887 | 4,075,018 | 18.8% |
| Mechanical Construction Permit | 1,992,263 | 1,829,425 | 1,929,791 | 1,680,824 | -8.1% |
| Occupancy Permits | 619,573 | 583,903 | 544,390 | 498,435 | -14.6% |
| Other Licenses/Permits | 402,080 | 300,225 | 407,707 | 314,662 | 4.8% |
| Sediment Control Permits | 3,681,565 | 3,083,491 | 3,433,571 | 2,798,592 | -9.2% |
| Sign Permits | 238,260 | 237,701 | 199,454 | 197,600 | -16.9% |
| Special Exception Fee | 188,845 | 206,228 | 214,292 | 189,052 | -8.3% |
| Stormwater Mgmt and Water Quality Plan Fee | 237,476 | 270,483 | 274,162 | 248,396 | -8.2% |
| Well and Septic | 479,923 | 415,414 | 355,328 | 315,194 | -24.1% |
| TOTAL LICENSES & PERMITS | 49,763,943 | 47,332,397 | 45,505,148 | 43,638,539 | -7.8% |
| **Charges for Services** | | | | | |
| Automation Enhancement Fee | 159 | 0 | 0 | 0 | ---- |
| Information Requests | 0 | 165,558 | 115,891 | 136,533 | -17.5% |
| Other Charges/Fees | 1,847,764 | 870,994 | 1,770,274 | 1,600,479 | 83.8% |
| TOTAL CHARGES FOR SERVICES | 1,847,923 | 1,036,552 | 1,886,165 | 1,737,012 | 67.6% |
| **Fines & Forfeitures** | | | | | |
| Other Fines/Forfeitures | 71,075 | 40,264 | 39,268 | 27,543 | -31.6% |
| **Investment Income** | | | | | |
| Investment Income | 69,879 | 288,370 | 1,642,610 | 2,595,390 | 800.0% |
| **Miscellaneous** | | | | | |
| Miscellaneous Revenues | 20,235 | 0 | 0 | 0 | ---- |
| TOTAL PERMITTING SERVICES | 51,773,055 | 48,697,583 | 49,073,191 | 47,998,484 | -1.4% |
| **Solid Waste Collection** | | | | | |
| **Charges for Services** | | | | | |
| Other Charges/Fees | 17,708 | 0 | 0 | 0 | ---- |
| Systems Benefit Charge | 10,778,699 | 11,890,756 | 11,719,814 | 14,882,400 | 25.2% |
| TOTAL CHARGES FOR SERVICES | 10,796,407 | 11,890,756 | 11,719,814 | 14,882,400 | 25.2% |
| **Investment Income** | | | | | |
| Investment Income | (2,772) | 24,770 | 65,160 | 102,960 | 315.7% |
| **Miscellaneous** | | | | | |
| Miscellaneous Revenues | 0 | 0 | 15,000 | 0 | ---- |
| TOTAL SOLID WASTE COLLECTION | 10,793,635 | 11,915,526 | 11,799,974 | 14,985,360 | 25.8% |
| **Solid Waste Disposal** | | | | | |
| **Licenses & Permits** | | | | | |
| Other Licenses/Permits | 14,129 | 10,111 | 14,129 | 14,129 | 39.7% |
| **Charges for Services** | | | | | |
| Other Charges/Fees | 155,994 | 209,242 | 155,994 | 155,994 | -25.4% |
| Sale of Recycled Materials | 10,764,407 | 4,961,166 | 7,238,624 | 6,566,067 | 32.3% |
| Solid Waste Disposal Fees/Operating Revenues | 26,742,456 | 30,497,324 | 27,819,471 | 34,454,679 | 13.0% |
| Systems Benefit Charge | 77,478,925 | 89,053,430 | 88,359,985 | 88,528,968 | -0.6% |
| TOTAL CHARGES FOR SERVICES | 115,141,782 | 124,721,162 | 123,574,074 | 129,705,708 | 4.0% |
| **Fines & Forfeitures** | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Other Fines/Forfeitures | 43,195 | 30,090 | 43,195 | 43,195 | 43.6% |
| Investment Income | | | | | |
| Investment Income | 135,850 | 592,670 | 3,193,360 | 5,045,640 | 751.3% |
| Miscellaneous | | | | | |
| Miscellaneous Revenues | 6,016,715 | 55,000 | 103,913 | 103,913 | 88.9% |
| Property Rentals | 1,128 | 10,198 | 1,128 | 1,128 | -88.9% |
| TOTAL MISCELLANEOUS | 6,017,843 | 65,198 | 105,041 | 105,041 | 61.1% |
| TOTAL SOLID WASTE DISPOSAL | 121,352,799 | 125,419,231 | 126,929,799 | 134,913,713 | 7.6% |
| Leaf Vacuuming | | | | | |
| Charges for Services | | | | | |
| Leaf Vaccuum Collection Fees | 8,552,231 | 8,739,229 | 8,739,229 | 9,112,500 | 4.3% |
| Other Charges/Fees | 14,271 | 0 | 0 | 0 | ---- |
| Systems Benefit Charge | (14) | 0 | 0 | 0 | ---- |
| TOTAL CHARGES FOR SERVICES | 8,566,488 | 8,739,229 | 8,739,229 | 9,112,500 | 4.3% |
| Investment Income | | | | | |
| Investment Income | 4,811 | 20,950 | 113,080 | 178,670 | 752.8% |
| TOTAL LEAF VACUUMING | 8,571,299 | 8,760,179 | 8,852,309 | 9,291,170 | 6.1% |
| Liquor | | | | | |
| Taxes | | | | | |
| Bag Tax | 7,245 | 0 | 0 | 0 | ---- |
| Licenses & Permits | | | | | |
| Liquor Licenses | 3,311,039 | 1,206,955 | 1,206,955 | 1,206,955 | ---- |
| Other Licenses/Permits | 77,825 | 117,600 | 117,600 | 117,600 | ---- |
| TOTAL LICENSES & PERMITS | 3,388,864 | 1,324,555 | 1,324,555 | 1,324,555 | ---- |
| Charges for Services | | | | | |
| Other Charges/Fees | 17,161 | 23,887 | 23,887 | 23,887 | ---- |
| Fines & Forfeitures | | | | | |
| Other Fines/Forfeitures | 140,100 | 63,383 | 63,383 | 63,383 | ---- |
| Investment Income | | | | | |
| Investment Income | 16,596 | 70,380 | 390,110 | 616,390 | 775.8% |
| Miscellaneous | | | | | |
| Liquor Sales | 99,972,839 | 99,051,469 | 99,320,520 | 101,306,930 | 2.3% |
| Miscellaneous Revenues | 336,209 | 0 | 0 | 809,235 | ---- |
| TOTAL MISCELLANEOUS | 100,309,048 | 99,051,469 | 99,320,520 | 102,116,165 | 3.1% |
| TOTAL LIQUOR | 103,879,014 | 100,533,674 | 101,122,455 | 104,144,380 | 3.6% |
| TOTAL MONTGOMERY COUNTY GOVERNMENT | 722,946,831 | 632,458,727 | 625,148,315 | 624,746,358 | -1.2% |
| DEBT SERVICE | | | | | |
| Special Funds | | | | | |
| Grant Fund | | | | | |
| Intergovernmental | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Federal Grants | 424,931 | 0 | 0 | 0 | ---- |
| TOTAL GRANT FUND | 424,931 | 0 | 0 | 0 | ---- |
| TOTAL DEBT SERVICE | 424,931 | 0 | 0 | 0 | ---- |
| MONTGOMERY COUNTY PUBLIC SCHOOLS | | | | | |
| Special Funds | | | | | |
| Grant Fund MCPS | | | | | |
| Intergovernmental | | | | | |
| Federal Grants | 83,878,035 | 88,567,963 | 88,547,344 | 88,293,005 | -0.3% |
| Private Grants | 10,031,204 | 10,031,204 | 10,031,204 | 11,531,204 | 15.0% |
| State Grants | 858,153 | 9,509,173 | 872,456 | 1,132,456 | -88.1% |
| TOTAL INTERGOVERNMENTAL | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6% |
| TOTAL GRANT FUND MCPS | 94,767,392 | 108,108,340 | 99,451,004 | 100,956,665 | -6.6% |
| Enterprise Funds | | | | | |
| Food Service Fund | | | | | |
| Charges for Services | | | | | |
| Sale of Meals | 1,131,282 | 19,467,167 | 19,467,167 | 24,148,993 | 24.0% |
| Intergovernmental | | | | | |
| Federal Food | 94,089,032 | 41,982,540 | 41,982,540 | 41,982,540 | ---- |
| State Food | 1,802,838 | 1,961,392 | 1,961,392 | 1,961,392 | ---- |
| TOTAL INTERGOVERNMENTAL | 95,891,870 | 43,943,932 | 43,943,932 | 43,943,932 | ---- |
| Miscellaneous | | | | | |
| Miscellaneous: Investment Income | 2,376 | 0 | 0 | 0 | ---- |
| TOTAL FOOD SERVICE FUND | 97,025,528 | 63,411,099 | 63,411,099 | 68,092,925 | 7.4% |
| Real Estate Fund | | | | | |
| Miscellaneous | | | | | |
| Real Estate Fund | 2,832,976 | 4,957,216 | 4,957,216 | 4,957,216 | ---- |
| TOTAL REAL ESTATE FUND | 2,832,976 | 4,957,216 | 4,957,216 | 4,957,216 | ---- |
| Field Trip Fund | | | | | |
| Charges for Services | | | | | |
| Field Trip Fees | 763,806 | 3,074,182 | 3,074,182 | 2,854,856 | -7.1% |
| TOTAL FIELD TRIP FUND | 763,806 | 3,074,182 | 3,074,182 | 2,854,856 | -7.1% |
| Entrepreneurial Activities Fund | | | | | |
| Charges for Services | | | | | |
| Entrepreneurial Activities Fee | 1,073,335 | 2,446,838 | 2,446,838 | 2,446,838 | ---- |
| TOTAL ENTREPRENEURIAL ACTIVITIES FUND | 1,073,335 | 2,446,838 | 2,446,838 | 2,446,838 | ---- |
| TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS | 196,463,037 | 181,997,675 | 173,340,339 | 179,308,500 | -1.5% |
| MONTGOMERY COLLEGE | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Special Funds | | | | | |
| Grant Fund MC | | | | | |
| Intergovernmental | | | | | |
| Federal/State/Private Grants | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4% |
| TOTAL GRANT FUND MC | 32,537,229 | 16,324,000 | 24,690,000 | 18,995,000 | 16.4% |
| Endowment Fund | | | | | |
| Miscellaneous | | | | | |
| Interest | 459 | 1,000 | 1,000 | 1,000 | ---- |
| TOTAL ENDOWMENT FUND | 459 | 1,000 | 1,000 | 1,000 | ---- |
| Enterprise Funds | | | | | |
| Workforce Development & Continuing Ed | | | | | |
| Charges for Services | | | | | |
| Tuition and Fees: Continuing Education | 6,621,223 | 8,851,352 | 7,351,352 | 8,724,406 | -1.4% |
| Intergovernmental | | | | | |
| State Aid | 9,785,671 | 10,422,943 | 10,422,943 | 13,578,568 | 30.3% |
| Miscellaneous | | | | | |
| Other Revenues; Miscellaneous | 30,386 | 50,000 | 10,000 | 75,000 | 50.0% |
| TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED | 16,437,280 | 19,324,295 | 17,784,295 | 22,377,974 | 15.8% |
| Auxiliary Fund | | | | | |
| Charges for Services | | | | | |
| Sales | 375,177 | 914,220 | 305,586 | 896,000 | -2.0% |
| Miscellaneous | | | | | |
| Auxiliary Fund: Interest Income | 2,164 | 10,500 | 80,000 | 10,500 | ---- |
| Other Revenues: Miscellaneous | 532,929 | 431,550 | 529,973 | 369,050 | -14.5% |
| TOTAL MISCELLANEOUS | 535,093 | 442,050 | 609,973 | 379,550 | -14.1% |
| TOTAL AUXILIARY FUND | 910,270 | 1,356,270 | 915,559 | 1,275,550 | -6.0% |
| Cable Television Fund | | | | | |
| Miscellaneous | | | | | |
| Cable: Other Revenue | 349 | 0 | 786 | 269,840 | ---- |
| TOTAL CABLE TELEVISION FUND | 349 | 0 | 786 | 269,840 | ---- |
| Major Facilities Reserve Fund | | | | | |
| Charges for Services | | | | | |
| Student Fees | 2,812,159 | 2,553,789 | 2,080,032 | 3,062,329 | 19.9% |
| Investment Income | | | | | |
| Interest Income | 11,554 | 5,000 | 10,000 | 10,000 | 100.0% |
| TOTAL MAJOR FACILITIES RESERVE FUND | 2,823,713 | 2,558,789 | 2,090,032 | 3,072,329 | 20.1% |
| Transportation Fund | | | | | |
| Charges for Services | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Student Fees | 2,977,980 | 2,853,789 | 2,767,163 | 3,212,329 | 12.6% |
| Investment Income | | | | | |
| Interest | 46,765 | 0 | 0 | 15,000 | ---- |
| Miscellaneous | | | | | |
| Miscellaneous Other | 1,715 | 165,000 | 37,837 | 50,000 | -69.7% |
| TOTAL TRANSPORTATION FUND | 3,026,460 | 3,018,789 | 2,805,000 | 3,277,329 | 8.6% |
| TOTAL MONTGOMERY COLLEGE | 55,735,760 | 42,583,143 | 48,286,672 | 49,269,022 | 15.7% |
| M-NCPPC | | | | | |
| Special Funds | | | | | |
| Grant Fund MNCPPC | | | | | |
| Intergovernmental | | | | | |
| Administration Fund Grants | 25,961 | 150,000 | 150,000 | 150,000 | ---- |
| Park Fund Grants | 95,862 | 400,000 | 400,000 | 400,000 | ---- |
| TOTAL INTERGOVERNMENTAL | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| TOTAL GRANT FUND MNCPPC | 121,823 | 550,000 | 550,000 | 550,000 | ---- |
| Enterprise Funds | | | | | |
| Special Revenue Funds | | | | | |
| Charges for Services | | | | | |
| Service Charges | 3,727,406 | 3,244,989 | 3,038,400 | 3,352,200 | 3.3% |
| Intergovernmental | | | | | |
| Intergovernmental | 376,791 | 229,960 | 269,630 | 426,998 | 85.7% |
| Investment Income | | | | | |
| Investment Income | (60,196) | 3,400 | 3,193 | 6,000 | 76.5% |
| Miscellaneous | | | | | |
| Miscellaneous | 617,295 | 325,407 | 583,040 | 562,600 | 72.9% |
| TOTAL SPECIAL REVENUE FUNDS | 4,661,296 | 3,803,756 | 3,894,263 | 4,347,798 | 14.3% |
| Enterprise Fund | | | | | |
| Charges for Services | | | | | |
| Fees and Charges | 7,196,344 | 7,165,394 | 6,920,492 | 7,154,258 | -0.2% |
| Merchandise Sales | 589,719 | 870,750 | 759,300 | 776,150 | -10.9% |
| Rentals | 4,069,040 | 3,692,046 | 3,742,802 | 3,784,128 | 2.5% |
| TOTAL CHARGES FOR SERVICES | 11,855,103 | 11,728,190 | 11,422,594 | 11,714,536 | -0.1% |
| Intergovernmental | | | | | |
| Intergovernmental | 842 | 0 | 0 | 0 | ---- |
| Miscellaneous | | | | | |
| Miscellaneous | 803,247 | 800,496 | 839,297 | 829,616 | 3.6% |
| Non-Operating Revenues/Interest | (173,850) | 15,000 | 15,000 | 15,000 | ---- |
| TOTAL MISCELLANEOUS | 629,397 | 815,496 | 854,297 | 844,616 | 3.6% |
| TOTAL ENTERPRISE FUND | 12,485,342 | 12,543,686 | 12,276,891 | 12,559,152 | 0.1% |
| Prop Mgmt MNCPPC | | | | | |

**Revenues Detailed By Agency, Fund and Type**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Charges for Services | | | | | |
| Rental Income | 1,737,876 | 1,736,800 | 1,736,800 | 1,556,600 | -10.4% |
| Intergovernmental | | | | | |
| Other Intergovernmental | 911 | 0 | 0 | 0 | ---- |
| Investment Income | | | | | |
| Investment Income | (12,183) | 1,000 | 1,000 | 1,000 | ---- |
| Miscellaneous | | | | | |
| Miscellaneous | 12,515 | 0 | 0 | 0 | ---- |
| TOTAL PROP MGMT MNCPPC | 1,739,119 | 1,737,800 | 1,737,800 | 1,557,600 | -10.4% |
| TOTAL M-NCPPC | 19,007,580 | 18,635,242 | 18,458,954 | 19,014,550 | 2.0% |
| TOTAL NON-TAX SUPPORTED | 994,578,139 | 875,674,787 | 865,234,280 | 872,338,430 | -0.4% |

## SUMMARY

| | | | | | |
|---|---|---|---|---|---|
| GRAND TOTAL ALL FUNDS/AGENCIES | 6,500,735,238 | 6,407,220,935 | 6,552,700,425 | 6,815,676,798 | 6.4% |

THIS PAGE INTENTIONALLY LEFT BLANK

# 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.*

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule D-1

## Workforce Detailed By Type

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| **TAX SUPPORTED** | | | | | |
| **Montgomery County Government General Fund** | | | | | |
| Full-Time Positions | 5,742 | 5,939 | 5,939 | 6,093 | 2.6% |
| Part-Time Positions | 792 | 798 | 798 | 776 | -2.8% |
| FTEs | 5,923.82 | 6,144.51 | 6,144.51 | 6,265.34 | 2.0% |
| **Montgomery County Government Special Funds** | | | | | |
| Full-Time Positions | 2,404 | 2,447 | 2,447 | 2,465 | 0.7% |
| Part-Time Positions | 28 | 35 | 35 | 18 | -48.6% |
| FTEs | 2,785.06 | 2,881.20 | 2,881.20 | 2,897.58 | 0.6% |
| **Montgomery County Public Schools Current Fund** | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 22,399.34 | 22,623.50 | 22,623.50 | 23,242.56 | 2.7% |
| **Montgomery College Current Fund** | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 1,803.35 | 1,813.85 | 1,813.85 | 1,813.85 | ---- |
| **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 | 957.90 | 969.68 | 969.68 | 974.43 | 0.5% |
| Total Full-Time Positions | 8,146 | 8,386 | 8,386 | 8,558 | 2.1% |
| Total Part-Time Positions | 820 | 833 | 833 | 794 | -4.7% |
| Total FTEs | 33,869.47 | 34,432.74 | 34,432.74 | 35,193.76 | 2.2% |
| **NON-TAX SUPPORTED** | | | | | |
| **Montgomery County Government Enterprise Funds** | | | | | |
| Full-Time Positions | 738 | 736 | 736 | 742 | 0.8% |
| Part-Time Positions | 133 | 129 | 129 | 132 | 2.3% |
| FTEs | 912.59 | 901.47 | 901.47 | 904.36 | 0.3% |
| **Montgomery County Government Internal Service Funds** | | | | | |
| Full-Time Positions | 252 | 251 | 251 | 251 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 301.89 | 303.29 | 303.29 | 303.29 | ---- |
| **Montgomery County Government Special Funds** | | | | | |
| Full-Time Positions | 701 | 719 | 719 | 754 | 4.9% |
| Part-Time Positions | 33 | 33 | 33 | 33 | ---- |
| FTEs | 690.98 | 690.83 | 690.83 | 721.33 | 4.4% |
| **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 FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| FTEs | 648.57 | 644.45 | 644.45 | 648.07 | 0.6% |
| **Montgomery County Public Schools Special Funds** | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 588.70 | 708.55 | 708.55 | 638.70 | -9.9% |
| **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 | 108.50 | 0.9% |
| **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 | 165.35 | 164.70 | 164.70 | 160.70 | -2.4% |
| **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 | 1,691 | 1,706 | 1,706 | 1,747 | 2.4% |
| Total Part-Time Positions | 166 | 162 | 162 | 165 | 1.9% |
| Total FTEs | 3,415.58 | 3,520.79 | 3,520.79 | 3,484.95 | -1.0% |

## SUMMARY

| | | | | | |
|---|---|---|---|---|---|
| Total Full-Time Positions | 9,837 | 10,092 | 10,092 | 10,305 | 2.1% |
| Total Part-Time Positions | 986 | 995 | 995 | 959 | -3.6% |
| Total FTEs | 37,285.05 | 37,953.53 | 37,953.53 | 38,678.71 | 1.9% |

# Schedule D-2

**Workforce Detailed By Agency, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %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 | 32 | 32 | 32 | ---- |
| Part-Time Positions | 2 | 2 | 2 | 2 | ---- |
| FTEs | 56.35 | 56.35 | 56.35 | 56.35 | ---- |
| Circuit Court | | | | | |
| Full-Time Positions | 123 | 123 | 123 | 124 | 0.8% |
| Part-Time Positions | 5 | 5 | 5 | 5 | ---- |
| FTEs | 125.50 | 125.50 | 125.50 | 126.50 | 0.8% |
| Community Engagement Cluster | | | | | |
| Full-Time Positions | 32 | 35 | 35 | 36 | 2.9% |
| Part-Time Positions | 20 | 20 | 20 | 21 | 5.0% |
| FTEs | 41.75 | 44.75 | 44.75 | 46.25 | 3.4% |
| County Attorney | | | | | |
| Full-Time Positions | 77 | 79 | 79 | 78 | -1.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 41.70 | 42.80 | 42.80 | 43.60 | 1.9% |
| County Council | | | | | |
| Full-Time Positions | 94 | 127 | 127 | 124 | -2.4% |
| Part-Time Positions | 9 | 2 | 2 | 1 | -50.0% |
| FTEs | 87.83 | 110.05 | 110.05 | 106.55 | -3.2% |
| County Executive | | | | | |
| Full-Time Positions | 35 | 48 | 48 | 47 | -2.1% |
| Part-Time Positions | 6 | 6 | 6 | 6 | ---- |
| FTEs | 32.70 | 39.78 | 39.78 | 39.28 | -1.3% |
| 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 | 126 | 126 | 126 | 126 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 132.04 | 132.29 | 132.29 | 132.29 | ---- |
| Fleet Management Services | | | | | |
| Full-Time Positions | 207 | 206 | 206 | 206 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 211.10 | 211.10 | 211.10 | 211.10 | ---- |
| Food Systems Resilience | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 3 | ---- |

## Workforce Detailed By Agency, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 3.00 | ---- |
| General Services | | | | | |
| Full-Time Positions | 234 | 235 | 235 | 241 | 2.6% |
| Part-Time Positions | 1 | 1 | 1 | 0 | -100.0% |
| FTEs | 169.30 | 169.63 | 169.63 | 176.30 | 3.9% |
| Grants Management | | | | | |
| Full-Time Positions | 0 | 3 | 3 | 5 | 66.7% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 3.00 | 3.00 | 5.00 | 66.7% |
| Human Resources | | | | | |
| Full-Time Positions | 65 | 72 | 72 | 91 | 26.4% |
| Part-Time Positions | 2 | 2 | 2 | 1 | -50.0% |
| FTEs | 67.65 | 74.50 | 74.50 | 92.50 | 24.2% |
| Human Rights | | | | | |
| Full-Time Positions | 11 | 11 | 11 | 11 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 1 | ---- |
| FTEs | 11.60 | 11.60 | 11.60 | 12.10 | 4.3% |
| Inspector General | | | | | |
| Full-Time Positions | 13 | 17 | 17 | 19 | 11.8% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 14.00 | 17.00 | 17.00 | 19.00 | 11.8% |
| Intergovernmental Relations | | | | | |
| Full-Time Positions | 5 | 5 | 5 | 5 | ---- |
| Part-Time Positions | 0 | 1 | 1 | 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 | 14 | 14 | 14 | 14 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 13.67 | 13.85 | 13.85 | 13.85 | ---- |
| Management and Budget | | | | | |
| Full-Time Positions | 41 | 43 | 43 | 42 | -2.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 41.25 | 43.25 | 43.25 | 42.25 | -2.3% |
| 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 | 39 | 2.6% |
| Part-Time Positions | 2 | 2 | 2 | 2 | ---- |
| FTEs | 37.90 | 37.90 | 37.90 | 38.90 | 2.6% |
| Public Information | | | | | |

## Workforce Detailed By Agency, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Full-Time Positions | 71 | 76 | 76 | 75 | -1.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 53.70 | 60.90 | 60.90 | 60.11 | -1.3% |
| Racial Equity and Social Justice | | | | | |
| Full-Time Positions | 6 | 7 | 7 | 8 | 14.3% |
| Part-Time Positions | 0 | 1 | 1 | 1 | ---- |
| FTEs | 6.00 | 7.50 | 7.50 | 8.50 | 13.3% |
| State's Attorney | | | | | |
| Full-Time Positions | 148 | 151 | 151 | 151 | ---- |
| Part-Time Positions | 9 | 8 | 8 | 8 | ---- |
| FTEs | 153.85 | 156.25 | 156.25 | 156.25 | ---- |
| Technology and Enterprise Business Solutions | | | | | |
| Full-Time Positions | 168 | 167 | 167 | 172 | 3.0% |
| Part-Time Positions | 2 | 2 | 2 | 1 | -50.0% |
| FTEs | 166.25 | 168.25 | 168.25 | 172.75 | 2.7% |
| Urban Districts | | | | | |
| Full-Time Positions | 61 | 61 | 61 | 62 | 1.6% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 58.70 | 60.70 | 60.70 | 60.70 | ---- |
| Zoning and Administrative Hearings | | | | | |
| Full-Time Positions | 4 | 4 | 4 | 4 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 4.00 | 4.00 | 4.00 | 4.00 | ---- |
| Total Full-Time Positions | 1,615 | 1,693 | 1,693 | 1,730 | 2.2% |
| Total Part-Time Positions | 64 | 58 | 58 | 56 | -3.4% |
| Total FTEs | 1,547.14 | 1,611.25 | 1,611.25 | 1,649.43 | 2.4% |
| **Public Safety** | | | | | |
| Animal Services | | | | | |
| Full-Time Positions | 74 | 76 | 76 | 76 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 75.00 | 77.00 | 77.00 | 77.00 | ---- |
| Consumer Protection | | | | | |
| Full-Time Positions | 19 | 19 | 19 | 20 | 5.3% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 18.00 | 18.00 | 18.00 | 19.00 | 5.6% |
| Correction and Rehabilitation | | | | | |
| Full-Time Positions | 534 | 535 | 535 | 536 | 0.2% |
| Part-Time Positions | 0 | 0 | 0 | 1 | ---- |
| FTEs | 541.57 | 544.57 | 544.57 | 546.07 | 0.3% |
| Emergency Management and Homeland Security | | | | | |
| Full-Time Positions | 17 | 18 | 18 | 18 | ---- |
| Part-Time Positions | 1 | 1 | 1 | 0 | -100.0% |
| FTEs | 18.30 | 19.30 | 19.30 | 18.70 | -3.1% |
| Fire and Rescue Service | | | | | |
| Full-Time Positions | 1,332 | 1,350 | 1,350 | 1,361 | 0.8% |
| Part-Time Positions | 0 | 1 | 1 | 1 | ---- |
| FTEs | 1,333.26 | 1,352.01 | 1,352.01 | 1,363.01 | 0.8% |
| Police | | | | | |
| Full-Time Positions | 1,803 | 1,826 | 1,826 | 1,834 | 0.4% |

## Workforce Detailed By Agency, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Part-Time Positions | 205 | 220 | 220 | 224 | 1.8% |
| FTEs | 1,869.36 | 1,897.90 | 1,897.90 | 1,907.10 | 0.5% |
| Sheriff | | | | | |
| Full-Time Positions | 190 | 189 | 189 | 189 | ---- |
| Part-Time Positions | 5 | 5 | 5 | 5 | ---- |
| FTEs | 192.80 | 191.76 | 191.76 | 191.76 | ---- |
| Total Full-Time Positions | 3,969 | 4,013 | 4,013 | 4,034 | 0.5% |
| Total Part-Time Positions | 211 | 227 | 227 | 231 | 1.8% |
| Total FTEs | 4,048.29 | 4,100.54 | 4,100.54 | 4,122.64 | 0.5% |
| **Transportation** | | | | | |
| Parking District Services | | | | | |
| Full-Time Positions | 53 | 53 | 53 | 49 | -7.5% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 48.53 | 48.73 | 48.73 | 48.73 | ---- |
| Transit Services | | | | | |
| Full-Time Positions | 878 | 869 | 869 | 868 | -0.1% |
| Part-Time Positions | 16 | 32 | 32 | 16 | -50.0% |
| FTEs | 908.87 | 910.61 | 910.61 | 898.61 | -1.3% |
| Transportation | | | | | |
| Full-Time Positions | 457 | 460 | 460 | 461 | 0.2% |
| Part-Time Positions | 7 | 4 | 4 | 4 | ---- |
| FTEs | 284.30 | 286.09 | 286.09 | 283.78 | -0.8% |
| Total Full-Time Positions | 1,388 | 1,382 | 1,382 | 1,378 | -0.3% |
| Total Part-Time Positions | 23 | 36 | 36 | 20 | -44.4% |
| Total FTEs | 1,241.70 | 1,245.43 | 1,245.43 | 1,231.12 | -1.1% |
| **Health and Human Services** | | | | | |
| Health and Human Services | | | | | |
| Full-Time Positions | 1,547 | 1,623 | 1,623 | 1,748 | 7.7% |
| Part-Time Positions | 333 | 335 | 335 | 320 | -4.5% |
| FTEs | 1,770.62 | 1,856.66 | 1,856.66 | 1,974.98 | 6.4% |
| **Libraries, Culture, and Recreation** | | | | | |
| Community Use of Public Facilities | | | | | |
| Full-Time Positions | 30 | 29 | 29 | 29 | ---- |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 31.27 | 30.27 | 30.27 | 30.27 | ---- |
| Public Libraries | | | | | |
| Full-Time Positions | 234 | 233 | 233 | 241 | 3.4% |
| Part-Time Positions | 208 | 207 | 207 | 199 | -3.9% |
| FTEs | 404.06 | 403.60 | 403.60 | 385.11 | -4.6% |
| Recreation | | | | | |
| Full-Time Positions | 148 | 182 | 182 | 189 | 3.8% |
| Part-Time Positions | 11 | 1 | 1 | 0 | -100.0% |
| FTEs | 499.04 | 574.39 | 574.39 | 591.77 | 3.0% |
| Total Full-Time Positions | 412 | 444 | 444 | 459 | 3.4% |
| Total Part-Time Positions | 220 | 209 | 209 | 200 | -4.3% |
| Total FTEs | 934.37 | 1,008.26 | 1,008.26 | 1,007.15 | -0.1% |

## Workforce Detailed By Agency, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **Community Development and Housing** | | | | | |
| Agriculture | | | | | |
| Full-Time Positions | 8 | 10 | 10 | 10 | ---- |
| Part-Time Positions | 1 | 1 | 1 | 0 | -100.0% |
| FTEs | 4.15 | 5.15 | 5.15 | 5.90 | 14.6% |
| 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 | 107 | 110 | 110 | 114 | 3.6% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 101.20 | 104.20 | 104.20 | 108.20 | 3.8% |
| Permitting Services | | | | | |
| Full-Time Positions | 240 | 243 | 243 | 243 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 245.90 | 249.03 | 249.03 | 249.03 | ---- |
| Total Full-Time Positions | 355 | 363 | 363 | 367 | 1.1% |
| Total Part-Time Positions | 1 | 1 | 1 | 0 | -100.0% |
| Total FTEs | 352.25 | 359.38 | 359.38 | 364.13 | 1.3% |
| **Environment** | | | | | |
| Environmental Protection | | | | | |
| Full-Time Positions | 97 | 121 | 121 | 131 | 8.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 109.90 | 122.48 | 122.48 | 135.49 | 10.6% |
| Recycling and Resource Management | | | | | |
| Full-Time Positions | 83 | 77 | 77 | 80 | 3.9% |
| Part-Time Positions | 2 | 1 | 1 | 1 | ---- |
| FTEs | 112.06 | 113.61 | 113.61 | 116.60 | 2.6% |
| Total Full-Time Positions | 180 | 198 | 198 | 211 | 6.6% |
| Total Part-Time Positions | 3 | 2 | 2 | 2 | ---- |
| Total FTEs | 221.96 | 236.09 | 236.09 | 252.09 | 6.8% |
| **Other County Government Functions** | | | | | |
| Alcohol Beverage Services | | | | | |
| Full-Time Positions | 332 | 334 | 334 | 341 | 2.1% |
| Part-Time Positions | 130 | 127 | 127 | 130 | 2.4% |
| FTEs | 443.80 | 428.80 | 428.80 | 428.70 | ---- |
| Cable Television Communications Plan | | | | | |
| Full-Time Positions | 18 | 19 | 19 | 14 | -26.3% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 30.75 | 29.55 | 29.55 | 24.34 | -17.6% |
| Non-Departmental Accounts | | | | | |
| Full-Time Positions | 21 | 23 | 23 | 23 | ---- |
| Part-Time Positions | 1 | 0 | 0 | 0 | ---- |
| FTEs | 23.46 | 45.34 | 45.34 | 37.32 | -17.7% |
| Utilities | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |

**Workforce Detailed By Agency, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| Total Full-Time Positions | 371 | 376 | 376 | 378 | 0.5% |
| Total Part-Time Positions | 131 | 127 | 127 | 130 | 2.4% |
| Total FTEs | 498.01 | 503.69 | 503.69 | 490.36 | -2.6% |
| Total Full-Time Positions | 9,837 | 10,092 | 10,092 | 10,305 | 2.1% |
| Total Part-Time Positions | 986 | 995 | 995 | 959 | -3.6% |
| Total FTEs | 10,614.34 | 10,921.30 | 10,921.30 | 11,091.90 | 1.6% |

## MONTGOMERY COUNTY PUBLIC SCHOOLS

Montgomery County Public Schools

| | | | | | |
|---|---|---|---|---|---|
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 23,636.61 | 23,976.50 | 23,976.50 | 24,529.33 | 2.3% |

## MONTGOMERY COLLEGE

Montgomery College

| | | | | | |
|---|---|---|---|---|---|
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 1,910.85 | 1,921.35 | 1,921.35 | 1,922.35 | 0.1% |

## M-NCPPC

Maryland-National Capital Park and Planning Commission

| | | | | | |
|---|---|---|---|---|---|
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 1,123.25 | 1,134.38 | 1,134.38 | 1,135.13 | 0.1% |

## SUMMARY

| | | | | | |
|---|---|---|---|---|---|
| Total Full-Time Positions | 9,837 | 10,092 | 10,092 | 10,305 | 2.1% |
| Total Part-Time Positions | 986 | 995 | 995 | 959 | -3.6% |
| Total FTEs | 37,285.05 | 37,953.53 | 37,953.53 | 38,678.71 | 1.9% |

# Schedule D-3

**Workforce Detailed By Agency, Fund Type, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %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 | 32 | 32 | 32 | ---- |
| Part-Time Positions | 2 | 2 | 2 | 2 | ---- |
| FTEs | 56.35 | 56.35 | 56.35 | 56.35 | ---- |
| Circuit Court | | | | | |
| Full-Time Positions | 95 | 99 | 99 | 99 | ---- |
| Part-Time Positions | 4 | 4 | 4 | 4 | ---- |
| FTEs | 97.29 | 101.23 | 101.23 | 101.60 | 0.4% |
| Community Engagement Cluster | | | | | |
| Full-Time Positions | 31 | 34 | 34 | 35 | 2.9% |
| Part-Time Positions | 20 | 20 | 20 | 21 | 5.0% |
| FTEs | 41.10 | 44.27 | 44.27 | 45.75 | 3.3% |
| County Attorney | | | | | |
| Full-Time Positions | 77 | 79 | 79 | 78 | -1.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 41.70 | 42.80 | 42.80 | 43.60 | 1.9% |
| County Council | | | | | |
| Full-Time Positions | 94 | 127 | 127 | 124 | -2.4% |
| Part-Time Positions | 9 | 2 | 2 | 1 | -50.0% |
| FTEs | 87.83 | 110.05 | 110.05 | 106.55 | -3.2% |
| County Executive | | | | | |
| Full-Time Positions | 35 | 48 | 48 | 47 | -2.1% |
| Part-Time Positions | 6 | 6 | 6 | 6 | ---- |
| FTEs | 32.70 | 39.78 | 39.78 | 39.28 | -1.3% |
| 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 | 115 | 115 | 115 | 115 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 99.67 | 99.92 | 99.92 | 99.92 | ---- |
| Food Systems Resilience | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 3 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 3.00 | ---- |
| General Services | | | | | |
| Full-Time Positions | 200 | 201 | 201 | 207 | 3.0% |
| Part-Time Positions | 1 | 1 | 1 | 0 | -100.0% |
| FTEs | 134.73 | 135.06 | 135.06 | 141.73 | 4.9% |
| Grants Management | | | | | |
| Full-Time Positions | 0 | 3 | 3 | 5 | 66.7% |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 3.00 | 3.00 | 5.00 | 66.7% |
| Human Resources | | | | | |
| Full-Time Positions | 65 | 72 | 72 | 91 | 26.4% |
| Part-Time Positions | 2 | 2 | 2 | 1 | -50.0% |
| FTEs | 43.80 | 49.25 | 49.25 | 67.25 | 36.5% |
| Human Rights | | | | | |
| Full-Time Positions | 11 | 11 | 11 | 11 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 1 | ---- |
| FTEs | 11.60 | 11.60 | 11.60 | 12.10 | 4.3% |
| Inspector General | | | | | |
| Full-Time Positions | 13 | 17 | 17 | 19 | 11.8% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 14.00 | 17.00 | 17.00 | 19.00 | 11.8% |
| Intergovernmental Relations | | | | | |
| Full-Time Positions | 5 | 5 | 5 | 5 | ---- |
| Part-Time Positions | 0 | 1 | 1 | 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 | 14 | 14 | 14 | 14 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 13.67 | 13.85 | 13.85 | 13.85 | ---- |
| Management and Budget | | | | | |
| Full-Time Positions | 41 | 43 | 43 | 42 | -2.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 41.25 | 43.25 | 43.25 | 42.25 | -2.3% |
| 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 | 39 | 2.6% |
| Part-Time Positions | 2 | 2 | 2 | 2 | ---- |
| FTEs | 37.90 | 37.90 | 37.90 | 38.90 | 2.6% |
| Public Information | | | | | |
| Full-Time Positions | 71 | 76 | 76 | 75 | -1.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 53.70 | 60.90 | 60.90 | 60.11 | -1.3% |
| Racial Equity and Social Justice | | | | | |
| Full-Time Positions | 6 | 7 | 7 | 8 | 14.3% |
| Part-Time Positions | 0 | 1 | 1 | 1 | ---- |
| FTEs | 6.00 | 7.50 | 7.50 | 8.50 | 13.3% |
| State's Attorney | | | | | |
| Full-Time Positions | 144 | 147 | 147 | 147 | ---- |
| Part-Time Positions | 8 | 7 | 7 | 7 | ---- |
| FTEs | 151.15 | 153.85 | 153.85 | 153.70 | -0.1% |
| Technology and Enterprise Business Solutions | | | | | |
| Full-Time Positions | 168 | 167 | 167 | 172 | 3.0% |
| Part-Time Positions | 2 | 2 | 2 | 1 | -50.0% |
| FTEs | 166.25 | 168.25 | 168.25 | 172.75 | 2.7% |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| 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*** | ***1,269*** | ***1,352*** | ***1,352*** | ***1,387*** | ***2.6%*** |
| ***Total Part-Time Positions*** | ***61*** | ***55*** | ***55*** | ***53*** | ***-3.6%*** |
| ***Total FTEs*** | ***1,154.99*** | ***1,220.11*** | ***1,220.11*** | ***1,257.49*** | ***3.1%*** |
| **Public Safety** | | | | | |
| Animal Services | | | | | |
| Full-Time Positions | 74 | 76 | 76 | 76 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 75.00 | 77.00 | 77.00 | 77.00 | ---- |
| Consumer Protection | | | | | |
| Full-Time Positions | 19 | 19 | 19 | 20 | 5.3% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 18.00 | 18.00 | 18.00 | 19.00 | 5.6% |
| Correction and Rehabilitation | | | | | |
| Full-Time Positions | 534 | 535 | 535 | 536 | 0.2% |
| Part-Time Positions | 0 | 0 | 0 | 1 | ---- |
| FTEs | 541.57 | 544.57 | 544.57 | 546.07 | 0.3% |
| Emergency Management and Homeland Security | | | | | |
| Full-Time Positions | 11 | 12 | 12 | 12 | ---- |
| Part-Time Positions | 1 | 1 | 1 | 0 | -100.0% |
| FTEs | 10.82 | 11.82 | 11.82 | 11.46 | -3.0% |
| Police | | | | | |
| Full-Time Positions | 1,803 | 1,826 | 1,826 | 1,834 | 0.4% |
| Part-Time Positions | 205 | 220 | 220 | 224 | 1.8% |
| FTEs | 1,869.36 | 1,897.90 | 1,897.90 | 1,907.10 | 0.5% |
| Sheriff | | | | | |
| Full-Time Positions | 182 | 181 | 181 | 181 | ---- |
| Part-Time Positions | 5 | 5 | 5 | 5 | ---- |
| FTEs | 187.62 | 186.62 | 186.62 | 187.00 | 0.2% |
| ***Total Full-Time Positions*** | ***2,623*** | ***2,649*** | ***2,649*** | ***2,659*** | ***0.4%*** |
| ***Total Part-Time Positions*** | ***211*** | ***226*** | ***226*** | ***230*** | ***1.8%*** |
| ***Total FTEs*** | ***2,702.37*** | ***2,735.91*** | ***2,735.91*** | ***2,747.63*** | ***0.4%*** |
| **Transportation** | | | | | |
| Transportation | | | | | |
| Full-Time Positions | 456 | 460 | 460 | 461 | 0.2% |
| Part-Time Positions | 7 | 4 | 4 | 4 | ---- |
| FTEs | 252.52 | 255.06 | 255.06 | 252.75 | -0.9% |
| ***Total Full-Time Positions*** | ***456*** | ***460*** | ***460*** | ***461*** | ***0.2%*** |
| ***Total Part-Time Positions*** | ***7*** | ***4*** | ***4*** | ***4*** | ***----*** |
| ***Total FTEs*** | ***252.52*** | ***255.06*** | ***255.06*** | ***252.75*** | ***-0.9%*** |
| **Health and Human Services** | | | | | |
| Health and Human Services | | | | | |
| Full-Time Positions | 977 | 1,043 | 1,043 | 1,134 | 8.7% |
| Part-Time Positions | 303 | 305 | 305 | 290 | -4.9% |
| FTEs | 1,305.53 | 1,390.25 | 1,390.25 | 1,476.44 | 6.2% |
| **Libraries, Culture, and Recreation** | | | | | |
| Public Libraries | | | | | |
| Full-Time Positions | 232 | 231 | 231 | 239 | 3.5% |
| Part-Time Positions | 208 | 207 | 207 | 199 | -3.9% |
| FTEs | 401.86 | 401.40 | 401.40 | 382.91 | -4.6% |
| ***Total Full-Time Positions*** | ***232*** | ***231*** | ***231*** | ***239*** | ***3.5%*** |
| ***Total Part-Time Positions*** | ***208*** | ***207*** | ***207*** | ***199*** | ***-3.9%*** |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| ***Total FTEs*** | ***401.86*** | ***401.40*** | ***401.40*** | ***382.91*** | ***-4.6%*** |
| Community Development and Housing | | | | | |
| Agriculture | | | | | |
| Full-Time Positions | 8 | 10 | 10 | 10 | ---- |
| Part-Time Positions | 1 | 1 | 1 | 0 | -100.0% |
| FTEs | 4.15 | 5.15 | 5.15 | 5.90 | 14.6% |
| Housing and Community Affairs | | | | | |
| Full-Time Positions | 107 | 110 | 110 | 114 | 3.6% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 62.65 | 65.65 | 65.65 | 71.25 | 8.5% |
| ***Total Full-Time Positions*** | ***115*** | ***120*** | ***120*** | ***124*** | ***3.3%*** |
| ***Total Part-Time Positions*** | ***1*** | ***1*** | ***1*** | ***0*** | ***-100.0%*** |
| ***Total FTEs*** | ***66.80*** | ***70.80*** | ***70.80*** | ***77.15*** | ***9.0%*** |
| Environment | | | | | |
| Environmental Protection | | | | | |
| Full-Time Positions | 49 | 61 | 61 | 66 | 8.2% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 16.29 | 25.64 | 25.64 | 33.65 | 31.2% |
| ***Total Full-Time Positions*** | ***49*** | ***61*** | ***61*** | ***66*** | ***8.2%*** |
| ***Total Part-Time Positions*** | ***0*** | ***0*** | ***0*** | ***0*** | ***----*** |
| ***Total FTEs*** | ***16.29*** | ***25.64*** | ***25.64*** | ***33.65*** | ***31.2%*** |
| Other County Government Functions | | | | | |
| Non-Departmental Accounts | | | | | |
| Full-Time Positions | 21 | 23 | 23 | 23 | ---- |
| Part-Time Positions | 1 | 0 | 0 | 0 | ---- |
| FTEs | 23.46 | 45.34 | 45.34 | 37.32 | -17.7% |
| 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*** | ***23*** | ***23*** | ***23*** | ***----*** |
| ***Total Part-Time Positions*** | ***1*** | ***0*** | ***0*** | ***0*** | ***----*** |
| ***Total FTEs*** | ***23.46*** | ***45.34*** | ***45.34*** | ***37.32*** | ***-17.7%*** |
| Total Full-Time Positions | 5,742 | 5,939 | 5,939 | 6,093 | 2.6% |
| Total Part-Time Positions | 792 | 798 | 798 | 776 | -2.8% |
| Total FTEs | 5,923.82 | 6,144.51 | 6,144.51 | 6,265.34 | 2.0% |
| SPECIAL FUNDS TAX SUPPORTED | | | | | |
| General Government | | | | | |
| Urban Districts | | | | | |
| Full-Time Positions | 61 | 61 | 61 | 62 | 1.6% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 58.70 | 60.70 | 60.70 | 60.70 | ---- |
| ***Total Full-Time Positions*** | ***61*** | ***61*** | ***61*** | ***62*** | ***1.6%*** |
| ***Total Part-Time Positions*** | ***1*** | ***1*** | ***1*** | ***1*** | ***----*** |
| ***Total FTEs*** | ***58.70*** | ***60.70*** | ***60.70*** | ***60.70*** | ***----*** |
| Public Safety | | | | | |
| Fire and Rescue Service | | | | | |
| Full-Time Positions | 1,332 | 1,350 | 1,350 | 1,361 | 0.8% |
| Part-Time Positions | 0 | 1 | 1 | 1 | ---- |
| FTEs | 1,333.26 | 1,352.01 | 1,352.01 | 1,363.01 | 0.8% |
| ***Total Full-Time Positions*** | ***1,332*** | ***1,350*** | ***1,350*** | ***1,361*** | ***0.8%*** |
| ***Total Part-Time Positions*** | ***0*** | ***1*** | ***1*** | ***1*** | ***----*** |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| ***Total FTEs*** | ***1,333.26*** | ***1,352.01*** | ***1,352.01*** | ***1,363.01*** | ***0.8%*** |
| Transportation | | | | | |
| Transit Services | | | | | |
| Full-Time Positions | 863 | 854 | 854 | 853 | -0.1% |
| Part-Time Positions | 16 | 32 | 32 | 16 | -50.0% |
| FTEs | 895.77 | 897.51 | 897.51 | 885.51 | -1.3% |
| 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*** | ***854*** | ***854*** | ***853*** | ***-0.1%*** |
| ***Total Part-Time Positions*** | ***16*** | ***32*** | ***32*** | ***16*** | ***-50.0%*** |
| ***Total FTEs*** | ***895.77*** | ***897.51*** | ***897.51*** | ***885.51*** | ***-1.3%*** |
| Libraries, Culture, and Recreation | | | | | |
| Recreation | | | | | |
| Full-Time Positions | 148 | 182 | 182 | 189 | 3.8% |
| Part-Time Positions | 11 | 1 | 1 | 0 | -100.0% |
| FTEs | 496.33 | 569.98 | 569.98 | 587.36 | 3.0% |
| ***Total Full-Time Positions*** | ***148*** | ***182*** | ***182*** | ***189*** | ***3.8%*** |
| ***Total Part-Time Positions*** | ***11*** | ***1*** | ***1*** | ***0*** | ***-100.0%*** |
| ***Total FTEs*** | ***496.33*** | ***569.98*** | ***569.98*** | ***587.36*** | ***3.0%*** |
| 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 | 2,404 | 2,447 | 2,447 | 2,465 | 0.7% |
| Total Part-Time Positions | 28 | 35 | 35 | 18 | -48.6% |
| Total FTEs | 2,785.06 | 2,881.20 | 2,881.20 | 2,897.58 | 0.6% |
| 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 | 28 | 24 | 24 | 25 | 4.2% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 28.21 | 24.27 | 24.27 | 24.90 | 2.6% |
| Community Engagement Cluster | | | | | |
| Full-Time Positions | 1 | 1 | 1 | 1 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.65 | 0.48 | 0.48 | 0.50 | 4.2% |
| County Attorney | | | | | |
| 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 FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| County Council | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| County Executive | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| Finance | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| General Services | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| 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 | | | | | |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Full-Time Positions | 4 | 4 | 4 | 4 | ---- |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 2.70 | 2.40 | 2.40 | 2.55 | 6.3% |
| Technology and Enterprise Business Solutions | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| Urban Districts | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| 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*** | ***33*** | ***29*** | ***29*** | ***30*** | ***3.4%*** |
| ***Total Part-Time Positions*** | ***2*** | ***2*** | ***2*** | ***2*** | ***----*** |
| ***Total FTEs*** | ***31.56*** | ***27.15*** | ***27.15*** | ***27.95*** | ***2.9%*** |
| **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 | 7.24 | -3.2% |
| Fire and Rescue Service | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| Police | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| Sheriff | | | | | |
| Full-Time Positions | 8 | 8 | 8 | 8 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 5.18 | 5.14 | 5.14 | 4.76 | -7.4% |
| ***Total Full-Time Positions*** | ***14*** | ***14*** | ***14*** | ***14*** | ***----*** |
| ***Total Part-Time Positions*** | ***0*** | ***0*** | ***0*** | ***0*** | ***----*** |
| ***Total FTEs*** | ***12.66*** | ***12.62*** | ***12.62*** | ***12.00*** | ***-4.9%*** |
| **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 | | | | | |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Full-Time Positions | 1 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.75 | 0.00 | 0.00 | 0.00 | ---- |
| ***Total Full-Time Positions*** | ***16*** | ***15*** | ***15*** | ***15*** | ***----*** |
| ***Total Part-Time Positions*** | ***0*** | ***0*** | ***0*** | ***0*** | ***----*** |
| ***Total FTEs*** | ***13.85*** | ***13.10*** | ***13.10*** | ***13.10*** | ***----*** |
| **Health and Human Services** | | | | | |
| Health and Human Services | | | | | |
| Full-Time Positions | 570 | 580 | 580 | 614 | 5.9% |
| Part-Time Positions | 30 | 30 | 30 | 30 | ---- |
| FTEs | 465.09 | 466.41 | 466.41 | 498.54 | 6.9% |
| **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 | 2.20 | 2.20 | 2.20 | 2.20 | ---- |
| Recreation | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 2.71 | 4.41 | 4.41 | 4.41 | ---- |
| ***Total Full-Time Positions*** | ***2*** | ***2*** | ***2*** | ***2*** | ***----*** |
| ***Total Part-Time Positions*** | ***0*** | ***0*** | ***0*** | ***0*** | ***----*** |
| ***Total FTEs*** | ***4.91*** | ***6.61*** | ***6.61*** | ***6.61*** | ***----*** |
| **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 | 38.55 | 38.55 | 38.55 | 36.95 | -4.2% |
| 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*** | ***38.55*** | ***38.55*** | ***38.55*** | ***36.95*** | ***-4.2%*** |
| **Environment** | | | | | |
| Environmental Protection | | | | | |
| Full-Time Positions | 48 | 60 | 60 | 65 | 8.3% |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 93.61 | 96.84 | 96.84 | 101.84 | 5.2% |
| ***Total Full-Time Positions*** | ***48*** | ***60*** | ***60*** | ***65*** | ***8.3%*** |
| ***Total Part-Time Positions*** | ***1*** | ***1*** | ***1*** | ***1*** | ***----*** |
| ***Total FTEs*** | ***93.61*** | ***96.84*** | ***96.84*** | ***101.84*** | ***5.2%*** |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Other County Government Functions | | | | | |
| Alcohol Beverage Services | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| Cable Television Communications Plan | | | | | |
| Full-Time Positions | 18 | 19 | 19 | 14 | -26.3% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 30.75 | 29.55 | 29.55 | 24.34 | -17.6% |
| 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*** | ***19*** | ***19*** | ***14*** | ***-26.3%*** |
| ***Total Part-Time Positions*** | ***0*** | ***0*** | ***0*** | ***0*** | ***----*** |
| ***Total FTEs*** | ***30.75*** | ***29.55*** | ***29.55*** | ***24.34*** | ***-17.6%*** |
| Total Full-Time Positions | 701 | 719 | 719 | 754 | 4.9% |
| Total Part-Time Positions | 33 | 33 | 33 | 33 | ---- |
| Total FTEs | 690.98 | 690.83 | 690.83 | 721.33 | 4.4% |
| ENTERPRISE FUNDS NON-TAX SUPPORTED | | | | | |
| Transportation | | | | | |
| Parking District Services | | | | | |
| Full-Time Positions | 53 | 53 | 53 | 49 | -7.5% |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 48.53 | 48.73 | 48.73 | 48.73 | ---- |
| 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 | 29 | 29 | 29 | ---- |
| Part-Time Positions | 1 | 1 | 1 | 1 | ---- |
| FTEs | 31.27 | 30.27 | 30.27 | 30.27 | ---- |
| Community Development and Housing | | | | | |
| Permitting Services | | | | | |
| Full-Time Positions | 240 | 243 | 243 | 243 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 245.90 | 249.03 | 249.03 | 249.03 | ---- |
| Environment | | | | | |
| Recycling and Resource Management | | | | | |
| Full-Time Positions | 83 | 77 | 77 | 80 | 3.9% |
| Part-Time Positions | 2 | 1 | 1 | 1 | ---- |
| FTEs | 112.06 | 113.61 | 113.61 | 116.60 | 2.6% |
| Other County Government Functions | | | | | |
| Alcohol Beverage Services | | | | | |
| Full-Time Positions | 332 | 334 | 334 | 341 | 2.1% |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Part-Time Positions | 130 | 127 | 127 | 130 | 2.4% |
| FTEs | 443.80 | 428.80 | 428.80 | 428.70 | ---- |
| Total Full-Time Positions | 738 | 736 | 736 | 742 | 0.8% |
| Total Part-Time Positions | 133 | 129 | 129 | 132 | 2.3% |
| Total FTEs | 912.59 | 901.47 | 901.47 | 904.36 | 0.3% |
| **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 | 207 | 206 | 206 | 206 | ---- |
| 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 | 25.25 | 25.25 | 25.25 | ---- |
| Total Full-Time Positions | 252 | 251 | 251 | 251 | ---- |
| Total Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Total FTEs | 301.89 | 303.29 | 303.29 | 303.29 | ---- |
| Total Full-Time Positions | 9,837 | 10,092 | 10,092 | 10,305 | 2.1% |
| Total Part-Time Positions | 986 | 995 | 995 | 959 | -3.6% |
| Total FTEs | 10,614.34 | 10,921.30 | 10,921.30 | 11,091.90 | 1.6% |
| **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 | 22,399.34 | 22,623.50 | 22,623.50 | 23,242.56 | 2.7% |
| **SPECIAL FUNDS NON-TAX SUPPORTED** | | | | | |
| Montgomery County Public Schools | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 588.70 | 708.55 | 708.55 | 638.70 | -9.9% |
| **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 | 644.45 | 644.45 | 648.07 | 0.6% |
| Total Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Total Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Total FTEs | 23,636.61 | 23,976.50 | 23,976.50 | 24,529.33 | 2.3% |

**Workforce Detailed By Agency, Fund Type, Government Function and Department**

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | % CHG BUD/REC |
|---|---|---|---|---|---|
| **MONTGOMERY COLLEGE** | | | | | |
| **SPECIAL FUNDS TAX SUPPORTED** | | | | | |
| Montgomery College | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 0.00 | 0.00 | 0.00 | 0.00 | ---- |
| **CURRENT FUND TAX SUPPORTED** | | | | | |
| Montgomery College | | | | | |
| Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| FTEs | 1,803.35 | 1,813.85 | 1,813.85 | 1,813.85 | ---- |
| **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 | 108.50 | 0.9% |
| Total Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Total Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Total FTEs | 1,910.85 | 1,921.35 | 1,921.35 | 1,922.35 | 0.1% |
| **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 | 957.90 | 969.68 | 969.68 | 974.43 | 0.5% |
| **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 | 165.35 | 164.70 | 164.70 | 160.70 | -2.4% |
| Total Full-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Total Part-Time Positions | 0 | 0 | 0 | 0 | ---- |
| Total FTEs | 1,123.25 | 1,134.38 | 1,134.38 | 1,135.13 | 0.1% |

## SUMMARY

| | | | | | |
|---|---|---|---|---|---|
| Total Full-Time Positions | 9,837 | 10,092 | 10,092 | 10,305 | 2.1% |
| Total Part-Time Positions | 986 | 995 | 995 | 959 | -3.6% |

## Workforce Detailed By Agency, Fund Type, Government Function and Department

| | ACTUAL FY22 | BUDGET FY23 | EST FY23 | REC FY24 | %CHG BUD/REC |
|---|---|---|---|---|---|
| Total FTEs | 37,285.05 | 37,953.53 | 37,953.53 | 38,678.71 | 1.9% |

# 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.

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule E-1

## ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

| ASSESSABLE BASE (in billion $) | ACTUAL FY22 | BUDGET FY23 | PROJ. FY23 | BUDGET FY24 | PROJ. FY25 | PROJ. FY26 | PROJ. FY27 | PROJ. FY28 | PROJ. FY29 |
|---|---|---|---|---|---|---|---|---|---|
| **COUNTYWIDE** | | | | | | | | | |
| Countywide: Real | 202.557 | 208.454 | 207.564 | 213.770 | 220.591 | 226.427 | 230.351 | 232.212 | 233.574 |
| Countywide: Personal | 4.243 | 5.042 | 4.481 | 4.341 | 4.243 | 4.174 | 4.126 | 4.093 | 4.069 |
| **SPECIAL DISTRICTS** | | | | | | | | | |
| Mass Transit: Real | 202.557 | 208.454 | 207.564 | 213.770 | 220.591 | 226.427 | 230.351 | 232.212 | 233.574 |
| Mass Transit: Personal | 4.243 | 5.042 | 4.481 | 4.341 | 4.243 | 4.174 | 4.126 | 4.093 | 4.069 |
| Fire: Real | 202.557 | 208.454 | 207.564 | 213.770 | 220.591 | 226.427 | 230.351 | 232.212 | 233.574 |
| Fire: Personal | 4.243 | 5.042 | 4.481 | 4.341 | 4.243 | 4.174 | 4.126 | 4.093 | 4.069 |
| Recreation: Real | 176.680 | 181.794 | 181.047 | 186.460 | 192.409 | 197.500 | 200.922 | 202.546 | 203.734 |
| Recreation: Personal | 3.503 | 4.270 | 3.700 | 3.584 | 3.503 | 3.446 | 3.407 | 3.379 | 3.360 |
| Storm Drainage: Real | 170.504 | 175.426 | 174.719 | 179.943 | 185.684 | 190.597 | 193.900 | 195.466 | 196.613 |
| Storm Drainage: Personal | 3.354 | 4.111 | 3.542 | 3.431 | 3.354 | 3.300 | 3.262 | 3.235 | 3.217 |
| M-NCPPC - Regional: Real | 175.514 | 180.620 | 179.852 | 185.230 | 191.140 | 196.197 | 199.596 | 201.209 | 202.389 |
| M-NCPPC - Regional: Personal | 3.486 | 4.252 | 3.682 | 3.567 | 3.486 | 3.430 | 3.390 | 3.363 | 3.344 |
| M-NCPPC - Metropolitan: Real | 175.514 | 180.620 | 179.852 | 185.230 | 191.140 | 196.197 | 199.596 | 201.209 | 202.389 |
| M-NCPPC - Metropolitan: Personal | 3.486 | 4.252 | 3.682 | 3.567 | 3.486 | 3.430 | 3.390 | 3.363 | 3.344 |
| M-NCPPC - Land Acquisition: Real | 202.557 | 208.454 | 207.564 | 213.770 | 220.591 | 226.427 | 230.351 | 232.212 | 233.574 |
| M-NCPPC - Land Acquisition: Personal | 4.243 | 5.042 | 4.481 | 4.341 | 4.243 | 4.174 | 4.126 | 4.093 | 4.069 |
| **URBAN DISTRICTS** | | | | | | | | | |
| Bethesda: Real | 6.147 | 6.260 | 6.299 | 6.488 | 6.695 | 6.872 | 6.991 | 7.047 | 7.089 |
| Bethesda: Personal | 0.205 | 0.222 | 0.216 | 0.209 | 0.205 | 0.201 | 0.199 | 0.198 | 0.196 |
| Silver Spring: Real | 3.889 | 4.139 | 3.985 | 4.104 | 4.235 | 4.347 | 4.422 | 4.458 | 4.484 |
| Silver Spring: Personal | 0.114 | 0.119 | 0.121 | 0.117 | 0.114 | 0.113 | 0.111 | 0.110 | 0.110 |
| Wheaton: Real | 0.791 | 0.893 | 0.810 | 0.834 | 0.861 | 0.884 | 0.899 | 0.906 | 0.912 |
| Wheaton: Personal | 0.029 | 0.037 | 0.030 | 0.029 | 0.029 | 0.028 | 0.028 | 0.028 | 0.028 |
| **NOISE ABATEMENT DISTRICTS** | | | | | | | | | |
| Bradley: Real | 0.045 | 0.047 | 0.046 | 0.047 | 0.049 | 0.050 | 0.051 | 0.051 | 0.052 |
| 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 | 0.015 | 0.012 | 0.012 | 0.013 | 0.013 | 0.013 | 0.013 | 0.013 |
| 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 | 5.342 | 5.401 | 5.474 | 5.637 | 5.817 | 5.971 | 6.074 | 6.123 | 6.160 |

## ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Bethesda - Commercial: Personal | 0.165 | 0.182 | 0.174 | 0.169 | 0.165 | 0.162 | 0.161 | 0.159 | 0.158 |
| Bethesda - Unimproved: Real | 0.521 | 0.557 | 0.534 | 0.550 | 0.568 | 0.583 | 0.593 | 0.598 | 0.601 |
| Bethesda - Unimproved: Personal | 0.033 | 0.033 | 0.035 | 0.034 | 0.033 | 0.032 | 0.032 | 0.032 | 0.032 |
| Montgomery Hills - Commercial: Real | 0.054 | 0.054 | 0.056 | 0.057 | 0.059 | 0.060 | 0.062 | 0.062 | 0.063 |
| Montgomery Hills - Commercial: Personal | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.002 | 0.001 | 0.001 |
| 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 | 3.278 | 3.505 | 3.360 | 3.460 | 3.570 | 3.665 | 3.728 | 3.759 | 3.780 |
| Silver Spring - Commercial: Personal | 0.114 | 0.118 | 0.120 | 0.116 | 0.114 | 0.112 | 0.111 | 0.110 | 0.109 |
| Silver Spring - Unimproved: Real | 0.457 | 0.462 | 0.468 | 0.482 | 0.497 | 0.510 | 0.519 | 0.523 | 0.526 |
| 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 | 0.479 | 0.516 | 0.490 | 0.505 | 0.521 | 0.535 | 0.544 | 0.549 | 0.552 |
| Wheaton - Commercial: Personal | 0.010 | 0.012 | 0.011 | 0.010 | 0.010 | 0.010 | 0.010 | 0.010 | 0.009 |
| Wheaton - Unimproved: Real | 0.005 | 0.005 | 0.005 | 0.005 | 0.006 | 0.006 | 0.006 | 0.006 | 0.006 |
| Wheaton - Unimproved: Personal | 0.004 | 0.006 | 0.005 | 0.005 | 0.005 | 0.005 | 0.005 | 0.005 | 0.005 |

# Schedule E-2

| PROPERTY TAX RATES | | | | |
|---|---|---|---|---|
| (dollars per $100 assessed value) | ACTUAL FY21 | ACTUAL FY22 | ACTUAL FY23 | REC FY24 |
| **COUNTYWIDE** | | | | |
| General Fund: Real | 0.6948 | 0.7178 | 0.6940 | 0.7700 |
| General Fund: Personal | 1.7370 | 1.7945 | 1.7350 | 1.9250 |
| **SPECIAL DISTRICTS** | | | | |
| Storm Drainage: Real | 0.0000 | 0.0000 | 0.0000 | 0.0000 |
| Storm Drainage: Personal | 0.0000 | 0.0000 | 0.0000 | 0.0000 |
| Mass Transit: Real | 0.0736 | 0.0524 | 0.0832 | 0.0860 |
| Mass Transit: Personal | 0.1840 | 0.1310 | 0.2080 | 0.2150 |
| Recreation: Real | 0.0260 | 0.0261 | 0.0259 | 0.0335 |
| Recreation: Personal | 0.0650 | 0.0653 | 0.0648 | 0.0837 |
| **M-NCPPC** | | | | |
| Advanced Land Acquisition: Real ** | 0.0010 | 0.0010 | 0.0010 | 0.0010 |
| Advanced Land Acquisition: Personal ** | 0.0025 | 0.0025 | 0.0025 | 0.0025 |
| **SPECIAL DISTRICTS** | | | | |
| Fire: Real | 0.1182 | 0.1202 | 0.1074 | 0.1182 |
| Fire: Personal | 0.2955 | 0.3005 | 0.2685 | 0.2955 |
| **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 |
| **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 |
| 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 |
| 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 |

| PROPERTY TAX RATES | | | | |
|---|---|---|---|---|
| (dollars per $100 assessed value) | ACTUAL FY21 | ACTUAL FY22 | ACTUAL FY23 | REC FY24 |
| Montgomery Hills - 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 |
| M-NCPPC | | | | |
| 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 |
| Discretionary: Real | 0.0160 | 0.0116 | 0.0170 | 0.0200 |
| Discretionary: Personal | 0.0400 | 0.0290 | 0.0425 | 0.0500 |
| Regional (Administration) | | | | |
| Mandatory: Real | 0.0120 | 0.0120 | 0.0120 | 0.0120 |
| Mandatory: Personal | 0.0300 | 0.0300 | 0.0300 | 0.0300 |
| Discretionary: Real | 0.0056 | 0.0054 | 0.0070 | 0.0084 |
| Discretionary: Personal | 0.0140 | 0.0135 | 0.0175 | 0.0210 |
| COUNTYWIDE | | | | |
| 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 | 0.8068 | 0.8298 | 0.8060 | 0.8820 |
| Countywide: Personal | 1.7370 | 1.7945 | 1.7350 | 1.9250 |

** 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 15 AS BASE

(in millions)

| | ACTUAL FY15 | ACTUAL FY16 | ACTUAL FY17 | ACTUAL FY18 | ACTUAL FY19 | ACTUAL FY20 | ACTUAL FY21 | ACTUAL FY22 | APPR FY23 | REC FY24 |
|---|---|---|---|---|---|---|---|---|---|---|
| **COUNTY GOVERNMENT** | | | | | | | | | | |
| General Fund | 1,146.6 | 1,162.0 | 1,163.6 | 1,148.0 | 1,138.9 | 1,267.3 | 1,389.4 | 1,382.4 | 1,408.8 | 1,548.2 |
| Expenditures in FY15$ | 1,146.6 | 1,151.6 | 1,139.7 | 1,104.9 | 1,079.5 | 1,190.0 | 1,280.6 | 1,208.4 | 1,200.0 | 1,295.6 |
| Special Funds: Tax Supported | 388.5 | 390.6 | 395.3 | 406.5 | 417.9 | 432.8 | 410.7 | 455.7 | 486.3 | 516.4 |
| Expenditures in FY15$ | 388.5 | 387.1 | 387.2 | 391.2 | 396.1 | 406.4 | 378.5 | 398.3 | 414.2 | 432.1 |
| Grant Fund: Non-Tax Supported | 116.7 | 114.5 | 111.4 | 116.6 | 114.7 | 147.8 | 293.4 | 278.4 | 169.6 | 154.0 |
| Expenditures in FY15$ | 116.7 | 113.5 | 109.1 | 112.2 | 108.7 | 138.8 | 270.4 | 243.4 | 144.5 | 128.9 |
| Special Funds: Non-Tax Supported | 298.8 | 308.4 | 306.3 | 329.0 | 339.0 | 354.2 | 360.8 | 372.7 | 395.3 | 402.4 |
| Expenditures in FY15$ | 298.8 | 305.6 | 300.0 | 316.7 | 321.3 | 332.6 | 332.5 | 325.8 | 336.7 | 336.7 |
| **TOTAL COUNTY GOVERNMENT** | **1,950.6** | **1,975.5** | **1,976.5** | **2,000.1** | **2,010.5** | **2,202.0** | **2,454.4** | **2,489.2** | **2,459.9** | **2,621.1** |
| Expenditures in FY15$ | 1,950.6 | 1,957.9 | 1,935.8 | 1,925.0 | 1,905.7 | 2,067.6 | 2,262.1 | 2,175.9 | 2,095.3 | 2,193.4 |
| **M. C. PUBLIC SCHOOLS(b)** | **2,283.1** | **2,321.5** | **2,456.1** | **2,524.8** | **2,612.5** | **2,674.1** | **2,714.9** | **2,754.2** | **2,920.0** | **3,208.5** |
| Expenditures in FY15$ | 2,283.1 | 2,300.8 | 2,405.6 | 2,430.0 | 2,476.3 | 2,510.9 | 2,502.2 | 2,407.5 | 2,487.2 | 2,684.9 |
| **MONTGOMERY COLLEGE(b)** | **274.7** | **287.4** | **293.7** | **296.5** | **291.2** | **292.6** | **296.0** | **297.3** | **321.8** | **345.2** |
| Expenditures in FY15$ | 274.7 | 284.8 | 287.7 | 285.4 | 276.0 | 274.7 | 272.8 | 259.9 | 274.1 | 288.9 |
| **M-NCPPC(b)** | **130.0** | **133.1** | **136.7** | **144.0** | **148.3** | **152.0** | **151.5** | **164.4** | **180.8** | **189.7** |
| Expenditures in FY15$ | 130.0 | 131.9 | 133.9 | 138.6 | 140.6 | 142.7 | 139.6 | 143.7 | 154.0 | 158.7 |
| **DEBT SERVICE(a)** | **342.7** | **348.5** | **387.5** | **398.0** | **422.6** | **428.5** | **421.9** | **432.8** | **463.9** | **468.3** |
| Expenditures in FY15$ | 342.7 | 345.4 | 379.5 | 383.1 | 400.6 | 402.3 | 388.8 | 378.3 | 395.1 | 391.9 |
| **TOTAL ALL AGENCIES** | **4,981.2** | **5,066.0** | **5,250.5** | **5,363.5** | **5,485.1** | **5,749.2** | **6,038.6** | **6,137.9** | **6,346.4** | **6,832.8** |
| Expenditures in FY15$ | 4,981.2 | 5,020.8 | 5,142.5 | 5,162.2 | 5,199.1 | 5,398.3 | 5,565.5 | 5,365.3 | 5,405.8 | 5,717.8 |
| **CPI - FISCAL YEAR 15 = 100** | **100.0** | **100.9** | **102.1** | **103.9** | **105.5** | **106.5** | **108.5** | **114.4** | **117.4** | **119.5** |
| **Fiscal Year Percent Change** | **----** | **0.9%** | **1.2%** | **1.8%** | **1.6%** | **1%** | **2%** | **5.9%** | **3%** | **2.1%** |

(a) Includes add-back of State closed school revenues.
(b) Includes tax supported and non-tax supported funds

THIS PAGE INTENTIONALLY LEFT BLANK

# 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | $ | % | $ | % | $ | % | $ | % | $ | % | $ | % | $ | % | $ | % | $ |
| FY24 Recommended | 2,225.4 | 32.7 | 1,925.1 | 28.2 | 190.8 | 2.8 | 323.7 | 4.7 | 57.7 | 0.8 | 408.2 | 6.0 | 1,461.6 | 21.4 | 223.2 | 3.3 | 6,815.7 |
| FY23 Estimate | 1,931.7 | 29.5 | 2,044.4 | 31.2 | 193.1 | 2.9 | 314.6 | 4.8 | 59.3 | 0.9 | 373.5 | 5.7 | 1,423.1 | 21.7 | 213.1 | 3.3 | 6,552.7 |
| FY23 Approved | 1,951.4 | 30.5 | 1,870.5 | 29.2 | 248.4 | 3.9 | 312.6 | 4.9 | 62.5 | 1.0 | 394.8 | 6.2 | 1,384.8 | 21.6 | 182.2 | 2.8 | 6,407.2 |
| FY22 Actual | 1,879.2 | 28.9 | 1,895.8 | 29.2 | 293.9 | 4.5 | 304.0 | 4.7 | 65.6 | 1.0 | 335.5 | 5.2 | 1,555.9 | 23.9 | 166.9 | 2.6 | 6,496.7 |
| 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 |

* Totals do not include uses of prior year reserves or transfers

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule F-3

## TEN YEAR HISTORY OF COUNTY GOVERNMENT FTEs BY FUNCTION

| Function | APPR FY15 | APPR FY16 | APPR FY17 | APPR FY18 | APPR FY19 | APPR FY20 | APPR FY21 | APPR FY22 | APPR FY23 | REC FY24 |
|---|---|---|---|---|---|---|---|---|---|---|
| General Government | 1,046.59 | 1,096.31 | 1,112.55 | 1,146.20 | 1,151.67 | 1,167.91 | 1,182.46 | 1,210.71 | 1,249.00 | 1,284.47 |
| Public Safety | 3,669.91 | 3,709.53 | 3,743.63 | 3,790.18 | 3,809.33 | 3,842.39 | 3,850.99 | 3,837.49 | 3,890.78 | 3,911.88 |
| Transportation | 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 | 1,231.12 |
| Health & Human Services | 1,588.87 | 1,593.66 | 1,619.38 | 1,648.71 | 1,670.36 | 1,683.09 | 1,714.49 | 1,770.62 | 1,856.66 | 1,974.98 |
| Libraries, Culture & Recreation | 824.81 | 833.59 | 856.40 | 890.12 | 893.52 | 925.66 | 928.87 | 934.37 | 1,008.26 | 1,007.15 |
| Community Development & Housing | 318.20 | 326.20 | 332.75 | 345.85 | 346.35 | 351.85 | 351.75 | 352.25 | 359.38 | 364.13 |
| Environment | 200.49 | 204.79 | 210.81 | 213.11 | 214.21 | 216.11 | 219.96 | 221.96 | 236.09 | 252.09 |
| Non-Departmental Accounts | 4.08 | 4.23 | 4.18 | 4.21 | 4.64 | 6.38 | 12.51 | 23.46 | 45.34 | 37.32 |
| Liquor Control | 336.82 | 426.72 | 432.42 | 438.20 | 442.20 | 427.70 | 442.50 | 443.80 | 428.80 | 428.70 |
| **Subtotal** | **9,150.28** | **9,359.55** | **9,486.42** | **9,682.78** | **9,740.48** | **9,865.29** | **9,946.73** | **10,036.36** | **10,319.74** | **10,491.84** |
| Plus Council & Judicial Offices * | 528.56 | 535.96 | 544.86 | 552.85 | 560.03 | 567.93 | 572.18 | 577.98 | 601.56 | 600.06 |
| **TOTAL COUNTY GOVERNMENT** | **9,678.84** | **9,895.51** | **10,031.28** | **10,235.63** | **10,300.51** | **10,433.22** | **10,518.91** | **10,614.34** | **10,921.30** | **11,091.90** |
| **Government FTEs PER 1000 Population** | | | | | | | | | | |
| General Government | 1.03 | 1.07 | 1.07 | 1.08 | 1.08 | 1.07 | 1.09 | 1.12 | 1.15 | 1.19 |
| Public Safety | 3.60 | 3.60 | 3.60 | 3.57 | 3.58 | 3.53 | 3.57 | 3.55 | 3.59 | 3.64 |
| Transportation | 1.14 | 1.13 | 1.13 | 1.14 | 1.14 | 1.14 | 1.15 | 1.15 | 1.15 | 1.14 |
| Health & Human Services | 1.56 | 1.55 | 1.56 | 1.55 | 1.57 | 1.55 | 1.59 | 1.64 | 1.71 | 1.84 |
| Libraries, Culture & Recreation | 0.81 | 0.81 | 0.82 | 0.84 | 0.84 | 0.85 | 0.86 | 0.86 | 0.93 | 0.94 |
| Community Development & Housing | 0.31 | 0.32 | 0.32 | 0.33 | 0.33 | 0.32 | 0.33 | 0.33 | 0.33 | 0.34 |
| Environment | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.20 | 0.21 | 0.22 | 0.23 |
| Non-Departmental Accounts | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.01 | 0.01 | 0.02 | 0.04 | 0.03 |
| Liquor Control | 0.33 | 0.41 | 0.42 | 0.41 | 0.42 | 0.39 | 0.41 | 0.41 | 0.40 | 0.40 |
| **Total County-Less Elective Offices** | **8.97** | **9.10** | **9.13** | **9.11** | **9.16** | **9.06** | **9.21** | **9.28** | **9.53** | **9.75** |
| Plus Council & Judicial Offices * | 0.52 | 0.52 | 0.52 | 0.52 | 0.53 | 0.52 | 0.53 | 0.53 | 0.56 | 0.56 |
| **TOTAL COUNTY GOVERNMENT** | **9.49** | **9.62** | **9.66** | **9.63** | **9.69** | **9.58** | **9.74** | **9.81** | **10.08** | **10.31** |
| **Population** | **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** | **1,075,926** |

* 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.

THIS PAGE INTENTIONALLY LEFT BLANK

# Schedule F-4

## TEN YEAR HISTORY OF COUNTY AGENCIES FTEs BY FUND

| | FY15 WORKYEARS | FY16 WORKYEARS | FY17 WORKYEARS | FY18 WORKYEARS | FY19 WORKYEARS | FY20 FTEs | FY21 FTEs | FY22 FTEs | FY23 FTEs | FY24 FTEs |
|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | | | |
| General Fund | 1,000.38 | 1,058.35 | 1,076.64 | 1,107.01 | 1,117.56 | 1,135.80 | 1,153.90 | 1,186.55 | 1,247.26 | 1,285.44 |
| Public Safety | 2,583.25 | 2,610.17 | 2,646.27 | 2,709.82 | 2,717.47 | 2,733.53 | 2,741.13 | 2,715.03 | 2,748.53 | 2,759.63 |
| Transportation | 244.17 | 248.17 | 252.27 | 252.27 | 252.27 | 255.77 | 254.77 | 253.27 | 255.06 | 252.75 |
| Health & Human Services | 1,588.87 | 1,593.66 | 1,619.38 | 1,648.71 | 1,670.36 | 1,683.09 | 1,714.49 | 1,770.62 | 1,856.66 | 1,974.98 |
| Libraries, Culture & Recreation | 384.56 | 388.56 | 386.56 | 395.26 | 395.51 | 404.01 | 404.51 | 404.06 | 403.60 | 385.11 |
| Community Development & Housing | 96.00 | 98.00 | 73.40 | 86.40 | 86.40 | 87.80 | 87.80 | 88.30 | 91.30 | 91.95 |
| Environment | 13.09 | 15.09 | 16.50 | 16.50 | 16.50 | 16.70 | 16.29 | 16.29 | 25.64 | 33.65 |
| Non-Departmental Accounts | 4.08 | 4.23 | 4.18 | 4.21 | 4.64 | 6.38 | 12.51 | 23.46 | 45.34 | 37.32 |
| **TOTAL GENERAL FUND **** | **5,914.40** | **6,016.23** | **6,075.20** | **6,220.18** | **6,260.71** | **6,323.08** | **6,385.40** | **6,457.58** | **6,673.39** | **6,820.83** |
| **SPECIAL FUNDS** | | | | | | | | | | |
| Urban Districts | 58.30 | 58.30 | 58.60 | 58.60 | 58.60 | 58.60 | 58.70 | 58.70 | 60.70 | 60.70 |
| Mass Transit | 835.62 | 836.19 | 842.47 | 874.37 | 876.37 | 908.87 | 908.87 | 908.87 | 910.61 | 898.61 |
| Fire Tax District | 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 | 1,363.01 |
| Recreation | 413.51 | 417.29 | 440.77 | 464.79 | 466.94 | 490.38 | 493.09 | 499.04 | 574.39 | 591.77 |
| 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 | 31.50 | 32.50 | 31.85 | 30.85 | 30.75 | 30.75 | 29.55 | 24.34 |
| Montgomery Housing Initiative | 14.70 | 14.70 | 14.70 | 14.70 | 15.20 | 17.05 | 17.05 | 17.05 | 18.05 | 22.15 |
| Water Quality Protection | 84.39 | 86.69 | 88.76 | 91.47 | 91.47 | 93.17 | 92.11 | 93.61 | 96.84 | 101.84 |
| Community Use of Public Facilities | 26.74 | 27.74 | 29.07 | 30.07 | 31.07 | 31.27 | 31.27 | 31.27 | 30.27 | 30.27 |
| Parking Districts | 49.89 | 49.33 | 48.53 | 48.53 | 48.53 | 48.53 | 48.53 | 48.53 | 48.73 | 48.73 |
| Permitting Services | 206.50 | 212.50 | 243.65 | 243.75 | 243.75 | 246.00 | 245.90 | 245.90 | 249.03 | 249.03 |
| Solid Waste Services | 103.01 | 103.01 | 105.55 | 105.14 | 106.24 | 106.24 | 111.56 | 112.06 | 113.61 | 116.60 |
| Vaccum Leaf Collection | 30.83 | 30.83 | 31.03 | 31.03 | 31.03 | 31.03 | 31.03 | 31.03 | 31.03 | 31.03 |
| Liquor Control | 336.82 | 426.72 | 432.42 | 438.20 | 442.20 | 427.70 | 442.50 | 443.80 | 428.80 | 428.70 |
| **TOTAL SPECIAL FUNDS** | **3,478.37** | **3,594.06** | **3,670.81** | **3,720.91** | **3,742.51** | **3,808.95** | **3,831.62** | **3,854.87** | **3,944.62** | **3,967.78** |
| **INTERNAL SERVICE FUNDS** | | | | | | | | | | |
| Employee Health Benefit Self Insurance | 20.85 | 21.25 | 22.30 | 25.25 | 25.25 | 23.65 | 23.85 | 23.85 | 25.25 | 25.25 |
| Motor Pool | 204.10 | 204.10 | 204.10 | 204.10 | 206.10 | 211.10 | 211.10 | 211.10 | 211.10 | 211.10 |
| Printing & Mail | 30.75 | 29.75 | 28.75 | 34.07 | 34.07 | 34.57 | 34.57 | 34.57 | 34.57 | 34.57 |
| Self Insurance | 30.37 | 30.12 | 30.12 | 31.12 | 31.87 | 31.87 | 32.37 | 32.37 | 32.37 | 32.37 |
| **TOTAL INTERNAL SERVICE FUNDS** | **286.07** | **285.22** | **285.27** | **294.54** | **297.29** | **301.19** | **301.89** | **301.89** | **303.29** | **303.29** |
| **TOTAL COUNTY GOVERNMENT** | **9,678.84** | **9,895.51** | **10,031.28** | **10,235.63** | **10,300.51** | **10,433.22** | **10,518.91** | **10,614.34** | **10,921.30** | **11,091.90** |
| **MONT. COUNTY PUBLIC SCHOOLS** | **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** | **24,529.33** |
| **MONTGOMERY COLLEGE** | **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** | **1,922.35** |
| **M-NCPPC** | **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** | **1,135.13** |
| **GRAND TOTAL** | **34,177.93** | **34,709.80** | **35,245.80** | **35,518.20** | **35,768.03** | **36,313.59** | **37,018.49** | **37,298.75** | **37,953.53** | **38,678.71** |

**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

THIS PAGE INTENTIONALLY LEFT BLANK

# 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 |
|---|---|---|---|---|---|---|---|---|---|
| **FY24 - Real** | 0.7700 | 0.0860 | 0.1182 | 0.0335 | n/a | 0.0854 | 1.0931 | 0.1120 | 1.2051 |
| **FY24 - Personal** | 1.9250 | 0.2150 | 0.2955 | 0.0837 | n/a | 0.2135 | 2.7328 | n/a | 2.7328 |
| **FY23 - Real** | 0.6940 | 0.0832 | 0.1074 | 0.0259 | n/a | 0.0810 | 0.9915 | 0.1120 | 1.1035 |
| **FY23 - Personal** | 1.7350 | 0.2080 | 0.2685 | 0.0648 | n/a | 0.2025 | 2.4788 | n/a | 2.4788 |
| **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 |

THIS PAGE INTENTIONALLY LEFT BLANK

# 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 |
|---|---|---|---|---|
| 2024 | $1.2397 | $0.1120 | $0.0492 | $1.0785 |
| 2023 | $1.1366 | $0.1120 | $0.0461 | $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 FY24 Recommended Budget for the tax-supported property revenues and do not include parking lot districts.

Beginning in FY24 "Montgomery County" weighted rate includes a $0.10 tax rate that is authorized by Maryland Code, Education § 5-104 (d)(1).

"Municipalities" are the weighted average of approximately 23 municipal districts and are based on adopted tax rates for FY23 and estimated taxable assessments for levy year 2023.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE MARCH 2023

THIS PAGE INTENTIONALLY LEFT BLANK

# Glossary

**ACCRUAL** - The accumulation or increase of something over time, especially payments or benefits.

**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.

**AMORTIZATION** - The action or process of gradually writing off the initial cost of an asset.

**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.

**AUDIT** - Conduct an official financial examination of (an individual's or organization's accounts).

**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.

**BUDGET** - An estimate of income and expenditure for a set period of time.

**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.

**PROPRIETARY FUND** - Funds or subfunds that show actual financial position and the results of operations, such as actual assets, liabilities, reserves, fund balances, revenues, and expenses.

**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 | **CJIS** | Criminal Justice Information System |
| **ACFR** | Annual Comprehensive Financial Report | **CNG** | Compressed Natural Gas |
| **ADA** | Americans with Disabilities Act | **COB** | Council Office Building |
| **AHCMC** | Arts and Humanities Council of Montgomery County | **COBRA** | Consolidated Omnibus Budget Reconciliation Act |
| **ALARF** | Advance Land Acquisition Revolving Fund | **COC** | Common Ownership Communities |
| **APFO** | Adequate Public Facilities Ordinance | **COG** | Council of Governments |
| **ARPA** | Advanced Research Projects Agency | **COMAR** | Code of Maryland Annotated Regulations |
| **ATMS** | Advanced Transportation Management System | **CPI-U** | Consumer Price Index - Urban |
| **BAN** | Bond Anticipation Note | **CR** | Current Revenue |
| **BEPS** | Base Erosion and Profit Shifting | **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 |

| Abbreviation | Description | Abbreviation | Description |
|---|---|---|---|
| **EMOC** | Equipment and Maintenance Operations Center | **HUD** | U.S. Department of Housing and Urban Development |
| **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 |

| Abbreviation | Description | Abbreviation | Description |
|---|---|---|---|
| **MCPS** | Montgomery County Public Schools | **PAYGO** | Pay-as-you-go financing |
| **MCT** | Montgomery Community Television | **PDF** | Project Description Form |
| **MFD** | Minority, Female, and Disabled | **PEG** | Public, Educational, and Governmental Cable Programming |
| **MHI** | Montgomery Housing Initiative | **PEPCO** | Potomac Electric Power Company |
| **MLS** | Management Leadership Service | **PILOT** | Payment in Lieu of Taxes |
| **M-NCPPC** | Maryland-National Capital Park and Planning Commission | **PIO** | Office of Public Information |
| **MOU** | Memorandum of Understanding | **PLAR** | Planned Lifecycle Asset Replacement |
| **MPDU** | Moderately Priced Dwelling Unit | **PLD** | Parking Lot District |
| **MSPB** | Merit System Protection Board | **POR** | Program of Requirements |
| **MTA** | Maryland Transit Administration | **PRO** | Office of Procurement |
| **NACo** | National Association of Counties | **PSCC** | Public Safety Communications Center |
| **NDA** | Non-Departmental Account | **PSP** | Public Services Program |
| **NOAH** | National Opportunities for Affordable Housing | **PSTA** | Public Safety Training Academy |
| **NTS** | Non-Tax Supported | **RMS** | Records Management System |
| **OAG** | Office of Agriculture | **RRF** | Resource Recovery Facility |
| **OAS** | Office of Animal Services | **RSP** | Retirement Savings Plan |
| **OBI** | Operating Budget Impact | **SAG** | Spending Affordability Guidelines |
| **OCA** | Office of County Attorney | **SBAP** | Small Business Assistance Program |
| **OCP** | Office of Consumer Protection | **SHA** | State Highway Administration |
| **OFSR** | Office of Food Systems Resilience | **SWM** | Stormwater Management |
| **OGM** | Office of Grants Management | **TEBS** | Department of Technology and Enterprise Business Solutions |
| **OHR** | Office of Human Resources | **TMC** | Transportation Management Center |
| **OIG** | Office of the Inspector General | **TMD** | Transportation Management District |
| **OIR** | Office of Intergovernmental Relations | **TS** | Tax Supported |
| **OEMHS** | Office of Emergency Management and Homeland Security | **WMATA** | Washington Metropolitan Area Transit Authority |
| **OLO** | Office of Legislative Oversight | **WQPB** | Water Quality Protection Bond |
| **OLR** | Office of Labor Relations | **WQPC** | Water Quality Protection Charge |
| **OMB** | Office of Management and Budget | **WSM** | WorkSource Montgomery |
| **OPEB** | Other Post Employment Benefits | **WSSC** | Washington Suburban Sanitary Commission |
| **ORESJ** | Office of Racial Equity and Social Justice | **WSTC** | Washington Suburban Transit Commission |
| **OSHA** | Occupational Safety and Health Administration | **WY** | Work Year |

| | |
|---|---|
| **OZAH** | Office of Zoning and Administrative Hearings |