County Executive Marc Elrich's Signature Initiatives



- **Preserving & Increasing Affordable Housing** – focus on eviction and homelessness --prevention, tenant education, limitations on rental increases, and rental assistance.
- **Building Bus Rapid Transit System** – a high quality, frequent, reliable transit plan for the 21st Century.
- **Fighting Climate Change** – goal to reduce greenhouse gas emissions Countywide 80% by 2027 and achieve zero greenhouse gas emissions by 2035 – while prioritizing racial equity, social justice, and public health.
- **Expanding Early Care and Education** – develop a comprehensive system of high-quality, accessible, and affordable early childhood education.
- **Improving Economic & Community Development** – focus on economic growth and workforce development.
  - Institute for Health Computing
  - Montgomery County Green Bank
  - Montgomery County Economic Development Corporation
  - WorkSource Montgomery
- **Reimagining Public Safety** – improve interaction with public safety system through greater understanding of how mental and behavioral health, addiction, poverty, and other conditions are affecting our residents.
- **Advancing Racial Equity & Social Justice** – through legislation, budget appropriations, supplemental appropriations, training for employees.

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 1,052,521 as of July 2023, consisting of 41.4 percent White (non-Hispanic) and 58.6 percent cultural minorities. About 32.7 percent of the population is foreign-born.

The 2022 median household income was $118,323. According to the Maryland Department of Labor, the County's estimated labor force for October 2023 was 550,371 with an unemployment rate of 1.9 percent. Montgomery County is an employment center with 35.1 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.

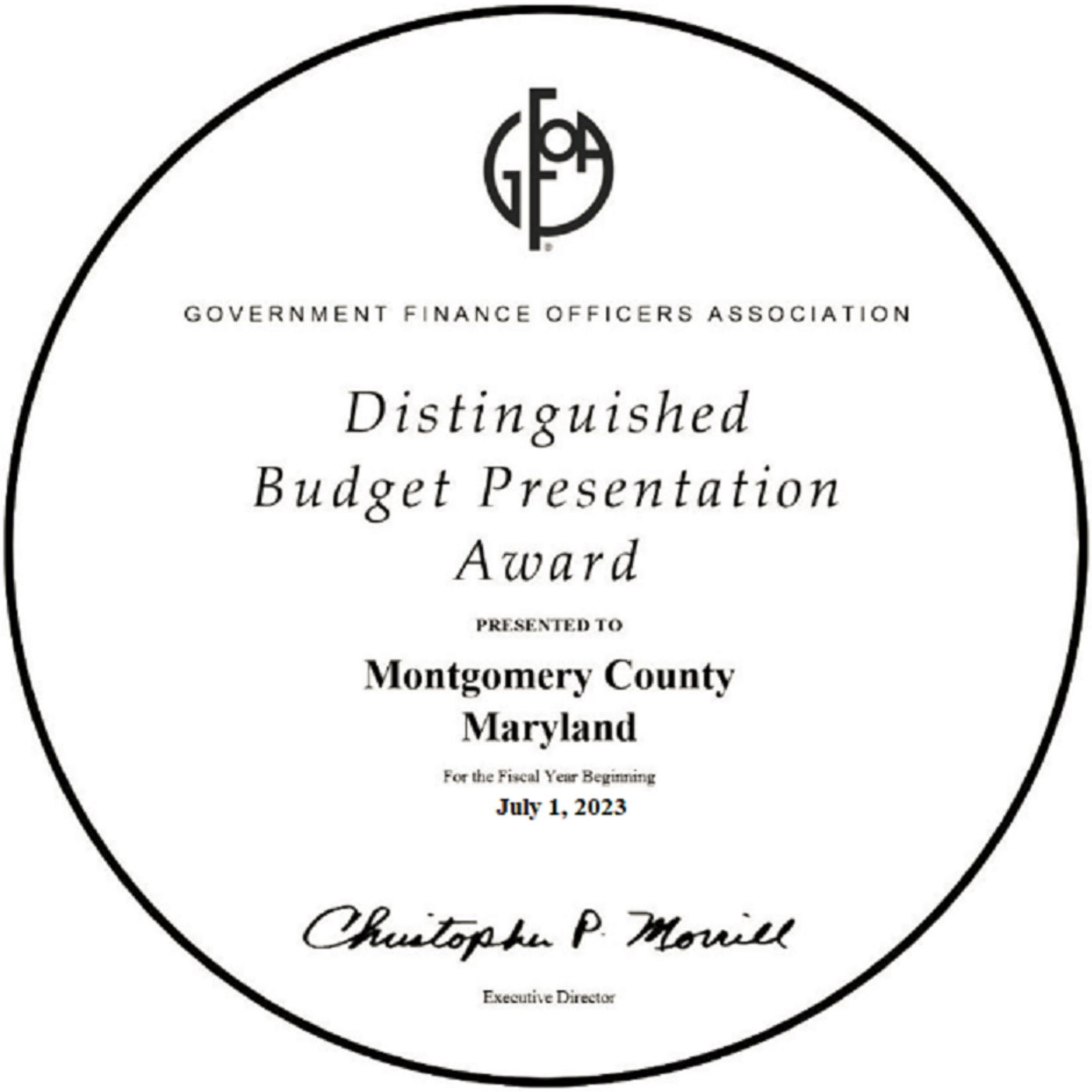
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FY25 Recommended Operating Budget and FY25-FY30 Public Services Program

Marc Elrich, County Executive

March 2024

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 Budget Presentation to Montgomery County Government for its annual budget for the fiscal year beginning July 1, 2023.

In order to receive this award a governmental unit must publish a document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for the period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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

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Message from the County Executive

I am pleased to submit my Fiscal Year 2025 Recommended Operating Budget. Thanks to the strength of our local economy, the County's revenue streams substantially outperformed our fiscally prudent revenue projections for both FY23 and FY24. This year's budget reflects growing demands for services, increased costs for operations as a result of inflation, a commitment to fulfilling our contracts with our labor partners, a commitment to schools, and a strengthening of our approach to economic development activities. Our County's current resources, while increasing, cannot fully support the growing needs of the community and demand for services. Consequently, I am not able to recommend funding for all requests for service enhancements I have received from stakeholders, community groups, and County departments. However, despite the challenges we face, this recommended budget makes significant investments to improve the quality of life in our community without raising taxes.

Looking forward, our economic advisors are indicating that a mild recession could take place later this calendar year. As a result of our strong taxbase, we are projecting that the County will end FY24 with $956.6 million in reserves. This represents 15.0 percent of adjusted governmental revenue in reserve and exceeds the County's fund balance policy of holding 10 percent in reserve by $318 million. My administration was able to achieve this goal for the first time in FY21, and we have continued to exceed it, despite all the challenges we have faced.

In this budget, I am proposing to use some of our surplus reserve funds to cover one-time capital costs in FY24 and FY25 and to provide bridge funding for County operations over the mild recession assumed by our economic forecasts. This will leave our reserve levels at 11.6 percent ($761.3 million), which is $106.1 million more than required to meet the County's reserve policy. At the same time, I am proposing several reductions to County government expenditures, including the elimination of 60 positions and repurposing of 40 positions, the vast majority of which have been vacant for longer than one year. With these reductions, the repurposing of vacant positions to control growth, and use of surplus reserves, I am able to recommend additional targeted investments in services that our residents demand most.

It was important to me that this budget incorporate feedback from our very diverse community. In order to get that feedback, I undertook the largest budget-related outreach effort to date in the County. Over the course of four months, I conducted 10 community conversations on the budget. These took place in all five regions of the County, and included focused sessions with the Montgomery County Parent Teacher Associations, older adults, and three sessions conducted in languages other than English (Chinese, Spanish, and Amharic). In addition, several of these sessions were hybrid so that they were accessible to more residents. Over 3,000 people attended these conversations (in-person and online) and I want to thank everyone who participated. In addition, I have received numerous letters and e-mail messages from, and held meetings with, members of the community regarding service needs. The feedback I received from the community conversations, letters, e-mail messages, and meetings has been invaluable and was used in informing my funding recommendations for FY25.

Agency	Total Budget	Tax Supported
Montgomery County Government	2,723,984,481	2,133,996,288
Montgomery County Public Schools	3,292,806,526	3,076,389,411
Montgomery College	334,695,418	283,758,780
M-NCPPC (including debt service)	200,325,729	177,935,048
Retiree Health Insurance	62,759,555	62,603,845
Debt Service (MCG)	480,587,710	452,847,090
Total	**7,095,159,419**	**6,187,530,462**

I want to thank and acknowledge our dedicated County workforce. As has been the case for the past few years, employers throughout the region are struggling to recruit and retain staff. Once again, I am making recommendations for investments in our workforce, who are the ones that deliver the services our County residents expect and need. To this end, my budget fully funds the

negotiated agreements with our labor partners and makes additional targeted investments in our Office of Human Resources and Office of Labor Relations to ensure that we can attract and retain the best public servants in the region.

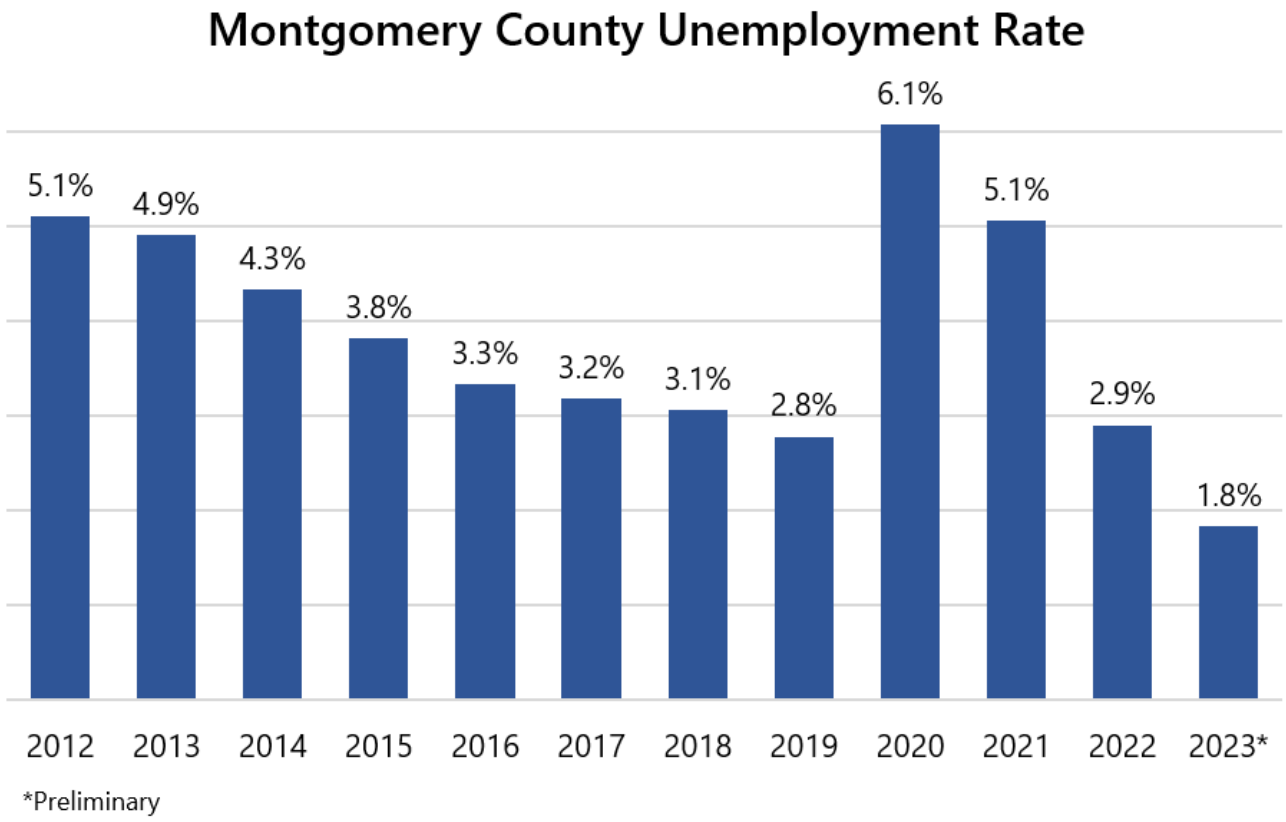
I also want to thank the incredible work of our community partners. County government alone could not reach everyone who needs assistance. Through our partnerships with nonprofit organizations and faith communities, we continue to connect more deeply with our residents to deliver much needed services

Overview

As is the case with businesses and families around the country, County government operations are impacted by rising prices. This budget provides over $20 million to fund cost increases associated with County operating contracts because of inflation, including inflationary adjustments for nonprofit service provider contracts. The typical County contract has a three-year lifespan (a one-year initial term with two additional one-year renewal options). Most of the County's contracts that locked in pre-COVID pricing are now coming to the end of their lifespan. With inflation affecting goods and services we are seeing significant price increases as these older contracts are replaced with new ones. Since 2021, inflation for the Washington, DC metro area has increased by 13.5 percent.

As the economic engine of Maryland, the County's economy is currently holding steady; however, due to continued uncertainty in overall economic conditions, the County's economic forecast continues to assume a mild recession will begin in 2024. In 2023, the County's unemployment rate averaged 1.8 percent; this is down from 2.9 percent the year before. This historically low unemployment rate shows that residents are working but indicates that there may be a shortage of labor to meet all the needs of businesses. One of the identified causes has been the lack of affordable childcare, which is why many women have not reentered the workforce. My budget provides resources to help close this gap.

Resident employment is one of the key components in forecasting income tax revenue. For 2024-30 resident employment is assumed to grow in each calendar year except 2024, when a 2.4 percent decline is assumed. In 2025, resident employment is expected to remain stable with a small increase of 0.1 percent, which could cause the unemployment rate to rise to over 3 percent, which is still quite low.



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 3.7 percent growth per year from 2024-2030.

Sales of existing single-family homes and the 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 15.1 percent in 2024 following a decrease of 14.9 percent in 2023 before beginning to increase 2.2 percent in 2025. We are hopeful that projection will turnaround once the Federal Reserve decides to adjust interest rates to a more normal level.

County total tax revenues continue to grow on a year-over-year basis. FY24 estimated total tax revenues are forecast to increase 1.7 percent over FY23 and FY25 total tax revenues are forecast to exceed the FY24 estimate by 3.0 percent. This reflects the continued strength in our property tax base which offsets forecasted decreases in transfer and recordation taxes and slower growth in income taxes.

In FY23, income tax revenue was at a record high amount which was driven by Federal pandemic stimulus payments and extremely strong capital gains income from calendar year 2021. Coming off that record amount, income tax revenue is estimated to decline by 6.1 percent in FY24 over FY23 due to weak capital gains income and the end of stimulus payments from tax year 2022. The forecast for a mild recession in 2024 is estimated to result in a modest 2.1 percent increase in FY25 income tax revenues, reflecting growth in total personal income that supports growth in withholding revenue.

FY25 property tax revenues reflect the growth in actual and projected taxable assessed value of property in the County, pursuant to the triennial reassessment 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 5.6 percent in FY25, with growth slowing in each of the subsequent fiscal years.

Transfer and recordation taxes have experienced significant declines in FY24 due to reductions in real estate transaction activity caused by a dramatic decrease in home sales attributed to increased mortgage rates and housing prices, and low inventory. This trend is forecast to return to growth in FY25, albeit at a rate of 4.7 percent and then continue recovering in FY26. The reductions in transfer and recordation had a major impact on the budget. The real estate market has been negatively impacted by sharp rate increases and the lack of relief from the Federal Reserve.

Allocation of Additional Federal Reimbursement for COVID-19 Costs

The County has been approved to receive $33.5 million in reimbursements from the Federal Emergency Management Agency (FEMA) for COVID-19 related expenditures. We are just waiting for the check. Consistent with the County's fiscal policy, this revenue assumption is not included in this budget submission. It is highly likely that we will receive these revenues while the Council is considering my budget. When we receive the funding, I intend to submit the following items as budget amendments using the revenue from this reimbursement so the Council can consider them as part of the FY25 Recommended Operating Budget package.

Allocation of Additional Federal Reimbursement for COVID Costs		
Department	**Amendment**	**Amount**
DGS	Support for BlackRock Center for the Arts	$260,000
EDF	Fund for High Growth Small Businesses	$7,500,000
HHS	Newcomers Program	$7,155,143
NDA - COA	Additional Funding for Children's Opportunity Alliance	$231,200
NDA - KID	KID Museum Programmatic Enhancements	$1,145,366
NDA - Vision Zero	La Abuelina Outreach Phase 2	$50,000
OEMHS	Additional Nonprofit Security Grants	$300,000
OFSR	Food Staples Program	$3,500,000
POL	Cadet Program	$495,498
POL	Equipment Planned Lifecycle Asset Replacement Fund	$500,000
POL	Technology Maintenance Contract	$1,600,000
REC	Damascus Senior Center Rental Space	$74,472
REC	IT Enhancement for ePact Software and Equipment	$145,100
TEBS	Customer Relationship Management Software	$400,000
TEBS	Web 2.0 Project	$1,500,000
CIP	Sexual and Gender Minorites Health Center Project	$500,000
CIP	Transportation Land Purchase Project	$1,000,000
CIP	Incubator Enhancement Project	$3,000,000
CIP	Glen Echo Park Spanish Ballroom Capital Project	$3,250,000
Total		**$32,606,779**

Racial Equity and Social Justice

During the development of this budget, the County continued investing in efforts to normalize, organize, and operationalize 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 refined its budget equity 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 Racial Equity and Social Justice Act and bring into focus how the budget impacts racial disparities and inequities in the County.

This is the second budget that fully integrated use of the Operating Budget Equity Tool by departments and ORESJ. The tool was incorporated into the Office of Management and Budget's oversight of the budget process. Responses in 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.

In its analysis, ORESJ analyzed the level of commitment to advancing racial equity and social justice. ORESJ found that 12 departments demonstrated emerging commitment to racial equity and social justice, 23 demonstrated commitment, 8 demonstrated a strong commitment, and 1 department demonstrated exemplary commitment. As a government and a community, we still have work to do. However, throughout this budget, you will see programmatic enhancements that seek to guide us to a more equitable and just community.

K-12 Education and Services for Children and Youth

My FY25 Recommended Operating Budget provides 98.2 percent of the Board of Education's request for Montgomery County Public Schools (MCPS) funding, a total budget of $3.3 billion, or more than half the total County's tax supported budget. The Board of Education's requested FY25 budget is $187.9 million higher than its approved FY24 budget, with $162.6 million of that increase assumed from the County.

My recommended budget increases County funding for the MCPS budget by $106.8 million, which is the third largest ever increase for MCPS. State funds for MCPS increase by $38.1 million and Federal funds increase by approximately $1.0 million. Per-pupil funding grows by $888 and my recommended MCPS budget exceeds the State's Maintenance of Effort requirement by over $132 million.

The County is funding the increase to the school system's request within current revenues. This budget funds the negotiated compensation agreements for teachers and other MCPS employees to retain and recruit outstanding educators and other essential

school staff. Since the start of the COVID-19 pandemic, MCPS has received a number of grants from the Federal government to respond to the impact of the pandemic on teaching, learning, and the well-being of students and staff, and sustain the operations of the school district. All the remaining Federal pandemic relief funding, known as the Elementary and Secondary School Emergency Relief Fund (ESSER), ends September 30, 2024. In FY24, the Council directed the school system to use one-time ESSER funds to fund ongoing needs. Therefore, to continue to fund services and positions that meet critical needs, this shift of $33 million to MCPS' base operating budget for FY25 was anticipated.

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 $45.7 million in funding for school health services in the Department of Health and Human Services with $2.2 million in additional funding to provide dedicated nurses for schools designated to be a "community school" under the Blueprint for Maryland's Future. It also provides almost $600,000 to open the School Based Health Center at South Lake Elementary School.

My FY25 Recommended Operating Budget also includes funding to expand the Excel Beyond the Bell program to two additional middle schools - Eastern and Benjamin Banneker. I am also recommending an expansion of our RecZone program. These programs will give additional youths access to quality out-of-school time programs that are proven to have positive impacts on development, learning, and wellness.

Recognizing that a systemic approach is required to address youth safety needs, in the summer of 2022, I, along with the Council, convened a group to address the rise in gun violence and a growing culture of violence among the County's youths. In FY23, I requested, and Council approved, a special appropriation for the Youth Harm Initiative. In FY24, I requested, and Council approved, a special appropriation for a Youth Safety Special Assistant to coordinate the public-private health response, including administrative program management, research, monitoring and evaluation, data analysis, and formulation of comprehensive reports. For FY25, I am requesting ongoing support for the Youth Safety Initiative Program in HHS. This program will provide physical fitness training to develop and promote healthy living, positive youth development outreach groups that provide peer engagement to at-risk youth, community mental health groups for low-income youth in out-of-school-time programs and their families, and crisis intervention, gang intervention, capacity building, and community strengthening training for County community providers and community leaders to address community violence.

When schools close during the summer months and winter break, free school meals often disappear, and many low-income families struggle to put food on the table due to higher grocery bills and additional childcare costs. I am recommending a total increase for the Summer and Winter Break Children's Food program of $440,000 (including funds from the Early Care and Education Initiative). This program, which will leverage additional State funding, is estimated to serve nearly 72,000 children in Montgomery County in FY25.

Early Childhood

Early Care and Education is one of the top priorities of my administration. My recommended budget includes a total of almost $841,000 (an increase of $112,000) in funding for the Children's Opportunity Alliance (COA). This program seeks to build a high-quality and equitable early childhood system in the County for children from birth through age eight with a focus on children from birth to age five. Additional funding will support the COA's ongoing implementation of key elements of the legislation establishing it, including community engagement that will educate families and the wider community about Early Care and Education opportunities. Funding will also support ongoing research that will support facilitation of innovative service models and approaches to increase access and affordability of childcare. As discussed above, I will be requesting an amendment to this budget of $231,000 once we receive Federal reimbursement for COVID expenditures.

The Early Care and Education Initiative (ECEI) will continue to fund programming such as Working Parents Assistance and the County's supplement to the State Child Care Scholarship Program that will provide childcare subsidies for families with incomes up to 450 percent of the Federal poverty level. In addition, the initiative allocates funds for an innovative EquiCare Subsidy Seats Grant program that will cover the cost of quality childcare for infants and toddlers (age 6 weeks to 36 months). The grants aim to enhance the availability of high-quality infant and toddler childcare seats and address the needs of families that do not meet the eligibility criteria for current early childhood public programs.

The initiative will also provide a $5 million appropriation for a new Early Care and Education Facility Fund Capital Improvements Program (CIP) project that will provide financial resources and technical assistance to both family childcare providers and childcare centers. This program will extend no-interest and forgivable loans to licensed EXCEL-rated childcare providers to expand and upgrade their facilities, prioritizing those catering to low-income and underserved communities within the County.

Support for Individuals and Families

Economic and social inequities exist in our community that are life or death struggles for many of our residents. My recommended budget makes targeted investments in programs that alleviate some of these inequities.

My budget recommends an increase of $2.9 million that will be used to enhance homeless shelter capacity, provide additional funding for hypothermia overflow sheltering for our unhoused neighbors during the coldest months, and enhance security in our homeless shelters. I am also recommending additional one-time funding of $2.6 million in FY25 to continue overflow sheltering in motels.

The Federal Emergency Rental Assistance Program ends this year. This program, which began during the COVID-19 pandemic, has provided invaluable assistance and subsidies to residents at risk of becoming homeless. As we transition away from the availability of these Federal funds that provide direct financial assistance to our most vulnerable residents, we will need to fill the gap with prevention services. Prevention is far more cost effective than shelters or motels. Furthermore, it saves people from the emotional and physical toll of losing one of the most important determinants of health - housing. To that end, I am recommending funding a team within our Health and Human Services department to work directly with households to help them stay housed.

Montgomery Cares is a public-private partnership that provides 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 included an additional $2.0 million in funding to begin addressing this need. In FY25, I am continuing to bolster this organization by recommending an additional $1.8 million to bring us closer to providing 50 percent of the cost of care.

While the COVID-19 pandemic is behind us, we must focus on preventing future outbreaks in our community. To support this goal, I am recommending almost $600,000 for ongoing infectious disease prevention, response, and community support. This funding will pay for outbreak staffing, booster shot vaccination campaigns, COVID-19 testing in congregate living facilities, and a risk communications campaign for minority populations. This budget reflects changes in our service levels based on the most recent guidance from the Centers from Disease Control.

Governor Moore's FY25 proposed budget includes funds to provide three percent provider rate increases for behavioral health, developmental disability, and Medicaid providers statewide. 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, and the wages for workers in this sector are surprisingly low given the complexity of the work they perform. The County already provides a supplemental payment for these providers, and I am recommending a three percent increase to that supplement - this will be on top of the funding increase provided by the State.

Food insecurity remains a significant challenge for many households. Federal pandemic aid has ended, many temporary enhancements to key safety net programs have ended, and inflation continues to rise. Each week the Food Distribution Hubs help thousands access food and connect families to case management for other critical assistance programs. Recognizing this need, I recommend $3 million to continue providing food assistance through the hubs. Without Federal aid, the County must also plan for a long-term approach to addressing food insecurity. In FY25, the Office of Food Systems Resilience will oversee the transition from the food staples approach used during the pandemic, to a targeted strategy designed to efficiently serve residents most in need, while addressing vulnerabilities in our local food system. This transition includes $1.75 million to bridge the previous food staples program with the County's long-term food systems resilience strategy- $1.1 million for the Capital Area Food Bank and Manna Food Center to assist with bridging the transition; $6 million for new competitive grants; and $1.8 million for the Retail Food Access Program.

Affordable Housing

My FY25 Recommended Operating Budget provides funding for the full spectrum of affordable housing and related services

in the County. The FY25 budget allocates over $169.4 million to expand the preservation and production of affordable housing to our most economically burdened residents. I have included $56.2 million in the Housing Initiative Fund (HIF) in my recommended operating budget and $113.2 million in funding for three CIP projects, including the Affordable Housing Acquisition and Preservation project, the Nonprofit Preservation Fund, and the Revitalization for Troubled and Distressed Common Ownership Communities project. This amount includes $65 million in new capital funding for the Affordable Housing Acquisition and Preservation project. The $56.2 million in HIF operating funds includes $22.9 million for the Rental Assistance Program (RAP) to continue providing 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, Design for Life, and Home Ownership Assistance programs.

My FY25 Recommended Operating Budget provides funding so the new Rent Stabilization program will be fully operational in FY25. This program establishes maximum allowable rent increases to stabilize rents in the County while ensuring landlords can earn a fair return on their investment. I am also providing annualized funding to support the implementation and enforcement of Bill 22-23 which reassigned the regulation of short-term residential rental units from the Department of Health and Human Services to the Department of Housing and Community Affairs (DHCA). The funding allows for improvement of the licensing application processes, enhancement of required housing inspections and enforcement of those activities.

For FY25, DHCA has reorganized departmental functions by creating a new Rental Housing Division to support synergy and collaboration between the Office of Landlord and Tenant Affairs (OLTA) and the Rent Stabilization Program, realigning some programs and positions among different divisions for more effective operations, and adding needed staffing to close operational gaps and enhance service delivery.

The department is also proposing an increase in licensing fees on multifamily rental units and other housing types to align with the fees charged by surrounding local jurisdictions and offset additional staffing needs for required inspections. The revenue generated from the increased licensing fees will be utilized to directly support programmatic operations and improve service delivery in Licensing and Registration, Code Enforcement, OLTA, Rent Stabilization, and the Short-term Residential Rental programs.

Finally, I am increasing support for the Common Ownership Communities (COC) program by adding additional staff to manage and administer a new loan program for those troubled and distressed COCs, as recommended in my FY25-30 Recommended Capital Improvements Program. Some of our COCs are the most affordable homeownership opportunities available, and they need assistance in order to ensure their ongoing viability. This new loan program will help COCs address needed capital improvements and avoid loss or displacement of housing units, particularly for those low-income homeowners.

Public Safety

As with our human services departments, I continue to make recommendations to enhance public safety services in our Fire and Rescue Service, Correction and Rehabilitation, and Police departments.

This budget continues to make important investments in the health and safety of our first responders. Firefighters have a fourteen percent higher risk of dying from cancer than the general population. To that end, this budget funds early detection cancer screenings for our career firefighters. In addition, funding is added to provide COVID-19 booster vaccinations for career firefighters and two additional contracted staff to provide timely physicals and occupational medical services to fire personnel.

In the Montgomery County Fire and Rescue Service, my recommended budget leverages additional funding from the State's Emergency Services Transporter Supplemental Payment Program to provide additional staffing at Sandy Spring Fire Station 40 to address failures to respond and to continue the Fire Cadet program in partnership with Montgomery County Public Schools. In addition, this budget launches a new Girls Fire Camp to diversify gender representation in the fire service by empowering girls to consider firefighting careers later in life.

To maximize the impact of existing resources, this budget recognizes staffing adjustments to the Emergency Medical Services (EMS) disposition unit and redeploys staff from an Advanced Life Support Chase Car to establish a new EMS Duty Officer to improve health outcomes in diverse areas of the County. In addition, to address vacancies and overtime, this budget adds three firefighter positions in the Fire and Explosives Investigations Unit to increase unit effectiveness and free up law enforcement personnel to focus on case follow-up.

Finally, work continues to address structural budget deficiencies in the Fire and Rescue Service budget and my recommended

budget adds nearly $3.7 million to better align historical personnel costs to the budget.

In the Department of Correction and Rehabilitation, funds are provided to restore one-time lapse savings needed to support the reopened Pre-Release Center. This center is a recognized national model that helps nonviolent offenders transition to post-incarceration life and reduce recidivism rates. My budget also provides funding to repair kitchen equipment in support of the relaunched Bakery Program, which provides crucial training for post-incarceration life, and to continue retention bonuses for our correctional health nurses.

In the Department of Police, this budget expands the innovative Drone as a First Responder pilot program to increase the effectiveness of police response and reduce incidences 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 introduce Bill 14-23 that requires late night businesses in high call volume areas to develop and operate under a safety plan. This budget establishes a $100,000 grant program to aid affected businesses in establishing safety plans and to implement required safety enhancements.

The proliferation of video evidence has created cross-departmental challenges in collecting, storing, reviewing, redacting, and managing data. In the Police Department, my budget funds software to facilitate the extraction of digital data in compliance with the Richardson v. State of Maryland case. In the State's Attorney's Office, I recommend creating a new Evidence Review Unit to enhance digital evidence processing to facilitate the redaction, upload, and review of digital evidence. In addition, this budget enhances real time crime fighting by adding funds for the implementation of new FUSUS software to unify multiple public safety system data including cameras, license plate readers and Drone as First Responder data into a single technology platform. This budget also leverages technology to enable our Police Department to respond to community requests for increased transparency; I am adding funds to support digitization of critical historical records catalogues and installation of computer/printer kiosks at district stations to facilitate community access to police records.

Montgomery County is a community of diversity, inclusion, and compassion, but we are not untouched by hate and vitriol. This budget continues to support nonprofit organizations at high risk of experiencing hate crimes and provides $900,000 to enhance the security of their facilities and the safety of our residents. When the FEMA reimbursement funds arrive, I will request an additional $300,000 for this program as I note earlier in this memo.

In the Office of Emergency Management and Homeland Security, my recommended budget replaces Federal funds with local dollars to ensure uninterrupted implementation of the Regional Preparedness Program.

Mental Health and Substance Misuse

For the past three years, the County has used grants from the Federal Substance Abuse and Mental Health Services Administration (SAMHSA) to fund our Mobile Crisis Teams. These teams, available 24 hours a day, 7 days a week, are staffed by licensed mental health professionals and respond to community psychiatric emergencies along with the police. The Mobile Crisis Teams served 930 individuals in FY22 and 846 in FY23. These grant funds end this year. To ensure that we continue to provide these services, I am recommending funding this service with County funds. In addition, I am augmenting these services by funding two additional teams (for a total of seven). Without the Mobile Crisis Teams available to provide on-site behavioral care, law enforcement responses to behavioral health incidents may increase.

In FY24, the Opioid Abatement Fund was established to manage Montgomery County's share of the State's legal settlement with opioid manufacturers and distributors. Latest estimates project that the County will receive approximately $43.3 million over 18 years. The Opioid Abatement Fund will support initiatives designed to address the harm opioids have caused in Montgomery County. My FY25 budget includes $1.6 million to continue ongoing services that began in FY24, including funding for the County's new Office of Prevention and Harm Reduction, the continuation of a contract to provide targeted emergency interventions, a public awareness campaign, and community grants.

Environmental Sustainability and Climate Change

As I have said many times before and as we know all too well, we are facing a climate crisis that is not easily solved and cannot be solved at the County level alone; however, we must do what we can and serve as a model for other jurisdictions around the

country. I am able to add $9.0 million in new General Fund spending, and $77.6 million in other funds to further the County's efforts to fight climate change. As deadlines approach for the County's landmark law to reduce climate change pollution from existing buildings, the Building Energy Performance Standards (BEPS), I am adding $275,000 to help under-resourced building owners like nonprofits and small businesses to identify energy efficiency improvements they can implement to comply with BEPS. Improving the energy efficiency of buildings around the County will help us meet our greenhouse gas reduction goals. My budget also adds funds to help low-income residents access Federal incentives and tax credits for climate-friendly investments that are available via the Federal Inflation Reduction Act of 2022 and the Jobs Act of 2023 and to engage more County residents in adopting local climate solutions. To aid the transition to electric vehicles, I am recommending enhancements to build out the County's charging infrastructure and to accelerate the purchase of electric vehicles for the County fleet. Finally, my budget adds a position and operating support to build out the County's solar energy infrastructure.

This $9.0 million investment is on top of $5.1 million in new General Fund spending in FY23 and $1.2 million added in FY24. In fact, the FY25 climate budget totals $57.4 million in general funds and $365.0 million when including all fund sources in the operating and capital budgets.

Turning to our County's rivers and streams, I recommend that we add two positions to inspect and maintain stormwater management facilities throughout the County. A third position is added to more effectively implement the Tree Montgomery program, which expands the County's tree canopy and earns credit towards our Municipal Separate Storm Sewer System (MS4) permit requirement to control pollution running into our waterways. Additionally, I added resources to better enforce the collection of the County's bag fee and increase the funds available for the Clean Water Montgomery grant program.

My Administration is hard at work to divert as much material as possible from the trash stream, and several studies are underway to guide a new path for us to follow. To that end, my recommended budget adds operating funds for contractual expertise to advise on next steps, and a new position is added to implement the guidance we receive from our outside partners.

I am recommending an increase for the Montgomery County Green Bank. If approved this year, my FY25 Recommended Operating Budget would provide a record $19.1 million for the Montgomery County Green Bank - an increase of almost $500,000 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.

Transportation and Transit Services

I continue to be concerned about our ability build transportation infrastructure. Additional resources to support capital investments to move our County forward are essential, particularly to support important investments in transportation to enhance mobility within and around the County, support economic development, and improve safety for pedestrians, bikers, and drivers. While regional competitors race ahead implementing transportation improvements using taxes on commercial property levied to address congestion relief in Northern Virginia, we are hamstrung by constrained resources. To move forward, we must identify new revenues and new approaches as Northern Virginia did to plan for regional growth, provide transportation choices, and increase accessibility. Northern Virginia made this transition about a dozen years ago and it's time for us to follow suit. This will improve our economy, strengthen our tax base, and allow us to grow toward our future. State legislation modernizing local revenue structures and allowing localities to be more self-sufficient in addressing challenges and opportunities is a key piece to this puzzle. State legislation providing local governments authority to implement a differential tax rate to support transportation improvements is essential, and I am partnering with members of our delegation to support such a bill during the current 2024 Maryland General Assembly Session.

My recommended budget for the Department of Transportation addresses critical traffic safety needs by increasing funding for road markings to install raised pavement markers, refresh crosswalk markings, and maintain street signs. The budget also contains an increase in funding for Safe Routes to School. Funding for these programs is crucial to improving transportation safety within the County and achieving our Vision Zero goal.

The budget prioritizes environmental stewardship, safety, and community well-being by allocating additional funding for tree removal and planting in County rights of way. This investment is crucial to address significant backlogs in tree removal, tree pruning, and stump removal to ensure safety on roads and sidewalks and maintain the County's tree canopy.

Recognizing the importance of transportation infrastructure maintenance, the budget adds funding for residential road resurfacing with slurry seal to maintain pavement condition and avoid the need for more costly road maintenance. The budget also

funds the maintenance of new subdivision roads and inspection of short span bridges to ensure that maintenance and repairs are performed when needed.

To sustain the current level of transportation services and infrastructure maintenance, the budget accounts for contractual increases, enabling the County to uphold its commitment to various program service levels. These investments collectively contribute to a comprehensive and forward-looking approach to maintaining and improving these investments in our community.

As part of the effort to encourage greater transit use and reduce reliance on cars, my recommended budget for Transit Services adds funding for the launch of the Great Seneca Transit Network (GSTN). This new service will provide more frequent transit service and improve mobility and access to jobs in the healthcare, biotech, and education sectors in Rockville, Gaithersburg, and the Shady Grove area. GSTN is a crucial factor in supporting the continued growth of the burgeoning medical sciences industry and will improve transportation equity and choices for all residents by offering a new transportation option for connections to jobs, healthcare providers, and medical facilities. The GSTN incorporates upgraded bus stops, dedicated bus lanes, new pedestrian and bike infrastructure, and other improvements that were previously funded in the Capital Improvements Program.

The safety, comfort, and accessibility of our bus stops and shelters is a major priority. Many of the over 5,000 bus stops in the County are in need of repairs and accessibility improvements. The recommended budget boosts funding for the maintenance and improvement of bus shelters to provide riders with a safer and more convenient transit experience.

To reflect the current regional trend of lower transit ridership, we are re-evaluating and re-aligning the budgets for various programs including Seniors Ride Free, Kids Ride Free, Bethesda Circulator, and Fare Share. These adjustments reflect reduced program utilization, ensuring that resources are allocated efficiently in response to changing transit patterns. It is my hope that new and improved transit services in the County will encourage potential riders to switch to transit and reverse this trend in the future.

As we continue to address the challenge of hiring and retaining bus operators in a competitive labor market, County employees are working diligently to ensure that Ride On service continues without interruption. To this end, my budget funds an increase in bus operator overtime to acknowledge that these costs will be paid whether they are budgeted or not and accurately reflect the current reliance on overtime work.

Economic Development and Workforce Training

My FY25 Recommended Operating Budget includes a more targeted and improved approached to economic development with approximately $27.3 million to support growing the County's economy, an increase of 17 percent from the FY24 Approved Operating Budget. My recommendation builds on our goal for an inclusive and innovative economy by leveraging our talented workforce, our existing biohealth strengths, innovation economy, location, and quality of life assets. Economic development is not the responsibility of any one department or organization, and these activities are funded through multiple County departments and economic development organizations. Through these combined efforts, the County supports business and startup growth, attracts domestic and international relocation, and measures impact to continuously improve service delivery.

When we began developing this budget, I was looking at creating a larger economic development fund predicated on revenue projections from the December forecast, but with the revised forecast I was forced to lower my goal to create a $20 million fund. As stated above, I am proposing we use $7.5 million from the forthcoming FEMA reimbursement from the for COVID-19 related expenditures to create a fund for high growth small businesses. It is my hope that when we receive additional FEMA reimbursement later this year, we can go back to my original $20 million plan. At the same time, the amount of funding we are putting into this fund exceeds similar initiative proposed by our regional neighbors.

My recommended budget includes several enhancements and realignments for a more targeted use of limited tax dollars. I am recommending additional staff support for the Montgomery County Business Center. This team provides a core service to our business community by not only answering incoming queries, but also by proactively providing outreach and direct assistance to navigate County processes. I am recommending two more Business Liaisons, so that the Business Center has staff in each of the County's five regions. I also am recommending additional staff to support broader outreach, data collection, and reporting to ensure accountability as this team grows.

My FY25 Recommended Operating Budget also realigns the County's funding to provide technical and targeted support for our innovation ecosystem and strategic industries. While we have climbed to be the anchor of third largest life sciences cluster in the

country, we have been examining what assets our leading competitors have that we are not currently able to provide. This budget will address areas where we can assure bio-health businesses they do not have to go elsewhere to find the local supports needed to grow. Without this targeted support, the County's economy will be left behind as other jurisdictions leverage these resources to support early-stage entrepreneurs.

The recommended funding for the Montgomery County Economic Development Corporation fully supports its strategic attraction, retention, and marketing efforts for the County. I am recommending a new investment in our innovation ecosystem. This investment will allow the County's three incubators to provide robust assessments, technical assistance, educational programming, networking and operational activities for current tenants and other County entrepreneurs by providing strong, targeted expertise across certain industry sectors. Funding is also recommended to establish a new industry-led County alliance focused on promoting the high-tech and life sciences sector ecosystem in Montgomery County.

My recommended budget ensures that County residents have the skills needed to succeed in the 21st Century economy, which is crucial to our community's growth. I am recommending a total budget of $2.4 million to WorkSource Montgomery. This is a 21 percent increase over the prior fiscal year and includes additional funding to support the Summer RISE youth program and programming at Montgomery County Correctional Facility to support successful reentry opportunities.

BioHub Maryland at Montgomery County is a new partnership with the Maryland Tech Council. My recommend budget provides funding for this partnership that will train our workforce at a state-of-the art and multifunctional facility equipped with cutting-edge industrial bioprocessing equipment and globally industry-recognized curriculum to equip residents, including veterans and members of disadvantaged communities, with skills and knowledge they need to enter the life sciences field.

Libraries and Recreation

Since the implementation of its new public online access catalog, Montgomery County Public Library's (MCPL) customers are discovering and using online resources more than ever. Since 2021, MCPL has seen a threefold increase in the use of digital materials. Because of increased utilization and increased costs to purchase access for digital materials, I am recommending an increase to the MCPL budget to meet public demand for online materials.

In my FY24 budget I recommended funding for the creation of the World Languages Collection so we can serve customers who speak languages other than English. As part of my goal to address racial and ethnic disparities, I am recommending increasing the MCPL budget for its World Languages Collection from $105,000 to $465,000. This increase will be used to purchase additional materials in Chinese and Spanish in the ten branches identified to carry these language collections.

Last year I announced that Montgomery County Recreation fitness passes would be free for Montgomery County residents. The free pass provides individuals 16 years and older access to fully equipped fitness rooms, open gym (drop-in) activities and game rooms at any recreation center (excluding aquatic facilities) during regularly scheduled hours. I am happy to report that because of the success of this initiative, this budget recommends continuing it into the next fiscal year.

After receiving feedback from residents during the fall community budget conversations, I am recommending additional funding for senior programming, and I am adding funds for the Senior Barbecue Bonanza event.

Effective and Sustainable Government

The way elections are conducted has permanently changed. My FY25 recommended budget includes an additional $4.4 million increase to pay for the expenses necessary to conduct the 2024 Presidential Election. My recommended budget includes increased funds for higher printing costs, enhanced funding for election judges, enhanced funding for seasonal workers, and funding to rebuild the election worker management system. For FY24, the Public Election Fund Committee requested that $250,000 be provided annually for the FY24-28 so that the Public Election Fund balance would increase by a total of $1 million before the next County election. My FY25 budget includes $333,000 for this purpose. Combined with similar actions in the next two years, we will be able to reach the Public Election Fund Committee's recommended funding level in the requested timeframe.

My budget provides funding for the Department of Technology and Enterprise Business Solutions (TEBS) to continue to modernize Montgomery County Government information technology systems. TEBS must invest in enhanced cybersecurity and is also exploring how to better use artificial intelligence to provide efficient information technology services and revolutionize the way

County government functions. My budget will make our network more secure while creating new tools to save time and resources. To take advantage of efficiencies generated by technology systems and new tools, my budget shifts MC311 from the Office of Public Information into TEBS. This realignment will allow MC311 to continue to improve customer service for Montgomery County residents while leveraging TEBS's expertise with chatbots and artificial intelligence to help our residents find answers to their questions faster.

Consistent with national trends, Cable Fund revenues are declining at an accelerated rate as customers "cut the cord" and shift to streaming services that are not required to pay cable franchise fees. The time has come to make significant changes to the Cable Fund. My recommended budget makes strategic decisions to shift critical programs out of the Cable Fund immediately while forcing all partner organizations in the Cable Fund to make hard decisions about the more limited resources now available. Over the course of the next year, I anticipate significant progress towards identifying additional revenue streams and a strategic plan to guide our Public, Education, and Government communications efforts moving forward.

Creating a 21st Century Workforce

Our Office of Human Resources (OHR) works to build a strong and resilient workforce to meet the service needs of our diverse and growing community - today and into the future. OHR is responsible for recruitment and hiring; health and wellness programs; professional growth and development; and occupational medical services. The County's prime geographic location places it in direct competition for top talent in the region, with private businesses, nonprofit organizations and think tanks, as well as Federal, State and other local governments. Our workforce is a mix of maturing employees, with increasing numbers retiring or retirement eligible, and a growing number of newer workers, with different workplace expectations. Our leader-managers are experts in their technical and supervisory skills; however, they are faced with ever shifting priorities and service dynamics fueled by the fast pace of change in our communities and the world. Exacerbated by historically low unemployment rates, opportunities for career mobility and employment options that support enhanced work-life balance, the County - like every local government - is experiencing persistent staffing challenges.

In recognition of these new realities, I have directed realignment of six existing positions and funding for online hiring platforms, to strengthen our recruitment program. Along with the new applicant tracking system, these resources will bring the County's recruitment and hiring efforts current with best practices, reduce time to fill, and bring increased visibility to the County as a preferred employer. Additionally, the budget funds management training programs, to increase the effectiveness of the County's leadership teams. And in order to reform the County's long outdated classification plan and to bring transparency to the County's pay practices, the budget funds a comprehensive review of job classes and compensation structures, with a view towards developing and implementing a competitive pay philosophy. Without revising these job classifications, we are forced to deal with the disconnect between outdated job descriptions and the work required of a 21st century workforce. Allocation of these positions and funding for online hiring platforms, management training programs, and classification and compensation review reflects our commitment to our single greatest resource - our employees. By leveraging these resources, we aim to modernize our recruitment practices, enhance leadership effectiveness, and foster transparency and equity in our classification and compensation structures.

The Office of Labor Relations (OLR) supports County departments in all manner of labor and employee relations issues. However, some departments maintain embedded positions that are designated to perform labor and employee relations functions. Over the past year, at my direction, OLR has moved to centralize labor and employee relations functions in the County by taking on those functions being performed by embedded department positions. To ensure a more consistent approach to labor and employee relations Countywide and compliance with negotiated provisions of the various collective bargaining agreements and the Montgomery County Personnel Regulations, OLR will assume those functions. Given OLR's responsibility as set forth in the County Code, which includes formulating and implementing labor and employee relations policies, processing grievances, collective bargaining with the certified bargaining representatives, among other required duties, it makes sense to centralize these functions to OLR.

However, in order to do this, OLR requires additional staff. Currently, the OLR staffing compliment is comprised of eight positions, including the Chief Labor Relations Officer. This is insufficient to achieve its responsibilities. Because OLR is taking on the labor and employee relations functions of three large and active departments, I have identified five vacant positions that will be repurposed and reassigned to OLR to bolster these efforts in the current fiscal year. These positions are necessary to continue providing high-level support to departments, lead collective bargaining on behalf of the County, provide quality training programs and expand the services it offers Countywide.

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 by creating a pool of flexible funding for grant pursuit and management tools that can be allocated strategically across departments. Included in this enhancement is funding for shared grant writer contractors, funding for lobbying efforts related to major funding initiatives that the County is pursuing, and grant writing and management training for County employees. In addition, I have directed a position from the Department of Environmental Protection be reallocated to the Office of Grants Management to coordinate cross-departmental efforts in seeking climate related Federal Inflation Reduction Act of 2022 and the Jobs Act of 2023 grant funding opportunities.

The budget continues to fund all multi-year Community Grants Non-Departmental Account (NDA) grant awards with the addition of a three percent inflationary increase for all continuing grant awards. The continuing social and economic impacts of the COVID-19 pandemic, emergence of new nonprofits providing new kinds of services or targeting new County communities, national trends in the nonprofit sector that negatively impact County nonprofits, and unprecedented direct nonprofit funding opportunities from the Federal government require a significant investment in the County's most critical partners. To meet these challenges and opportunities the Community Grants NDA more than doubles the amount of funding being provided support the institutional capabilities of the County's nonprofit partners with a total of $3.2 million. My budget recommends an additional $200,000 to the Community Project Funds to mentor, train, and coach small and emerging organizations as they implement these starter grants and projects. An additional $1 million, bringing the total to $2 million, will provide support to nonprofits through institutional development grants and expanded development programming. Funding for nonprofit incubators to provide sustained developmental support and shared services support increases to $1 million in my FY25 budget. I am also recommending $1.5 million in the FY25 Capital Budget to provide matching funds for cost sharing capital grants.

Legislative Branch

My FY25 Recommended Operating Budget fully funds the request of the County Council, Office of Legislative Oversight, Board of Appeals, and Merit System Protection Board. My FY25 budget increases funds for the Office of Inspector General by $695,000 and provides two additional investigator positions for the office to support MCPS investigations.

For the third year, I am recommending funding for the Office of the People's Counsel, which is housed in the Legislative Branch. As I have contended for years, 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 guidance and assistance 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 both FY23 and FY24, but these recommendations were ultimately not approved by Council. Once again, I am recommending funding that will allow the Council to fund the Office of Peoples' 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

My budget fully funds the request of Montgomery College. In FY25, the College's budget will decrease by $10.5 million, or 3 percent. Because of the efforts begun by my Administration, and in collaboration with the Montgomery College, I am pleased to report that the East County Education Center will offer classes during the spring 2024 semester, with a more robust schedule launching in summer and fall 2024. This center will bring the College's unique services and academic programs to the residents of the East County to expand access in this region and to serve as an anchor institution in the community.

I am recommending a budget increase for the Maryland-National Capital Park and Planning Commission of 6.2 percent for the Administration Fund and 6.3 percent for the Park Fund.

My FY25 Recommended Operating Budget for WSSC Water provides for an 8.5 percent rate increase, consistent with the request from the Commission and keeping in line with the approved spending affordability limit for that agency.

As part of the final 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 $2.1 million, including the estimated cost for speed camera reimbursements.

Conclusion

The funding recommendations included in my plan for FY25 reflect months of effort and feedback from residents, community groups, stakeholders, advocates, businesses, nonprofit organizations, County employees, and our labor partners.

Working within our current resources, my plan balances the needs of the community, economic forecasts, and the growing cost of doing business. Looking to the future, we will need to have frank conversations about the structural imbalance that exists between the growing demands for County services and the revenue streams we currently have available to us.

To continue to thrive, we must be able to provide businesses with access to talented employees and good infrastructure; provide residents with access to quality education and employment opportunities, affordable housing, safe neighborhoods, and a transportation infrastructure system that works well; ensure that our most vulnerable neighbors remain housed and have access to services so they can live healthy and thriving lives; attract talent to County government to deliver the services residents demand most; and address climate change which is a threat to our very existence. This budget addresses each of these challenges.

While I am able to recommend solutions that address many of these challenges - there is still much more that we must reckon with as a community. I still remain hopeful that, in collaboration with the State, we will reach a resolution about improved funding streams for transportation infrastructure projects that will ensure we can become competitive with our regional neighbors. Our inability to provide timely transportation improvements puts us at a strategic disadvantage when compared to our neighbors across the Potomac River. We must address this now.

Other infrastructure challenges, such as improving storm drains, water and wastewater infrastructure, and building improvements must also take priority, as the aging system we currently have is inadequate for our changing climate and community need. These improvements will not come cheap. In addition, while we may be on track to meet our 2030 housing goals in terms of numbers of units, the affordable component of those numbers remains elusive. We will continue to face challenges in funding education, as the State's Blueprint initiative rolls out. Finally, with regard to our capital budget, our current bond limit policy flies in the face of rising costs and ignores the changing purchasing power of the dollar from when this policy was adopted. Due to inflation and escalation, our bond limit of $280 million a year doesn't buy what it once did. In fact, we would need to be issuing about $340 million a year today to maintain the buying power $280 million had in 2018.

Even still, we continue to attract individuals and businesses because of our talented workforce, diversity, strong economic base, geographic location, and important amenities - including good schools and beautiful parks. I remain extremely optimistic about the trajectory of our County's future because we are choosing to make critical investments in the public policies that keep our community attractive, strong, and competitive - investments in people, businesses, and infrastructure.



Marc Elrich
County Executive, Montgomery County

FY25 RECOMMENDED OPERATING BUDGET HIGHLIGHTS

Climate Change...

- A study to develop a zero-emission bus fleet transition plan will be completed in spring 2024. The plan will contain concrete strategies to reach zero greenhouse gas emissions by 2035 in accordance with the goals outlined in the County's Climate Action Plan. The study includes an evaluation of current and future facilities necessary for the transition to a zero-emission bus fleet. The County continues to purchase zero-emission vehicles, including both battery electric and hydrogen fuel cell buses, to work toward the Climate Action Plan goals.

- Include funding to implement a ban on the sale and use of gas-powered leaf blowers, including outreach to affected retailers and lawn care companies, and to fund an electric leaf blower rebate program.

Racial Equity & Social Justice...

- Develop, through the Division of Business Relations and Compliance, an enforcement program of the existing Minority, Female, and Disabled-Owned Business law to be more proactive rather than reactive/complaints-based.

- All executive branch departments will develop and implement language access plans in order to provide 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.

- Bolster funding of $300,000 for the Latino Health Initiative for an expanded Community Health Worker program, an expansion of the Welcome Back Center to transition internationally trained health professionals to obtain health care credentials in the County that will help address healthcare workforce shortages, and enhanced

funding for communications with the Latino community.

- Boost the funding of $150,000 for the Asian American Health Initiative to expand the Asian American Center of Excellence Micro-grants program, and to increase funds for a multi-lingual health navigation service and a medical interpretation program, for Asian American residents.

- 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.

- Increase engagement with multilingual communities through community forums and meetings, and social media platforms in languages other than English.

- Add $360,000 in FY25 funding to begin the revitalization of World Languages collections, beginning with purchases in Spanish and Chinese, evenly distributed.

- Shift the focus of the Services to End and Prevent Homelessness (SEPH) service area toward prevention services and away from distribution of Federal funding for emergency rental assistance, as prevention services are more cost effective than shelters or motels. The Federal Emergency Rental Assistance Program (eRAP), which began during the COVID-19 pandemic, ends in FY24. Funding of almost $842,000 is recommended in FY25 for a team within DHHS to work directly with households to help them stay housed.

- Expand community partnerships to deploy an additional 69,000 free laptop computers to low-income, senior, African American, and Latino residents and provide an educational awareness campaign to help 28,000 Montgomery County families find low-cost broadband alternatives to the discontinued Federal and State Affordable Connectivity Program, which provided broadband subsidies for low-income households. TEBS continues to seek Maryland broadband grant funding to expand MoCoNet, the County's residential broadband network to affordable housing developments. Additionally, TEBS is expanding the Montgomery Connects Digital Equity Coalition to leverage an AmeriCorps staff planning grant in partnership with Digital Harbor in Baltimore.

Thriving Youth and Families...

- Complete and deploy a branded outreach van to create an outdoor pop-up library experience in any safe location, provide wireless internet access, and visit housing communities, childcare centers, recreation centers, senior centers, and group homes. In 2024, the Outreach Team will continue expanding its mission of public service beyond the library's physical walls with the launch of the first all-electric mobile library outreach info vehicle in Maryland. The need for the Outreach Team

to bring the library to the people was not just about a new delivery model for library resources and services but also the agility and efficiency to target specific zip codes, housing communities, age groups, and ethnic backgrounds that were disproportionately impacted by the pandemic.

- Increase Excel Beyond the Bell Elementary (EBB) services and expand existing out of school time programming with the addition of two new sites: Eastern and Benjamin Banneker Middle Schools.

- Launched free youth water polo clinics toresidents in the Long Branch and Upper County outdoor pool areas to provide an opportunity to increase engagement in water sports that are traditionally not available in the area. Aquatics offered water safety lessons at outdoor pools to engage patrons in safe practices around water.

- Increased financial assistance available to qualified residents from $200 to $400 per person per calendar year in an effort to make more Recreation programming available to County residents that receive social services from other County agencies.

- Bolster funding for the Public Libraries' collection acquisitions budget to meet demand for digital materials through the Hoopla platform for ebooks, eaudiobooks, emagazines, emusic, and evideo.

- Provide approximately $3.3 million to support various school health initiatives, including approximately $1.3 million to annualize new school health room staff in community schools, $908,000 for seven new community schools that are expected to be designated in FY25, $580,000 for the opening of a School Based Health Center at South Lake Elementary School, almost $385,000 to cover inflation in school based health center contracts, and $150,000 in additional funding to improve recruitment and retention of bilingual therapists in the Linkages to Learning program.

- Expand capacity in the dental program to meet increased demand. There are over 750 youth and 450 adults waitlisted for DHHS' dental services. In a promising development for dental care access, Medicaid has recently expanded dental care eligibility to adults ages 19-59, a population that did not previously have access to Medicaid dental coverage. This $860,000 expansion provides essential dental care to the County's most vulnerable residents while offsetting costs with newly available Medicaid revenues. With additional staff, the dental program will be able to reduce its waitlists and improve access to dental services through the Mobile Health Clinic.

- Support the Health Care for the Uninsured programs with a $1.8 million (24 percent) increase for Montgomery Cares reimbursement rates, the second consecutive year of double-digit rate increases. Compared to FY23, the recommended FY25 rate increase reimburses providers with $50 more per

encounter, an increase of over 66 percent in two years. In addition, the Care for Kids (CFK) programs are supported with an additional $180,000 to improve reproductive health care access, and $140,000 for administrative support to accommodate increased CFK enrollment and ensure clients' Medicaid or insurance providers are properly billed for services rendered.

- Continue the phased implementation of long-term food security initiatives that began with Special Appropriation #24-37. The Office of Food Systems Resilience (OFSR) will continue to implement the Strategic Plan to End Childhood Hunger through he Retail Food Access Program, the Food as Medicine Program, School-based Food Security Partnership Grants, and grants to support community-based initiatives. Additionally, OFSR will work to strengthen local food system infrastructure through investments in projects that aggregate, process, and/or distribute food from local producers to enhance immediate and long-term food security in the region.

A Growing Economy...

- Continuing the affordable housing initiative, AHC Inc. was selected as a partner to redevelop the former Department of Recreation headquarters property with 195 for-sale and rental housing units affordable to households earning between 30% and 70% of the area median income (AMI). This project has come to completion and a groundbreaking ceremony was held January 2023. This project is the County's largest-ever affordable housing project.

- Building on the County Executive's commitment to expand affordable housing in the County, the Department of General Services' Office of Planning and Development continue to refine a plan to redevelop the Burtonsville Park and Ride site. This will include a new County-owned parking garage and approximately 300 apartments, of which 30% will be affordable for households earning between 30% and 85% of the AMI. In FY23, the office received a State grant to support the project.

- Increased staffing and efficiencies allowed the Business Center to assist more than 1,000 businesses to start and grow in the County, an increase of 230 percent from 2022.

- The Office of Agriculture is partnering with the Institute for Local Self-Reliance and the University of Maryland Extension Master Gardner Program on the installation of a Composting Education Hub that will be used to train gardeners and farmers on how to properly compost food scraps.

- Proactive outreach - Business Liaisons in the Business Center spend about two days a week engaging businesses in the community to better assist and understand their challenges.

- Launched a client management system that provides faster, more reliable customer service to businesses. The system also ensures the County is tracking required metrics for the Racial Equity and Social Justice Act.

- Assigned Business Liaisons to regional offices to create greater synergies between the Regional Service Centers and County's service delivery. The Executive's support for more liaisons is to ensure all Regional Centers and Council Districts have at least one Business Liaison to personalize service delivery to more businesses.

- The Wheaton Urban District activated a Community Access Grant to allow non-profits and public community groups to rent/utilize County resources and spaces within the Wheaton Urban District at a reduced rate.

- The Friendship Heights Urban District supports marketing and communications for local businesses along the corridor, providing social media outreach, business listings, and promotional activities to drive customers to retailers and restaurants.

- The Silver Spring Urban District coordinated quarterly meetings of the 'marketing minds of Silver Spring' to discuss objectives for aligned and strategic marketing, offer networking opportunities, and provide training to participants. The Urban District will extend a social media, branding, and marketing series to local small businesses in partnership with the Business Center in the remainder of FY24.

A Greener County...

- Added a low-speed, high-torque shredder to reduce the size of yard trim material at the yard trim facility. While the average throughput per hour is lower than the high-speed, horizontal grinders, this unit has significantly more uptime and burns about 60% less fuel. The Material Management Section is focused on selecting capital equipment to increase operating efficiency and reduce operating and maintenance costs at both the grinding operation and the compost facility.

- Enhance efforts to combat climate change with funding to build out the County's electric vehicle charging infrastructure, assist under-resourced building owners comply with Building Energy Performance Standards (BEPS) with subsidized energy audits, and provide contractual support to help low-income residents access Federal incentives and tax credits newly-available under the Inflation Reduction Act. A position and operating funds are added to develop a solar power strategic plan as well.

- Provide funding and staff to implement zero waste initiatives that divert material from the traditional waste stream, like food scraps collection and processing and

expanding the type of materials that can be recycled.

- Increase funding for Clean Water Montgomery grants (previously Watershed Grants), which earn credit toward the County's Municipal Separate Storm Sewer System (MS4) permit on private property.

- Develop a solar microgrid project to support zero emission bus fueling at the Gaithersburg Bus Depot. The Division of Fleet Management Services is working with the Department of General Services' Office of Energy and Sustainability to plan the microgrid, which will provide a clean and resilient energy source to charge electric buses and produce green hydrogen for fuel cell buses by using electricity to extract hydrogen from water.

- Expand the Charge Montgomery program plan for the expansion of electric vehicle (EV) charging infrastructure across Montgomery County. This program helps the County educate and engage with the public on EV charging, including creating a survey and Geographic Information System map to visualize current and future charging station locations relative to points of interest and equity census tracts.

- Through its Montgomery Energy Connection program, the Department of Environmental Protection launched Electrify MC pilot program, a residential electrification help desk and direct incentives to encourage residents to switch from fossil fuels to efficient electric options in their home, in advance of the incentives that will be available through the Inflation Reduction Act.

- Procure approximately 100 electric Ride On buses in FY24-27. The buses will operate at the Silver Spring and Gaithersburg bus depots to fully utilize the solar microgrids at these locations.

- Provided a Ford Mach-E electric vehicle for the Montgomery County Department of Police as a pilot to explore the suitability of electric vehicles for police patrol use. Wide-scale availability of zero emission patrol vehicles is expected by 2025.

- Collaborate with the multifamily developer, Montgomery Housing Partnership, on development agreements and refining concept plans for locating the Wheaton Arts and Cultural Center (WACC) in a future affordable multifamily building within Wheaton Arts and Entertainment District. WACC will be a community-oriented arts incubator that will include performance spaces, classrooms, gallery space, and administrative space for local arts organizations.

Easier Commutes...

- Install canopy solar panels on a parking facility roof to provide energy for

low-voltage systems. Actively seeking opportunities to partner with Montgomery County Green Bank and/or other stakeholders to install solar canopies on garages in the Parking Lot Districts (PLD) that can provide discounted electricity to Low to Moderate Income (LMI) customers and the County. Community solar project has gone through the request for proposal (RFP) and is currently at the award stage. The PLD is evaluating Garage 4, 5, and 7 to determine the first installation.

- The Ride On Reimagined study will guide the future direction of the County's transit system through data analysis and community engagement. Goals, outcomes, and performance measures have been established for three priority areas: Safety and Vision Zero; Environment and Climate Resiliency; and Economic Development and Equitable Access. County residents, transit passengers, advocacy groups, and other stakeholders have participated throughout the study's development. Service concepts are expected to be finalized in spring 2024, with service and implementation plans to be completed shortly thereafter. The implementation plans will include service changes to be phased in over several years.

- Implement new security guard services contract to enhance PLD off-street parking security and incident reporting.

- Implement the Great Seneca Transit Network in two phases to provide frequent transit options and improve mobility and access to crucial jobs in the healthcare, biotech, and educational sectors. The first phase, which includes Ride On Extra service on the new Pink and Lime transit lines, will launch in fall 2024. The Pink route links the busy Shady Grove corridor with Life Sciences Center via Medical Center Drive. The Lime route uses 1-370 to provide an express route to RIO, Crown Farm, and the heart of the Life Science Center.

- Convert single space meter lots in Wheaton PLD to master meter pay and display or pay by plate operations. Wheaton Lots are converting legacy coin-only single space meters with master meters which allows pay and display (coin, cash or credit card) or pay-by-cell.

- Convert end of life single space meters in Transportation Management Districts (TMD) and Parking Lot Districts (PLD) to new and more capable single space meter systems. TMD off street and PLD lots/on-street replace legacy smart meters with recently awarded single space smart meter contract.

An Affordable, Welcoming County for a Lifetime...

- Provide funds for the new Rent Stabilization Program to be fully operational in FY25. This program establishes maximum allowable rent increases to stabilize rents

in the County while ensures landlords can earn a fair return on their investment.

- Allocate $160.5 million in funding to produce and preserve affordable housing units in Montgomery County. This funding commitment includes the allocation of $13.5 million in the Montgomery Housing Initiative (MHI) Fund; $97 million in the Affordable Housing Acquisition and Preservation CIP project; and a total of $50 million in FY24 and FY25 in the Nonprofit Preservation Fund Capital Improvements Program.

- Provide $56 million in new resources for the Montgomery Housing Initiative Fund to continue various programs and projects dedicated to creating and preserving affordable housing and related services. The funding will provide for the renovation of distressed housing, creation of housing units for residents with special needs, rental assistance and rapid rehousing, homeless prevention and relocation assistance, homeowner downpayment assistance, home accessibility rehabilitation, services to the "Building Neighborhoods to Call Home" and "Housing First" programs, and the creation of mixed-income housing.

- DHCA's Multifamily Housing Development team successfully closed thirteen residential real estate loan transactions in FY23. Montgomery County provided more than $96 million towards these developments. These transactions preserved, rehabilitated, or produced 975 units of affordable housing at an average cost of $98,847 per unit throughout the County.

- Create a new Rental Housing Division to support more synergy and collaboration between the Office of Landlord and Tenant Affairs (OLTA) and the Rent Stabilization Program, realigning some programs among different divisions for more effective operations, and adding needed staffing to close operational gaps and enhance service delivery.

- Fund staffing in the Licensing and Regulation Program to resolve chronic service gaps, increase revenue collection, and enhance the department's capacity to ensure that all rental housing and common ownership communities comply with the County's licensing requirements, and in the Code Enforcement Unit to implement re-inspections for those troubled and at-risk properties as required in Executive Regulation 2-17.

- Support the implementation and enforcement of Bill 22-23 Short-term Residential Rental reassigned from the Department of Health and Human Services (DHHS) to the Department of Housing and Community Affairs (DHCA). The annualized funding allows for improvement of the licensing application processes and enhancement of required housing inspections. The funding sources come from the adjusted licensing fees that allow the program to be self-supporting.

- DHCA's Code Enforcement Unit continues to implement a contract established in 2003 with the City of Takoma Park to inspect the City's residential rental facilities.

This agreement was established to ensure the protection of the health, safety, and welfare of persons residing in over 500 residential rental facilities and 3,200 rental units within the City of Takoma Park.

- Create a Manager II position to manage the new Rental Housing Division to ensure rent stabilization mandates are fully implemented and integrated with other relevant services and functions across the Department.

- Allocate $800,000 to reduce long-standing waitlists and increase capacity in programs serving vulnerable populations, older adults, and individuals with disabilities. The CE Recommended budget increases capacity for the following programs, each of which have over 150 waitlisted individuals: Adult Protective Services case management ($197,000); Home Care Services ($161,000); and Coordination of Community Services for individuals with intellectual and developmental disabilities ($63,000). The Medicaid Community First Choice Nurse Monitoring program budget increases by $180,000 and is fully offset by revenue. Almost $200,000 is allocated to continue services that were previously made possible with federal funds, including Senior Lunch site at the Silver Spring Recreation and Aquatic Center ($148,000) and prenatal engagement initiatives for vulnerable populations ($50,000).

- Enhances supplemental funding for reimbursements to critical providers, including $697,000 for a 3% increase to the Developmental Disability Provider Supplement and the Adult Medical Day Care Provider Supplement. This budget also includes $112,000 to increase respite care provider reimbursement rates by $2 per hour on average.

- Increase licensing fees on multifamily rental units and other housing types to align with the fees charged by surrounding jurisdictions and offset staffing needs. The revenue generated from the licensing fees will be utilized to directly support programmatic operations and improve service delivery in Licensing and Registration, Code Enforcement, Landlord-Tenant Mediation, Rent Stabilization, and the Short-term Residential Rental programs.

- Add one Program Manager II position in the Common Ownership Communities (COC) Program to manage and administer the Revitalization for Troubled and Distressed Common Ownership Communities CIP. This new loan program will help COC communities to address needed capital improvements and avoid loss or displacement of housing units, particularly for low-income homeowners.

- 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 FY25. These developments would preserve or produce a total of 655 units, including 357 affordable units.

- Add staff in the Office of Landlord-Tenant Affairs (OLTA) to administer and

coordinate all service requests, reduce the backlog as required by County codes, and provide additional support and coordination for the new Rent Stabilization Program and staff in the Affordable Housing Program to review purchase applications for Moderately Priced Dwelling Units (MPDU), provide training and oversight to developers after the MPDU purchase, and collaborate with other agencies to support development of senior housing in the County.

Safe Neighborhoods...

- Enhance real-time crime fighting by adding funds for the expansion of FUSUS software, which tracks technologies related to cameras, license plate readers, and the Drone as First Responder (DFR) Program.

- Expanded the Drone as 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.

- Integrate $900,000 into the base budget for the Non-Profit Security Grant Program, transitioning from one-time funding for 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.

- Allocate additional financial resources to support Regional Preparedness Program personnel, previously funded by a federal grant, to maintain stability and continue critical services provided.

- Coordinated with the Office of Grants Management (OGM) to launch the FY24 Nonprofit Security Grant Program. A total of $900,000 was awarded to the 136 applicants. Expedited an additional $311,000 in security funding to Jewish, Muslim, Sikh, and Zoroastrian communities to invest in security measures to protect their facilities.

- On behalf of all County agencies, OEMHS pursued reimbursement for COVID-19 expenses incurred by the County through the Federal Emergency Management Agency's (FEMA) Public Assistance program. Over $218 million was submitted for consideration. Of that, $77 million has been reimbursed to the County, $33 million more has been approved, and the remaining $108 million is currently under review by FEMA.

- Silver Spring Urban District and Wheaton Urban District will implement initiatives to address the increase of hazardous conditions in heavily damaged streetscape and

roadside areas. The completed projects will improve walkability and make the areas safer for pedestrians.

- Expand the innovative Drone as First Responder program allowing for quick and efficient police response to incidents in Bethesda, Gaithersburg, and Germantown.

- In partnership with Prosecutorial Performance Indicators and researchers at the University of Maryland, Towson University, and George Mason University, the State's Attorney's Office conducted a study on criminal prosecution in Montgomery County. The "Final Report on Racial Justice in Prosecution in Montgomery County" details key findings, study methodology, descriptive results, statistical analysis, and recommendations. The Office will maintain a data dashboard including key graphics and highlights.

- Added an additional EMS Duty Officer (EMS702) to the Bethesda area in FY24, increasing the supervisory coverage in the field. This directly improves the geographic coverage of the entire county and reduces staffing stress for each of the three supervisors. This additional supervisor improves relationships with our field clinicians and hospital partners and increases supervisory attendance to high acuity patients, such as those suffering cardiac arrests or significant trauma.

- Placed a reserve ambulance at Station 33 and allowed the local fire-rescue departments to staff the unit in response to patient transportation demand surges.

- Applied for, received, and managed over $4.6 million in federal Homeland Security grants on behalf of public safety agencies, funding a number of key personnel, equipment enhancements, trainings, exercises, and plans.

- Completed the microgrid installation at the Montgomery County Correctional Facility (MCCF). The microgrid interfaces with the large solar installation previously completed to further increase energy independence, environmental protection, and cost savings. This project received State and National accolades.

- Provides $1.5 million of general funds to replace an ending Federal grant to continue Mobile Crisis Outreach Team (MCOT) services and expand capacity from five to seven teams. MCOTs are a crucial intervention for individuals with behavioral health issues and prevent unnecessary hospitalizations, interactions with law enforcement, and incarcerations.

- Fully deployed a High School Cadet Training Program in collaboration with MCPS. The cadet program now includes Emergency Medical Technician Trainining geared towards prepairing Cadets for successful performance on national licensure requirements, and preparation for professional Fire Fighter careers.

- Launched a Fire Camp for 20 girls to encourage women to enter the fire fighting and public safety profession. The training received for participants will count

towards the overall requirements for successful completion of the Training Cadet program available as a partnership between Montgomery County Fire and Rescue Service and Montgomery County Public Schools.

- Enhance Vision Zero efforts by increasing funding for the Safe Routes to School Program.

- Continue to expand weather and flood monitoring equipment throughout the County to enhance real-time situational awareness and forecasting in preparation for and response to major weather events.

- Redeployed several EMS resources in FY24 to improve EMS capacity/coverage, including an ambulance (A725C) from Station 25 to Station 18 (A718); the chase car (ALS741) from Rescue 1 to Station 1 (ALS701); and a daywork (Monday - Friday) medic unit (M732).

- Improved the quality of care to EMS patients by providing access to new equipment (IV pumps) and processes (norepinephrine administration) that could potentially improve outcomes following out-of-hospital cardiac arrest. These improvements reduce the cognitive workload of the clinician and eliminate error points in patient care.

- Coordinate a Community Preparedness event for September 2024 to educate citizens on topics such as emergency preparedness; Alert Montgomery; Narcan education and training; Avoid, Deny, and Defend training; and Public Access Trauma Care for the residents and visitors of the County.

- Maximize the impact of existing resources through adjustments to the Emergency Medical Services disposition unit and redeploying staff from an advanced life support chase car to establish a new EMS Duty Officer to improve health outcomes in diverse areas of the County.

Effective, Sustainable Government...

- Montgomery County received the following National Association of Counties (NACo) Achievement Awards in 2023:

  - A Human Services Responses to Emergencies: Culturally Competent and

Trauma Informed Care

- Case Portal for Subpoena Management
- County Telework Program
- Customer Engagement Analysis
- Digitization of County Contracting
- Emergency Management Specialist II
- Holiday Coaster Campaign
- Holiday Park Senior Center Outdoor Fitness Equipment
- Inclusion Multi-Sport Program
- Kids Day Out
- Latino Health Initiative Asthma Management Program
- Let Her Shine- Girls Volleyball
- Making a Difference: 2022Summer Reading Challenge! At Montgomery County Public Libraries, MD
- MCG Deliveries Mentorship Experiences
- Project Prom Dress
- Residential deck detail
- Senior Adventures Summer Camp
- The Department of Permitting Services Special Events Permit
- Truck Day featuring the "Paint the Plow" Contest
- Violent Crimes Information Center

✪ A new Election Worker Management System is currently being built to leverage a modern framework and mitigate vulnerabilities in the existing application. The new system will streamline the communications, recruitment, training, and staffing of election workers and Future Vote students as well as the future administration of elections.

✪ Developed partnerships with Collaboration Council, WorkForce Montgomery, Latin American Youth Council, and local municipalities in support of increasing out of school activities for children and youths.

✪ Expand the use of the Office of Grants Management's Outgoing Grants online application platform to more efficiently and expeditiously manage grant agreement approvals, documentation tracking, processes transparency, and overall accountability.

✪ Planned and executed ten operating budget forums during development of the FY25 County Executive's Recommended Operating Budget to provide residents an opportunity to have their voices heard. Three of the budget forums were conducted in a language other than English (Spanish, Chinese, and Amharic).

- Improved nine workflows used by Montgomery County department users to submit and track requests to the Office of Management and Budget (OMB), increasing ease of use and providing better visibility of request progress.

- Implemented a new website chatbot powered by generative AI (Artificial Intelligence) technology with close consultation from TEBS, MC311, Community Engagement Cluster (CEC), and public safety stakeholders; resident focus groups were also conducted with assistance from Innovation@MCG. The chatbot, Monty 2.0, replaces the existing website chatbot (Monty 1.0) previously deployed in April 2021. Implementing the Monty 2.0 chatbot improves the resident experience and exponentially expands the information available for public consumption, allowing residents to acquire County services-related information from over 3,000 topics.

- OIG began outreach efforts to Montgomery County Public Schools (MCPS) to help educate MCPS' employees on how they can help the Office of the Inspector General to fight fraud, waste, and abuse, and improve the effectiveness and efficiency of the programs and operations of MCPS and the Board of Education.

- Implemented a digital solution to address the inefficiencies of conventional, paper-based procurement practices to a more streamlined digitized approach, which resulted in the complete virtualization of County contracting. The County's contracts and all related documentation (including inter-departmental communications, contracting actions, meeting minutes, and sourcing records) were printed and stored in folders and numerous file cabinets within Procurement. This method of managing contracts faced many challenges that were further magnified with the onset of the pandemic in 2020.

- Initiated a monthly benefits newsletter for employees that contains important tips and information about their benefits.

- The Office of Grants Management will manage a pool of flexible funding for grants pursuit and management tools that can be strategically allocated across departments to meet emerging, major opportunities and/or to be shared amongst smaller departments and offices who have infrequent grant opportunities. These specific grant training, search, pursuit, and leveraging tools are important resources for getting departments "Grants Ready" to attack grant opportunities as they arise or better manage awards received.

- The Office of Grants Management will organize an internal "Grants Ready" conference for MCG employees who have a grants role in their department. The conference events will include, but not be limited to, federal grant writing and grant management best-practices led by outside experts as well as internally led trainings on County procurement strategies for grants, how to hire staff with grants experience, and key internal grants related processes.

- Implemented the first phase of the web-based Contract Review Committee

application to improve the efficiency of the overall process, and to maintain compliance with updates to the Open Meetings Act. Additional phases will further improve the process and include reporting features.

- Launched a new website highlighting the services that OLR provides.

- Initiating the construction of a large solar array and battery system at the Equipment, Maintenance, and Transit Operations Center (EMTOC) facility to produce solar energy and support green hydrogen production in support of the County initiative to move to a zero-emissions bus fleet.

- Initiated an apprentice program in response to hiring challenges and the need to develop a workforce capable of supporting zero-emission technologies. After completing a two-year training program, successful apprentice technicians are 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.

- Introduced a Program Inventory Initiative, a strategic effort to enhance performance management and accountability throughout our organization. This initiative aims to standardize the process of documentation, data collection, and evaluation of government services, thus enabling data-driven decision-making and evidence-based allocation of resources.

- Continued to enhance outreach and training for Executive and Legislative staff liaisons, regarding the new Legislative Tracking System (Engagifii), to maximize opportunities for higher level collaboration and efficiency.

- Continue leveraging automation software, business process reengineering, and developing customized software applications to meet the unique requirements of the department.

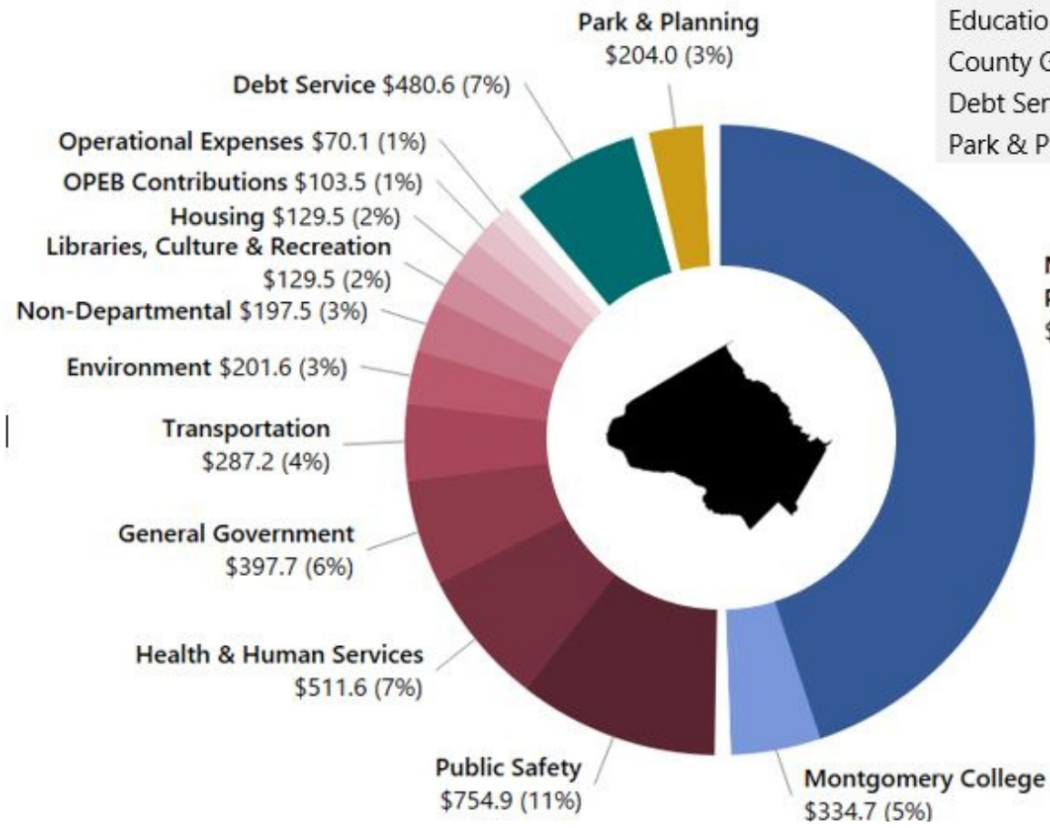
- The Services to End and Prevent Homelessness (SEPH) division worked with DHHS Information Technology to implement additional updates to the online application system for COVID Rent Relief and emergency Rental Assistance Program (CRR and eRAP). FY24 updates included creating duplicate applications to support households with additional funds, updating the reporting capability to more easily respond to data requests, and enhancing data validation and alerts for required fields to improve the accuracy of the applications.

Funding the Budget...

- Recommend a total County budget from all sources for all County agencies of $7,095,159,419 which is $334.3 million or 4.9 percent more than the FY24 budget.
- Recommend tax-supported funding for the Montgomery County Government of $2,645,949,639 (including debt service and OPEB funding).
- Recommend tax-supported funding for the Montgomery County Government of $2,193,102,549 an increase of 8.6% percent (excluding debt service).
- Funding for Montgomery County Public Schools will increase $127.8 million or 4.0 percent. Within this total, the County contribution is $132.8 million over maintenance of effort.
- Funding for Montgomery College's FY25 Recommended Operating Budget totals $334.7 million.
- Recommend tax-supported funding for the Maryland-National Capital Park and Planning Commission (M-NCPPC) increases by $10,754,228 or 6.3 percent from FY24 (including debt service and OPEB funding).
- Fund the WSSC Water's FY25 operating and capital budgets with a 8.5 percent water and sewer rate increase in accordance with the Spending Affordability Guidelines adopted by Council.
- Recommended a property tax rate of $1.0255 per $100 of assessed value and a $692 homeowners' property tax credit. The weighted rate includes a $0.047 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 FY24, preserving an important stable and broad-based revenue source that includes Federal institutions that otherwise pay no taxes in exchange for County services.

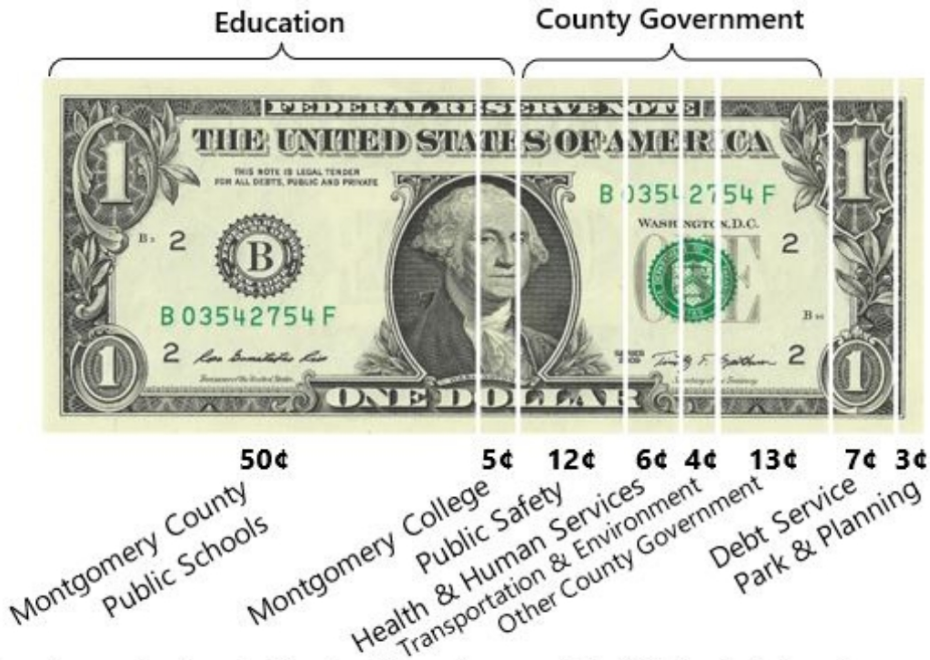
WHERE THE MONEY GOES

Expenditures by Function (millions)



Expenditure Categories	
Education	51%
County Government	39%
Debt Service	7%
Park & Planning	3%

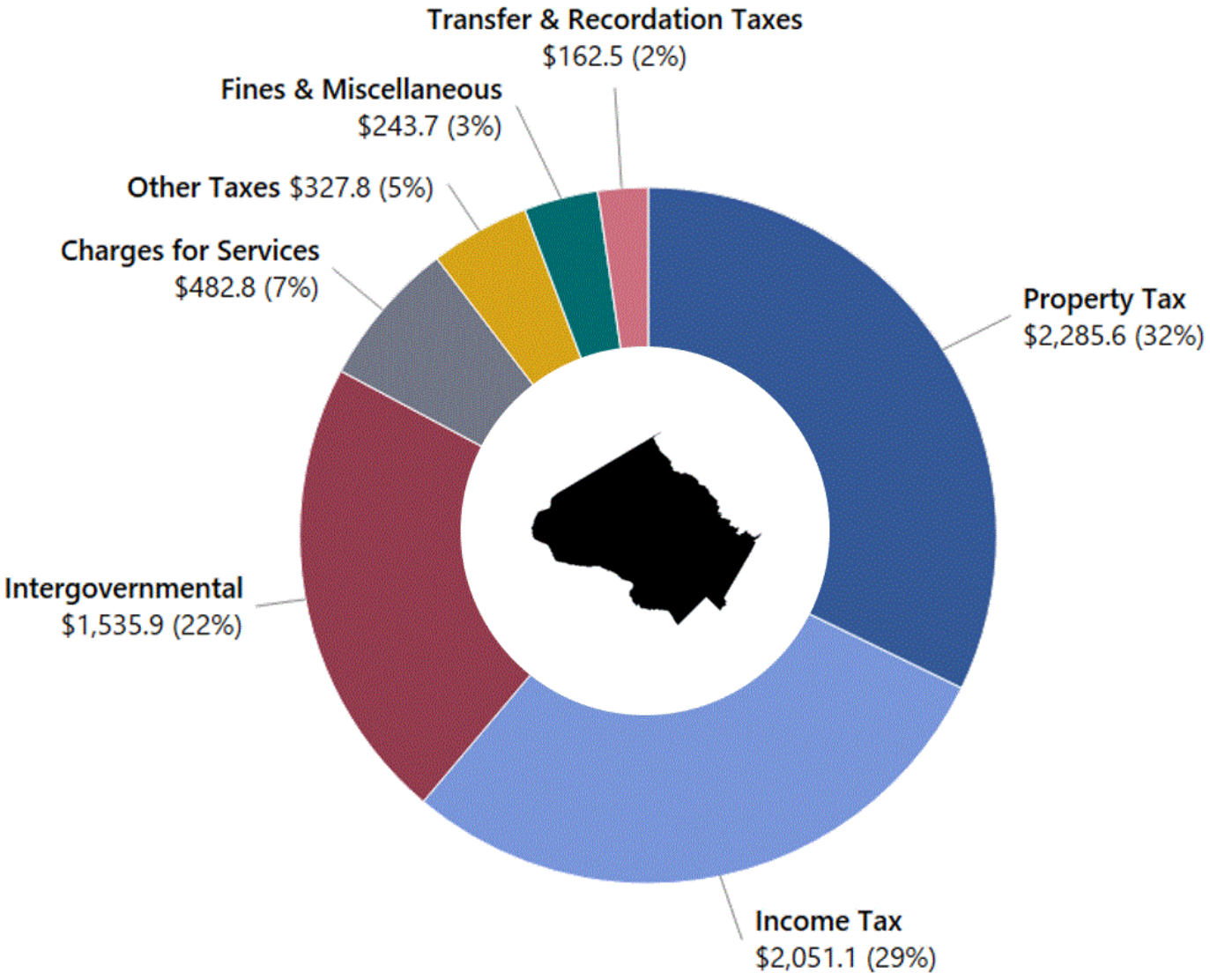
How a Dollar of Taxes is Spent



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)



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 **2023**
- **Current Year** - Fiscal Year **2024**
- **Next Year** - Fiscal Year **2025**

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.

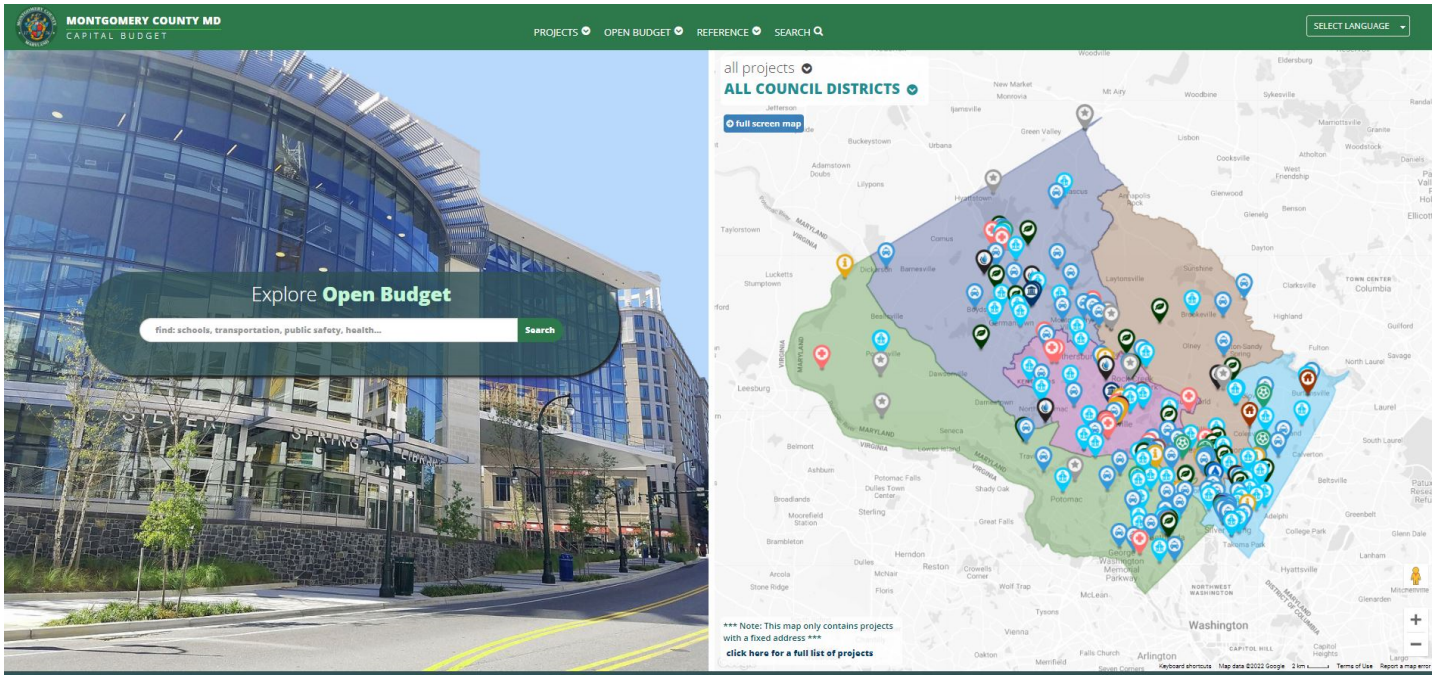
Capital Improvements Program (CIP)**

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.



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 WSSC Water (Washington Suburban Sanitary Commission). 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 FY24 figures and some of the FY25 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, Alcohol Beverage Service Fund, and Montgomery Housing Initiative funds only): The annual payment of principal and interest on bonded indebtedness (for both general obligation and other debt) incurred by departments/agencies funded by a Special or Enterprise fund.
- **Capital Outlay:** Funding for the acquisition of fixed assets that have a value of $10,000 or more and a useful life of more than one year.

Personnel categories within the Budget Summary include full- and part-time positions as well as full-time equivalents (FTEs). FTEs reflect staff time charged to the department's operating budget. One FTE is the equivalent to 2,080 work hours or 260 workdays.

Related revenues listed in the Budget Summary are generated or received by the department as a direct result of its activities. These include user fees, permits and licenses, grants, intergovernmental aid and reimbursements, and other miscellaneous revenues.

Recommended Changes: describes department-wide expenditure and FTE changes from the current year's approved budget to next fiscal year's recommended budget. The crosswalk includes:

- Additional items funded in next year's recommended budget for new or expanded services;
- Decreases from last year's approved budget relating to reduction in service or elimination of one-time funding in the base budget (e.g., for printers, servers, implementation of new system where hardware costs are one-time expenses, costs for vehicles for new police officers, etc.);
- Proposed compensation adjustments;
- Group insurance and retirement rate adjustments;
- Rate adjustments for other expenses such as motor pool, printing and mail, risk management, etc.;
- Increases or reductions in charges to or from other departments (including charges to the CIP);
- Shifts in resources to another department;
- Other personnel cost adjustments, including changes related to annualization of current year increments; position or job class reclassifications; staff turnover; and lapse changes; and
- Other operating expense changes, including inflation adjustments for contracts, rent, etc.

The presentation is organized under two categories: first by items with service impacts, then by other adjustments with no service impacts. Under each category, the items are organized by largest to smallest dollar value change. For items that affect a single program, the name of the relevant program is shown in parentheses. If no program is shown, the adjustment affects several programs.

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

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

- **Eliminate** - Total elimination of an existing service, with no anticipation of the service being provided by another entity
- **Reduce** - Reduction in funding, but not elimination of an existing service
- **Restore** - To reverse a previous recommendation to Shift or Reduce a service
- **Replace** - County assumption of responsibilities previously provided by a non-county entity or funded by a restricted grant (e.g. Federal/State/private)

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

- **Increase Cost** - Additional expenditures to provide the same quantity and scope of existing services (e.g., compensation or benefit increases)
- **Decrease Cost** - Reduction in cost without service impact (e.g., elimination of one-time items approved in the current fiscal year)
- **Re-align** - Budget adjustment with no impact on service due to more efficient service delivery or change in service demand
- **Shift** - The transfer of service delivery and attendant costs between County Government departments; the transfer of service delivery and attendant costs to another program within the same department; or the elimination or reduction of a service with the anticipation that the service will be provided by another entity (e.g., State, private sector)
- **Technical Adjustment** - Used to indicate shifts between expenditure categories or changes in FTEs with no net budget impact

Program Summary: listing of each program, including current fiscal year approved and next fiscal year's recommended expenditures and FTEs.

Charges to Other Departments: provides listing of personnel and operating expenses charged to other departments or to the Capital Budget. The amounts in the table are not reflected in the expenditure or FTE figures displayed in the Budget Summary.

Funding Parameter Items: provides potential future fiscal impacts of the department's programs by fund over a six-year period when measured against the Executive's recommended budget for the next fiscal year.

Annualization of Personnel Costs: identifies next fiscal year's annualized cost for the lapsed portion of new recommended positions, as most new positions are budgeted for only a portion of the fiscal year.

Six-Year Public Services Fiscal Plan: estimates of costs over the six-year planning period are included as overall projections of total resources and use of resources for many Montgomery County non-tax supported funds such as the Permitting Services Fund and Solid Waste Disposal and Collection Funds. These figures are based on major known commitments, and the projected assumptions are explained.

Service Maps and Other Exhibits: additional information (e.g., location of Police, Fire, Library, or Recreation facilities) relevant to the department is provided, as applicable.

**** Included only in the Recommended version of the Budget Publication**

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Operating Budget Process

INTRODUCTION

The Montgomery County Charter, approved by the voters in 1968 and implemented in 1970, provides for a County Council/Executive form of government. Under this form of government, the Executive develops and recommends budget proposals; the Council then authorizes expenditures and sets property tax rates. The Charter also provides for an annual six-year Public Services Program (PSP), Operating Budget, and Capital Budget and a biennial six-year Capital Improvements Program (CIP). These budgets and related fiscal and programmatic plans provide the basis for understanding, coordinating, and controlling County government programs and expenditures.

This section provides a brief introduction and refers to the legal requirements for the annual budget process and includes descriptions of government structure and government accounting methods and funds.

THE BUDGET PROCESS

Fiscal Year

The 12-month period used to account for revenues and expenditures in Montgomery County commences on July 1 of each year and ends on June 30 of the following year. A budget process timeline appears later in this section, which displays the relationships between the Capital Budget/CIP, Operating Budget/PSP, and Growth Policy processes across the year.

Operating and Capital Budgets

Under the County Charter (Section 303), the complete County Executive's Recommended Budget includes the CIP, published by January 15 in even-numbered calendar years; the Capital Budget, published annually by January 15; and this document, the Operating Budget and PSP, published annually by March 15.

Further information about the PSP can be found later in this section. For further information about the Capital Budget/CIP, please refer to the Capital Improvements Program section of this document.

Spending Affordability Process

The Spending Affordability process for the Operating Budget is required by Section 305 of the County Charter and Chapter 20 of the Montgomery County Code.

The County Council must set Spending Affordability Guidelines (SAG) for the Operating Budget by the second Tuesday in February after a public hearing. The guidelines must specify a ceiling on funding from property tax revenues and a ceiling on the aggregate operating budget. In adopting SAG, the Council considers the condition of the economy, the level of economic activity in the County, personal income levels, and the impact of economic and population growth on projected revenues among other relevant factors.

Along with the guidelines, the Council also adopts recommended spending allocations for the tax-supported budgets of

County Government, the Board of Education, Montgomery College, the Maryland-National Capital Park and Planning Commission, debt service, and current revenue funding for the CIP.

By March 31, the governing board of each agency and the Executive must also specify how, if necessary, they would reduce the budget request to comply with the Council adopted budget allocation.

The Charter requires the Council to approve the Operating and Capital Budgets by June 1. An aggregate operating budget which exceeds the spending affordability guideline ceiling on the aggregate operating budget then in effect requires the affirmative vote of eight Councilmembers for approval. 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.

The County Charter was amended in 2020 to include a cap on the annual increase in the weighted property tax rate. The weighted real property tax rate may not exceed the weighted tax rate on real property approved for the previous year, unless all current Councilmembers vote to exceed that cap. In addition, the County Council must adopt annual spending affordability guidelines for both the operating and capital budgets which can only be exceeded prior to setting appropriations by an affirmative vote of eight Councilmembers for approval.

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 FY25 Operating Budget development season, the County Executive conducted an historic number of operating budget forums, including the first forum to be conducted in Amharic; the second forum conducted in Chinese and the third forum 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 FY25 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 Racial Equity and Social Justice Act and bring into focus how the budget impacts racial disparities and inequities in the County.

Like FY24, the FY25 Operating Budget development season involved the 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 FY25 budget development season, the OBET included department- and program-level questions. All departments were required to answer the department-level questions. Department-level questions provided departments an opportunity to:

- Explain how their proposed 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 from a number of best practices (and share additional activities) that 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 the department's approach to mitigating the impact of proposed budget reductions on racial disparities and inequities in the County.
- Describe persistent gaps or limitations that could inhibit the department's ability to advance racial equity and social justice.

Program-level questions were answered by ten departments whose budgets make up the largest share of the County's overall budget. The program-level questions asked departments to:

- Explain the purpose of the program, including envisioned outcomes, as well as identify primary or targeted beneficiaries;
- Identify disparities and/or inequities that are targeted by the program;
- Describe how the program will impact the people most negatively affected/harmed by the challenges the program seeks to address; and
- Explain how the needs of specific communities or stakeholders informed the program request.

The program-level questions also gave departments an opportunity to describe how any proposed program reductions could impact beneficiaries as well as the department's approach to mitigating unintended consequences.

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;
- facilitate planning and development of Racial Equity Action Plans with departments; and
- build capacity across departments to disaggregate data by race and ethnicity; develop metrics to measure the success of County government programs, short-term and long-term goals.

See Chapter 42 for a discussion on the Office of Racial Equity and Social Justice. See Chapter 79 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, OMB 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 Budget 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; and
- 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 and 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 FY25 Operating Budget development season, the County Executive, the Office of Management and Budget (OMB), the County's Climate Change Officer (CCO), and relevant departments, integrated considering climate change into the process. Climate change questions within the budget system facilitated consideration as recommendations were developed, and before decisions were made.

Departments were also asked to include information in their budget submission that identifies:

- the projects' impact on greenhouse gas emissions;
- how the project will increase the use or generation of renewable energy;
- 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
- departmental 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 Budget 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 are climate change related to doing 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).

The Climate Change Officer then led a Climate Budget Committee to review these climate-related budget requests and provided input to the County Executive and OMB on the requested funds affect in meeting the County's climate change goals and implementing the County's Climate Action Plan.

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 76 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 at 240.777.7803 to register. 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 Council's Legislative Information Services 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 County Executive's Recommended Operating Budget. Each department budget is reviewed by a designated Council committee. Representatives from each department and Office of Management and Budget (OMB) 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 six Councilmembers. A supplemental appropriation for any other purpose that is approved before January 1 of any fiscal year requires an affirmative vote of seven 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 seven 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 geographic area of Montgomery County.

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;

WSSC Water, a bi-county agency which provides water and sewer service to Montgomery and Prince George's Counties;

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

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

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

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

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

GOVERNMENT ACCOUNTING METHODS AND FUNDS

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

Tax Supported Funds	Non-Tax Supported Funds:
MCPS: Current Fund	MCPS: Grant, Food Service, and other Enterprise Funds
Montgomery College: Current and Emergency Repair Funds	Montgomery College: Grant, Continuing Education, Cable Television, and Auxiliary Funds

Tax Supported Funds	Non-Tax Supported 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 the Cable TV 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 Government.

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) is the sole supplier of 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.

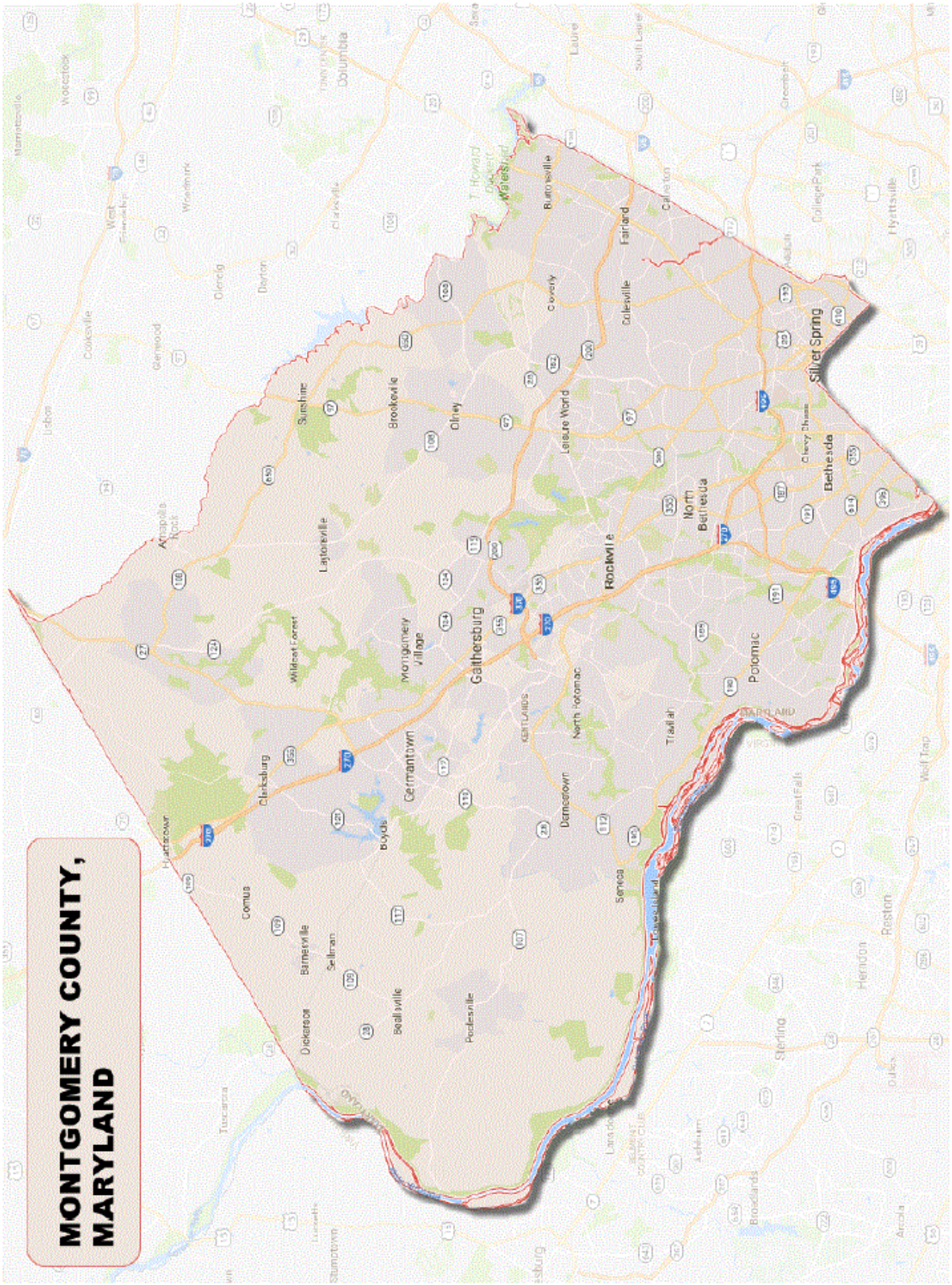
Restricted Donations Fund: accounts for donations and contributions received by the County that are restricted for use in specific County programs.

SPENDING AFFORDABILITY COMPARISON

(Dollars in Millions)

	A CATEGORY	B FY24 CC Approved 5-25-23	C FY24 Estimate	D FY25 CC SAG 2-6-24	E FY25 CE Recommended 3-14-24	F FY25 % Chg App / Rec	G FY25 $ Chg App / Rec
1	Property Tax	2,107.0	2,205.4		2,285.6	8.5%	178.5
2	Income Tax	1,925.1	2,008.2		2,051.1	6.5%	126.1
3	Transfer/Recordation Tax	174.6	133.4		139.6	-20.0%	(35.0)
4	Other Tax	275.8	268.2		275.4	-0.2%	(0.4)
5	General State/Fed/Other Aid	1,131.1	1,167.1		1,173.4	3.7%	42.3
6	All Other Revenue	212.0	247.1		239.0	12.7%	27.0
7	**Revenues**	**5,825.6**	**6,029.5**		**6,164.1**	**5.8%**	**338.5**
8	Net Transfers In (Out)	5.6	(3.1)		18.1	222.8%	12.5
9	Set Aside: Potential Supplementals	-	-		-	n/a	-
10	Set Aside: Other Claims	1.7	0.9		0.5	-72.3%	(1.2)
11	Beginning Reserve: Total	915.9	1,111.4		1,030.8	12.5%	114.9
11a	Revenue Stabilization Fund	604.0	610.0		647.0	7.1%	43.1
11b	Reserve: Undesignated	311.9	501.4		383.8	23.0%	71.8
12	**TOTAL RESOURCES**	**6,748.8**	**7,138.7**		**7,213.5**	**6.9%**	**464.6**
13	**APPROPRIATIONS**						
14	**Capital Budget:**						
15	CIP Current Revenue	(101.4)	(148.7)	(151.9)	(173.8)	71.5%	(72.4)
16	CIP PAYGO	(32.8)	(58.7)	(51.2)	(31.2)	-5.0%	1.6
17	**Operating Budget:**						
18	MCPS	(2,954.0)	(2,937.2)	(2,936.8)	(3,076.4)	4.1%	(122.4)
19	College, Total	(281.0)	(262.9)		(283.8)	1.0%	(2.8)
20	Less College Tuition	59.0	62.3		61.1	3.5%	2.1
21	College, Net	(222.0)	(200.6)	(212.3)	(222.7)	0.3%	(0.7)
22	County Government	(1,957.7)	(2,035.6)	(2,147.6)	(2,134.0)	9.0%	(176.3)
23	M-NCPPC	(160.1)	(159.2)	(175.6)	(169.9)	6.1%	(9.8)
24	Retiree Health Insurance Prefunding	(65.6)	(65.6)	(65.5)	(62.6)	-4.5%	3.0
24	Other: (Unallocated) / GAP	-	-		-	n/a	-
25	**Total Operating Budget:**	**(5,418.3)**	**(5,460.5)**		**(5,726.6)**	**5.7%**	**(308.3)**
26	**Debt Service:**						
27	All County Debt Service	(411.9)	(407.6)	(463.6)	(422.8)	2.6%	(10.9)
28	M-NCPPC Debt Service	(7.3)	(7.3)	-	(8.0)	10.3%	(0.8)
29	MCG Long Term Leases (b)	(27.5)	(25.0)	-	(30.0)	9.4%	(2.6)
30	**TOTAL APPROPRIATIONS**	**(5,999.2)**	**(6,107.9)**	**(6,204.5)**	**(6,392.5)**	**6.6%**	**(393.3)**
31	(incl. Capital, Operating & Debt Service)						
32	**Aggregate Operating Budget**	**(5,940.2)**	**(6,045.6)**	**(6,204.5)**	**(6,331.4)**	**6.6%**	**(391.3)**
33	(excludes College tuition)						
34	Revenue Stabilization Fund (new $s)	(26.2)	(37.0)		(29.2)	11.3%	(3.0)
35	**Ending Reserve: Total**	**749.7**	**1,030.8**		**821.0**	**9.5%**	**71.3**
36a	Revenue Stabilization Fund	630.2	647.0		676.2	7.3%	46.0
36b	Ending Reserve: Designated	-	-		-	n/a	-
36c	Ending Reserve: Undesignated	119.5	383.8		144.8	21.2%	25.3
37	**Maximum AOB without 6 votes**	**(5,964.5)**			**(6,117.8)**		
38	(Prior Year AOB + inflation as shown)	7.16%			2.99%		

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
Boyds
Barnesville
Dickerson
Poolesville
Seneca
Travilah
North Potomac
Damestown
Montgomery Village
Wildcat Forest
Burtonsville
Fairland
Colesville
Cloverly
Aspen Hill
Glenmont
Wheaton
Kensington
Takoma Park
College Park
Hyattsville
Greenbelt
Laurel
Columbia
Woodstock
Mount Airy
Ellicott City
Clarksville
Dayton
Glenwood
Cooksville
Lisbon
West Friendship
Hyattstown
Comus
Selman
Beallsville
Tuscarora
Sterling
Herndon
Reston
Great Falls
Wolf Trap
Arcola
Broadlands
Ashburn
Leesburg
Lucketts
Stumptown
Lovettsville
Waterford
Purcellville
Round Hill
Middleburg
Aldie
Chantilly
Centreville
Manassas
Manassas Park
Haymarket
Gainesville
Nokesville
Bristow
Catharpin
Brentsville
Dumfries
Quantico
Triangle
Woodbridge
Lake Ridge
Occoquan
Lorton
Fairfax
Fairfax Station
Clifton
Springfield
Burke
Kingstowne
Alexandria
Arlington
Falls Church
Vienna
Oakton
Tysons
McLean
Great Falls
Langley
Reston
Herndon
Sterling
Ashburn
Broadlands
Arcola
Dulles
Wolf Trap
Great Falls

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)** *County Executive's Transmittal; Introductory Sections; County Government Departments; HOC; Revenue Authority; MCPS; Montgomery College; M-NCPPC; WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800)
January 15th (odd calendar years)	**COUNTY EXECUTIVE'S RECOMMENDED CAPITAL BUDGET AND AMENDMENTS TO (PRIOR YEAR) CAPITAL IMPROVEMENTS PROGRAM** *County Executive's Transmittal; Capital Budget; Amendments*	www.montgomerycountymd.gov/omb
March 15th	**COUNTY EXECUTIVE'S RECOMMENDED OPERATING BUDGET AND PUBLIC SERVICES PROGRAM** *County Executive's Transmittal; Financial Summaries; Legislative, Judicial, Executive Branch Departments; MCPS; Montgomery College; M-NCPPC; WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800)
March 31st	**FISCAL PLAN** *Contains estimates of costs and revenues over the six-year planning period for all Montgomery County special and enterprise funds and many Agency funds.*	www.montgomerycountymd.gov/omb Office of Management and Budget (240.777.2800)
June 15th (odd calendar years)	**PLANNING BOARD RECOMMENDED GROWTH POLICY - STAFF DRAFT**	Reference copies from M-NCPPC (301.495.4610)
mid-July (even calendar years)	**APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED CAPITAL IMPROVEMENTS PROGRAM** *PSP and CIP Appropriation and Approval Resolutions; Operating Budget, CIP and Capital Budget Summaries; Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC*	www.montgomerycountymd.gov/omb Reference copies at public libraries Office of Management and Budget (240.777.2800)
mid-July (odd calendar years)	**APPROVED OPERATING AND CAPITAL BUDGETS, AND APPROVED AMENDMENTS TO THE CAPITAL IMPROVEMENTS PROGRAM** *PSP and CIP Appropriation and Approval Resolutions; Operating and Capital Budget Summaries; and selected Project Description Forms for County Government Programs, HOC, Revenue Authority, MCPS, Montgomery College, M-NCPPC, and WSSC*	Reference copies at public libraries Office of Management and Budget www.montgomerycountymd.gov/omb (240.777.2800)
August 1 (odd calendar years)	**PLANNING BOARD RECOMMENDED GROWTH POLICY - FINAL DRAFT**	Reference copies from M-NCPPC (301.495.4610)

ANNUAL FINANCIAL, ECONOMIC AND OTHER SOURCES OF INFORMATION

DATE	ITEM	AVAILABILITY
Late December	**COMPREHENSIVE ANNUAL FINANCIAL REPORT**	Reference copies at public libraries: Department of Finance (240.777.8822) www.montgomerycountymd.gov/finance (on limited basis)
Quarterly	**ECONOMIC INDICATORS**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Monthly (To update the Economic Indicators Report)	**ECONOMIC UPDATE**	Department of Finance (240.777.8866) www.montgomerycountymd.gov/finance
Annually	**ANNUAL INFORMATION STATEMENT**	Department of Finance (240.777.8822) www.montgomerycountymd.gov/finance (on limited basis)
Available throughout the year	**MONTGOMERY COUNTY HISTORICAL SOCIETY INFORMATION**	Montgomery County Historical Society (301.340.2825) www.montgomeryhistory.org
Available throughout the year	**MONTGOMERY COUNTY DEMOGRAPHIC INFORMATION**	Maryland-National Capital Park and Planning Commission: Montgomery County Planning Board (301.650.5600) www.montgomeryplanning.org/research

OPERATING BUDGET & *PUBLIC* SERVICES PROGRAM PROCESS TIMELINE



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

APRIL-MAY

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

SEPTEMBER

Capital Budget Submissions

OCTOBER

CIP Spending Affordability Guidelines Adopted by County Council

NOV-DEC

Office of Management and Budget Review
County Executive Review

JANUARY 15

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

JAN - FEB

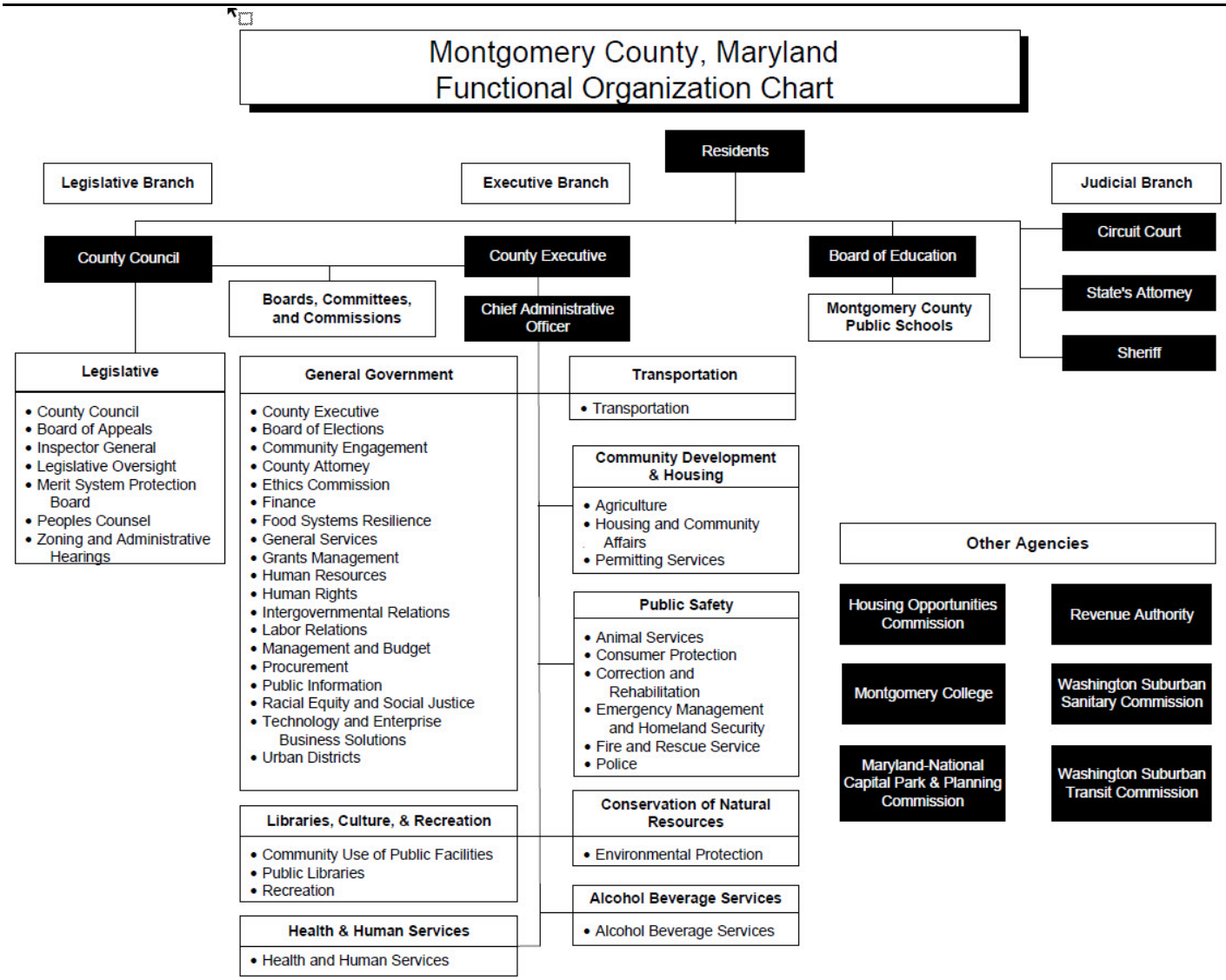
Council Review and Public Hearings

MAY

Council Final Action
Adopt Capital and Operating Budgets

JULY

Publish Approved Capital and Operating Budgets


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

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 the 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 toward 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 guide government managers and elected officials to set priorities, 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

The major fiscal policies currently applied to the PSP/Operating Budget and financial management of Montgomery County are summarized below (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.

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 regulations,
- Maryland law and regulations,
- 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 conform with GAAP standards. This involves the separate identification of, and accounting for, the various operating funds; adherence to required procedures such as transfers between funds and agencies; and regular audits of general County operations and special financial transactions such as the disbursement of Federal grants.

Credit Markets and Credit Reviews

The County's ability to borrow cost-effectively depends upon its credit standing as assessed by the three major credit rating

agencies: Moody's, Standard and Poor's, and Fitch. While key aspects of maintaining the highest credit rating are related to the management of the County's CIP, others are directly applicable to the annual Operating Budget, such as:

- 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 agreement 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 them 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 approval of the annual operating budgets of the Washington Suburban Sanitary Commission and the Maryland-National Capital Park and Planning Commission.

POLICIES FOR FISCAL CONTROL

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 (RSF), as defined in the Revenue Stabilization Fund law (Section 20-65, Montgomery County Code). The County had originally planned to achieve the ten percent target by FY20, but due to the negative impact on revenues from the COVID pandemic, reserves targets were not achieved until FY21.

Reserves exceeded the County's 10 percent target in FY22 and FY23. Reserves for FY24 were budgeted at 11.6 percent but due to strong tax revenue growth they are projected to further increase in FY24 to 15.0 percent. Due to significantly increased costs for services caused by high inflation and a mild recession forecast to occur during 2024, 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 percent at the end of FY25.

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 work collaboratively to identify targeted budget reductions that will minimize the 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.

Pay-as-you-go (PAYGO)

The County should allocate to the CIP each year as PAYGO at least ten percent of the amount of the General Obligation Bonds planned for issuance that year. While a ten percent PAYGO cash allocation is the intended policy goal, during times of extreme financial duress such as that experienced during the COVID pandemic in FY21 and FY22, the PAYGO allocations were temporarily reduced or suspended. An additional issuance of General Obligation Bonds is recommended in the first year of the CIP and $35.1 million PAYGO (above the ten percent PAYGO policy) has been assumed in the current year (FY24) and for the FY25-30 CIP.

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 2) how the recommended rate of compensation 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 (MCPS) 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 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 appropriations of an operating contribution to the HOC.

Financial Management

The County will manage and account for its Operating and Capital Budgets in accordance with 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 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 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 RSF, which are included with the General Fund for financial reporting purposes, separate budgets are legally adopted.
- Outstanding encumbrances 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 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 the 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 Maryland Housing Initiative (MHI) affordable housing/property acquisition is classified as a resource of 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 the distribution of net operating revenues and reimbursements for net operating losses.

Internal Accounting Controls

The County will develop and manage its accounting systems 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 judgements 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.

Vacant Positions and the Budget

The budget development process includes a review of vacant positions within Executive Branch departments and an analysis of whether they can be deleted or repurposed to another function within County government.

For the upcoming fiscal year, reasonable assumptions are made regarding the number of positions that will remain vacant due to turnover and labor market conditions and the budget is adjusted accordingly. This analysis includes a review of overtime usage and spending on contracts for services that would be delivered by County employees but cannot be because of vacant positions. The intention is for vacancies, overtime, and contractual spending to be regularly reviewed and adjusted.

POLICIES FOR EXPENDITURES AND ALLOCATION OF COSTS

Content of Budgets

The Operating Budget includes all programs and facilities which are not included in the CIP. There are three major impacts of the 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 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 WSSC Water. 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 CIP 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 a 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, dire predictions for our regional economy because of the COVID pandemic did not materialize. Like the State of Maryland, the County's revenue streams have outperformed our fiscally prudent revenue projections for both FY23 and FY24 based on year-to-date collections. As a result, we are projecting the County will end FY24 with reserves of $956.6 million, or $318.0 million more than needed to meet the County's policy of maintaining ten percent of adjusted governmental revenues in reserve.

For FY25, the County has assumed a mild recession in the revenue forecasts for 2024 with lower growth rates or decreases in several key tax revenues compared to previous forecasts. For example, income taxes are expected to experience declines in FY24 compared to FY23's record high amount due to weak capital gains income and the end of federal stimulus payments in tax year 2022. Due to positive growth in total personal income that in-turn supports growth in withholdings revenue, income tax revenues are projected to increase a modest 2.1 percent in FY25, despite the forecasted mild recession in 2024.

Transfer and recordation taxes experienced significant declines in FY24 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. Revenues from these sources are forecast to return to growth in FY25, although at a relatively slow rate of 4.7 percent, and

to continue to recover in FY26. 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
3. Maintaining a number of COVID-era safety net programs

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 MCPS budget faces similar cost pressures. The labor market, particularly for teachers, is very competitive. Salary increases will be needed to attract and retain top talent. Enrollment growth, student technology device needs, and cost increases for fuel, supplies, and contracts result in additional cost increases. MCPS' requested budget increase is anticipated to support the State-mandated Blueprint for Maryland Future services.

During the COVID pandemic, 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 possible recession, the County is now choosing to use its own funds to maintain the availability of these services.

In order to mitigate the short-term impact of the recession, the FY25 budget assumes the one-time use of $205.0 million in surplus tax-supported reserves, beyond the County's ten percent policy level, to provide needed services and to remain competitive in the local labor market. In addition, it is expected that 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, it is estimated that the County will end FY25 with $761.3 million in reserves, 1.6 percentage points or $106.1 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 continued $0.047 property tax that is dedicated solely to MCPS.

It has become clear that the County's financial policies need to be updated to reflect the County's progress in strengthening its financial position. An inter-departmental group is working with the County's financial advisors to update the County's reserve policy, while the County Council passed Resolution No. 20-337 updating our OPEB policy.

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 RSF, 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 reserve target must be made to the RSF. If greater than 10 percent total reserve, then 50 percent of certain excess revenues must be transferred to the Fund. RSF funds may not to be used unless appropriations become unfunded due to revenue shortfalls.

After establishing its reserves policy in 2010, the County committed to a multi-year plan to achieve the ten percent target.

For a number of years, the County made progress toward achieving the ten percent reserves target and achieved it in FY21 . During the COVID pandemic, the County revised its policy to specify that if the total reserves fell below the ten percent goal, the County must replenish the reserves to its policy goal within three fiscal years.

While the County's reserve policy is 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 ten 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 RSF, which is used only in the case of revenue shortfalls. Under current fiscal conditions, if there is ten percent of adjusted governmental revenues in reserve, it 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 ten percent fund balance target for four years, the Department of Finance, the Office of Management and Budget, and the Office of the County Attorney are working with the County Council and the County's financial advisors to update the reserve 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 Council passed Resolution No. 20-337 in December 2023, establishing a new OPEB policy. Previously, the policy had been solely to build reserves. The new policy sets a clear funded ratio target with a defined timeframe, while allowing for utilization when actuarially determined.

In FY24 and FY25, the actuarial analysis assumed a utilization of Trust assets of $17.4 million and $8.9 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 FY24, resulting in total funding to the OPEB Trust that exceeded the ADC by $17.4 million. In FY25, the actuarial analysis assumed an ADC that was $8.9 million less than the pay-as-you-go amount, and in accordance with the new policy, the FY25 budget assumes utilization of $8.9 million to pay for a portion of retiree health care benefits costs.

The Office of Management and Budget coordinates with the Office of Racial Equity and Social Justice to incorporate racial equity considerations into the decision-making process for budgeting . Departments are asked to state how their programs consider racial/ethnic disparities and/or disproportionalities in their outcomes, how programs seek to address identified inequities, the potential for disproportionate effects on communities of color and low-income communities and how those effects could be mitigated, and how programs can 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 incorporates climate change considerations into the decision-making process for budgeting . For example, departments are 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 in Climate Change later in this publication provides more details on the process and outcomes of this effort.

To develop the Recommended FY25-30 CIP, the County prioritized investments in schools, affordable housing, facilities to address barriers to residents' well-being, transportation networks, and maintenance of core infrastructure. Priority was given to projects that advance racial equity, social justice, and efforts to combat the impact of climate change.

The County continues to limit issuance of General Obligation Debt to curb the impact of debt service on the operating budget. After the modest one-time increase of $20 million in FY25, the Recommended CIP anticipates a return to the lower debt issuance 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 PAYGO above the ten percent policy level and usage of set aside have helped the County mitigate the impact of

construction cost increases and further revenue shortfalls in Recordation Tax due to challenges in the housing market because of low sales. It was also necessary to reduce and 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 allow the County to construct a balanced, fiscally responsible FY25 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.
- 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 as a set-aside for future needs.

Policy on Funding the 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.

A project deemed to be debt-eligible should:

- Have a useful life at least as long as the debt issue with which it is 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 toward more public/private partnerships, especially regarding projects aimed at revitalization or redevelopment of the County's central business districts, there are more instances when public monies leverage private funds. Generally, these instances 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. Financing in partnership situations ensure 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. General tax revenues for repayment are pledged for repayment. Payment of 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 the 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 approximately 3.5 percent.

These ratios are 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 five percent of the series retired each year. This practice produces equal annual payments of principal over the life of the bond issue. Also, declining annual payments of interest on the outstanding bonds, positively affects 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/BANs for interim financing to take advantage of favorable interest rates within rules established by the IRS.

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 have 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 the 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. It may also be appropriate in 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 of 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 project not eligible for debt financing by virtue of its 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 RSF, 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 ten percent goal or other nonrecurring expenditures so as to not 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. For the FY25-30 recommended CIP, PAYGO remains above the ten percent policy minimum.

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 operating and maintenance costs of the facility.

Policy on Taxing New Private Sector Development

As part of a fair and balanced tax system, new development of housing, commercial, office, and other structures should contribute directly toward the cost of new and improved transportation and other infrastructure required to serve that development. To implement this policy, the County has established the following taxes:

Impact Tax - Transportation. In November 2020, the County Council approved the 2020-2024 Growth and Infrastructure Policy (formerly known as the Subdivision Staging Policy). The new policy continues existing rates but modifies geographic boundaries of the Red Policy Areas to include certain Metro stations. These taxes are levied at four zone rate schedules: transit-oriented and urban Red Policy Areas (former Metro Station Policy Areas), mixed urban/suburban Orange Policy Areas (formerly part of the general impact district), suburban Yellow Policy Areas (formerly part of the general impact district), and rural Green Policy areas (e.g., agricultural reserve). The new policy requires that non-exempt dwelling units in a development with at least 25 percent 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. The school impact taxes vary by housing, commensurate with the average student generation rate of that type of residential development. Non-exempt dwelling units in a development with at least 25 percent 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 percent 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 CIP.

Systems Development Charge (SDC). This charge, enacted by the 1993 Maryland General Assembly, authorizes WSSC Water 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 sewage treatment, transmission, and collection facilities.

POLICIES FOR GOVERNMENTAL MANAGEMENT

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, is cost effective, and is 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. The County will 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 to include: 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

Over an eight-year period beginning with FY09, 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. This approach allows the County to use a discount rate higher than its operating investment rate for accounting and budgeting purposes, which results 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 FY24 and FY25 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. The FY24 budget included funding in excess of the County's policy of funding the ADC, and the FY25 budget adheres to the newly adopted policy. With the new OPEB policy, the County will focus on ensuring the assets are utilized in a fiscally responsible manner while protecting the long-term viability of the Trust.

Surplus Property

The County will maximize the residual value of land parcels or buildings declared excess to current public needs through public reuse, lease to appropriate private organizations, or sale, in order to return them to the tax base of the County. Disposition of goods which have become obsolete, unusable, or surplus to the needs of the County is 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, Section 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. Montgomery County exercised this option in FY24 by implementing a 4.7 cent schools tax, which continues in FY25. The revenue generated by this is dedicated to schools and is not subject to the County's property tax limit, pursuant to State law.

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 these districts. Examples are Urban, Recreation, and Parking Lot Districts. The County will also abolish special districts when the conditions which led to their creation have changed. <.p>

Most special districts have a property tax to pay for 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 rate 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 the district's 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: A) OPEB more than the annual actuarial pre-funding contribution and/or pension prefunding more than the annual actuarial goal,

if unfunded liabilities exist, then B) for other unfunded liabilities, 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 RSF (see below) have already been allocated to the RSF.

Intergovernmental Revenues

The County will aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the County's interest. Where possible, Federal or State funding for the full cost of a program will be requested, including any indirect costs of administering a grant-funded program. For reasons of fiscal prudence, the County may choose not to solicit grants that will require an undeclared fiscal commitment beyond the term of the grant.

User Fees and Charges

The County will charge users directly for certain services and use of facilities where there is immediate and direct benefit to those users, as well as a high element of personal choice or individual discretion involved, rather than fund them through general taxation. Such charges include licenses, permits, user fees, charges for services, rents, tuition, and sale 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 RSF, which together will represent ten percent of Adjusted Governmental Revenues, except during periods 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, MCPS (less the County's local contribution), Montgomery College (less the County's local contribution), and M-NCPPC, plus the revenues of the County Government's grant fund and capital projects fund.

The County's RSF 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 percent of any excess revenue or A) an amount equal to the lesser of 0.5 percent of Adjusted Governmental Revenues or the amount needed to obtain a total reserve of 10 percent 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 that 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 ten percent of adjusted governmental revenue, 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 FY24 were budgeted at 11.6 percent but due to strong tax revenue growth they are now projected to be 15.0 percent in FY24. Due to significantly increased costs for services caused by high inflation and a mild recession forecast to occur during 2024, 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 11.0 percent at the end of FY25.

The budgeted reserve levels for non-tax supported funds are established by each governmental agency and vary based on the particular fiscal requirements and business functions of the fund, as well as any relevant laws, policies, and 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 and 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 of or amount of use, and of adjusting charges in accordance with the 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 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;
- allocation of available public resources to those programs meeting the broadest public need or demand in the most efficient way possible;
- use of "market" information generated by user-demand for more effective planning and alternative choices for future programs, services, and facilities;
- collection of user fees from individual citizens who choose their level of use from among programs, services, and facilities where individual choice may be exercised, resulting in improved cost-effectiveness and accountability for the spending of public funds ; and
- coverage of costs of programs and services by those receiving direct benefit ensuring dedicated sources of funds for programs and services to designated special areas or user groups rather than the County as a whole.

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 the 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. The costs must be 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, or rent and 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 the 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, and mode of 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 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 alterative 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 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 pubic 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 user 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 the imposition of charges. It should be noted that law on such issues is frequently in dispute. As a result, 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 as 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 to 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

	FY24 Approved Ending Fund Balance	FY25 Recommended Ending Fund	Change in Fund Balance	% Change
TAX SUPPORTED				
Montgomery County Government				
County General Fund	84,547,141	85,133,132	585,991	0.7%
Bethesda Urban District	91,782	97,351	5,569	6.1%
Fire	109,333	286,116	176,783	161.7%
Mass Transit	348,239	344,639	-3,600	-1.0%
Recreation	99,585	204,050	104,465	104.9%
Revenue Stabilization Fund	630,156,187	676,177,529	46,021,342	7.3%
Silver Spring Urban District	109,315	118,518	9,203	8.4%
Wheaton Urban District	79,151	96,420	17,269	21.8%
Montgomery College				
Emergency Repair Fund	535,078	602,070	66,992	12.5%
Current Fund MC	27,245,383	52,394,218	25,148,835	92.3%
Maryland-National Capital Park and Planning Commission				
Administration Fund	1,265,253	1,371,178	105,925	8.4%
Park Fund	5,097,027	6,182,671	1,085,644	21.3%
NON-TAX SUPPORTED				
Montgomery County Government				
Cable Television	117,301	1,042,213	924,912	788.5%
Water Quality Protection Fund	6,915,069	4,057,150	-2,857,919	-41.3%
Bethesda Parking District	6,270,848	7,363,846	1,092,998	17.4%
Community Use of Public Facilities	1,558,526	663,351	-895,175	-57.4%
Liquor Control	4,124,591	4,973,221	848,630	20.6%
Permitting Services	39,751,476	38,481,980	-1,269,496	-3.2%
Silver Spring Parking District	1,570,734	2,538,231	967,497	61.6%
Solid Waste Collection	847,814	3,769,659	2,921,845	344.6%
Vacuum Leaf Collection	1,275,527	1,543,457	267,930	21.0%
Wheaton Parking District	1,277,674	1,617,937	340,263	26.6%

Explanation of Changes in Fund Balance Greater Than 10%:

- Wheaton Urban District — The change in fund balance is to meet the policy level of 2.5% of resources.
- Recreation — The County's policy is to maximize tax supported reserves in the General Fund, which is limited by the County Charter to five percent of prior year's General Fund revenues. Reserves in the property tax special funds have been minimized as much as possible consistent this reserve policy.
- Bethesda Parking District — The Recommended FY25 ending fund is higher due to the sale of land (Lot 24) in FY23 and the extension of operational hours commencing in FY24 (mid-year), increasing FY25 revenue projections.
- Liquor Control — The increase in fund balance maintains the fund at the policy level.
- Current Fund MC — The FY25 fund balance increase is primarily due to FY24 cost savings, an increase in tuition revenues from slight higher enrollment, and a better return on investments.
- 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.

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

▪ Emergency Repair Fund MC	The FY25 fund balance increase is primarily a result of reduced demand for emergency expenditures during FY24.
▪ Park Fund	The projected ending fund balance is consistent with fund balance policy, which is approximately 4 percent of resources.
▪ Water Quality Protection Fund	The change in fund balance is due to the fund using accumulated fund balance as current revenue in the capital budget to reduce the amount of debt needed to support the program.
▪ Cable Television	The fund balance is returning to a level that is closer to the policy level by reductions to all programs within the Cable Fund and moving some programs to the General Fund.
▪ Community Use of Public Facilities	The FY25 ending fund balance is estimated below the reserve policy level due to lower than anticipated revenue projections.
▪ Silver Spring Parking District	The Recommended FY25 ending fund balance reflects the extension of operational hours and a reduced transfer to the Silver Spring Urban District.
▪ Wheaton Parking District	The Recommended FY25 ending fund balance is higher due to improved revenue projections and a reduced transfer to the Wheaton Urban District.
▪ Solid Waste Collection	Rates increased increased in FY24 to repay a loan from the Disposal Fund and satisfy the Fund's fiscal health measures, which were previously failing because of the loan.
▪ Vacuum Leaf Collection	The change in fund balance is due to favorable weather conditions in FY24, 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 FY25 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 (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 1,120,925 by 2033 . This reflects an average annual growth rate of 0.5 percent.
- Current projections estimate the number of households to increase from 372,825 (Census) in 2020 to 426,958 by 2033. Household growth over that period is projected to grow at an average annual rate of 1.05 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 12,160 in 2023 to 13,020 by 2030.
- The County expects Montgomery County Public School student enrollment to increase by 7,320 between FY24 and FY30.
- Montgomery College full-time equivalent student enrollments are projected to increase from 14,984 in FY24 to 15,954 in FY28.

The economic assumptions presume a mild recession occurs in calendar year 2024. 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 expenditures. 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;
- Domestic or global health incidences; and
- 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 FY25 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.

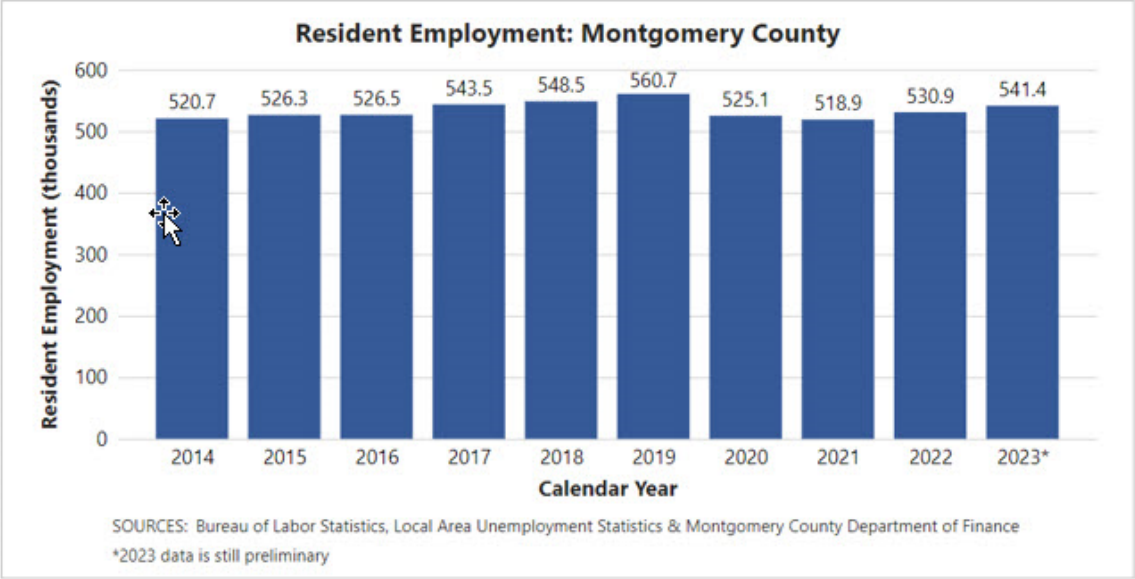
Economic Assumptions

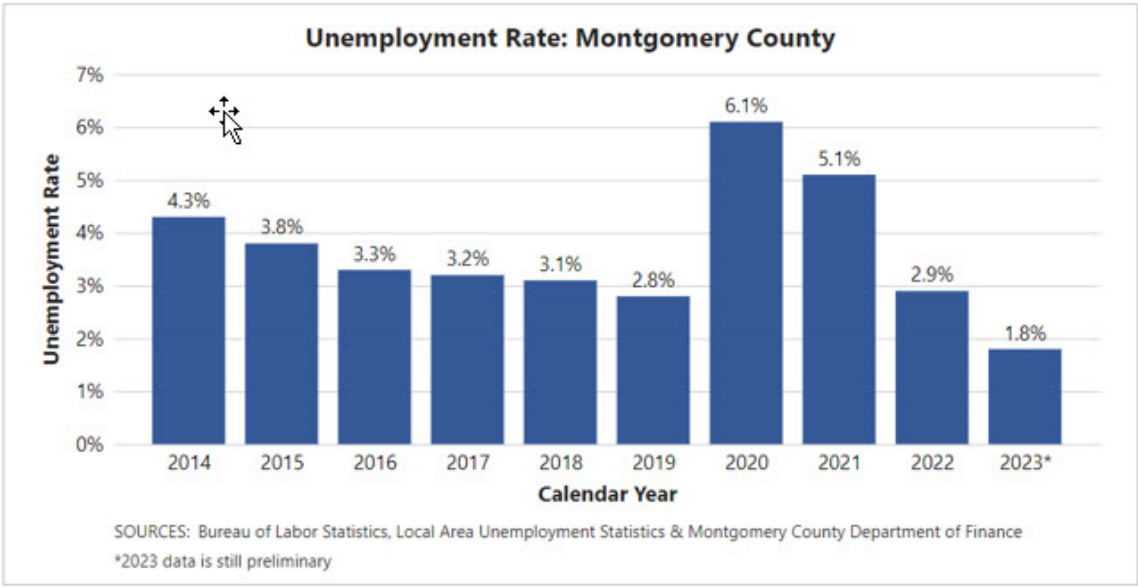
Revenue projections depend on the current and projected indicators of the national, regional, and local economy. National indicators include short-term interest rates, mortgage interest rates, and the stock market. Local economic indicators include residential (labor force survey) and payroll (establishment 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 experienced improving economic performance during calendar (CY) 2023, with strong employment and income growth along with an increase in new residential construction, but depressed home sales and reduced non-residential construction. Home values continued to increase despite the sharp drop in sales volume, indicating continued demand to live in Montgomery County .

Resident Employment

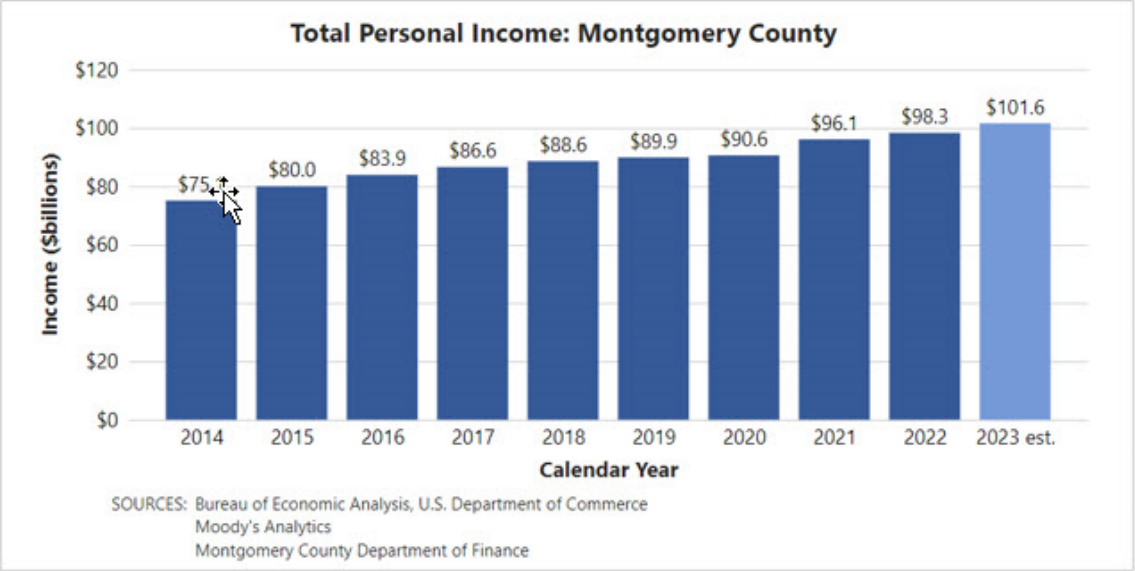
Based on data from the Maryland Department of Labor, Licensing and Regulation (DLLR) and the Bureau of Labor Statistics, U.S. Department of Labor, resident employment (labor force series and not seasonally adjusted) in CY2023 grew, increasing by 10,416 from CY2022 (?1.96%). This followed an increase of 12,043 from CY2021 to CY2022 (?2.32%). However, resident employment has not yet returned to its pre-pandemic level. The County's unemployment rate declined again from 2.9 percent to 1.8 percent despite an increase in the labor force by 4,699 people. The unemployment rate in CY2023 is now lower than the pre-pandemic rate in CY2019.





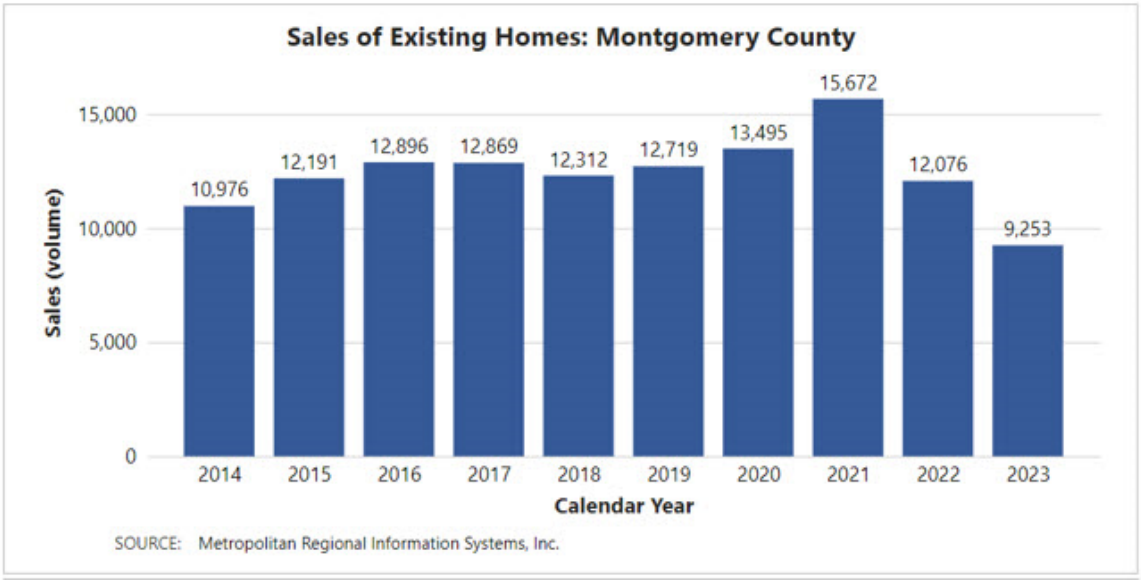
Personal Income

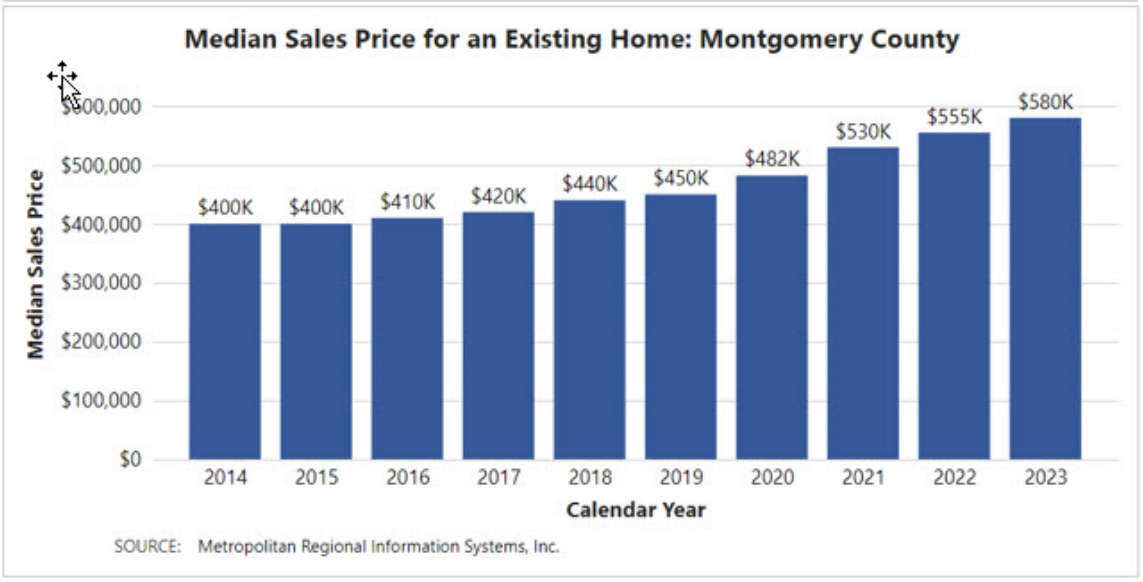
Based on data from the Bureau of Economic Analysis and Moody's Analytics, total personal income has grown steadily over the past 10 years, at an annualized 3.3% pace from 2013 to 2023. This includes an acceleration in growth during the pandemic when personal income increased by 6.2% between 2020 and 2021. The ability to sustain continued growth in income through the past decade points to the strengths that underpin the Montgomery County economy.



Residential Real Estate

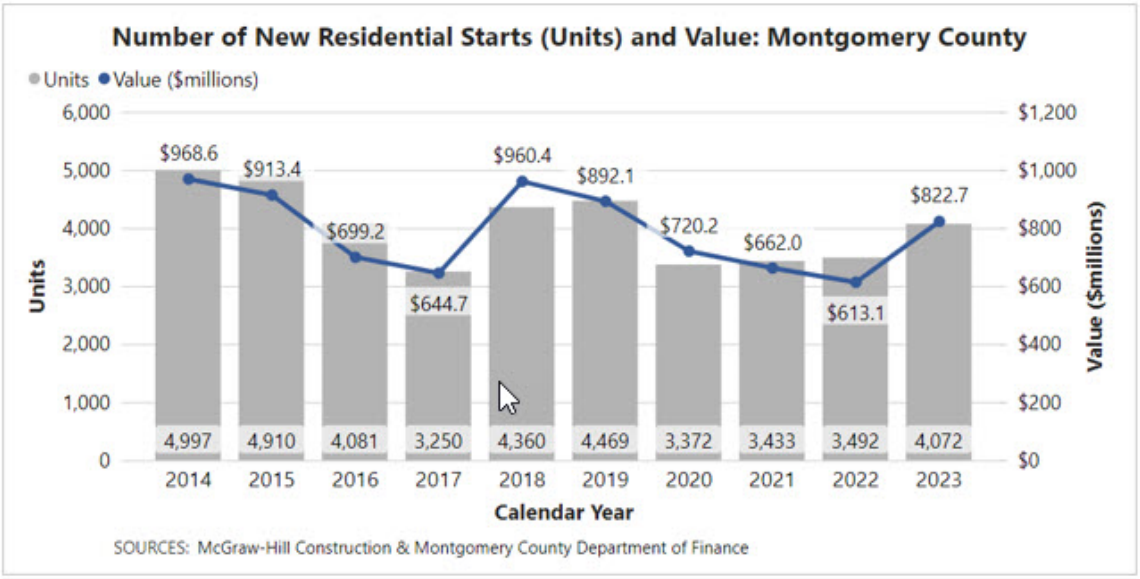
The Federal Reserve raised the federal funds rate seven times in 2022 and four times in 2023 increasing the rate by 5.25 percentage points which caused a sharp increase in mortgage rates. Recent expectations for future federal funds rate cuts at some time in 2024 have resulted in some moderation of mortgage rates. This increase in mortgage rates continues to depress demand for existing homes, with total sales declining by 23.4 percent in CY2023 after declining 23.0 percent in CY2022. Despite reduced activity, the median sales price for existing homes climbed another 4.5 percent in CY 2023 after increasing by 4.7 percent in CY2022 and 10.0 percent in CY2021.

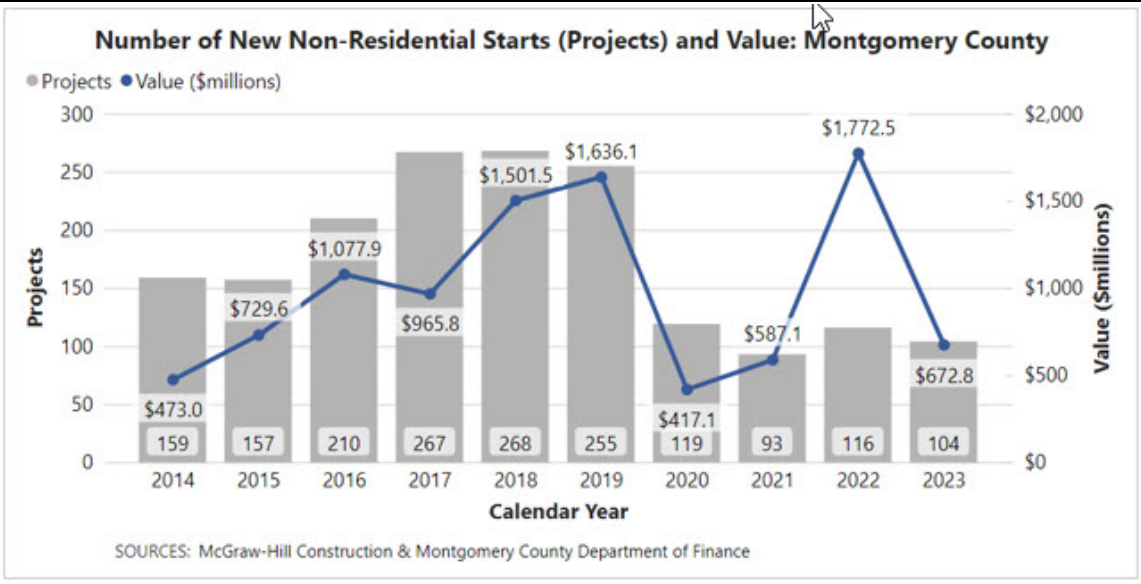




Construction Activity

Despite the increase in interest rates depressing housing demand, the construction of new residential units increased in CY2023 as compared to CY2022. Total value added from new residential units increased as well from $613.0 million in CY2022 to $822.6 million in CY2023 (?34.2 percent). Non-residential project value went from $1,772.5 million in CY2022, a peak exceeding all years since CY2013, back down to $672.8 million (?62.0%) in CY2023.

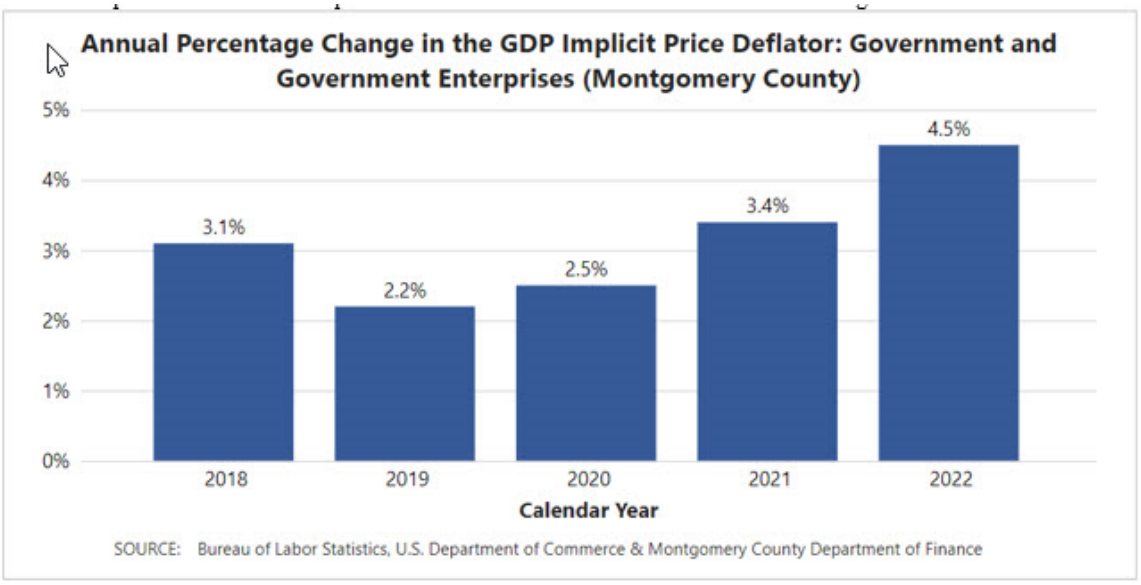




GDP Implicit Price Deflator - Government consumption expenditures and gross investment: State and local (implicit price deflator): Montgomery County

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 4.5 percent for Montgomery County in CY2022 (the latest year of available data). This increase in inflation was consistent with the nationwide spike in inflation that inspired the Federal Reserve to increase interest rates throughout CY2022.



CONCLUSION

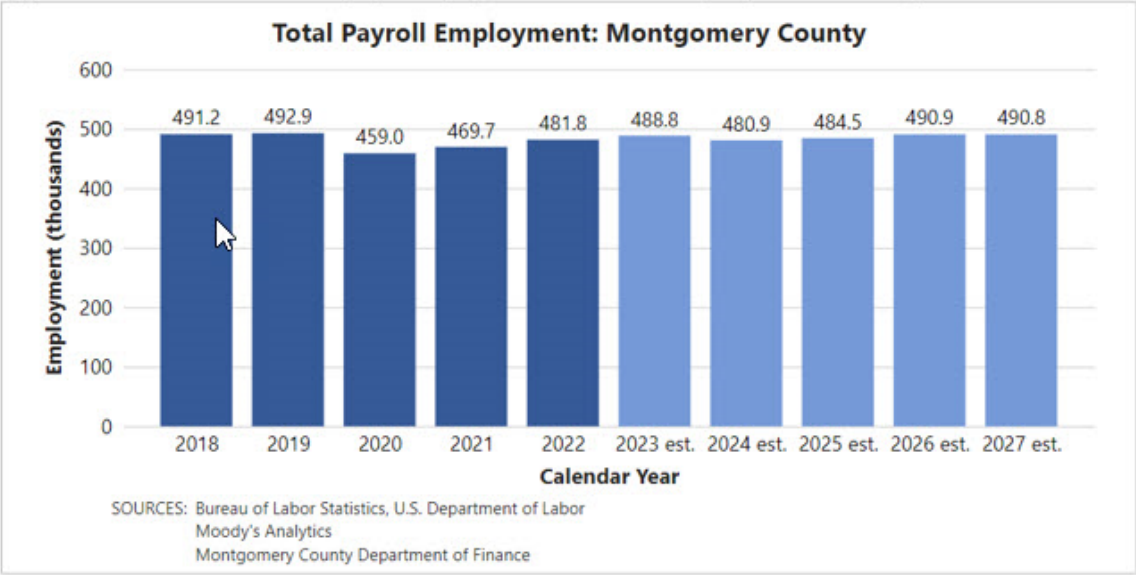
The national economy appears to have a healthier outlook compared to CY2023 and there has been improvement to many of

Montgomery County employment, personal income, and government inflation economic indicators. However, there remains much uncertainty about whether the trajectory of the local economy can be sustained for CY2024 and CY2025, in particular continued strong job and wage growth in light of very low unemployment rates .

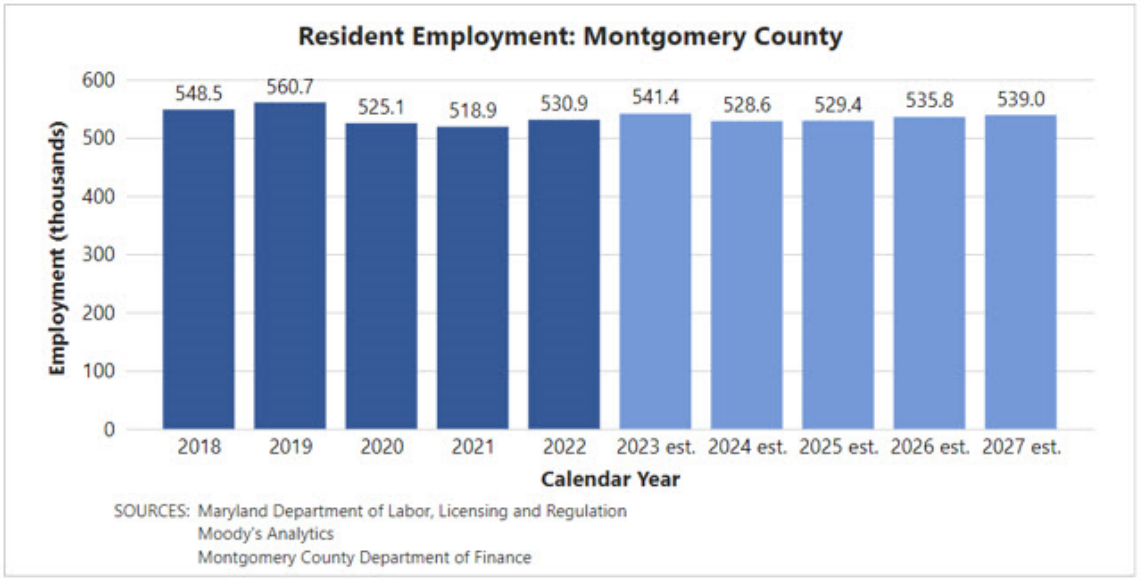
ECONOMIC OUTLOOK

The Department of Finance ('Finance') forecasts that Montgomery County will experience modest employment growth from CY2023 to CY2027 and will continue to see growth in total personal income. The sluggish labor market reflects the challenges the Washington DC region is facing regarding increasing employment levels due to the shortage of labor.

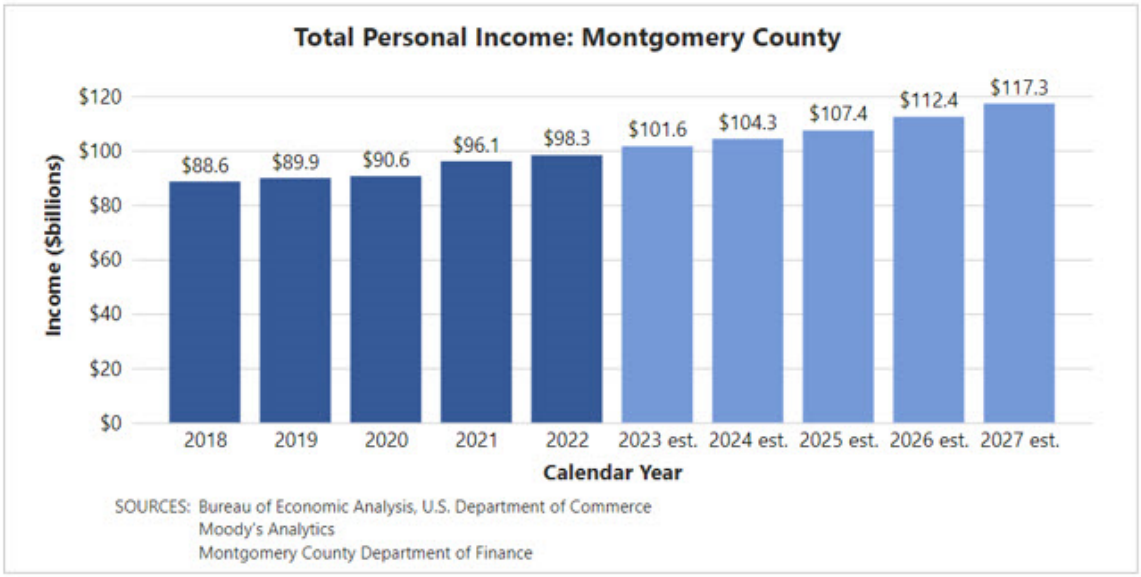
Employment. Based on payroll employment from Current Employment Statistics (CES) series from the Bureau of Labor Statistics (BLS) for the Silver Spring - Frederick - Rockville: MD metropolitan division and Moody's Analytics, Finance assumes that payroll employment will increase from CY2022 to CY2027 at an average annual rate of 0.4 percent. This is greater than the average annual rate of -0.5 percent experienced between CY2018 and CY2022 largely attributed to the impacts of COVID. Finance assumes payroll employment will not return to pre-pandemic levels by CY2027.



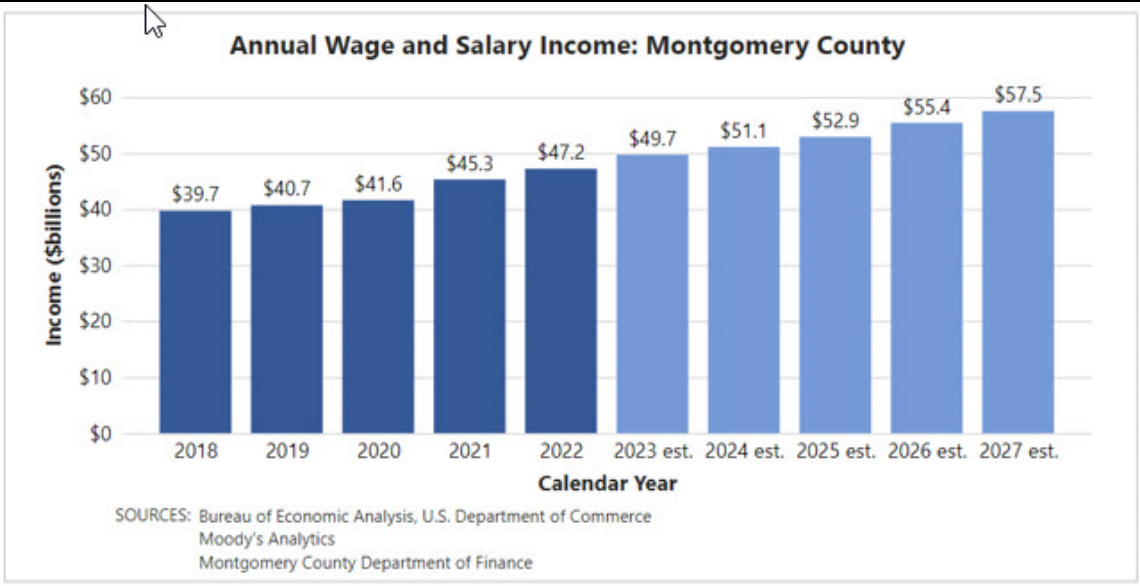
Finance assumes that resident employment will increase at an average annual rate of 0.3 percent from CY2022 to CY2027. That growth rate reverses the average annual rate of -0.8 percent between CY2018 and CY2022 which is primarily attributed to COVID-19 in CY2020 and CY2021. Finance estimates that resident employment will not attain its pre-pandemic levels by CY2027.



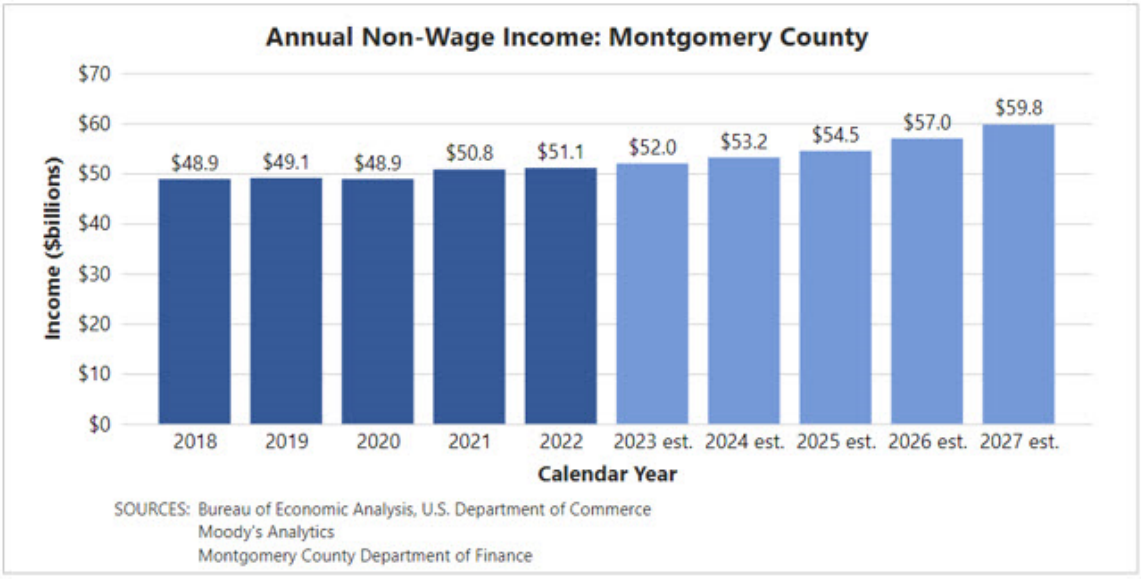
Personal Income. Finance assumes that total personal income in Montgomery County will increase at an average annual rate of 3.6 percent from CY2022 to CY2027 compared to an average annual growth rate of 2.7 percent from CY2018 to CY2022. The forecast indicates that personal income will continue growing despite a projected decrease in both payroll and resident employment from CY2023 to CY2024.



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 4.0 percent from CY2022 to CY2027. This compares to the average annual growth rate of 4.4 percent from CY2018 to CY2022.

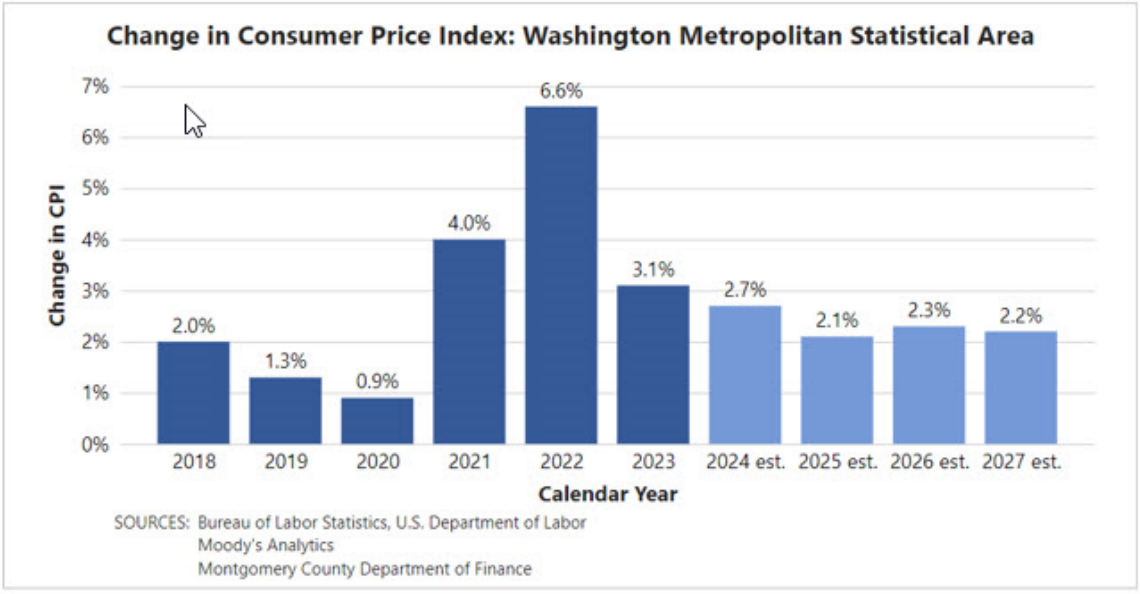


Non-Wage Income[1] Finance assumes that non-wage income in Montgomery County will increase at an average annual rate of 3.2 percent from CY2022 to CY2027. This compares to the average annual growth rate of 1.1 percent from CY2018 to CY2022.

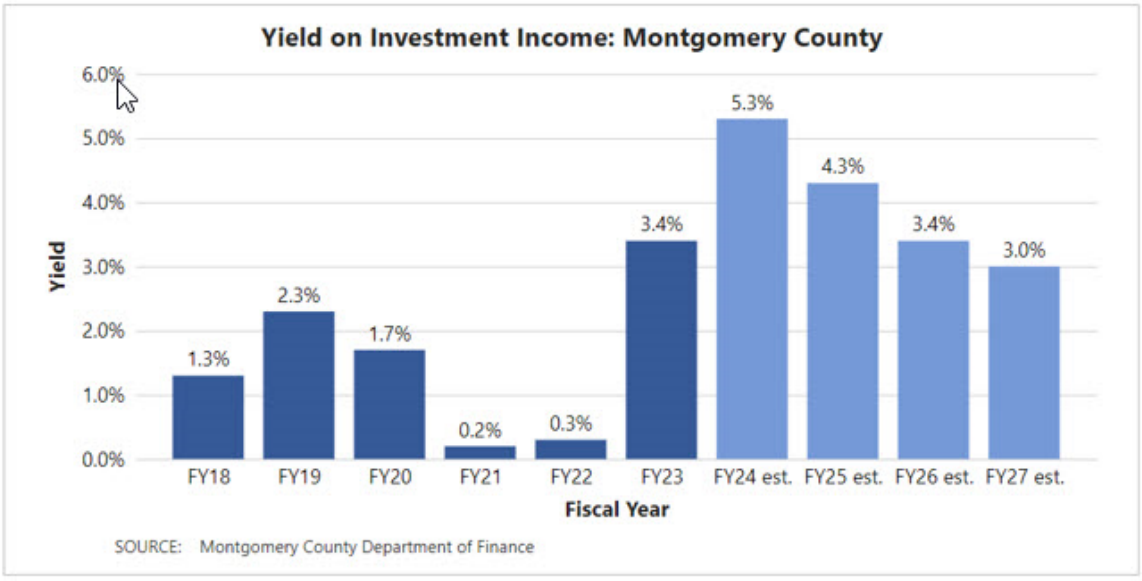


[1] Non-wage income is the sum of proprietor's income, supplements to wages and salaries, transfer receipts, dividends/interest/rents, adjustment for residence, less contributions for government social insurance.

Inflation (annual average). Finance assumes that the overall regional inflation index for the Washington-Arlington-Alexandria, DC-VA-MD-WV metropolitan statistical area will continue to moderate from the 3.1 percent inflation in CY2023 to an average annual inflation trend from CY2023 to CY2027 of 2.2 percent.



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 3.4 percent in investment income on its short-term portfolio for fiscal year (FY) 2023. The increases in 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 in FY22 and FY23 increased investment yields, which are anticipated to peak at 5.3 percent in FY24 before declining towards 3.0 percent as the targeted federal funds rate is forecast to gradually decline through FY24 to FY27.



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 FY25-30 CIP . Anticipated current revenue adjustments to the County Executive's Recommended FY25-30 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 FY23 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 FY25-30 CIP. 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 26.9 percent of the CIP is funded with General Obligation (G.O.) bonds. Each G.O. bond issue used to fund the CIP translates to a draw against the Operating Budget each

year for 20 years. Debt requirements for past and future G.O. bond issues are calculated each fiscal year, and provision for the payment of Debt Service is included as part of the annual estimation of resources available for other Operating Budget requirements. As Debt Service grows over the years, increased pressures are placed on other PSP programs competing for scarce resources.

The State authorizes borrowing of funds and issuance of bonds up to a maximum of 6.0 percent of the assessed valuation of all real property and 15.0 percent of the assessed value of all personal property within the County. The County's outstanding G.O. debt plus short-term commercial paper as of June 30, 2023, is 1.65 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. The FY25 Recommended Budget estimates that the Revenue Stabilization Fund balance will be $647.0 million in FY24 and the balance is estimated to increase to $676.2 million in FY25.

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 percent of AGR. This budget more than 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 cover one-time housing and other capital costs in FY24 and FY25 and to maintain services while we bridge the FY25 forecasted mild recession.

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 48.1 percent and 43.2 percent, respectively, of the estimated total tax revenues in FY25. The third category is the energy tax estimated for the General Fund with 4.0 percent share. In fact, these three revenue sources represent 95.3 percent of total tax revenues. Of the total tax-supported revenues, property tax and income tax are also the most important with 37.1 percent and 33.3 percent, respectively. The third category is intergovernmental revenues with a 19.0 percent share of the estimated total tax supported revenues in F25. 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 2024) and a recommended $692 Income Tax Offset Credit (ITOC), total estimated FY25 tax supported property tax revenues of $2,285.6 million are 3.6 percent above the revised FY24 estimate. The general countywide rate for FY25 (Levy Year 2024) is $0.7218 per $100 of assessed real property, while a rate of $1.8045 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 FY25 (Levy Year 2024) is $1.0255 per $100 of assessed real property. The weighted average tax rate for FY25 includes a $0.0470 general fund property tax 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 $0.0470 property tax 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 5.6 percent from a revised $222.4 billion in FY24 to $234.9 billion in FY25. The total property taxable assessment is comprised of i) real property and ii) personal property. For FY25, the Department of Finance estimates a real property taxable assessment of approximately $230.7 billion, an increase of 5.8 percent from FY24, with the remaining $4.3 billion from personal property - a decrease in personal property taxes of 3.1 percent from FY24.

The real property base is divided into three groups based on their geographic location in the County. Each group is reassessed triennially by the State Department of Assessments and Taxation (SDAT), which has the responsibility for assessing properties in Maryland. The amount of the change in the established market value (full cash value) of one-third of the properties reassessed each year is phased in over a three-year period. Declines in assessed values, however, are effective in the first year. The triennial residential property reassessment for Group 1 increased 11.3 percent and commercial property increased 10,1 percent for levy year 2022 (FY23) followed by the triennial residential property reassessment for Group 2 that increased 19.8 percent and commercial property increased 19.4 percent for levy year 2023 (FY24). Based on data from

SDAT the triennial reassessment for real property is estimated to increase 21.7 percent for residential properties in Group 3 and is estimated to increase 19.6 percent for commercial property for levy year 2024 (FY25).

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 approximately 80 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 FY25 income tax revenues of 2,051.1 million are 2.1 percent above the revised FY24 estimate. The FY25 estimate has been revised from $2,023.7 million in the December Fiscal Plan to $2,051.1 million reflecting current receipts and economic assumptions.

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 future patterns of estimated and final payments such as had occurred in FY22 and FY23.

Transfer and Recordation Taxes

Estimated FY25 revenues for the General Fund of $139.6 million, which excludes the School Capital Improvement Program (CIP) portion, condominium conversions, and the tax premium, are 4.6 percent above the revised FY24 estimate. This reflects a FY25 estimate of $94.7 million in the transfer tax and $44.9 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 15.1 percent in CY24 but increase 2.2 percent in CY25. Over the same two years, median sales prices will decrease 1.3 percent in CY24 and then increase 0.4 percent in CY25 .

Energy Tax

Estimated FY25 revenues of $191.3 million are 3.8 percent above the revised FY24 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.
As the effects of COVID have subsided through FY24 non-residential tax collections have returned 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 in FY20 and FY21.

Telephone Tax

Estimated FY25 revenues of $55.8 million are 0.1 percent below the revised FY24 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 FY25 revenues of $23.1 million are unchanged from the revised FY24 estimate , which incorporated a significant increase in the occupancy rate and increases in room rates in 2023. 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.

Admissions/Amusement Tax

Estimated FY25 revenues of $4.4 million are 4.4 percent above the revised FY24 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.

E-Cigarettes Tax

Estimated FY25 revenues from the E-Cigarettes tax of $0.8 million are 9.3 percent above the revised FY24 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, FY25 revenues are estimated to be 43.0 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 $1.412 billion in FY25. This is a $1.8 million decrease, or .13 percent, from the revised FY24 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 FY25. 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 FY25 assumes a $6.2 million, or 0.53 percent, increase in intergovernmental revenues from the revised FY24 estimate, of which 82.7 percent of the $1.173 billion in revenues would be allocated to the Montgomery County Public Schools, 5.7 percent to other intergovernmental, 4.7 percent to Montgomery Community College, and 3.5 percent to Mass Transit, and 3.4 percent to the remaining intergovernmental revenues.

Licenses and Permits

Licenses and permits include General Fund business licenses (primarily public health, traders, and liquor licenses) and non-business licenses (primarily marriage licenses and Clerk of the Court business licenses). Licenses and permits in the Permitting Services Enterprise Fund, which include building, electrical, and sediment control permits, are Enterprise Funds and thus not included in tax supported projections. The Recommended Budget for FY25 assumes a 35.2 percent increase over the revised estimates for FY24, resulting in $17.1 million in available resources in FY25.

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 FY25 assumes an increase of 8.9 percent over the revised estimates for FY24, resulting in $59.2 million in available resources in FY25.

Fines and Forfeitures

Revenues from fines and forfeitures relate primarily to photo red light and speed camera citations, and parking fines (excluding the County's four Parking Districts). The Recommended Budget for F25 assumes that fines and forfeitures will increase 0.3 percent from the revised estimates for FY24, resulting in $27.8 million in available resources in FY25.

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 FY25 assumes a 1.9 percent decrease in tuition from an estimated 65.2 million in FY24 to $63.9 million in FY25 .

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 F24 tax-supported investment income estimate of $66.2 million assumes a yield of 5.32 percent and an average daily portfolio balance of $1.950 billion. The FY25 projected estimate of tax-supported investment income of $52.5 million assumes a yield of 4.30 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 rate a total of eleven times reaching an effective rate of 5.33 percent by August, 2023 The estimated investment income for FY24 and FY25 will reflect the actions by the FOMC and the County's average daily portfolio balance. The forecast incorporates expectations that the FOMC will begin to reduce the targeted federal funds rate in 2024 and that the corresponding effective rate will reduce from 5.33 percent to 4.2 percent by the end of the year.

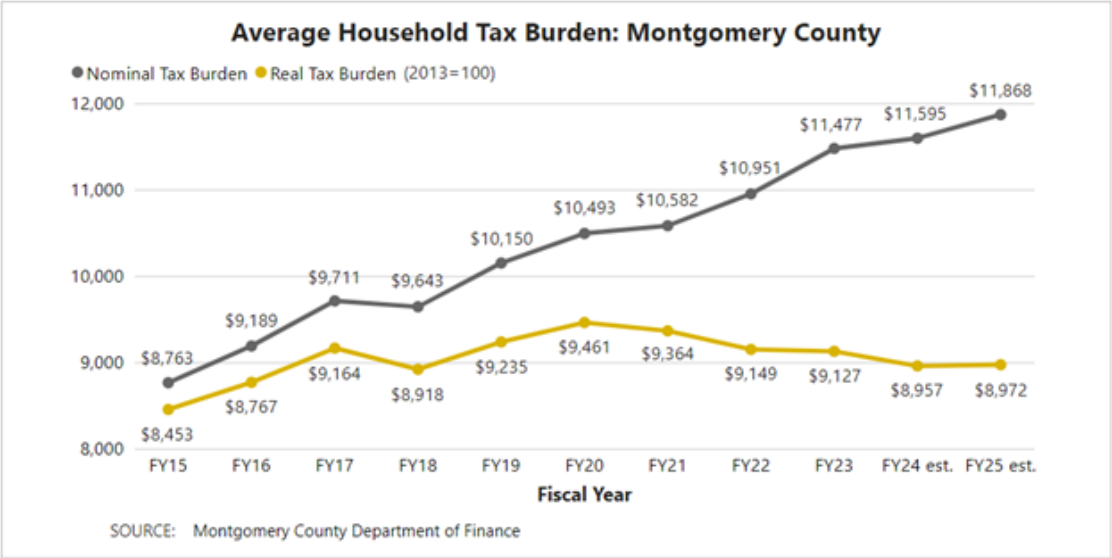
Other Miscellaneous

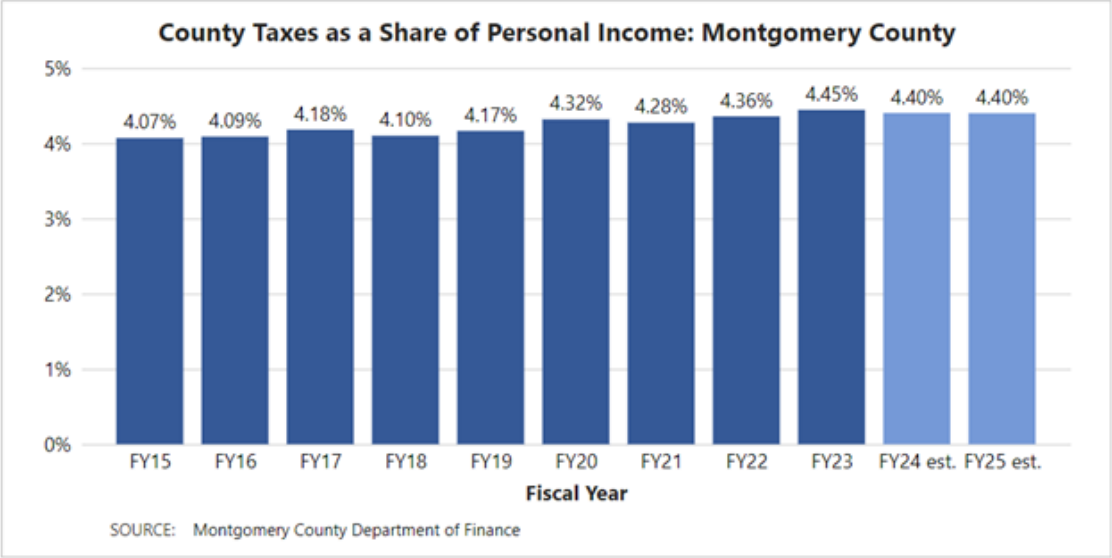
The County receives miscellaneous revenues from a variety of sources. For the Recommended Budget for FY25, miscellaneous revenues will decrease 11.9 percent from the revised estimates for FY24, resulting in $18.5 million in available resources in FY25.

TRENDS AND PROJECTIONS

Demographic and Planning Indicators	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
POPULATION	1,056,800	1,061,096	1,065,410	1,072,219	1,079,072	1,085,969	1,092,910	1,099,895
Annual Increase	4,279	4,296	4,314	6,809	6,853	6,897	6,941	6,985
Population Growth Since 2014	3.8%	4.2%	4.7%	5.3%	6.0%	6.7%	7.4%	8.0%
County Resident Births (Prior Calendar Year) (a)	12,160	12,310	12,440	12,550	12,660	12,780	12,900	13,020
HOUSEHOLDS	393,658	396,033	398,423	401,974	405,558	409,173	412,820	416,500
Household Annual Growth (%)	0.6%	0.6%	0.6%	0.9%	0.9%	0.9%	0.9%	0.9%
Household Growth Since 2014	7.9%	8.5%	9.2%	10.2%	11.2%	12.1%	13.1%	14.2%
Household Growth Since 1992	35.2%	36.0%	36.8%	38.0%	39.3%	40.5%	41.8%	43.0%
Household Size	2.68	2.68	2.67	2.67	2.66	2.65	2.65	2.64
RESIDENT EMPLOYMENT (Jan = Calendar Year)	541,360	528,623	529,408	535,761	538,975	541,873	544,607	546,800
Resident Employment Annual Growth (%)	2.0%	-2.4%	0.1%	1.2%	0.6%	0.5%	0.5%	0.4%
Resident Employment Growth Since 2014	4.0%	1.6%	1.8%	3.0%	3.6%	4.1%	4.7%	5.1%
Resident Employment Per Household	1.38	1.33	1.33	1.33	1.33	1.32	1.32	1.31
Jobs in County (a)	513,800	518,400	522,900	527,400	532,000	536,500	541,100	545,600
PERSONAL INCOME ($ Millions)	$101,640	$104,270	$107,450	$112,410	$117,310	$122,070	$126,450	$130,670
Per Capita Personal Income	$96,180	$98,270	$100,850	$104,840	$108,710	$112,410	$115,700	$118,800
Annual Growth (%)	3.0%	2.2%	2.6%	4.0%	3.7%	3.4%	2.9%	2.7%
CONSUMER PRICE INDEX (CPI) - Fiscal Year	5.06%	2.94%	2.19%	2.27%	2.29%	2.21%	2.25%	2.27%
CONSUMER PRICE INDEX (CPI) - Calendar Year (%)	3.11%	2.73%	2.11%	2.34%	2.23%	2.23%	2.26%	2.27%
ASSESSABLE TAX BASE ($ Millions)	$214,055	$222,427	$234,925	$243,755	$250,716	$255,860	$259,485	$267,796
Annual Growth (%)	3.5%	3.9%	5.6%	3.8%	2.9%	2.1%	1.4%	3.2%
INVESTMENT INCOME YIELD (%)	3.39%	5.32%	4.30%	3.25%	3.00%	3.00%	3.00%	3.00%
MCPS ENROLLMENT (Sept = Calendar Year)	160,554	160,223	161,580	163,382	164,106	165,461	166,554	167,543
Annual Growth (%)	-0.3%	-0.2%	0.8%	1.1%	0.4%	0.8%	0.7%	0.6%
Annual Increase (Decrease)	-548	-331	1,357	1,802	724	1,355	1,093	989
MONTGOMERY COLLEGE ENROLLMENTS (B)	17,780	17,980	18,214	18,436	18,583	18,848	18,848	18,848
Annual Growth (%)	3.8%	1.1%	1.3%	1.2%	0.8%	1.4%	0.0%	0.0%
Full Time Equivalents Students (Sept = Calendar Year) (C)	14,533	14,984	15,183	15,515	15,726	15,954	15,954	15,954
Annual Growth in FTES (%)	0.6%	3.1%	1.3%	2.2%	1.4%	1.4%	0.0%	0.0%

(a) Projections related to County Resident Births and Jobs in the County are provided by M-NCPPC and are as of March 2024.
(b) Projections related to Montgomery College Enrollments are provided by Montgomery College and include projections through FY28. Since no projections are provided for FY29 and FY30, the projections for FY28 were used.
(c) Projections related to Montgomery College Full Time Equivalents are provided by Montgomery College and include projections through FY28. Since no projections are provided for FY29 or FY30, the projections for FY28 were used.


Average Household Tax Burden: Montgomery County
Nominal Tax Burden
Real Tax Burden (2013=100)
12,000
11,000
10,000
9,000
8,000
$8,763
$9,189
$9,711
$9,643
$10,150
$10,493
$10,582
$10,951
$11,477
$11,595
$11,868
$8,453
$8,767
$9,164
$8,918
$9,235
$9,461
$9,364
$9,149
$9,127
$8,957
$8,972
FY15
FY16
FY17
FY18
FY19
FY20
FY21
FY22
FY23
FY24 est.
FY25 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%
4.07%
4.09%
4.18%
4.10%
4.17%
4.32%
4.28%
4.36%
4.45%
4.40%
4.40%
FY15
FY16
FY17
FY18
FY19
FY20
FY21
FY22
FY23
FY24 est.
FY25 est.
Fiscal Year
SOURCE: Montgomery County Department of Finance

REVENUE SUMMARY
TAX SUPPORTED BUDGETS
($ Millions)

	KEY REVENUE CATEGORIES	App. FY24	Est. FY24	% Chg. FY24-25	Rec. FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30
	TAXES	5-25-23	3-14-24	Rec./App	3-14-24										
1	Property Tax	2,107.0	2,205.4	8.9%	2,285.6	3.6%	2,367.1	2.6%	2,429.4	2.1%	2,479.7	1.5%	2,516.1	3.4%	2,601.4
2	Income Tax	1,925.1	2,009.2	6.5%	2,061.1	4.2%	2,137.0	4.2%	2,226.1	4.0%	2,314.3	4.0%	2,406.6	3.7%	2,496.7
3	Transfer Tax	118.1	90.5	-19.8%	94.7	8.1%	102.4	10.9%	113.5	6.7%	121.1	6.4%	128.8	4.6%	134.7
4	Recordation Tax	56.5	42.9	-20.6%	44.9	8.1%	48.5	10.9%	53.8	6.7%	57.4	6.4%	61.0	4.6%	63.8
5	Energy Tax	193.2	184.2	-1.0%	191.3	0.3%	191.8	0.2%	192.1	0.2%	192.5	0.2%	192.7	0.1%	193.0
6	Telephone Tax	55.6	55.9	0.3%	55.8	0.2%	55.9	0.2%	56.0	0.2%	56.1	0.2%	56.2	0.2%	56.3
7	Hotel/Motel Tax	22.1	23.1	4.7%	23.1	4.5%	24.1	0.0%	24.1	0.0%	24.1	0.0%	24.1	0.0%	24.1
8	Admissions Tax	3.9	4.2	12.7%	4.4	3.9%	4.6	3.8%	4.7	3.8%	4.9	3.8%	5.1	3.8%	5.3
9	E-Cigarette Tax	1.0	0.8	-21.3%	0.8	8.6%	0.9	7.9%	1.0	7.3%	1.0	6.8%	1.1	6.4%	1.2
10	**Total Local Taxes**	**4,482.5**	**4,615.2**	**6.0%**	**4,751.7**	**3.8%**	**4,932.3**	**3.4%**	**5,100.8**	**2.9%**	**5,251.1**	**2.7%**	**5,391.9**	**3.4%**	**5,576.6**
	INTERGOVERNMENTAL AID														
11	Highway User	10.6	10.7	20.3%	12.7	0.0%	12.7	0.0%	12.7	0.0%	12.7	0.0%	12.7	0.0%	12.7
12	Police Protection	17.2	16.4	-4.8%	16.4	0.0%	16.4	0.0%	16.4	0.0%	16.4	0.0%	16.4	0.0%	16.4
13	Libraries	5.1	5.1	1.5%	5.2	0.0%	5.2	0.0%	5.2	0.0%	5.2	0.0%	5.2	0.0%	5.2
14	Health Services Case Formula	5.2	5.6	8.1%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6	0.0%	5.6
15	Mass Transit	41.3	41.3	0.7%	41.6	0.0%	41.6	0.0%	41.6	0.0%	41.6	0.0%	41.6	0.0%	41.6
16	Public Schools	932.2	932.2	4.1%	970.3	0.0%	970.3	0.0%	970.3	0.0%	970.3	0.0%	970.3	0.0%	970.3
17	Community College	57.5	57.5	-4.9%	54.7	0.0%	54.7	0.0%	54.7	0.0%	54.7	0.0%	54.7	0.0%	54.7
18	Other	62.1	98.4	7.8%	67.0	0.0%	67.0	0.0%	67.0	0.0%	67.0	0.0%	67.0	0.0%	67.0
19	**Total Intergovernmental Aid**	**1,131.1**	**1,167.1**	**3.7%**	**1,173.4**	**0.0%**	**1,173.4**	**0.0%**	**1,173.4**	**0.0%**	**1,173.4**	**0.0%**	**1,173.4**	**0.0%**	**1,173.4**
	FEES AND FINES														
20	Licenses & Permits	12.7	12.7	34.6%	17.1	1.5%	17.4	1.5%	17.6	1.5%	17.9	1.5%	18.2	1.5%	18.4
21	Charges for Services	55.4	54.4	6.8%	59.2	1.8%	60.3	1.8%	61.4	1.8%	62.5	1.8%	63.6	1.8%	64.8
22	Fines & Forfeitures	30.2	27.7	-8.0%	27.8	1.6%	28.2	1.6%	28.7	1.6%	29.1	1.6%	29.6	1.6%	30.1
23	Montgomery College Tuition	61.7	65.2	3.6%	63.9	1.8%	65.1	1.8%	66.3	1.8%	67.5	1.8%	68.7	1.8%	69.9
24	**Total Fees and Fines**	**160.0**	**159.9**	**5.0%**	**168.0**	**1.7%**	**171.0**	**1.8%**	**174.0**	**1.7%**	**177.0**	**1.7%**	**180.0**	**1.7%**	**183.2**
	MISCELLANEOUS														
25	Investment Income	36.5	66.2	43.8%	52.5	-23.4%	40.2	-7.2%	37.3	0.1%	37.4	0.1%	37.4	0.1%	37.5
26	Other Miscellaneous	15.5	21.0	2.2%	18.5	2.3%	18.9	2.3%	19.3	2.2%	19.8	2.3%	20.2	2.3%	20.7
27	**Total Miscellaneous**	**52.0**	**87.2**	**36.5%**	**71.0**	**-16.7%**	**59.1**	**-4.2%**	**56.7**	**0.8%**	**57.1**	**0.9%**	**57.6**	**0.9%**	**58.1**
28	**TOTAL REVENUES**	**5,825.6**	**6,029.5**	**5.8%**	**6,164.1**	**2.8%**	**6,335.8**	**2.7%**	**6,504.8**	**2.4%**	**6,658.6**	**2.2%**	**6,802.9**	**2.6%**	**6,991.3**
29	**Total Tax Supported Revenues**	**5,825.6**	**6,029.5**	**5.8%**	**6,164.1**	**2.8%**	**6,335.8**	**2.7%**	**6,504.8**	**2.4%**	**6,658.6**	**2.2%**	**6,802.9**	**2.6%**	**6,991.3**
30	Capital Projects Fund	196.6	196.6	15.7%	227.4	16.8%	265.5	38.0%	366.5	-22.6%	283.7	-9.0%	258.0	-24.6%	194.8
31	Grants	159.5	159.5	0.6%	160.5	2.3%	164.1	2.3%	167.9	2.2%	171.6	2.3%	175.5	2.3%	179.4
32	MCG Adjusted Revenues	6,181.7	6,385.5	6.0%	6,551.9	3.3%	6,765.4	4.0%	7,039.2	1.1%	7,113.9	1.7%	7,236.4	1.8%	7,365.5

County Executive's Recommended FY25-30 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY24	Est. FY24	% Chg. FY24-25	Rec. FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30
		5-25-23	3-14-24	App/Rec	3-14-24										
	Total Revenues														
1	Property Tax	2,107.0	2,205.4	8.5%	2,285.6	3.6%	2,367.1	2.6%	2,429.4	2.1%	2,479.7	1.5%	2,516.1	3.4%	2,601.4
2	Income Tax	1,925.1	2,008.2	6.5%	2,051.1	4.2%	2,137.0	4.2%	2,226.1	4.0%	2,314.3	4.0%	2,406.6	3.7%	2,496.7
3	Transfer/Recordation Tax	174.6	133.4	-20.0%	139.6	8.1%	150.9	10.9%	167.3	6.7%	178.5	6.4%	189.9	4.6%	198.6
4	Other Taxes	275.8	268.2	-0.2%	275.4	0.7%	277.3	0.3%	278.0	0.2%	278.6	0.2%	279.3	0.2%	279.9
5	Other Revenues	1,343.1	1,414.2	5.2%	1,412.4	-0.6%	1,403.5	0.0%	1,404.0	0.2%	1,407.5	0.3%	1,411.0	0.3%	1,414.7
6	**Total Revenues**	**5,825.6**	**6,029.5**	**5.8%**	**6,164.1**	**2.8%**	**6,335.8**	**2.7%**	**6,504.8**	**2.4%**	**6,658.6**	**2.2%**	**6,802.9**	**2.8%**	**6,991.3**
7															
8	**Net Transfers In (Out)**	**5.6**	**-3.1**	**222.8%**	**18.1**	**2.3%**	**18.5**	**2.3%**	**19.0**	**2.2%**	**19.4**	**2.3%**	**19.8**	**2.3%**	**20.3**
9	**Total Revenues and Transfers Available**	**5,831.2**	**6,026.4**	**6.0%**	**6,182.2**	**2.8%**	**6,354.3**	**2.7%**	**6,523.7**	**2.4%**	**6,678.0**	**2.2%**	**6,822.7**	**2.8%**	**7,011.5**
10															
11	**Non-Operating Budget Use of Revenues**														
12	Debt Service	446.7	439.9	3.2%	460.9	1.7%	468.6	1.2%	474.3	1.4%	481.2	1.8%	489.8	-0.5%	487.3
13	PAYGO	32.8	58.7	-5.0%	31.2	-6.3%	29.2	-0.7%	29.0	0.0%	29.0	-3.4%	28.0	0.0%	28.0
14	CIP Current Revenue	101.4	148.7	71.5%	173.8	-46.6%	92.8	40.6%	130.4	-11.5%	115.4	-3.1%	111.8	9.9%	122.9
15	Change in Other Reserves	-32.3	-6.6	69.6%	-9.8	102.9%	0.3	-15.7%	0.2	-13.5%	0.2	-44.6%	0.1	164.3%	0.3
16	Contribution to General Fund Undesignated Reserves	-160.2	-111.0	-43.1%	-229.2	64.9%	-80.5	131.6%	25.4	-62.9%	9.4	17.0%	11.0	8.6%	12.0
17	Contribution to Revenue Stabilization Reserves	26.2	37.0	11.3%	29.2	-100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
18	Set Aside for other uses (supplemental appropriations)	-1.7	-0.9	72.3%	-0.5	4278.1%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0	0.0%	20.0
19	**Total Other Uses of Resources**	**412.9**	**565.8**	**10.3%**	**455.6**	**16.4%**	**530.4**	**28.1%**	**679.4**	**-3.6%**	**655.3**	**0.8%**	**660.7**	**1.5%**	**670.5**
20	**Available to Allocate to Agencies (Total Revenues+Net Transfers-Total Other Uses)**	**5,418.3**	**5,460.5**	**5.7%**	**5,726.6**	**1.7%**	**5,823.9**	**0.4%**	**5,844.3**	**3.1%**	**6,022.7**	**2.3%**	**6,162.0**	**2.9%**	**6,341.0**
21															
22	**Agency Uses**														
23															
24	Montgomery County Public Schools (MCPS)	2,954.0	2,937.2	4.1%	3,076.4										
25	Montgomery College (MC)	281.0	262.9	1.0%	283.8										
26	MNCPPC (w/o Debt Service)	163.4	162.5	6.1%	173.4										
27	MCG	2,020.0	2,097.9	8.6%	2,193.1										
28	**Agency Uses**	**5,418.3**	**5,460.5**	**5.7%**	**5,726.6**	**1.7%**	**5,823.9**	**0.4%**	**5,844.3**	**3.1%**	**6,022.7**	**2.3%**	**6,162.0**	**2.9%**	**6,341.0**
29	**Total Uses**	**5,831.2**	**6,026.4**	**6.0%**	**6,182.2**	**2.8%**	**6,354.3**	**2.7%**	**6,523.7**	**2.4%**	**6,678.0**	**2.2%**	**6,822.7**	**2.8%**	**7,011.5**
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 4.7 cent tax that is authorized by Maryland Code, Education § 5-104 (d)(1) to be used exclusively for MCPS. Other taxes are at current rates.
2. Reserve contributions are consistent with legal requirements and the minimum policy target, which is 10% of Adjusted Governmental Revenues (AGR). Any reduction in reserves in this version of the Fiscal Plan is to meet the County's minimum policy target for reserves and not a specific plan to reduce reserves to the policy level. Each annual budget recommendation will include specifics on budgeted reserves for that fiscal year.
3. PAYGO, debt service, and current revenue reflect the Recommended FY25-30 Capital Improvements Program.
4. State Aid, including MCPS and Montgomery College, is not projected to increase from FY25-30.

County Executive's Recommended FY25-30 Public Services Program

Tax Supported Fiscal Plan Summary

($ in Millions)

		App. FY24	Est. FY24	% Chg. FY24-25	Rec. FY25	% Chg. FY25-26	Projected FY26	% Chg. FY26-27	Projected FY27	% Chg. FY27-28	Projected FY28	% Chg. FY28-29	Projected FY29	% Chg. FY29-30	Projected FY30
31	Beginning Reserves														
32	Unrestricted General Fund	244.7	423.3	27.6%	312.3	-73.4%	83.1	-96.8%	2.6	960.7%	28.1	33.6%	37.5	29.4%	48.5
33	Revenue Stabilization Fund	604.0	610.0	7.1%	647.0	4.5%	676.2	0.0%	676.2	0.0%	676.2	0.0%	676.2	0.0%	676.2
34	Total Reserves	848.7	1033.3	13.0%	959.3	-20.8%	759.3	-10.6%	678.8	3.7%	704.3	1.3%	713.7	1.5%	724.7
35															
36	Additions to Reserves														
37	Unrestricted General Fund	-160.2	-111.0	-43.1%	-229.2	64.9%	-80.5	131.6%	25.4	-62.9%	9.4	17.0%	11.0	8.6%	12.0
38	Revenue Stabilization Fund	26.2	37.0	11.3%	29.2	-100.0%	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
39	Total Change in Reserves	-134.0	-74.0	-49.3%	-200.0	59.8%	-80.5	131.6%	25.4	-62.9%	9.4	17.0%	11.0	8.6%	12.0
40															
41	Ending Reserves														
42	Unrestricted General Fund	84.5	312.3	-1.7%	83.1	-96.8%	2.6	960.7%	28.1	33.6%	37.5	29.4%	48.5	24.7%	60.5
43	Revenue Stabilization Fund	630.2	647.0	7.3%	676.2	0.0%	676.2	0.0%	676.2	0.0%	676.2	0.0%	676.2	0.0%	676.2
44	Total Reserves	714.7	959.3	6.2%	759.3	-10.6%	678.8	3.7%	704.3	1.3%	713.7	1.5%	724.7	1.7%	736.7
45	Reserves as a % of Adjusted Governmental Revenues	11.6%	15.0%		11.6%		10.0%		10.0%		10.0%		10.0%		10.0%
46	Other Reserves														
47	Montgomery College	27.8	64.4	90.8%	53.0	0.0%	53.0	0.0%	53.0	0.0%	53.0	0.0%	53.0	0.0%	53.0
48	M-NCPPC	6.4	16.7	18.7%	7.6	3.5%	7.8	2.6%	8.0	2.1%	8.2	1.5%	8.3	3.4%	8.6
49	MCPS	0.0	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0	n/a	0.0
50	MCG Special Funds	0.8	-9.5	37.0%	1.1	2.0%	1.2	3.6%	1.2	3.4%	1.3	-0.3%	1.2	2.4%	1.3
51	MCG + Agency Reserves as a % of Adjusted Govt Revenues	12.1%	16.1%		12.5%		10.9%		10.9%		10.9%		10.9%		10.9%
52	Retiree Health Insurance Pre-Funding														
53	Montgomery County Public Schools (MCPS)	62.3	62.3		59.1		59.1		59.1		59.1		59.1		59.1
54	Montgomery College (MC)	0.0	0.0		0.0		0.0		0.0		0.0		0.0		0.0
55	MNCPPC	3.3	3.3		3.5		3.0		2.7		2.4		2.2		2.2
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	65.6	65.6		62.6		62.1		61.8		61.5		61.3		61.3
58	Adjusted Governmental Revenues														
59	Total Tax Supported Revenues	5,825.6	6,029.5	5.8%	6,164.1	2.8%	6,335.8	2.7%	6,504.8	2.4%	6,658.6	2.2%	6,802.9	2.8%	6,991.3
60	Capital Projects Fund	196.6	196.6	15.7%	227.4	16.8%	265.5	38.0%	366.5	-22.6%	283.7	-9.0%	258.0	-24.5%	194.8
61	Grants	159.5	159.5	0.6%	160.5	2.3%	164.1	2.3%	167.9	2.2%	171.6	2.3%	175.5	2.3%	179.4
62	Total Adjusted Governmental Revenues	6,181.7	6,385.5	6.0%	6,551.9	3.3%	6,765.4	4.0%	7,039.2	1.1%	7,113.9	1.7%	7,236.4	1.8%	7,365.5

FY25 FEE AND FINE CHANGES*			
DEPARTMENT/FEE AND FINE	FY25 REVENUE CHANGE	METHOD OF CHANGE	NOTE
Department of Environmental Protection			
Solid Waste Disposal Charge	8,160,639	Council Resolution	Increase the single-family per-household rate from $293.26 to $310.92, the multi-family per-household rate from $18.04 to $19.12, and the non-residential properties rate from $627.68 to $631.31.
Water Quality Protection Charge	$3,844,680	Council Resolution	Increase the rate per-equivalent residential unit (ERU) from $126.00 to $136.50.
Department of Housing and Community Affairs			
Accessory Dwelling Unit Class 3 Licensing Fee	$1,122	Council Resolution	Increase the licensing fee per-Accessory Dwelling Unit (ADU) from $122 per-ADU to $125 per-ADU.
Condominium Licensing Fee	$30,000	Council Resolution	Increase the Condo licensing fee from $70 per-unit to $73 per-unit.
Multi-family Rental Housing Licensing Fee	$3,887,808	Council Resolution	Increase the multi-family rental licensing fee from $52 per-unit to $100 per-unit.
Single-family Rental Licensing Fee	$91,500	Council Resolution	Increase the single-family licensing fee from $125 per-unit to $130 per-unit.
Short-term Rental Licensing Fee	$455,000	Council Resolution	Increase the short-term rental licensing fee from $150 per-unit to $500 per-unit.
Short-term Rental Civil Citation	$8,000	Council Resolution	Responsibility for enforcing County Codes Chapter 54 per Bill 22-23 shifted from HHS to DHCA in Bill 22-23. The fine increases from $500 for an initial offense and $750 for a repeat offense to $1,000 for initial and repeat offenses, and each day in violation constitutes an offense.
GRAND TOTAL	**16,478,749**		

* All changes are assumed to be effective July 1, 2024.
Revenues above do not include implementation costs.

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Capital Improvements Program (CIP)

INTRODUCTION

The Montgomery County Charter (Section 302) requires the County Executive to submit a comprehensive six-year program for capital improvements, called the Capital Improvements Program (CIP), not later than January 15 of each even-numbered calendar year 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 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), 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, Chinese, and Amharic; 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 WSSC Water. 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 $452.8 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 FY25 tax-supported Current Revenue and PAYGO are approximately $205.0 million and are displayed in the Schedule A-3.

Operating Budget Impacts (OBI)

The construction of government buildings and facilities usually results in new annual costs for maintenance, utilities, and additional staffing required for facility management and operation. Whenever a new or expanded facility involves program

expansion, as with new school buildings, libraries, or fire stations, the required staffing and equipment (principals, librarians, fire apparatus) represent additional operating budget expenditures.

The CIP includes analysis of these operating budget impacts to aid in review and decisions on the timing of public facilities and to more clearly show what a new building or road will cost in addition to its construction costs and any required debt service. The project description forms published in the Recommended FY25-30 CIP in January, display operating budget impacts of individual projects where applicable. The following chart summarizes the impact of the Recommended FY25-30 CIP on the operating budget expenditures of the related departments.

COUNTY GOVERNMENT OPERATING BUDGET IMPACTS BY DEPARTMENT AND FUND ($000s)

Fund/Department	FY25	FY26	FY27	FY28	FY29	FY30
County General Fund						
General Service & Transportation	429	486	2,439	1,625	1,728	1,879
Health and Human Services	1,478	3,383	3,520	5,319	6,531	7,743
Police	171	683	683	683	683	683
Public Libraries	0	505	355	2,977	2,077	2,077
Mass Transit						
Transit Services	6,055	6,512	10,326	10,495	50,169	51,547
Fire						
Fire and Rescue Service	181	181	382	449	449	449
Recreation						
Recreation	3,589	4,047	3,885	6,506	5,606	5,606
Water Quality Protection Fund						
Environmental Protection	90	180	270	360	450	540
Total	**11,993**	**15,977**	**21,860**	**28,414**	**67,693**	**70,524**

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:

SPOTLIGHT ON SIGNATURE INITIATIVES

Building Bus Rapid Transit System

- Funding to implement Veirs Mill Road Bus Rapid Transit (BRT) with completion in FY27.
- Funding to implement MD 355 Bus Rapid Transit (BRT) Central phase, with completion in FY29.
- Bolster funding to continue planning for BRT System Development.
- Support for study, conceptual design, preliminary engineering, and community outreach to solve a long-standing problem of accommodating new climate friendly bus technology and transit fleet growth for new planned Bus Rapid Transit routes, and to implement the Shady Grove Master Plan by constructing a new bus depot.

Preserving & Increasing Affordable Housing

- Increased funding for the Affordable Housing Acquisition and Preservation Project to preserve and increase the stock of affordable housing for the County.
- Boost funding to more than double the new Nonprofit Preservation Fund project to preserve existing affordable housing in developments at risk of rent escalation to higher market rents.
- Increased funding in loan repayments to the Affordable Housing Opportunity Fund to provide seed money to establish a public-private commitment of funds which will proactively leverage public and private capital to preserve affordable housing developments.
- Created a new Revitalization for Troubled and Distressed Common Ownership Communities project to provide financial and technical support for aging neighborhoods with homeowner and condominium associations to address delayed maintenance and rehabilitation of their common areas.
- Continued support for funding renovations of Housing Opportunities Commission affordable housing units.

Fighting Climate Change

- Replacement of 182 diesel and natural gas Ride On buses with zero-emissions buses in FY25-30 with the goal of a transition to a 100% zero-emissions fleet by 2035.
- Construction of a hydrogen generation and fueling site to provide green hydrogen fuel for Ride On buses.
- Funding for planning and preliminary design of a new zero-emissions Ride On bus depot.
- Enhance funding for projects to enhance energy conservation in County-owned facilities and to support implementation of the new Building Energy Performance Standards.
- Provide for new electric vehicle charging infrastructure for County government fleet.

Expanding Early Care and Education

- Funding for childcare playground improvements, Americans with Disabilities Act (ADA) remediation, and facility replacement.
- Support for the Blueprint for the Maryland's Future to expand full-day Pre-K education, which would create a standalone early childhood center in Whetstone Elementary School and rehabilitate Parkside Elementary School and the current Burtonsville Elementary School to become early childhood centers.
- Establish an Early Care and Education Facility Fund to provide financial resources and technical assistance for the expansion and enhancement of child care facilities in our community.

Improving Economic & Community Development

- Utilization of State Aid to build additional road infrastructure and site improvements in support of the County's plan to spur development of the North Bethesda area.

- Collaboration with the Henry M. Jackson Foundation to develop a co-branded innovation facility that will advance life science research, innovation, and commercialization in the North Bethesda region.
- Continued public-private partnership to develop the White Oak Science Gateway life science mixed use development.
- Utilization of State Aid to create a "village center" to support existing small businesses and create new opportunities for private investment at the Burtonsville Crossing Shopping Center site.
- Conversion of underutilized office space at the Germantown Innovation Center into small wet labs for early-stage biotechnology entrepreneurs, and pursuit of new State Aid to add additional wet labs to further accelerate the growth of the biotechnology industry.
- Allocate funding for the design and construction of retail space at the Wheaton M-NCPPC Headquarters building.
- Acquisition of property in the Glenmont Shopping Center area to advance the economic development goals of the Glenmont Sector Master Plan.

Advancing Racial Equity & Social Justice

- Continued funding of Digital Equity's Montgomery Connects project to help lower income residents access high-quality broadband services.
- Support for the deployment of Montgomery County's high-speed residential broadband internet service network, MoCoNet, at affordable housing developments.
- Recommend funding for affordable housing, transit, pedestrian safety, student health, education, culture, and economic development projects that can reduce racial disparities and inequities.

A GREENER COUNTY

Recycling and Resource Management

- Continued construction of upgrades to the Recycling Center, which will allow the County to process 100% of the material it generates rather than sending excess material out of state for processing.
- Improved capture of methane, a powerful greenhouse gas, from the decommissioned Gude Landfill, and install a toupee cap to prevent groundwater contamination.
- Upgrade of the leachate plant at the decommissioned Oaks Landfill which has reached the end of its useful life.
- Add funds for a New Organics Processing Facility to provide for improvements to divert compostable organics from the traditional waste stream.

Stormwater Management

- Significant investments to begin implementation of the comprehensive flood management plan to address this pressing issue. The first phase of the work will construct flood mitigation improvements in watersheds throughout the County most prone to flooding or particularly vulnerable to future flooding.
- Add a new Seven Locks Culvert project to replace failing culverts with larger diameter culverts to reduce the likelihood of flooding of the Scotland AME Zion Church during storm surges.
- New project that focuses on small scale repair and restoration work to prevent minor deficiencies from becoming larger, more costly projects in the future.
- Reduction of program costs through lower interest financing through Maryland Water Quality Revolving Loan funds.
- Installation of new stormwater management facilities and retrofit of old stormwater controls to prevent property damage, improve water quality, and protect habitat.
- Repair of major structures on public and private stormwater facilities accepted into the County's maintenance

program.

Maryland-National Capital Park and Planning Commission

- Requested funding for a new park in Lyttonsville.
- Construction and renovation of hard surface trails, including community connections and trail amenities, and adding trail signage.
- Maintenance of the park system, addressing life-cycle issues and climate change with projects such as Energy Conservation: Non-Local parks.
- Restoration of stream valleys to support the County's stormwater management initiatives.

THRIVING YOUTH AND FAMILIES

Montgomery County Public Schools (MCPS)

- Provides a significant increase in the first four-years of the six-year period despite revenue shortfalls so that projects with cost increases can stay on schedule, progress can be made on the Blueprint for Maryland's Future goals, and infrastructure can be maintained.
- Funding and acceleration of appropriation to allow MCPS to enter into a prevailing wage construction contract for the Northwood High School Addition and Facility Upgrade project, which will have the benefit of maximizing State Aid participation to 40% of total costs.
- Funding for MCPS' Countywide infrastructure and systemic projects including Heating, Ventilation and Air Conditioning (HVAC), Roof Replacement, Planned Lifecycle Asset Replacement (PLAR), ADA Compliance, and Emergency Replacement of Major Building Components.
- Support for a study related to a distributed bus parking model for MCPS' bus fleet.

Montgomery College (MC)

- Continuation of the process of establishing a fourth College campus in East County.
- Beginning of Phase II of the Germantown Student Affairs Building Renovation and Addition.
- Increase in funding for the Collegewide Library Renovations to take advantage of State allowed escalation and mitigate inflationary costs.
- Addition of major construction costs for the Germantown Student Services Center in FY29.
- Increase in funding for Roof Replacement project.

Public Libraries

- Design and construction of a new library in Clarksburg, including funds for the evaluation and purchase of an alternate site.
- Planning and construction of six library refresh projects over the FY25-30 CIP cycle: Damascus Library, Silver Spring Library, Twinbrook Library, Rockville Library, Gaithersburg Library, and Olney Library. State Aid was also provided for a shade structure for Long Branch Library.
- Continued implementation of a 21st Century Library Enhancements project that will allow Public Libraries to respond to customer demands and library trends that require changes in the equipment and related furnishings of library buildings.

Health and Human Services

- Programs for four High School Wellness Centers, providing physical, mental health, and positive youth development

services, and three new model centers supporting mental health and youth development services.

- Enhance funding for Linkages to Learning (LTL) sites at Twinbrook Elementary School, Whetstone Elementary School, and Eastern Middle School.

Recreation

- Completion of construction of the Silver Spring Recreation and Aquatic Center.
- Funding for design and construction of a new Western County Recreation Center to serve the Town of Poolesville and neighboring communities in Western Montgomery County.
- Boost funding to support remaining renovation project work at the Martin Luther King, Jr. Indoor Swim Center, including reconstruction of the pool deck for compliance with Americans with Disabilities Act requirements.
- Enhance funding for Net Zero energy conservation measures and to replace masonry, windows, and other building envelope components of the Kennedy Shriver Aquatic Center.
- Addition of funds to the Recreation Facilities Refurbishment projects to ensure that all indoor pools, outdoor pools, and recreation center facilities are refurbished through repair or replacement of facility components.
- Program construction funding for the Swimming Pools Slide Replacement project to ensure the safe pool operations.
- Recommend funding for a new Recreation Asset Replacement project to replace assets such as bleachers, kitchens, marquees, and partitions to ensure recreational assets are maintained.
- Creation of a new Recreation Facilities Playground Replacement project to replace and modernize playgrounds at recreation centers to ensure that these assets are well maintained and comply with national standards.

EASIER COMMUTES

Traditional Transit

- Additional funding in the Bus Priority Project to enhance Countywide bus system performance.
- Continued design and construction of the Great Seneca Science Corridor Transit Improvements, with Pink and Lime lines to launch service in FY25.
- Funding to support the construction of a mezzanine for the south entrance of the Bethesda Metrorail Station in coordination with the Purple Line project.
- Oversight and financial support for the Purple Line project which will provide significant economic and mobility benefits.
- Support efforts to improve the condition of Ride On bus stops.
- Funding to stabilize the historic Hoyles Mill, in addition to constructing a new bus loop and parking lot, at the Boyds MARC Station.

Pedestrian & Bicycle Facilities

- Funding for the US 29 Pedestrian and Bicycle Improvements for the design and construction of pedestrian and bicycle improvements to Flash stations along the US 29 corridor.
- Construction of new protected bicycle lanes in Downtown Bethesda to be known as the "Bethesda Circle" to support Vision Zero goals.
- Construction of a new shared use path along Good Hope Road including a pedestrian bridge at the intersection of Hopefield Road.
- Construction of a new sidewalk along Oak Drive from the southern intersection with MD 27 to John T. Baker Middle School to support Vision Zero goals.

- Funding added to Bicycle-Pedestrian Priority Area Improvements-Wheaton Central Business District to construct additional sub projects.
- Increase in funding to Bicycle-Pedestrian Area Improvements-Purple Line for the design and construction of improvements in areas adjacent to future Purple Line Stations.
- Continued funding for two Purple Line-related projects: Capital Crescent Trail and Silver Spring Green Trail.
- Continued funding for the Metropolitan Branch Trail, including a grade-separated bridge over Georgia Avenue to avoid a significant cost increase while still providing for safe roadway crossings for cyclists.
- Acceleration of the MD 355-Clarksburg Shared Use Path.
- Completion of the construction of the Franklin Avenue Sidewalk and MacArthur Blvd Bikeway Improvements.
- Partner with Maryland Department of Transportation State Highway Administration to design the Sandy Spring Bikeway, a ten-foot-wide shared use path on the north side of MD-108 from Dr. Bird Road to Norwood Road.
- Funding for the first phase of the Tuckerman Lane Sidewalk project along a portion of the south side of Tuckerman Lane.

Bridges & Roads

- New funding for Auth Lane Pedestrian Bridge, Brookville Road Bridge, Redland Road Bridge, and Schaeffer Road Bridge.
- Increased funding for Brighton Dam Road Bridge rehabilitation to reflect cost increases due to inflation and the addition of a new turnaround site, relocation of the existing crosswalk, and installation of additional streetlights.
- Increased funding for Glen Road Bridge to provide for increased stream restoration on the upstream side of the bridge and cost increases due to inflation.
- Increased funding for Bridge Design Program, Bridge Preservation Program, Brink Road Bridge, and Dennis Avenue Bridge.
- Maintained funding for Garrett Park Road Bridge and Mouth of Monocacy Road Bridge.
- Maintained funding to construct a new roadway between Spencerville Road (MD 198) and the School Access Road in Burtonsville.
- Completed sidewalk and streetscape improvements along MD 355 and Old Georgetown Road to improve mobility and safety for users of the North Bethesda Metro Station.
- Allocate funding for preliminary design of spot improvements on Goshen Road to address safety issues.

SAFE NEIGHBORHOODS AND VISION ZERO

Transportation

- Escalated funding for all Highway Maintenance road projects to prevent more costly rehabilitation work.
- Increased six-year funding for sidewalk and curbs by more than 15 % to support Vision Zero goals.
- Continued efforts to resurface residential and rural roads.
- Continued efforts to preserve street trees.
- New project for each Parking Lot District to expand and upgrade security cameras in County-owned parking garages so that patrons of our central business districts and community parking garages feel secure while using County facilities.
- Increased funding in the Neighborhood Traffic Calming project to expand implementation of traffic calming safety features.
- Increased funding in the Streetlighting Project to manage the increase in unit cost and the rising frequency of streetlight

knockdowns.

- Continued efforts to modernize the central traffic signal control system to provide additional capabilities and tools to optimize traffic flow.
- Leverage efforts to install and upgrade streetlights Countywide to help improve pedestrian safety and reduce crime.
- Support for the Vision Zero initiative, with the continued design, construction, and maintenance of vehicular and pedestrian traffic signals to increase vehicular and pedestrian safety to reduce injuries and fatalities on all roads.

Police

- A new 6th District (Montgomery Village) Police Station is expected to open in Summer 2025.
- Completion of design of the 4th District (Wheaton) Police Station HVAC renovation project in FY24.
- Renovation, upgrade, and expansion of the Outdoor Firing Training Center to begin in FY26.

Correction and Rehabilitation

- Funding to design and construct a new Justice Center on the site of the former District One Police Station located at the north end of Seven Locks Road, including a Central Processing/Detention component to support processing new arrestees and detaining remanded individuals for up to 72 hours.
- Installation of wireless internet throughout the Montgomery County Correctional Facility (MCCF) and Community Corrections (CC) and wireless upgrades at the Montgomery County Detention Center.
- Program the planning of a Montgomery County Correctional Facility Refresh project to include medical unit modifications and remediation of clogged vents in inmate cells to address health and life safety needs, and paint and carpet replacement throughout the facility.

Fire and Rescue Services

- Design and construction of a new White Flint Fire Station to house units currently operating out of Rockville Station 23 which support the White Flint community. This project will include enhancements to achieve Net Zero construction.
- Continued apparatus replacement to meet critical needs: anticipated replacement over the six-year period of six aerial trucks, 40 EMS units (ambulances), 15 pumpers including two all-wheel drive brush trucks, four rescue squad/HAZMAT units, two tankers, and 13 support vehicles.
- Planning for the Rockville Fire Station 3 renovation project.
- Design and construction of female facility improvements at Gaithersburg Fire Station 8 and Silver Spring Fire Station 16 to expand and improve locker, shower, and restroom facilities to appropriately accommodate MCFRS personnel.
- Increased funding for heating, ventilation, and air conditioning (HVAC)/electrical replacement, resurfacing, and roof replacement to address critical improvements and maintenance.
- Funding to replace breathing air compressors that are outdated and support an essential part of fire fighters' personal protective equipment.

EFFECTIVE, SUSTAINABLE GOVERNMENT

WSSC Water

- Continued development of capital projects aimed to address long-term issues in water and sewer management.
- Fund projects whose purpose is to support the extensive water and sewer infrastructure and numerous support

facilities, including addressing regulatory changes, regulatory mandates, health and safety issues, and business risk exposure.

- Completion of the Piscataway Bio-Energy project, the largest and most technically advanced project ever constructed by WSSC Water, to use innovative technology to recover resources and produce green energy.
- Expansion of the consolidated Laboratory Division Building and replacement of equipment in the building to accommodate increased workload.
- Replacement and upgrade of assets at the WSSC Water Support Center.
- Continuation in addressing the consent decrees related to the Potomac Water Filtration Plant to allow WSSC Water to meet new discharge limitations.

Technology and Enterprise Business Solutions

- Dense Wave Division Multiplexing (DWDM) Update project to replace the DWDM system to provide critical optical broadband network communications.
- Maintain investment in the FiberNet program.
- Continued investment in the FiberNet program while shifting all remaining funds from Cable Funds to General Funds to facilitate monetization of this system.
- Support implementation of a new County Building Network Wiring program to upgrade network wiring and equipment in County-owned buildings to eliminate bottlenecks and allow County users to fully utilize the FiberNet system.
- Funding for a new Public Safety Server Hardware program to replace end-of-life servers that provide critical on-premises public safety systems.
- Continued County Radio Life Cycle Replacement project to provide for the phased replacement of voice radio systems that have reached the end of their expected 10-year service life, used primarily by the County's public safety-first responder agencies.

General Government

- Support replacement of aging County building heating, ventilation, and air conditioning (HVAC) and electrical systems; life safety systems, elevator systems, and parking lots. Continued funding in support of Americans with Disability Act improvements, asbestos abatement, environmental compliance, facility site selection, facility planning, and planned life-cycle asset replacement.
- Expand funding for Building Envelope Repair and Roof Replacement in County buildings to improve energy efficiency and protect County assets from damage due to failures in these critical building systems.
- Funding for the historic Lincoln High School project for the design and construction of the building shell, including HVAC and electrical systems work.
- Replacement of audio/video systems in 18 Circuit Court courtrooms. These systems support remote hearings, assisted listening for individuals with hearing loss, and translation technology for non-English speakers and allow for electronic capture of the Court record.
- Completion of renovations of the Council Office Building.
- Add funds to support improvements to the Circuit Court North Tower to enhance the safety of the judges serving our community.

Revenue Authority

- Implementation of the next phase of the Airport Layout Plan and the Airport Capital Improvement Plan through land acquisitions.
- Continued improvement and maintenance to ensure the safety of all golf courses, including a new project to support

Hampshire Greens Golf Course improvements.

- New project providing a new hangar at the north end of the Montgomery County Airpark, largely funded by the Federal Aviation Administration.

EXPLANATION OF THE CHARTS WHICH FOLLOW

Expenditure Summary by Category and Sub-Category

The program expenditure summary report for the County Executive's Recommended FY25-30 CIP, as recommended in January, is included after the chapter narrative. The County Executive's Recommended FY25-30 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 FY25-30 CIP, as recommended in January, is included after the Expenditure Summary by Category and Subcategory report. The County Executive's Recommended FY25-30 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 FY23	Est FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs	FY 25 Approp.
GENERAL GOVERNMENT												
County Offices and Other Improvements	497,488	255,126	71,310	171,052	28,671	21,335	18,220	28,714	41,375	32,737	-	28,570
Economic Development	261,346	186,931	24,799	49,616	10,891	1,000	1,000	6,900	22,100	7,725	-	4,752
Other General Government	37,201	9,644	19,546	8,011	1,783	1,213	2,144	2,200	671	-	-	1,783
Technology Services	332,428	209,357	33,906	88,876	29,435	17,153	14,201	10,407	6,192	11,488	289	24,553
GENERAL GOVERNMENT TOTAL	**1,128,463**	**661,058**	**149,561**	**317,555**	**70,780**	**40,701**	**35,565**	**48,221**	**70,338**	**51,950**	**289**	**59,658**
PUBLIC SAFETY												
Correction and Rehabilitation	108,273	11,248	4,148	92,877	3,279	3,362	38,868	45,160	2,208	-	-	2,617
Fire/Rescue Service	287,087	113,720	48,066	125,301	34,689	28,978	13,438	14,050	16,596	17,550	-	15,789
Other Public Safety	143,537	140,802	735	2,000	2,000	-	-	-	-	-	-	2,000
Police	83,299	24,690	27,239	31,354	24,611	1,136	236	1,781	3,149	441	16	1,322
PUBLIC SAFETY TOTAL	**622,196**	**290,460**	**80,188**	**251,532**	**64,579**	**33,476**	**52,542**	**60,991**	**21,953**	**17,991**	**16**	**21,728**
TRANSPORTATION												
Bridges	236,597	84,886	29,227	86,664	21,863	27,936	15,931	7,985	6,533	6,416	35,820	26,369
Highway Maintenance	779,133	483,363	42,504	253,266	42,211	42,211	42,211	42,211	42,211	42,211	-	42,211
Mass Transit (MCG)	1,658,620	529,833	228,614	900,173	81,469	147,450	306,423	186,556	113,548	64,727	-	31,294
Parking	126,130	46,253	16,930	62,947	14,740	14,463	8,562	9,321	9,008	6,853	-	9,377
Pedestrian Facilities/Bikeways	785,081	247,901	83,817	274,110	51,587	48,743	21,004	61,907	54,090	36,779	179,253	30,502
Roads	592,875	311,035	33,333	23,381	11,446	2,346	1,308	1,102	1,272	5,907	225,126	(2,516)
Traffic Improvements	479,640	234,139	25,903	118,398	20,923	21,250	19,617	18,741	18,868	18,999	101,200	19,016
TRANSPORTATION TOTAL	**4,658,076**	**1,937,410**	**460,328**	**1,718,939**	**244,239**	**304,399**	**415,056**	**327,823**	**245,530**	**181,892**	**541,399**	**156,253**
RECYCLING AND RESOURCE MANAGEMENT												
Recycling and Resource Management	99,089	23,670	34,028	41,391	21,205	14,478	5,708	-	-	-	-	21,183
RECYCLING AND RESOURCE MANAGEMENT TOTAL	**99,089**	**23,670**	**34,028**	**41,391**	**21,205**	**14,478**	**5,708**	**-**	**-**	**-**	**-**	**21,183**
HEALTH AND HUMAN SERVICES												
Health and Human Services	158,637	43,000	31,678	81,754	8,420	21,974	15,284	12,284	13,776	10,016	2,205	686
HEALTH AND HUMAN SERVICES TOTAL	**158,637**	**43,000**	**31,678**	**81,754**	**8,420**	**21,974**	**15,284**	**12,284**	**13,776**	**10,016**	**2,205**	**686**
CULTURE AND RECREATION												
Libraries	177,695	92,222	8,486	70,194	10,739	18,202	19,185	7,231	11,980	2,857	6,793	9,041
Recreation	301,858	114,591	31,423	154,308	26,838	24,077	26,831	21,697	29,206	25,659	1,536	23,008
CULTURE AND RECREATION TOTAL	**479,553**	**206,813**	**39,909**	**224,502**	**37,577**	**42,279**	**46,016**	**28,928**	**41,186**	**28,516**	**8,329**	**32,049**

Expenditure Summary by Category and Subcategory ($000s)

	Total	Thru FY23	Est FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs	FY 25 Approp.
CONSERVATION OF NATURAL RESOURCES												
Ag Land Preservation	23,873	16,413	3,287	4,173	1,472	1,261	360	360	360	360	-	1,085
Storm Drains	96,727	51,467	10,098	35,162	6,131	6,315	5,679	5,679	5,679	5,679	-	10,021
Stormwater Management	439,087	108,022	24,788	306,277	31,108	24,261	87,932	48,811	57,885	56,280	-	10,278
CONSERVATION OF NATURAL RESOURCES TOTAL	**559,687**	**175,902**	**38,173**	**345,612**	**38,711**	**31,837**	**93,971**	**54,850**	**63,924**	**62,319**	**-**	**21,384**
COMMUNITY DEVELOPMENT AND HOUSING												
Community Development	10,083	3,514	2,312	4,257	797	688	693	693	693	693	-	797
Housing (MCG)	726,854	375,887	108,967	242,000	98,230	33,850	39,100	24,050	23,570	23,200	-	98,230
COMMUNITY DEVELOPMENT AND HOUSING TOTAL	**736,937**	**379,401**	**111,279**	**246,257**	**99,027**	**34,538**	**39,793**	**24,743**	**24,263**	**23,893**	**-**	**99,027**
HOUSING OPPORTUNITIES COMMISSION												
Housing (HOC)	89,377	23,348	58,529	7,500	1,250	1,250	1,250	1,250	1,250	1,250	-	1,020
HOUSING OPPORTUNITIES COMMISSION TOTAL	**89,377**	**23,348**	**58,529**	**7,500**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**1,250**	**-**	**1,020**
REVENUE AUTHORITY												
Miscellaneous Projects (Revenue Authority)	38,767	22,482	4,470	11,815	1,645	2,252	443	1,975	5,500	-	-	-
REVENUE AUTHORITY TOTAL	**38,767**	**22,482**	**4,470**	**11,815**	**1,645**	**2,252**	**443**	**1,975**	**5,500**	**-**	**-**	**-**
MONTGOMERY COUNTY PUBLIC SCHOOLS												
Countywide	3,601,122	1,874,024	381,467	1,345,631	311,232	288,648	239,081	220,462	163,093	123,115	-	262,936
Individual Schools	1,306,223	511,624	141,467	653,132	154,365	188,513	194,793	109,011	6,450	-	-	45,493
Miscellaneous Projects	(39,696)	-	-	(91,187)	(54,519)	(110,476)	(99,954)	(81,286)	70,274	184,774	51,491	(54,519)
MONTGOMERY COUNTY PUBLIC SCHOOLS TOTAL	**4,867,649**	**2,385,648**	**522,934**	**1,907,576**	**411,078**	**366,685**	**333,920**	**248,187**	**239,817**	**307,889**	**51,491**	**253,910**
MONTGOMERY COLLEGE												
Higher Education	1,110,945	613,848	83,278	381,703	48,881	50,000	61,515	126,357	62,137	32,813	32,116	47,519
MONTGOMERY COLLEGE TOTAL	**1,110,945**	**613,848**	**83,278**	**381,703**	**48,881**	**50,000**	**61,515**	**126,357**	**62,137**	**32,813**	**32,116**	**47,519**
M-NCPPC												
Acquisition	356,255	123,183	54,945	57,895	12,974	12,000	8,326	8,215	8,190	8,190	120,232	12,974
Development	643,850	207,130	140,883	245,126	56,789	40,723	39,006	37,938	35,721	34,949	50,711	49,011
M-NCPPC TOTAL	**1,000,105**	**330,313**	**195,828**	**303,021**	**69,763**	**52,723**	**47,332**	**46,153**	**43,911**	**43,139**	**170,943**	**61,985**

Expenditure Summary by Category and Subcategory ($000s)

Total	Thru FY23	Est FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs	FY 25 Approp.
											Approp.
15,549,481	7,093,353	1,810,183	5,839,157	1,117,155	996,592	1,148,395	981,762	833,585	761,668	806,788	776,402

All Agency Funding Summary

All Agency Funding Summary ($000s)

	Total	Thru FY23	Est FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
Aging Schools Program	6,578	4,844	1,734	-	-	-	-	-	-	-	-
Agricultural Transfer Tax	4,864	2,362	800	1,702	702	200	200	200	200	200	-
Community Development Block Grant	5,840	5,840	-	-	-	-	-	-	-	-	-
Contributions	71,231	24,146	15,939	31,146	3,647	2,600	2,700	11,013	7,585	3,601	-
Contributions: Bethesda Park Impact Payments	24,500	9,731	5,969	8,800	4,100	2,600	700	1,400	-	-	-
Current Revenue: Cable TV	92,940	75,328	1,073	16,539	3,907	3,020	2,773	2,526	2,280	2,033	-
Current Revenue: CUPF	1,971	1,646	325	-	-	-	-	-	-	-	-
Current Revenue: Enterprise (M-NCPPC)	19,012	8,973	6,289	3,750	2,500	1,250	-	-	-	-	-
Current Revenue: Fire	97,609	16,632	17,588	63,389	6,799	9,203	9,617	10,458	12,728	14,584	-
Current Revenue: General	1,233,350	636,504	141,939	453,702	138,580	71,473	67,452	59,295	58,567	58,335	1,205
Current Revenue: Liquor	14,462	2,680	3,771	8,011	1,783	1,213	2,144	2,200	671	-	-
Current Revenue: M-NCPPC	6,935	2,517	1,718	2,700	450	450	450	450	450	450	-
Current Revenue: Mass Transit	360,534	74,335	84,834	201,365	17,840	27,550	47,895	38,230	31,875	37,975	-
Current Revenue: MCPS	750	750	-	-	-	-	-	-	-	-	-
Current Revenue: Montgomery Housing Initiative	4,775	4,775	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Bethesda	60,430	24,487	6,333	29,610	3,933	5,938	5,771	5,503	5,310	3,155	-
Current Revenue: Parking - Montgomery Hill	100	100	-	-	-	-	-	-	-	-	-
Current Revenue: Parking - Silver Spring	47,634	21,054	7,106	19,474	3,310	3,428	2,509	3,409	3,409	3,409	-
Current Revenue: Parking - Wheaton	3,008	712	725	1,571	132	170	282	409	289	289	-
Current Revenue: Permitting Services	20,991	20,991	-	-	-	-	-	-	-	-	-
Current Revenue: Solid Waste Disposal	42,119	32,566	5,663	3,890	2,000	1,890	-	-	-	-	-
Current Revenue: Urban District Bethesda	435	435	-	-	-	-	-	-	-	-	-
Current Revenue: Water Quality Protection	118,988	57,144	9,696	52,148	19,862	9,557	6,000	5,483	6,109	5,137	-
Developer Payments	8,209	5,206	1,012	1,991	550	841	150	150	150	150	-
Fed Stimulus (State Allocation)	6,550	6,550	-	-	-	-	-	-	-	-	-
Federal Aid	653,871	257,971	21,133	374,767	28,096	37,530	168,193	70,980	68,368	1,600	-
G.O. Bond Premium	70,722	54,492	16,230	-	-	-	-	-	-	-	-
G.O. Bonds	5,773,905	2,915,145	667,492	1,762,694	381,565	329,657	279,364	268,230	254,948	248,930	428,574
HIF Revolving Program	320,216	187,675	30,032	102,509	17,355	16,331	15,740	16,956	17,370	18,757	-
HOC Bonds	50,000	2,918	47,082	-	-	-	-	-	-	-	-
Impact Tax	245,078	116,799	31,412	96,867	25,867	14,200	14,200	14,200	14,200	14,200	-

All Agency Funding Summary ($000s)

	Total	Thru FY23	Est FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
Intergovernmental	20,770	10,989	3,629	6,152	2,301	1,801	2,050	-	-	-	-
Investment Income	1,099	609	10	480	220	220	10	10	10	10	-
Land Sale	56,479	36,266	12,598	7,615	7,615	-	-	-	-	-	-
Land Sale (M-NCPPC Only)	513	513	-	-	-	-	-	-	-	-	-
Loan Repayment Proceeds	252,322	129,441	58,390	64,491	19,645	10,669	21,260	5,044	4,630	3,243	-
Local Area Transportation Impr Program (LATIP)	101,200	2	(2)	-	-	-	-	-	-	-	101,200
Long-Term Financing	186,780	101,675	12,428	72,677	14,256	51	38,370	8,000	6,000	6,000	-
M-NCPPC Bonds	134,092	62,077	24,464	45,813	7,935	7,915	7,612	7,561	7,481	7,309	1,738
Major Facilities Capital Projects Fund (College)	17,500	10,519	5,481	1,500	-	-	-	-	-	1,500	-
Op Lanes Maryland Transit Funding	169,679	-	-	169,679	-	28,091	54,617	69,116	17,855	-	-
PAYGO	221,921	221,921	-	-	-	-	-	-	-	-	-
POS-Stateside (M-NCPPC Only)	200	200	-	-	-	-	-	-	-	-	-
Program Open Space	263,091	44,088	50,981	54,000	9,000	9,000	9,000	9,000	9,000	9,000	114,022
Qualified Zone Academy Funds	4,142	3,939	203	-	-	-	-	-	-	-	-
Recordation Tax	1,091,326	620,497	79,543	391,286	55,701	61,112	63,847	66,139	70,611	73,876	-
Recordation Tax Premium (MCG)	320,724	121,968	38,108	160,648	22,869	25,091	26,213	27,154	28,990	30,331	-
Recordation Tax Premium (MCPS)	174,201	-	13,553	160,648	22,869	25,091	26,213	27,154	28,990	30,331	-
Revenue Authority	27,168	19,482	4,317	3,369	254	422	443	1,975	275	-	-
Revenue Bonds	85,866	-	28,365	37,501	19,205	12,588	5,708	-	-	-	20,000
Revenue Bonds: Liquor Fund	69,521	69,521	-	-	-	-	-	-	-	-	-
Revolving Fund (M-NCPPC Only)	32,398	16,798	3,000	12,600	2,100	2,100	2,100	2,100	2,100	2,100	-
Revolving Fund: Current Revenue	4,607	1,166	3,441	-	-	-	-	-	-	-	-
Revolving Fund: G.O. Bonds	25,580	12,202	13,378	-	-	-	-	-	-	-	-
School Facilities Payment	3,213	2,862	351	-	-	-	-	-	-	-	-
Schools Impact Tax	365,914	183,913	11,902	170,099	16,630	24,232	28,508	34,210	34,210	32,309	-
Short-Term Financing	331,787	196,113	32,220	103,165	15,904	5,613	36,496	13,528	1,489	30,135	289
Short-Term Lease Financing	3,817	3,122	695	-	-	-	-	-	-	-	-
State Aid	1,714,674	515,456	259,294	894,262	217,520	210,815	153,073	157,172	85,130	70,552	45,662
State Bonds (M-NCPPC Only)	1,025	775	250	-	-	-	-	-	-	-	-
State Bus Rapid Transit Fund	28,788	-	3,320	25,468	11,253	10,117	4,098	-	-	-	-
State ICC Funding (M-NCPPC Only)	1,913	1,662	251	-	-	-	-	-	-	-	-
Stormwater Management Waiver Fees	5,081	2,301	380	2,400	400	400	400	400	400	400	-
TEA-21	2,368	2,368	-	-	-	-	-	-	-	-	-
Transportation Enhancement Program	737	737	-	-	-	-	-	-	-	-	-
Transportation Improvement Credit	500	500	-	-	-	-	-	-	-	-	-

All Agency Funding Summary ($000s)

	Total	Thru FY23	Est FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
Utility Incentives	7,133	5,873	1,260	-	-	-	-	-	-	-	-
Utility Merger Funds	14,342	5,126	9,216	-	-	-	-	-	-	-	-
Water Quality Protection Bonds	278,629	50,667	9,283	218,679	8,500	22,163	42,237	42,107	51,905	51,767	-
White Flint Special Tax District	160,774	62,697	3,979	-	-	-	-	-	-	-	94,098

Total	Thru FY23	Est FY24	6 Yr Total	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Beyond 6 Yrs
15,549,481	**7,093,353**	**1,810,183**	**5,839,157**	**1,117,155**	**996,592**	**1,148,395**	**981,762**	**833,585**	**761,668**	**806,788**

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Debt Service

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$480,587,710	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 FY25 Operating Budget for Debt Service is $480,587,710, an increase of $12,267,770 or 2.62 percent from the FY24 approved budget of $468,319,940.

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 30.2 percent of the County's capital expenditures (excluding WSSC) for the six years of the Recommended FY25-30 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 September 26, 2023, the County Council approved SAG limits at $280.0 million for FY25, $280.0 million for FY26 and $1,680.0 million for the FY25-30 period. On February 6, 2024, the County Council confirmed the guidelines set on September 26, 2023. The County Executive recommends issuances of $300 million in FY25, $280 million for FY26, and $280 million in each of years FY27 to FY30, resulting in a total of $1,700.0 million for FY25-30.

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 FY25. 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.

FY24 Estimated Debt Service

The FY24 estimated general obligation debt service, lease, and other long-term debt expenditure requirements for tax-supported funds total $432.5 million which is lower than the budget of $439.4 million primarily due to deferrals to FY25 of some short-term lease financings and MHI housing debt issuance, in addition to lower general obligation bonds and costs of issuance.

FY25 Recommended Debt Service Budget

The FY25 Debt Service budget is predicated on a base of existing debt service requirements from past bond issues plus the following:

• An FY25 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 FY30.

• Interest expense based on an anticipated average BANs commercial paper balance of $225 million during FY25.

• 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 FY25 Debt Service requirement for tax supported funds of $452.8 million, which is a 3.1 percent increase from the FY24 budget of $439.4 million. The General Fund appropriation requirement is $392.9 million, or 4.0 percent more than the budgeted FY24 amount of $377.7 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 2024 (FY25) issue. Projected interest rates for bond issues for FY25 through FY30 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 $452.8 million in FY25 to $479.3 million by FY30 with the General Fund revenue requirement growing from $392.9 million in FY25 to $404.8 million by FY30.

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 Council's approved Spending Affordability Guidelines for FY25-30. The chart displays the anticipated debt issues for the six years which are the basis of the G.O. bond-funded portion of the Recommended FY25-30 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 FY25-30 Capital Improvements Program meets that requirement. The General Obligation Bond Adjustment chart reflecting the Executive's January 16, 2024, proposals for the Recommended FY25-30 CIP is included at the end of this section.

Debt Limit

The County's outstanding general obligation debt totals $ 3,245,830,000 as of June 30, 2023. 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, 2023, is $12,575,261,000 based upon the assessed valuation $209,587,698,000 for all real property and $4,463,792,000 for personal property. The County's outstanding general obligation debt of $3,245,830,000 plus outstanding short-term commercial paper of $217,000,000 is 1.65 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 2023. 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 FY25 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), approximating $50.7 million. In FY 24 the County secured another loan from the Maryland Water Infrastructure Financing Association (MWIFA), previously the MWQFA, in the amount of $4.8 million. The loans are secured by Water Quality Protection Charge (WQPC) revenues.

Debt service estimates for additional Water Quality Protection Bonds and MWIFA 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 FY25.

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

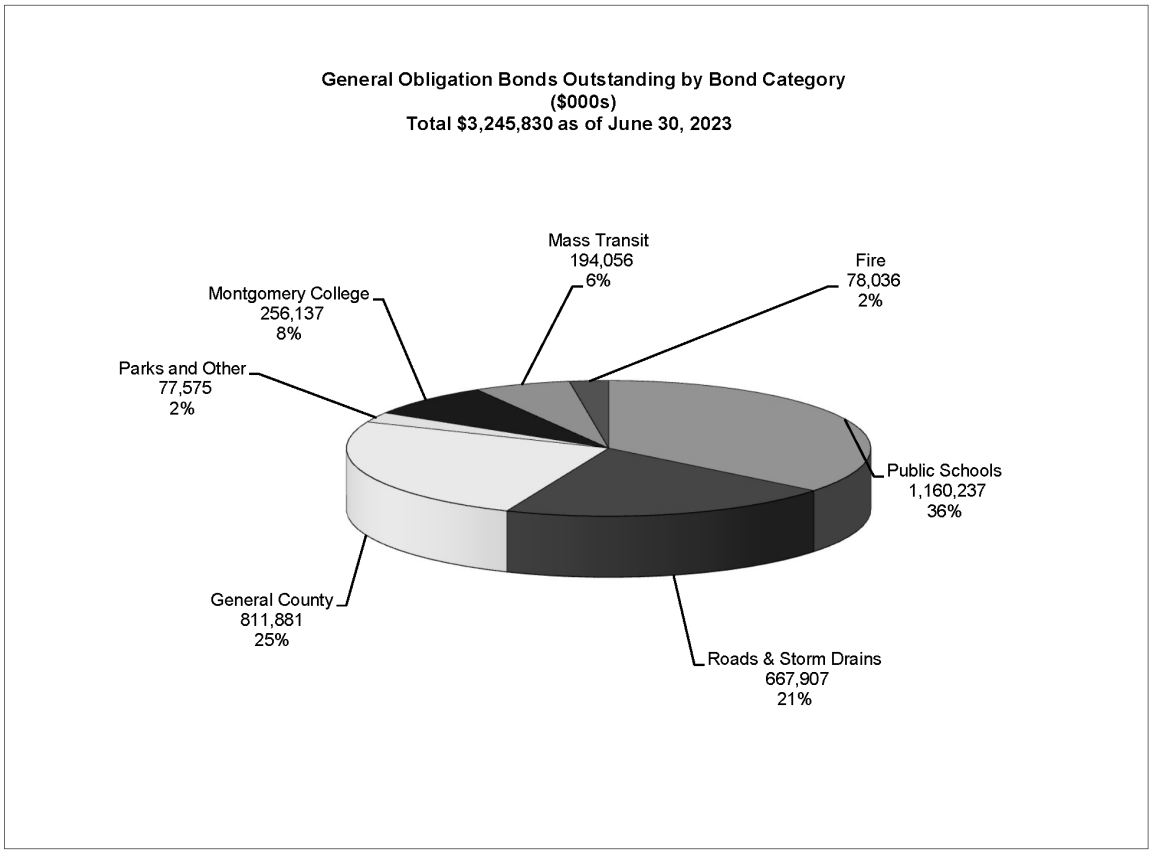
	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
DEBT SERVICE					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Debt Service Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service G.O Bonds	397,141,301	411,931,880	407,606,967	422,816,550	2.6 %
Debt Service Other	31,480,283	27,459,560	24,974,960	30,030,540	9.4 %
Debt Service Expenditures	**428,621,584**	**439,391,440**	**432,581,927**	**452,847,090**	**3.1 %**

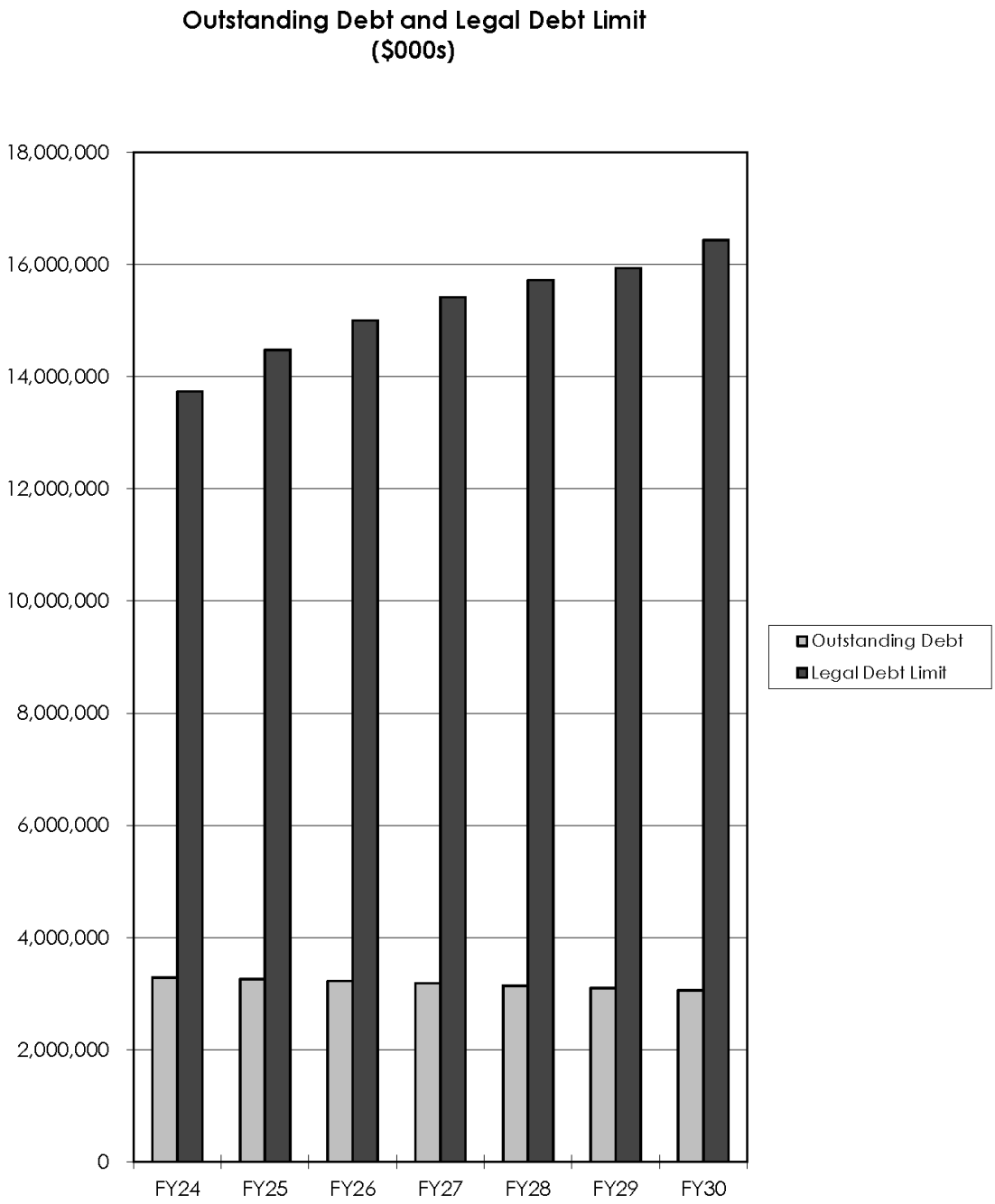
BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Premium on General Obligation Bonds	3,511,431	1,712,185	1,712,185	0	-100.0 %
Federal Grants	112,977	241,600	148,000	202,900	-16.0 %
Debt Service Revenues	**3,624,408**	**1,953,785**	**1,860,185**	**202,900**	**-89.6 %**
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	23,582,467	28,928,500	28,378,500	27,740,620	-4.1 %
Debt Service - Non-Tax Supported Expenditures	**23,582,467**	**28,928,500**	**28,378,500**	**27,740,620**	**-4.1 %**
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	**452,204,051**	**468,319,940**	**460,960,427**	**480,587,710**	**2.6 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**0.00**	**0.00**	**0.00**	**0.00**	**—**
Total Revenues	**3,624,408**	**1,953,785**	**1,860,185**	**202,900**	**-89.6 %**

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT							
	Actual	Actual	Approved	Estimated	Recommended	% Chg	App %
GO BOND DEBT SERVICE EXPENDITURES	FY22	FY23	FY24	FY24	FY25	App/App	GO Bonds
General County	73,142,299	74,781,378	82,724,440	82,343,041	85,939,270		20.8%
Roads & Storm Drains	80,264,802	81,662,071	84,555,130	83,868,423	85,574,500		20.8%
Public Housing	52,050	50,055	46,640	46,641	18,070		0.0%
Parks	9,427,541	9,549,541	10,365,560	10,084,337	9,607,340		2.3%
Public Schools	152,822,199	156,353,376	149,963,800	149,549,206	158,815,430		38.5%
Montgomery College	27,606,896	28,834,000	30,214,960	29,897,637	30,217,030		7.3%
Bond Anticipation Notes/Commercial Paper	363,149	2,017,874	7,000,000	6,600,000	7,640,000		
Bond Anticipation Notes/Liquidity & Remarketing	2,707,628	2,391,338	2,900,000	2,000,000	2,118,000		
Cost of Issuance	657,702	746,732	920,000	820,000	840,000		
Line(s) of Credit	148,055	-	-	-	-		
Total General Fund	347,192,321	356,386,365	368,690,530	365,209,285	380,769,640	3.3%	89.8%
Fire Tax District Fund	7,461,899	8,186,303	9,311,730	9,226,594	9,133,610		2.2%
Mass Transit Fund	20,182,065	22,016,635	22,579,220	22,300,739	21,959,820		5.3%
Recreation Fund	10,013,908	10,551,998	11,350,400	10,870,349	10,953,480		2.7%
Total Tax Supported Other Funds	37,657,872	40,754,936	43,241,350	42,397,682	42,046,910	-2.8%	10.2%
TOTAL TAX SUPPORTED	384,850,193	397,141,301	411,931,880	407,606,967	422,816,550	2.6%	100.0%
TOTAL GO BOND DEBT SERVICE EXPENDITURES	384,850,193	397,141,301	411,931,880	407,606,967	422,816,550	2.6%	100.0%
LONG-TERM LEASE EXPENDITURES							
Revenue Authority - Conference Center	990,977	991,538	-	-	-		
Revenue Authority - Crossvines Project	-	860,113	860,200	860,200	859,200		
Fire and Rescue Equipment	35,996	35,996	1,831,300	1,797,200	2,098,900		
TOTAL LONG-TERM LEASE EXPENDITURES	1,026,973	1,887,647	2,691,500	2,657,400	2,958,100	9.9%	
				-			
SHORT-TERM LEASE EXPENDITURES							
Technology Modernization Project	3,646,948	3,646,948	1,823,500	1,823,500	-		
Libraries System Modernization	48,479	-	-	-	-		
Digital Evidence Data Storage	247,627	247,627	247,800	247,800	247,800		
Ride On Buses	1,738,182	712,394	712,400	712,400	919,200		
Public Safety System Modernization	17,200	26,691	968,700	26,700	468,100		
Transit System Radios	-	-	315,000	-	626,900		
Police Body Armor	-	-	240,000	241,500	241,500		
Intelligent Transit System	-	-	1,030,000	-	2,045,100		
Fire Defibrillators	-	-	290,000	158,500	283,800		
Radio Lifecycle Replacement	-	-	2,238,000	2,204,500	5,413,600		
Business Continuity Plan					491,700		
TOTAL SHORT-TERM LEASE EXPENDITURES	5,698,436	4,633,660	7,865,400	5,414,900	10,737,700	36.5%	
OTHER LONG-TERM DEBT							
Silver Spring Music Venue	72,476	215,700	214,900	214,900	293,200		
Incubators	936,714	4,244,498	-	-	-		
Rockville Core	1,508,463	1,506,838	1,508,400	1,508,400	1,507,900		
Energy Performance Leases QECBs	646,537	646,702	823,700	701,140	695,550		
Energy Performance Leases Other	1,674,892	1,715,984	1,624,910	1,747,470	1,782,290		
Wheaton Redevelopment	2,143,545	2,146,048	2,358,100	2,358,100	2,354,800		
MHI-HUD Loan - **Non-Tax supported**	49,643	101,736	54,510	-	-		
Water Quality Protection Charge Bonds - **Non-Tax supported**	8,456,639	8,543,872	9,772,900	9,222,900	9,446,100		
MHI - Property Acquisition and Preservation Fund - **Non-Tax supported**	8,496,842	12,188,646	13,384,600	12,184,600	13,175,020		
MHI Production Fund - HOC - **Non-Tax supported**	3,071,042	3,073,122	5,771,000	3,071,000	5,119,500		
COP - Wheaton Redevelopment - Non-Tax supported	211,999	212,246	-	-	-		
COPs - Fire SCBA and Apparatus	4,386,575	5,085,685	4,389,750	4,389,750	4,388,650		
COPs - Fleet Equipment	329,250	328,395	328,450	328,450	327,300		
COPs - Buses	6,033,150	6,022,550	5,317,500	5,317,500	4,640,300		
COPs - Fuel Management	188,800	187,400	185,800	185,800	189,000		
COPs - PSSM	2,504,800	2,495,580	-	-	-		
COPs - Corrections	151,350	151,350	151,150	151,150	155,750		
TOTAL OTHER LONG-TERM DEBT	40,862,717	48,866,352	45,885,670	41,381,160	44,075,360	-3.9%	
DEBT SERVICE EXPENDITURES							
Tax Supported	**415,223,196**	**431,482,460**	**439,391,440**	**432,581,927**	**452,847,090**	**3.1%**	
Non-Tax Supported - Other Long-term Debt	**17,215,123**	**21,046,500**	**28,983,010**	**24,478,500**	**27,740,620**		
TOTAL DEBT SERVICE EXPENDITURES	**432,438,319**	**452,528,960**	**468,374,450**	**457,060,427**	**480,587,710**	**2.6%**	
GO BOND DEBT SERVICE FUNDING SOURCES							
General Funds	343,525,028	352,828,020	366,978,345	363,497,100	380,769,640		
Premium on General Obligation Bonds	3,638,343	3,511,431	1,712,185	1,712,185	-		
Total General Fund Sources	347,163,371	356,339,451	368,690,530	365,209,285	380,769,640		
Fire Tax District Funds	7,476,684	8,233,217	9,311,730	9,226,594	9,133,610		
Mass Transit Fund	20,196,230	22,016,635	22,579,220	22,300,739	21,959,820		
Recreation Fund	10,013,908	10,551,998	11,350,400	10,870,349	10,953,480		
Total Other Funding Sources	37,686,822	40,801,850	43,241,350	42,397,682	42,046,910		
TOTAL GO BOND FUNDING SOURCES	384,850,193	397,141,301	411,931,880	407,606,967	422,816,550		
NON GO BOND FUNDING SOURCES							
General Funds	12,423,619	16,848,838	10,671,889	9,791,489	12,165,622		
MHI Fund - HUD Loan	49,643	101,736	54,510	-	-		
Water Quality Protection Fund	9,398,857	9,487,190	9,772,900	9,222,900	9,446,100		
MHI - Property Acquisition Fund	11,567,884	15,261,768	19,155,600	15,255,600	18,294,520		
Wheaton Redevelopment contributions	1,201,327	1,202,730	2,145,871	2,145,871	2,142,868		
Motor Pool Fund	518,050	515,795	514,250	514,250	516,300		
Mass Transit Fund	7,771,332	6,734,944	7,374,900	6,029,900	8,231,500		
Fire Tax District Fund	4,422,571	5,121,681	6,511,050	6,345,450	6,771,350		
Federal Subsidy - QECBs	234,843	112,977	241,600	148,000	202,900		
TOTAL NON GO BOND FUNDING SOURCES	47,588,126	55,387,659	56,442,570	49,453,460	57,771,160		
TOTAL FUNDING SOURCES	**432,438,319**	**452,528,960**	**468,374,450**	**457,060,427**	**480,587,710**		
TOTAL GENERAL OBLIGATION BOND SALES							
Actual and Estimated Bond Sales	310,000,000	280,000,000	280,000,000	280,000,000	300,000,000		
Council SAG Approved Bond Funded Expenditures	310,000,000	280,000,000	280,000,000	280,000,000	280,000,000		

DEBT SERVICE - GENERAL OBLIGATION BONDS, LONG & SHORT TERM LEASES AND OTHER DEBT						
	Recommended	Projected	Projected	Projected	Projected	Projected
GO BOND DEBT SERVICE EXPENDITURES	FY25	FY26	FY27	FY28	FY29	FY30
General County	85,939,270	84,825,520	84,377,270	89,867,380	96,449,890	100,481,220
Roads & Storm Drains	85,574,500	88,464,470	90,386,390	87,403,330	90,695,600	91,514,890
Public Housing	18,070	33,540	22,890	51,980	47,240	45,480
Parks	9,607,340	10,072,570	11,063,850	11,456,100	12,624,750	13,469,660
Public Schools	158,815,430	160,996,170	159,249,560	151,453,250	146,214,120	140,081,340
Montgomery College	30,217,030	29,965,710	30,530,100	33,822,590	38,548,650	39,557,360
Bond Anticipation Notes/Commercial Paper	7,640,000	6,100,000	6,000,000	6,300,000	6,400,000	6,400,000
Bond Anticipation Notes/Liquidity & Remarketing	2,118,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Cost of Issuance	840,000	860,000	880,000	900,000	920,000	940,000
Total General Fund	380,769,640	383,417,980	384,610,060	383,354,630	394,000,250	394,589,950
Fire Tax District Fund	9,133,610	10,848,780	11,478,480	11,287,720	11,432,120	11,118,480
Mass Transit Fund	21,959,820	22,143,880	22,041,100	23,291,270	21,757,140	20,643,190
Recreation Fund	10,953,480	13,388,060	16,718,260	19,682,990	22,355,440	25,464,920
Total Tax Supported Other Funds	42,046,910	46,380,720	50,237,840	54,261,980	55,544,700	57,226,590
TOTAL TAX SUPPORTED	422,816,550	429,798,700	434,847,900	437,616,610	449,544,950	451,816,540
TOTAL GO BOND DEBT SERVICE EXPENDITURES	422,816,550	429,798,700	434,847,900	437,616,610	449,544,950	451,816,540
LONG-TERM LEASE EXPENDITURES						
Fire and Rescue Equipment	2,098,900	3,116,500	3,382,400	3,513,800	3,656,900	3,835,000
Revenue Authority - Crossvines Project	859,200	862,000	858,800	859,400	858,800	861,800
TOTAL LONG-TERM LEASE EXPENDITURES	2,958,100	3,978,500	4,241,200	4,373,200	4,515,700	4,696,800
SHORT-TERM LEASE EXPENDITURES / FINANCING						
Digital Evidence Data Storage	247,800	93,800	-	-	-	-
Ride On Buses	919,200	1,125,900	1,125,900	4,411,400	5,533,200	5,533,200
Intelligent Transit System	2,045,100	2,045,100	2,045,100	2,045,100	2,045,100	2,045,100
Public Safety System Modernization	468,100	468,100	468,100	441,400	441,400	-
Transit System Radios	626,900	626,900	626,900	626,900	626,900	-
Fire Defibrillators	283,800	283,800	283,800	283,800	125,300	-
Police Body Armor	241,500	241,500	241,500	241,500	-	-
Radio Lifecycle Replacement	5,413,600	8,626,300	9,423,800	10,326,400	8,930,700	5,721,600
Business Continuity Plan	491,700	491,700	491,700	491,700	491,700	-
TOTAL SHORT-TERM LEASE EXPENDITURES	10,737,700	14,003,100	14,706,800	18,868,200	18,194,300	13,299,900
OTHER LONG-TERM DEBT						
Silver Spring Music Venue	293,200	293,210	292,700	293,300	293,400	293,100
Rockville Core	1,507,900	1,505,400	1,505,750	1,508,750	1,509,250	1,509,250
Energy Performance Leases QECBs	695,550	695,030	694,220	694,020	692,920	801,300
Energy Performance Leases Other	1,782,290	1,818,100	1,832,950	1,879,280	1,911,915	1,805,200
Wheaton Redevelopment	2,354,800	2,358,300	2,358,300	2,354,800	2,357,600	2,356,300
Water Quality Protection Charge Bonds - **Non-Tax supported**	9,446,100	10,111,850	12,877,250	17,357,900	23,210,400	25,108,300
MHI - Property Acquisition and Preservation Fund - **Non-Tax supported**	13,175,020	17,117,690	19,721,100	21,548,500	22,549,100	24,555,000
MHI Production Fund - HOC - **Non-Tax supported**	5,119,500	7,172,100	7,170,300	7,168,800	7,172,900	7,172,300
COPs - Fire SCBA and Apparatus	4,388,650	2,401,500	2,399,600	2,398,050	2,396,650	2,400,125
COPs - Fleet Equipment	327,300	325,650	328,375	325,475	326,950	327,675
COPs - Buses	4,640,300	3,343,825	3,092,000	2,859,750	-	-
COPs - Fuel Management	189,000	-	-	-	-	-
COPs - Corrections	155,750	73,500	-	-	-	-
TOTAL OTHER LONG-TERM DEBT	44,075,360	47,216,155	52,272,545	58,388,625	62,421,085	66,328,550
DEBT SERVICE EXPENDITURES						
Tax Supported	**452,847,090**	**460,594,815**	**466,299,795**	**473,171,435**	**481,743,635**	**479,306,190**
Non-Tax Supported - Other Long-term Debt	**27,740,620**	**34,401,640**	**39,768,650**	**46,075,200**	**52,932,400**	**56,835,600**
TOTAL DEBT SERVICE EXPENDITURES	**480,587,710**	**494,996,455**	**506,068,445**	**519,246,635**	**534,676,035**	**536,141,790**
GO BOND DEBT SERVICE FUNDING SOURCES						
General Funds	380,769,640	383,417,980	384,610,060	383,354,630	394,000,250	394,589,950
Total General Fund Sources	380,769,640	383,417,980	384,610,060	383,354,630	394,000,250	394,589,950
Fire Tax District Fund	9,133,610	10,848,780	11,478,480	11,287,720	11,432,120	11,118,480
Mass Transit Fund	21,959,820	22,143,880	22,041,100	23,291,270	21,757,140	20,643,190
Recreation Fund	10,953,480	13,388,060	16,718,260	19,682,990	22,355,440	25,464,920
Total Other Funding Sources	42,046,910	46,380,720	50,237,840	54,261,980	55,544,700	57,226,590
TOTAL GO BOND FUNDING SOURCES	422,816,550	429,798,700	434,847,900	437,616,610	449,544,950	451,816,540
NON GO BOND FUNDING SOURCES						
General Funds	12,165,622	14,328,947	14,986,577	15,926,022	14,335,939	10,211,147
Water Quality Protection Fund	9,446,100	10,111,850	12,877,250	17,357,900	23,210,400	25,108,300
MHI - Property Acquisition Fund	18,294,520	24,289,790	26,891,400	28,717,300	29,722,000	31,727,300
Wheaton Redevelopment contributions	2,142,868	2,146,053	2,146,053	2,142,868	2,145,416	2,144,233
Motor Pool Fund	516,300	325,650	328,375	325,475	326,950	327,675
Mass Transit Fund	8,231,500	7,141,725	6,889,900	9,943,150	8,205,200	7,578,300
Fire Tax District Fund	6,771,350	5,801,800	6,065,800	6,195,650	6,178,850	6,235,125
Federal Subsidy - QECBs	202,900	189,940	176,390	162,260	147,530	131,370
Revenue Authority - Crossvines Project	-	862,000	858,800	859,400	858,800	861,800
TOTAL NON GO BOND FUNDING SOURCES	57,771,160	65,197,755	71,220,545	81,630,025	85,131,085	84,325,250
TOTAL FUNDING SOURCES	**480,587,710**	**494,996,455**	**506,068,445**	**519,246,635**	**534,676,035**	**536,141,790**
TOTAL GENERAL OBLIGATION BOND SALES						
Estimated Bond Sales	300,000,000	280,000,000	280,000,000	280,000,000	280,000,000	280,000,000
Council SAG Approved Bond Funded Expenditures	280,000,000	280,000,000	280,000,000	280,000,000	280,000,000	280,000,000
ESTIMATED INTEREST RATE	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%


General Obligation Bonds Outstanding by Bond Category
($000s)
Total $3,245,830 as of June 30, 2023
Mass Transit
194,056
6%
Fire
78,036
2%
Montgomery College
256,137
8%
Parks and Other
77,575
2%
Public Schools
1,160,237
36%
General County
811,881
25%
Roads & Storm Drains
667,907
21%


Outstanding Debt and Legal Debt Limit
($000s)
18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
0
FY24
FY25
FY26
FY27
FY28
FY29
FY30
Outstanding Debt
Legal Debt Limit

Projected Debt Obligations Schedule of Principal & Interest FY25 Recommended Budget			
FUND	**Principal**	**Interest**	**Total**
Debt Service Fund	327,518,235	153,069,480	480,587,715
Liquor Control (Section 65)	6,705,000	1,886,490	8,591,490
Bethesda Parking Lot District (Section 46)	1,996,000	305,700	2,301,700
Total	**336,219,235**	**155,261,670**	**491,480,905**

GENERAL OBLIGATION BOND ADJUSTMENT CHART

FY25-30 Capital Improvements Program

COUNTY EXECUTIVE RECOMMENDED

January 16, 2024

($ millions)	6 YEARS	FY25	FY26	FY27	FY28	FY29	FY30
BONDS PLANNED FOR ISSUE Does not assume Council SAG in FY09 and FY10*	1,680.000	280.000	280.000	280.000	280.000	280.000	280.000
Plus PAYGO Funded	194.359	51.159	29.200	29.000	29.000	28.000	28.000
Adjust for Future Inflation **	**(64.664)**	**-**	**-**	**(6.502)**	**(12.907)**	**(19.393)**	**(25.863)**
SUBTOTAL FUNDS AVAILABLE FOR DEBT ELIGIBLE PROJECTS (after adjustments)	1,809.695	331.159	309.200	302.498	296.093	288.607	282.137
Less Set Aside: Future Projects	**150.661**	**15.884**	**16.913**	**23.134**	**27.863**	**33.659**	**33.207**
	8.33%						
TOTAL FUNDS AVAILABLE FOR PROGRAMMING	1,659.034	315.275	292.287	279.364	268.230	254.948	248.930
MCPS	(462.597)	(139.929)	(103.727)	(84.282)	(22.721)	(25.503)	(86.435)
MONTGOMERY COLLEGE	(177.640)	(22.116)	(22.705)	(28.481)	(61.438)	(29.250)	(13.650)
M-NCPPC PARKS	(86.634)	(13.939)	(15.076)	(14.030)	(15.229)	(14.480)	(13.880)
TRANSPORTATION	(432.313)	(89.644)	(97.204)	(58.243)	(68.159)	(63.529)	(55.534)
MCG - OTHER	(603.510)	(115.937)	(90.945)	(94.328)	(100.683)	(122.186)	(79.431)
Programming Adjustment - Unspent Prior Years*	103.660	66.290	37.370				
SUBTOTAL PROGRAMMED EXPENDITURES	(1,659.034)	(315.275)	(292.287)	(279.364)	(268.230)	(254.948)	(248.930)
AVAILABLE OR (GAP) TO BE SOLVED	-	-	-	-	-	-	-
NOTES: * See additional information on the GO Bond Programming Adjustment for Unspent Prior Year Detail Chart ** Adjustments Include: Inflation =		2.06%	2.22%	2.15%	2.16%	2.26%	2.29%

DEBT CAPACITY ANALYSIS

FY25-30 CAPITAL IMPROVEMENTS PROGRAM
January 16, 2024
COUNTY EXECUTIVE RECOMMENDED
GO BOND 6 YR TOTAL = 1,680.0 MILLION
GO BOND FY25 TOTAL = 280.0.0 MILLION
GO BOND FY26 TOTAL = 280.0 MILLION

	FY24	FY25	FY26	FY27	FY28	FY29	FY30
1 GO Bond Guidelines ($000)	280,000	280,000	280,000	280,000	280,000	280,000	280,000
2 GO Debt/Assessed Value	1.63%	1.55%	1.50%	1.46%	1.42%	1.40%	1.38%
3 Debt Service + LTL + Short-Term Leases/Revenues (GF)	**11.10%**	**11.41%**	**11.40%**	**11.35%**	**11.11%**	**11.01%**	**10.96%**
4 $ Debt/Capita	3,225	3,222	3,165	3,103	3,039	2,980	2,942
5 $ Real Debt/Capita (FY24=100%)	3,225	3,153	3,031	2,907	2,782	2,666	2,572
6 Capita Debt/Capita Income	3.22%	3.17%	3.00%	2.86%	2.72%	2.60%	2.57%
7 Payout Ratio	73.58%	74.36%	74.73%	75.04%	75.26%	75.31%	75.28%
8 Total Debt Outstanding ($000s)	3,516,750	3,489,910	3,454,060	3,411,665	3,366,300	3,326,225	3,283,820
9 Real Debt Outstanding (FY24=100%)	3,516,750	3,415,392	3,307,365	3,195,636	3,081,087	2,975,123	2,870,350
10 Note: OP/PSP Growth Assumption (2)	5.3%	2.7%	2.8%	2.6%	3.0%	2.4%	2.4%

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 FY24 approved budget to FY25 budget for FY25 and budget to budget for FY26-30.

Workforce/Compensation

SUMMARY OF FY25 RECOMMENDATIONS

A. SUMMARY OF AGENCY REQUESTS

Montgomery County Public Schools (MCPS): The MCPS workforce for FY25, as recommended by the Board of Education (BOE), is 24,764.5335 FTEs, or 268.6693 FTEs greater than the Board of Education adopted FY24 workforce of 24,495.8642 FTEs. In May 2023, MCPS completed 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 two-year agreements, which were approved by the Board of Education in June 2023, addressed salary and wage increases for employees for FY24 and FY25. The FY25 cost of the agreements is $79.5 million. For more information on compensation and workforce changes, please see the Board of Education's FY25 Operating Budget Tentatively Adopted.

Montgomery College (MC): The College and its Board of Trustees adopted a fiscally conservative maintenance-of-effort budget that provides reasonable and fair wage increases for the College's dedicated faculty and staff. The FY25 Current Fund increase in personnel costs is roughly $4.2 million. Negotiations with the bargaining units are nearly complete. For more information on compensation and workforce changes, please consult the Adopted FY25 Montgomery College Operating Budget Request, available on the College's website.

Maryland-National Capital Park and Planning Commission (M-NCPPC): The net impact on the M-NCPPC workforce for FY25, as recommended by the Montgomery County Planning Board, is an increase of 21.62 FTEs. The Commission's requested budget includes an increase in personnel costs of $10.5 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 FY25 Proposed Annual Budget.

Montgomery County Government (MCG): When looking at headcount, the net impact on the County government workforce for FY25, as recommended by the Executive, is an increase of 95 positions. This increase consists of 115 tax supported positions and a decrease of 20 non-tax supported positions. The tax supported total includes 32 new positions associated with the conversion of contractual services to permanent positions, the elimination of 60 positions, the repurposing of 40 positions, and the creation of 25 positions supported entirely through new or additional fees or revenues.

The recommended budget contains an increase in total personnel costs of $141.0 million, or 10.2 percent. The increase in FY25 related only to FY25 compensation and benefits adjustments totaled $70.8 million, or 5.1 percent. The primary factors in these changes are:

Factor	Millions
General Wage Adjustment (GWA)	**$35.9**
Increase in required retirement contribution	**$10.7**
Increase in group insurance	**$11.1**
Service increments and longevity	**$9.4**
Annualization of FY24 Compensation Adjustments	**$38.5**
Other FY25 Compensation Adjustments	**$3.6**

New positions in FY25	**$17.3**
Position eliminations in FY25	**-$7.9**
Other changes in personnel costs, including turnover savings and annualization of positions	**$22.4**

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 FY25: 3.5 percent effective the first full pay period after July 1, 2024, for all employees in the Police bargaining unit and Police Leadership Service (PLS); 3.5 percent effective the first full pay period after July 14, 2024, for all employees in the Fire and Rescue bargaining unit and Fire and Rescue uniformed management; 4.5 percent effective the first full pay period after November 3, 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).

FY25 salary schedules can be found on the County's website at:
http://www.montgomerycountymd.gov/HR/compensation/Compensation.html.

(Note: FY25 salary schedules will be available after Council approval of the FY25 budget)

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

Longevity Increments: The Executive recommends longevity increments in FY25 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; and adjustments to longevity steps to be awarded after 16, 20, and 25 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 and PLS employees.

C. COUNTY GOVERNMENT: EMPLOYEE BENEFITS

The following employee benefits are funded in the Executive's recommended budget through a combination of lump-sum or payroll-based contributions.

- **FICA (Social Security & Medicare)**
- **Workers' Compensation**
- **Group Insurance**
- **Employees' Retirement System**
- **Retirement Savings Plan**

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 2024 and projected changes for 2025. 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 $16,104 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 nine percent annually between FY25 and FY30. 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 each year. 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 $1.9 billion - approximately 24.9 percent of the total FY25 budget for all agencies.

Proposed FY25 Consolidated Retiree Health Benefits Trust Contributions

Montgomery County Government (MCG)	**FY25**
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
Total MCG Trust Contributions	**$0**
Consolidated Trust: Montgomery County Public Schools	**$59,106,261**
Consolidated Trust: Montgomery College	**$0**
Park and Planning Commission Trust Fund*	**$3,497,584**

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 $70.4 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.

Park and Planning Commission Trust Fund*	$3,497,584
Total Contributions/Assets Held in Trust	**$62,603,845**

* MNCPPC's contribution from tax supported funds is $3,653,294.

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 FY24, the County General Fund fully funded the pay-as-you-go amount, funding in excess of the ADC by $17.4 million, as the pay-as-you-go amount was determined to be in excess of the ADC, and the prefunding contributions were budgeted at $62.3 million for the MCPS Consolidated Trust. No prefunding amount was required for Montgomery County Government or the MC Consolidated Trust.

In December 2023, the County Council passed Resolution No. 20-337, establishing an updated OPEB funding policy. The actuarial valuation used for the FY25 budget resulted in an ADC that was $8.9 million less than the pay-as-you-go amount, and the FY25 budget assumes the utilization of this $8.9 million for payment of a portion of the County's retiree health insurance claims.

A detailed breakdown of FY25 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 FY25.

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 6,986 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 Department of Finance, 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, 2023, there were 6,986 retirees and survivors and 6,229 active members, including 2,941 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 Department of Finance, 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 FY05, 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 Chief Labor Relations Officer, Director of Finance, and Director of 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 54 and the number of public safety employees increased by 12, for a combined total active enrollment of 3,288 in FY24. GRIP membership increased by 315 employees to 2,941 in FY24. The RSP saw a decrease of 13 active employees enrolled, for a total FY25 enrollment of 3,225.

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. The negotiated agreement becomes effective July 1, 2024, and expires on June 30, 2026. The agreement's salient economic terms include:

- General Wage Adjustment. A 3.5 percent GWA will be paid in July 2024.

- Service Increments. A service increment of 3.5 percent will be paid in FY25 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.
- Fire Investigative Unit Bomb Technician Differential. An adjustment of 3.2% of the Fire Fighter III, Step H base pay for all bargaining unit members assigned to the Fire Investigative Unit who are also a Bomb Technician.
- Fire Captain Serving as Station Commander Differential. An adjustment of 3.2% of the Captain, Step J base pay for one Captain from the Fire Investigation Unit and One Captain from Technical Operations.
- Tactical Emergency Casual Care Certification Pay. A $500 annual certification pay for Bargaining Unit Employees who complete the Tactical Emergency Casualty Care ("TECC") course and are assigned to Station 23.
- IAFF Peer Support. An increase in compensation for bargaining unit members on the IAFF Peer Support team authorized to attend 30 hours of initial training or quarterly team meetings at 1.5 times the regular rate of pay for all time spent in training courses on the member's day(s) off.
- Reimbursement for Cancer Screenings. A reimbursement for bargaining unit members of up to $350 once every 36 months for ultrasound testing that includes, but is not limited to, echocardiogram, carotid doppler, abdominal aortic aneurysm, thyroid abdominal bladder, testicular, or pelvic screenings.
- Reimbursement for Multi Cancer Early Detection Blood Screening. A one-time reimbursement for bargaining unit members of up to $800 for multi cancer early detection blood testing.
- Pro Board Certification. A reimbursement for each employee obtaining bargaining unit status upon the completion of probation for Pro Board certification - eligible courses obtained during Initial Recruit Training at the MCFRS PSTA.
- Pension Plan Adjustment. An adjustment to the Social Security integration age to the highest Social Security retirement benefit age (currently age 70).
- Tuition Assistance. An increase of $35,000 in the tuition assistance funds made available each fiscal year to bargaining unit members. If tuition assistance funds are exhausted in the first six months of the fiscal year, an additional $35,000 will be made available to bargaining unit members.
- Prevailing Rights. If recommendations of the Joint Health and Safety Committee are not adopted by July 1, 2024, the County will provide individual plastic water bottles on each apparatus until the recommendations are adopted.

MCGEO Bargaining Unit: The current agreement became effective July 1, 2023, and expires on June 30, 2026. The agreement's salient economic terms for FY25 include:

- General Wage Adjustment. A 4.5 percent GWA will be paid in November.
- Service Increments. A service increment of 3.5 percent will be paid in FY25 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 FY13, but which was not funded by the County Council, will be paid in FY25 to eligible unit members the first full pay period following July 1, 2024.
- Longevity Step Increases. Longevity step increases will be paid to eligible employees; effective July 2024.
- Pension Plan Adjustment. An adjustment to the Social Security integration age to the highest Social Security retirement benefit age (currently age 70).

Police Bargaining Unit: The current agreement became effective July 1, 2023, and expires on June 30, 2025. The agreement's salient economic terms for FY25 include:

- General Wage Adjustment. A 3.5 percent GWA will be paid in July 2024.
- Service Increments. A service increment of 3.5 percent will be paid in FY25 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.

- Pension Plan Adjustment. Effective January 1, 2025, a pension plan adjustment 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 2.4 percent of average final earnings for each year from 25 years to a maximum of 34 years, including sick leave credits.

Volunteer Fire and Rescue Bargaining Unit: The current agreement became effective on July 1, 2023, and expires on June 30, 2026.

- Nominal Fee. A nominal fee increase will be paid in FY25. The nominal fee for eligible volunteers increases in July 2024 to $625 and to $1,300, depending on level of service.
- Association Funding. Funding for the Association will increase to $23,619 on July 1, 2024.
- Length of Service Award Program (LOSAP). An increase in LOSAP of 2.5 percent will be made for certain active members, on July 1, 2024.

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 FY25 Operating Budget for Montgomery County Government.

Overall changes are calculated in comparison to the Approved Personnel Complement for FY24, which began on July 1, 2023. 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 FY25 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, 2024, and technical changes.

Summary: The recommended budget includes funding for 10,398 full-time positions, a net increase of 145 from the approved FY24 Personnel Complement of 10,253 full-time positions. Funding for 906 part-time positions is also included, a net decrease of 50 positions from the approved FY24 Personnel Complement of 956 positions. The net impact on FTEs is an increase of 141.1 to 11,178.5.

MONTGOMERY COUNTY GOVERNMENT WORKFORCE CHANGE SUMMARY
COUNTY EXECUTIVE RECOMMENDED: FY25

	POSITIONS		FULL-TIME EQUIVALENTS		
	Full Time	Part Time	Tax Supported	Non-Tax Supp.	TOTAL
FY24 APPROVED COMPLEMENT	10,253	956	9,108.4	1,929.0	11,037.4
FY25 RECOMMENDED COMPLEMENT	10,398	906	9,264.1	1,914.4	11,178.5
CHANGE IN WORKFORCE (GROSS)	145	(50)	155.7	(14.6)	141.1
Percentage Change	1.4%	(5.2%)	1.7%	(0.8%)	1.3%

* NOTE: Non-Tax Supported WYs include Internal Service Funds.
Sources: Schedule D-3, Approved FY24 Operating Budget and County Executive Recommended FY25 Operating Budget.

Detailed below are the significant net changes in the number of positions in the FY25 Recommended Operating 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; additional administrative infrastructure positions to administer new programs and services; increased school health staff for new community schools; staff	80

in Aging and Disability Services to meet demand and reduce waitlists; and additional staff to increase the number of Mobile Crisis Teams from five to seven.	
Housing and Community Affairs - Change is related to staffing requirements to implement legislation on Short-Term Residential Rentals and Rent Stabilization; a portion of these are offset by additional revenue.	21
Police - Change is due to the elimination of long-term vacancies and technical adjustments related to the tracking of Cadets. All changes result in no change in service delivery.	-50

MONTGOMERY COUNTY GOVERNMENT - MEDICAL PLAN ENROLLMENT, ACTIVE EMPLOYEES

	2023					2024					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	1,322	979	1,778	4,079	44.2%	1,418	1,033	1,864	4,315	47.4%	96	54	86	236	3.2%
Carefirst POS Std	549	255	450	1,254	13.6%	625	262	482	1,369	15.0%	76	7	32	115	1.4%
Kaiser	774	386	560	1,720	18.7%	769	394	536	1,699	18.7%	(5)	8	(24)	(21)	0.0%
United Healthcare	640	764	764	2,168	23.5%	646	378	699	1,723	18.9%	6	(386)	(65)	(445)	-4.6%
Grand Total				9,221					9,106					(115)	

Includes participating agency actives and COBRA, temps, and municipalities categories.
Idea is that the active rates are based on all 4 groups (including county actives, choice plan, and county active, select plan).

RETIREMENT FUNDS: ENROLLMENT & COUNTY CONTRIBUTION RATES

Employee Retirement System Plans	Number Employees (7/1/22)	Fiscal 2024 Contribution Rate %	Number Employees (7/1/23)	Fiscal 2025 Contribution Rate %	Number Employees (7/22 v. 7/23)	Contribution Rate (7/22 v. 7/23)
Public Safety	2,729	16.54%	2,741	22.57%	12	6.03%
Non-Public Safety	601	0.71%	547	4.72%	(54)	4.01%
Guaranteed Retirement Income Plan	2,626	6.10%	2,941	5.94%	315	-0.16%
Total ERS System Plans	5,956		6,229		273	
Retirement Savings Plan	3,238	8.00%	3,225	8.00%	(13)	0.00%

Source: Montgomery County Employees' Retirement System, 2022 and 2022 Actuarial Valuation Reports for Plan Years Beginning July 1, 2022, and July 1, 2023, respectively. RSP data provided by the Montgomery County Employee Retirement Plans.

PROPOSED OPERATING BUDGET DEFERRED COMPENSATION MANAGEMENT							
ITEM	FY23 APPR	FY23 ACT	FY24 APPR	FY24 EST	FY25 REC	$	%
						FY25 Req vs FY24 Appr	
EXPENSES							
Salaries and Benefits	196,500	167,050	205,000	201,100	213,700	8,700	4.2%
Professional Services	53,000	36,803	56,100	49,000	70,000	13,900	24.8%
Due Diligence/Education	2,800	-	2,800	2,800	2,800	0	0.0%
Office Management	8,000	4,218	8,000	6,900	7,000	(1,000)	(12.5%)
Investment Management fees	9,800	10,419	12,000	12,200	12,200	200	1.7%
TOTAL EXPENSES	**270,100**	**218,490**	**283,900**	**272,000**	**305,700**	**$21,800**	**7.7%**

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	FY23 APPR	FY23 ACT	FY24 APPR	FY24 EST	FY25 REC	$	%
						FY25 Req vs FY24 Appr	
EXPENSES							
Salaries and Benefits	565,000	520,779	591,000	600,000	749,000	158,000	26.7%
Professional Services	176,500	305,195	203,800	344,800	379,800	176,000	86.4%
Due Diligence/Education	26,000	23,729	50,000	50,000	94,500	44,500	89.0%
Office Management	14,000	10,318	14,600	14,200	15,800	1,200	8.2%
Investment Management fees	8,451,000	6,953,886	8,648,000	5,581,000	5,950,000	(2,698,000)	(31.2%)
TOTAL EXPENSES	**9,232,500**	**7,813,907**	**9,507,400**	**6,590,000**	**7,189,100**	**($2,318,300)**	**(24.4%)**

PROPOSED OPERATING BUDGET EMPLOYEES' RETIREMENT SYSTEM							
ITEM	FY23 APPR	FY23 ACT	FY24 APPR	FY24 EST	FY25 REC	FY25 Req vs FY24 Appr $	%
REVENUE							
Contributions	75,175,000	86,067,582	79,480,000	79,480,000	104,431,000	24,951,000	31.4%
Investment Income/(Loss)	395,000,000	206,192,312	360,357,000	341,703,000	352,565,000	(7,792,000)	(2.2%)
Miscellaneous Income	876,000	934,593	854,000	1,005,000	1,080,000	226,000	26.5%
TOTAL REVENUE	**471,051,000**	**293,194,487**	**440,691,000**	**422,188,000**	**458,076,000**	**17,385,000**	**3.9%**
EXPENSES							
OPERATING EXPENSES							
Retirement Benefits	312,458,000	322,749,223	336,141,000	336,579,000	353,741,500	17,600,500	5.2%
Investment Management fees	28,174,000	25,151,511	26,653,000	15,752,000	16,792,000	(9,861,000)	(37.0%)
SUBTOTAL	340,632,000	347,900,734	362,794,000	352,331,000	370,533,500	**7,739,500**	**2.1%**
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	2,823,000	2,300,324	2,954,000	2,658,000	3,352,000	398,000	13.5%
Professional Services	1,024,200	826,159	1,115,800	1,110,600	1,259,000	143,200	12.8%
Benefit Processing	132,300	126,575	136,400	128,000	142,500	6,100	4.5%
Due Diligence/Education	33,700	23,505	57,700	57,700	133,800	76,100	131.9%
Office Management	88,300	64,235	90,700	88,000	109,800	19,100	21.1%
SUBTOTAL	4,101,500	3,340,798	4,354,600	4,042,300	4,997,100	642,500	14.8%
TOTAL EXPENSES	**344,733,500**	**351,241,532**	**367,148,600**	**356,373,300**	**375,530,600**	**8,382,000**	**2.3%**
NET REVENUE	**126,317,500**	**(58,047,045)**	**73,542,400**	**65,814,700**	**82,545,400**	**9,003,000**	**12.2%**

PROPOSED OPERATING BUDGET RETIREMENT SAVINGS PLAN							
ITEM	FY23 APPR	FY23 ACT	FY24 APPR	FY24 EST	FY25 REC	Change: FY25 Req vs FY24 Appr $	%
REVENUE							
Investment Income	1,600	14,602	600	5,000	7,000	6,400	1066.7%
Miscellaneous Income	312,000	366,746	313,000	321,900	331,600	18,600	5.9%
TOTAL REVENUE	**313,600**	**381,348**	**313,600**	**326,900**	**338,600**	**25,000**	**8.0%**
EXPENSES							
OPERATING EXPENSES							
Investment Management fees	9,800	10,419	12,000	12,200	12,200	200	1.7%
SUBTOTAL	9,800	10,419	12,000	12,200	12,200	200	1.7%
ADMINISTRATIVE EXPENSES							
Salaries and Benefits	224,500	210,343	234,800	231,100	245,700	10,900	4.6%
Professional Services	75,000	51,345	77,600	69,000	83,900	6,300	8.1%
Due Diligence/Education	2,800	-	2,800	2,800	2,800	0	0.0%
Office Management	7,300	4,418	7,300	6,900	7,000	(300)	(4.1%)
SUBTOTAL	309,600	266,106	322,500	309,800	339,400	16,900	5.2%
TOTAL EXPENSES	**319,400**	**276,525**	**334,500**	**322,000**	**351,600**	**17,100**	**5.1%**

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

Article	Item	Description	FY25	Annual Cost Beyond FY25	Estimated # affected***
28	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$942,777	$1,453,192	422
28	Longevity	Longevity Step Increase of 3.5 Percent for Eligible Employees	$58,546	$150,123	33
36	Wages	3.5 Percent General Wage Adjustment in July 2024	$4,168,463	$4,335,203	1,024
57	Retirement	Adjustment to Pension Multiplier	$3,313,593	$3,313,593	1,024
		Total	**$8,483,379**	**$9,252,111**	**1,024**

Police Uniformed Management Pass-Through Estimates**

Item	Description	FY25	Annual Cost Beyond FY25	Estimated # affected***
Wages	3.5 Percent General Wage Adjustment in July 2024	$349,672	$363,659	55
	Total	**$349,672**	**$363,659**	**55**

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

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

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

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

Article	Item	Description	FY25	Annual Cost Beyond FY25	Estimated # affected**
17	Special Duty Differentials	Fire Investigative Unit Bomb Tech Differential of 3.2% of the Fire Fighter III Step H base pay	$44,707	$46,160	
17	Special Duty Differentials	Fire Captain Serving as Station Commander Differential of 3.2% of the Captain, Step J base pay for one Captain from the Fire Investigation Unit and One Captain from Technical Operations	$10,890	$11,244	
17	Special Duty Differentials	Tactical Emergency Casual Care Certification Pay of $500 annually	$16,556	$16,556	
19.1	Wages	3.5 Percent General Wage Adjustment in July 2024	$4,300,125	$4,472,131	1,122
19	Longevity	Longevity Step Increases of 3.5 Percent for Eligible Employees	$256,247	$636,247	145
22	Prevailing Rights	Individual Plastic Water Bottles on Each Apparatus	$12,111	$0	
35.8	CISM and Peer Support Teams	Overtime for Training to Participate on Peer Support Teams	$31,711	$0	30
35.11	Health and Safety	Reimbursement for Cancer Screenings of up to $350 once every 36 months for ultrasound testing that includes, but is not limited to, echocardiogram, carotid doppler, abdominal aortic aneurysm, thyroid abdominal bladder, testicular, or pelvic screenings.	$261,030	$43,505	1,122
Side Letter	Health and Safety	One-time Reimbursement for Multi Cancer Early Detection Blood Screening of up to $800	$745,800	$248,600	1,122
40.5	Employee Status	Reimbursement for Pro Board Certification ligible courses obtained during Initial Recruit Training at the MCFRS PSTA for employees obtaining bargaining unit status	$3,675	$3,675	
51	Pensions	Social Security Benefit Age Adjustment to Pension Calculation	$618,937	$1,237,873	
54.2	Tuition Assistance	An increase of $35,000 in available tuition assistance funds. If funds exhausted in the first six months of the fiscal year an additional $35,000 will be made available.	$70,000	$70,000	
55	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$851,721	$1,531,239	500
		Total	**$7,151,358**	**$8,243,269**	**1,122**

Fire and Rescue Uniformed Management Pass-Through Estimates

Item	Description	FY25	Annual Cost Beyond FY25	Estimated # affected**
Wages	3.5 Percent General Wage Adjustment in July 2024	$279,968	$291,167	43
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$2,370	$3,641	2
Health and Safety	Reimbursement for Cancer Screenings of up to $350 once every 36 months for ultrasound testing that includes, but is not limited to, echocardiogram, carotid doppler, abdominal aortic aneurysm, thyroid abdominal bladder, testicular, or pelvic screenings.	$9,030	$1,505	
Health and Safety	One-time Reimbursement for Multi Cancer Early Detection Blood Screening of up to $800	$25,800	$8,600	
	Total	**$282,338**	**$294,808**	**43**

* Estimates reflect the impact to all funds. Increases apply in the first full pay period during the month noted.
** The estimated number of employees affected by the economic item is identified where known.

Municipal and County Government Employees Organization
United Food and Commercial Workers, Local 1994
Fiscal Impact Summary*

Article	Item	Description	FY25	Annual Cost Beyond FY25	Estimated # affected**
5	Wages	4.5 Percent General Wage Adjustment in November 2024	$16,867,704	$26,113,195	6,131
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	$398,900	$895,602	271
6	Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$4,077,130	$8,840,507	2,812
6	Deferred Increment	Deferred Service Increment from FY13 for Eligible Employees, 3.5% Effective July 2024	$179,603	$179,603	91
	Pensions	Social Security Benefit Age Adjustment to Pension Calculation	$539,612	$539,612	
		Total	**$21,523,338**	**$36,028,907**	**6,131**

Non-Represented Pass-Through Estimates*

Item	Description	FY25	Annual Cost Beyond FY25	Estimated # affected**
Wages	4.5 Percent General Wage Adjustment in November 2024	$9,925,750	$15,359,374	2,435
Longevity	Longevity Step Increase of 3.25 or 3.5 Percent for Eligible Employees, After Completion of 16, 20, and 25 Years of Service	$1,086,225	$1,341,154	327
Service Increments	Service Increment of 3.5 Percent for Eligible Employees	$1,600,049	$3,006,556	828
	Total	**$12,612,024**	**$19,707,084**	**2,435**

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

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

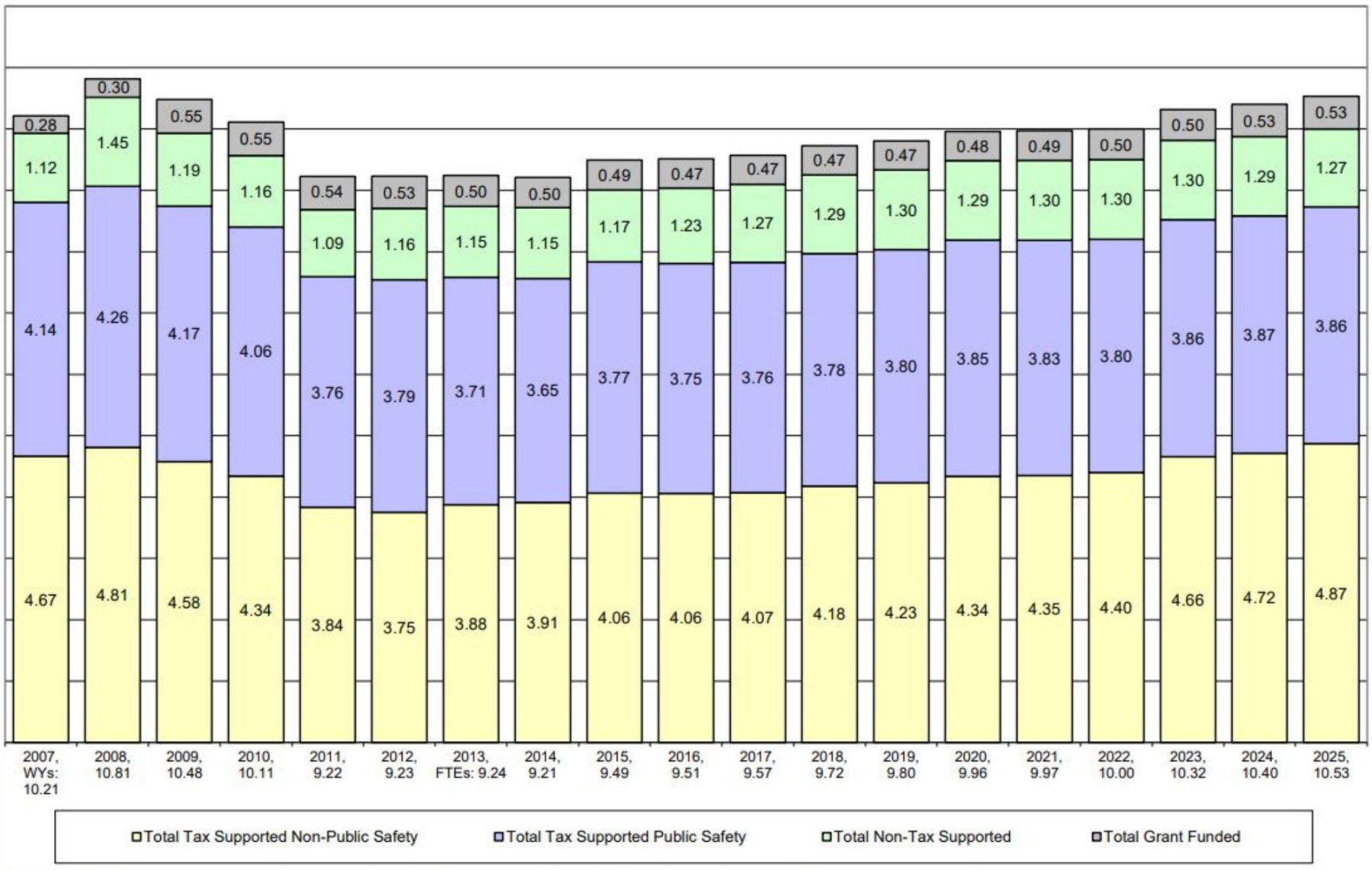
Montgomery County Volunteer Fire and Rescue Association
Fiscal Impact Summary*

Article	Item	Description	FY25	Annual Cost Beyond FY25
12	Nominal Fee	Nominal fee of $625/1300 in FY25**	$167,700	$167,700
25	Length of Service Award Program	Provide 2.5 percent increase for certain active members, on July 1, 2024	$144,869	$144,869
Side Letter	Association Operating Funds	Association funding effective July 1 each year of the agreement	$23,619	$23,619
		Total	**$336,188**	**$336,188**

* Estimates reflect the impact to all funds.

** Nominal fee paid to eligible volunteers on July 1 of the fiscal year.

HISTORY OF APPROVED COUNTY GOVERNMENT POSITIONS
PER 1,000 POPULATION BY FUNDING CATEGORY
FY07-FY24 Approved Workyears and FTEs, FY25 Recommended FTEs[1]



[1] From FY07 through FY12, workyears are used; beginning in FY13, full-time equivalent (FTE) positions will be used.

MONTGOMERY COUNTY PRODUCTION REPORT

FY25 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
County General Fund				
General Government				
Board of Appeals	33,534	48,312	25,070	106,916
Board of Elections	356,919	510,222	188,696	1,055,837
Circuit Court	729,292	1,625,108	706,730	3,061,130
Community Engagement Cluster	395,841	901,017	315,752	1,612,610
County Attorney	540,503	804,821	455,325	1,800,649
County Council	997,266	1,807,674	852,508	3,657,448
County Executive	358,837	619,682	330,686	1,309,205
Ethics Commission	22,201	32,208	14,885	69,294
Finance	946,575	1,590,721	703,935	3,241,231
Food Systems Resilience	41,567	76,494	35,703	153,764
General Services	1,059,476	2,188,896	805,241	4,053,613
Grants Management	51,345	96,624	41,009	188,978
Human Resources	528,845	950,456	363,929	1,843,230
Human Rights	103,371	177,144	78,339	358,854
Inspector General	206,056	330,132	169,887	706,075
Intergovernmental Relations	49,023	80,520	34,766	164,309
Labor Relations	119,765	204,621	95,184	419,570
Legislative Oversight	154,162	235,118	118,630	507,910
Management and Budget	427,963	640,637	343,193	1,411,793
Merit System Protection Board	17,710	32,208	11,524	61,442
People's Counsel	13,850	24,156	7,242	45,248
Procurement	308,339	588,887	239,548	1,136,774
Public Information	164,066	286,425	143,506	593,997
Racial Equity and Social Justice	89,456	169,092	69,614	328,162
State's Attorney	1,355,838	2,537,252	1,278,369	5,171,459
Technology and Enterprise Business Solutions	2,177,792	3,455,892	1,634,595	7,268,279
Zoning and Administrative Hearings	42,097	64,416	40,577	147,090
Total General Government	**11,291,689**	**20,078,735**	**9,104,443**	**40,474,867**
Public Safety				
Animal Services	510,925	1,191,714	343,867	2,046,506

MONTGOMERY COUNTY PRODUCTION REPORT

FY25 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Consumer Protection	162,250	283,333	115,160	560,743
Correction and Rehabilitation	4,394,627	8,281,676	4,154,807	16,831,110
Emergency Management and Homeland Security	119,411	208,986	86,277	414,674
Police	16,307,322	31,007,429	17,644,429	64,959,180
Sheriff	1,462,184	2,963,818	1,745,700	6,171,702
Total Public Safety	**22,956,719**	**43,936,956**	**24,090,240**	**90,983,915**
Transportation				
Transportation	1,647,373	3,634,991	1,021,092	6,303,456
Health and Human Services				
Health and Human Services	11,109,162	24,139,052	7,979,923	43,228,137
Culture and Recreation				
Public Libraries	2,414,249	6,766,697	1,686,494	10,867,440
Housing and Community Development				
Agriculture	54,698	95,014	42,542	192,254
Housing and Community Affairs	698,724	1,367,632	506,443	2,572,799
Total Housing and Community Developme	**753,422**	**1,462,646**	**548,985**	**2,765,053**
Environment				
Environmental Protection	242,068	422,288	161,346	825,702
Other County Functions				
NDA - Compensation and Employee Benefit Adjustments	10,822	14,655	7,471	32,948
NDA - Conference Center	8,938	16,104	9,348	34,390
NDA - Early Care and Education	151,959	362,340	85,522	599,821
NDA - Guaranteed Income	6,207	13,893	9,817	29,917
NDA - Incubator Programs	34,661	64,416	27,533	126,610
NDA - Independent Audit	1,969	2,416	1,332	5,717
NDA - Legislative Branch Communications Outreach	118,653	221,430	93,324	433,407
NDA - Police Accountability Board	31,892	32,208	19,066	83,166
NDA - Small Business Support Services	47,170	88,572	39,173	174,915
NDA - State Positions Supplement	4,318	0	0	4,318
NDA - Vision Zero	9,810	16,104	10,259	36,173
Total Other County Functions	**426,399**	**832,138**	**302,845**	**1,561,382**
Total County General Fund	**50,841,081**	**101,273,503**	**44,895,368**	**197,009,952**

MONTGOMERY COUNTY PRODUCTION REPORT

FY25 Total Employee Benefits County Wide

	Social Security	Group Insurance	Retirement	Total Benefits
Special Funds - Tax Supported				
Bethesda Urban District	7,018	16,104	3,670	26,792
Economic Development Fund	11,980	16,104	12,527	40,611
Fire	13,376,001	21,992,405	35,950,766	71,319,172
Mass Transit	6,670,759	14,064,383	4,518,439	25,253,581
Recreation	2,452,697	2,988,000	997,183	6,437,880
Silver Spring Urban District	176,687	537,095	125,612	839,394
Wheaton Urban District	126,944	364,767	95,530	587,241
Total Special Funds - Tax Supported	**22,822,086**	**39,978,858**	**41,703,727**	**104,504,671**
Total Tax Supported Funds	**73,663,167**	**141,252,361**	**86,599,095**	**301,514,623**
Special Funds - NonTax Supported				
Grant Fund	4,238,050	9,818,733	3,313,188	17,369,971
Montgomery Housing Initiative	197,864	358,866	156,425	713,155
Opioid Abatement	28,293	60,390	14,793	103,476
Water Quality Protection	723,773	1,521,769	679,207	2,924,749
Total Special Funds - NonTax Supported	**5,187,980**	**11,759,758**	**4,163,613**	**21,111,351**
Enterprise Funds				
Bethesda Parking	163,101	319,742	118,600	601,443
Community Use of Public Facilities	237,461	490,660	182,536	910,657
Leaf Vacuuming	206,411	460,613	137,028	804,052
Liquor	2,678,995	7,440,816	1,866,196	11,986,007
Permitting Services	2,198,630	3,904,130	1,663,957	7,766,717
Silver Spring Parking	177,274	377,913	138,346	693,533
Solid Waste Collection	110,083	189,042	99,322	398,447
Solid Waste Disposal	842,555	1,652,189	679,857	3,174,601
Wheaton Parking	27,736	53,131	20,146	101,013
Total Enterprise Funds	**6,642,246**	**14,888,236**	**4,905,988**	**26,436,470**
Agency and Trust Funds				
Employees Retirement Savings Plan (RSP)	15,295	22,384	10,182	47,861
Retiree Health Benefits Trust Fund	44,241	62,012	35,198	141,451
Retirement Fund (ERS)	202,527	318,067	142,976	663,570
RSP-Disability Benefits (LTD2)	15,785	27,689	10,059	53,533
Capital Fund	1,952,328	3,738,385	1,506,997	7,197,710
Total Capital Fund	**2,230,176**	**4,168,537**	**1,705,412**	**8,104,125**
Total Non Tax Supported Funds	**14,060,402**	**30,816,531**	**10,775,013**	**55,651,946**
Internal Service Funds				
Central Duplicating (Printing & Mail)	219,823	551,824	157,724	929,371
Employee Health Self Insurance	217,380	378,679	198,249	794,308
Motor Pool	1,682,044	3,251,863	1,313,136	6,247,043
Risk Management (Self Insurance - ISF)	326,354	504,800	263,105	1,094,259
Total Internal Service Funds	**2,445,601**	**4,687,166**	**1,932,214**	**9,064,981**
Total Benefits	**90,169,170**	**176,756,058**	**99,306,322**	**366,231,550**

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 FY25 Operating Budget for the County Government is $2,783,090,742, an increase of $192,489,895 or 7.4 percent from the FY24 approved budget of $2,590,600,847 (excludes debt service). The total recommended FY25 tax supported operating budget for the County Government is $2,193,102,549, an increase of $173,146,897 or 8.6 percent from the FY24 approved tax supported budget of $2,019,955,652.

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 2024, the Council approved FY25 Spending Affordability Guidelines (SAG) of $2,209.9 million for Montgomery County Government tax supported funds. For FY25, the Executive recommends $2,193.1 million in tax supported funds.

Government Functions

The County Government functions organize departments, offices, boards, and commissions by related activity. The functions of the Montgomery County Government are:

- General Government
- Public Safety
- Transportation
- Health and Human Services

- Libraries, Culture, and Recreation
- Community Development and Housing
- Environment
- Other County Functions

Government Funds

County government funds are typically categorized by tax supported and non-tax supported funds. Tax supported funds are financed through Countywide taxes or special tax rates assessed on a geographic area encompassing the users of the respective services. In addition to taxes, these funds are also supported by inter-governmental aid, user fees, and other resources. Non-tax supported funds include enterprise funds and grants. Enterprise funds are operations that are financed and operated in a manner similar to private enterprise. The cost of providing these functions is primarily recovered through user charges.

PROGRAM CONTACTS

Contact Jennifer Bryant of the Office of Management and Budget at 240.777.2800 for more information regarding the County's operating budget.

Montgomery County Public Schools

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$3,292,806,526	24,764.54

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 2023-2024 school year (FY24), 159,717 students in prekindergarten classes through Grade 12 attend 211 separate public educational facilities. For the 2024-25 school year (FY25), enrollment is estimated to be 160,969 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 FY25 budget is $3,292.8 million, an increase of $127.8 million, or 4.0 percent over the FY24 Approved budget of $3,165.0 million. This recommended budget exceeds the amount required by the State's Maintenance of Effort (MOE) law by $132.8 million. In response to the Board of Education's requested budget, an increase of $187.9 million, the County Executive's recommended budget funds 98.2 percent of the Board's request.

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 FY25.

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 $31.8 million in FY25 Current Revenue: General, $51.1 million in Recordation Tax, and $21.0 million in Recordation Tax Premium are recommended in the FY25-FY30 CIP (including March amendments). The Debt Service requirement for the MCPS capital program is estimated at $158.8 million in FY25.

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

Additional County Support for MCPS in FY25	
MCPS Budget (in millions)	**$3,292.8**
Additional County funding (not included in MCPS budget)	
• Debt service on school construction bonds	$158.8
• Pre-funding retiree health benefits	$59.1
• Support services	$133.5
• Technology modernization	$27.0
Total additional County funding	**$378.4**
Total expenditures for MCPS	**$3,671.2**
Sources: CE Recommended FY25 Operating and Capital Budgets	
Numbers may not sum due to rounding.	

The recommended budget includes the County's contribution of $2,102.4 million (63.8 percent of all recommended funding). There are no carryover funds from prior-year appropriations. State Aid and grants total $971.4 million (29.5 percent); Federal grants and aid total $112.8 million (3.4 percent); and tuition, fees, and private grants total $15.2 million (0.5 percent). The recommended appropriation for the fee-supported Enterprise Fund is $89.5 million (2.7 percent) and for the Special Revenue Fund is $1.5 million (0.05 percent).

Tax Supported Funding for the Public Schools

For FY25, the total tax-supported portion of the County Executive's recommended budget (excluding grants, enterprise funds, fund balance, and special revenue funds) is $3,076.4 million, an increase of $122.4 million, or 4.1 percent from the FY24 adjusted tax-supported spending, driven by increases in the County contribution and State funding. The tax-supported portion of the recommendation includes a FY25 local contribution of $2,102.4 million. The local contribution represents a $106.9 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 FY25, MOE allows for a decrease of $25.9 million. With a recommended County contribution increase of $106.9 million over FY24, the County Executive's budget exceeds the MOE-required level by $132.8 million.

Fiscal Summary

The County Executive's total recommended budget, from all funding sources, is $3,292.8 million, and funds 98.2 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 Montgomery County 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 recommends fully funding the Board's $79.5 million requested increase for employee salaries and benefits, $20.0 million increase for the Employees Group Insurance Trust Fund, moves the $33.1 million previously funded with Federal Elementary and Secondary School Emergency Relief (ESSER) funds to the MCPS base budget, and funds the requested $8.2 million increase for Blueprint Accelerators for Pre-K expansion. This increase is offset by recommended decreases to the MCPS base budget of $14.2 million for efficiencies identified by MCPS in its request, as well as reducing the funding for the Montgomery Virtual academy by 50 percent ($2.1 million), a budget reduction to reflect that staff development teachers must spend at least 60 percent of their time in the classroom ($10.6 million), and a base budget reduction in contractual services of $7.0 million.

Spending Affordability

In February 2024, the Montgomery County Council approved FY25 Spending Affordability Guidelines (SAG) of $2,936.8 million for the tax-supported funds of MCPS. The BOE requested $3,136.5 million in tax-supported funds, exceeding the SAG guideline by $199.7 million. The County Executive's recommendation is $139.6 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 FY25 Operating Budget tentatively adopted by the BOE in February 2024. 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 Eva Acevedo of the Office of Management and Budget at 240.777.2763 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%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	2,738,317,513	2,954,000,292	2,937,225,401	3,076,389,411	4.1 %
Current Fund MCPS Expenditures	**2,738,317,513**	**2,954,000,292**	**2,937,225,401**	**3,076,389,411**	**4.1 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	22,623.50	23,242.56	23,242.56	23,456.63	0.9 %
REVENUES					
Tuition-Other Sources	1,259,933	1,259,933	1,259,933	3,645,622	189.4 %
Basic State Aid	424,688,660	415,772,353	415,772,353	426,200,692	2.5 %
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	42,290,391	0	0	0	—
Students With Disabilities	77,447,408	87,435,661	87,435,661	98,094,064	12.2 %
Transportation	50,978,010	55,568,313	55,568,313	56,359,656	1.4 %
Blueprint	38,843,931	34,188,924	34,188,924	39,041,290	14.2 %
Compensatory Education	133,783,552	200,618,950	200,618,950	202,027,881	0.7 %
Comparable Wage Index	0	33,818,923	33,818,923	34,667,164	2.5 %
Limited English Proficiency	94,674,168	104,568,200	104,568,200	113,697,716	8.7 %
Current Fund MCPS Revenues	**864,246,053**	**933,511,257**	**933,511,257**	**974,014,085**	**4.3 %**

GRANT FUND MCPS

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCPS Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	99,451,004	124,374,098	124,374,098	125,376,644	0.8 %
Grant Fund MCPS Expenditures	**99,451,004**	**124,374,098**	**124,374,098**	**125,376,644**	**0.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	708.55	638.70	638.70	642.34	0.6 %
REVENUES					
Federal Grants	88,547,344	111,710,438	111,731,057	112,733,603	0.9 %
Private Grants	10,031,204	11,531,204	11,531,204	11,531,204	—
State Grants	872,456	1,132,456	1,111,837	1,111,837	-1.8 %
Grant Fund MCPS Revenues	**99,451,004**	**124,374,098**	**124,374,098**	**125,376,644**	**0.8 %**

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**	**—**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Operating Expenses	68,514,078	68,092,925	68,092,925	72,333,059	6.2 %
Food Service Fund Expenditures	**68,514,078**	**68,092,925**	**68,092,925**	**72,333,059**	**6.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	604.45	607.57	607.57	627.57	3.3 %
REVENUES					
Sale of Meals	14,955,489	24,148,993	24,148,993	28,389,127	17.6 %
Federal Food	58,546,586	41,982,540	41,982,540	41,982,540	—
State Food	2,412,265	1,961,392	1,961,392	1,961,392	—
Miscellaneous: Investment Income	354,337	0	0	0	—
Food Service Fund Revenues	**76,268,677**	**68,092,925**	**68,092,925**	**72,333,059**	**6.2 %**

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	4,240,803	4,957,216	4,957,216	5,039,226	1.7 %
Real Estate Fund Expenditures	**4,240,803**	**4,957,216**	**4,957,216**	**5,039,226**	**1.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	10.00	10.00	10.00	10.00	—
REVENUES					
Real Estate Fund	3,625,602	4,957,216	4,957,216	5,039,226	1.7 %
Real Estate Fund Revenues	**3,625,602**	**4,957,216**	**4,957,216**	**5,039,226**	**1.7 %**

FIELD TRIP FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Field Trip Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,421,044	2,854,856	2,854,856	2,979,154	4.4 %
Field Trip Fund Expenditures	**1,421,044**	**2,854,856**	**2,854,856**	**2,979,154**	**4.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	4.50	5.00	5.00	5.00	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
REVENUES					
Field Trip Fees	1,292,309	2,854,856	2,854,856	2,979,154	4.4 %
Field Trip Fund Revenues	**1,292,309**	**2,854,856**	**2,854,856**	**2,979,154**	**4.4 %**
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	7,891,920	9,046,838	9,046,838	9,107,832	0.7 %
Entrepreneurial Activities Fund Expenditures	**7,891,920**	**9,046,838**	**9,046,838**	**9,107,832**	**0.7 %**
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	296,230	2,446,838	2,446,838	2,507,832	2.5 %
Entrepreneurial Activities Fund Revenues	**296,230**	**2,446,838**	**2,446,838**	**2,507,832**	**2.5 %**
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	1,868,512	1,681,286	1,681,286	1,581,200	-6.0 %
Instructional Television Fund Expenditures	**1,868,512**	**1,681,286**	**1,681,286**	**1,581,200**	**-6.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	13.50	13.50	13.50	11.00	-18.5 %
REVENUES					
DEPARTMENT TOTALS					
Total Expenditures	**2,921,704,874**	**3,165,007,511**	**3,148,232,620**	**3,292,806,526**	**4.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**23,976.50**	**24,529.33**	**24,529.33**	**24,764.54**	**1.0 %**
Total Revenues	**1,045,179,875**	**1,136,237,190**	**1,136,237,190**	**1,182,250,000**	**4.0 %**

MCPS BUDGETS FY95-FY25						
County Fiscal Year	Budgeted Enrollment	Total Budget	Per Pupil	County Funding	Per Pupil	County Funding As Percent of Total
95	117,082	$830,010,147	$7,089	$695,512,609	$5,940	83.8%
96	120,291	$878,160,420	$7,300	$718,938,647	$5,977	81.9%
97	122,505	$915,141,097	$7,470	$740,984,871	$6,049	81.0%
98	125,035	$958,416,196	$7,665	$765,835,476	$6,125	79.9%
99	127,852	$1,034,768,530	$8,093	$820,833,423	$6,420	79.3%
00	130,689	$1,105,644,145	$8,460	$870,940,869	$6,664	78.8%
01	134,180	$1,216,096,599	$9,063	$959,754,838	$7,153	78.9%
02	136,832	$1,323,625,477	$9,673	$1,029,703,651	$7,525	77.8%
03	138,891	$1,412,161,822	$10,167	$1,079,188,698	$7,770	76.4%
04	139,203	$1,501,381,116	$10,786	$1,136,392,169	$8,164	75.7%
05	139,337	$1,609,382,533	$11,550	$1,217,214,553	$8,736	75.6%
06	139,387	$1,713,736,154	$12,295	$1,296,325,112	$9,300	75.6%
07	137,798	$1,851,496,287	$13,436	$1,384,725,787	$10,049	74.8%
08	137,745	$1,985,017,619	$14,411	$1,456,912,582	$10,577	73.4%
09	137,763	$2,066,683,294	$15,002	$1,531,482,602	$11,117	74.1%
10	140,500	$2,200,577,000	$15,662	$1,573,754,447	$11,201	71.5%
11	143,309	$2,104,188,040	$14,683	$1,425,385,344	$9,946	67.7%
12	146,497	$2,086,786,613	$14,245	$1,387,101,480	$9,468	66.5%
13	149,018	$2,160,029,595	$14,495	$1,436,513,701	$9,640	66.5%
14	151,289	$2,225,421,052	$14,710	$1,475,223,045	$9,751	66.3%
15	153,852	$2,276,763,984	$14,798	$1,515,027,760	$9,847	66.5%
16	156,447	$2,318,388,936	$14,819	$1,540,794,230	$9,849	66.5%
17	159,016	$2,457,473,761	$15,454	$1,650,794,230	$10,381	67.2%
18	161,470	$2,528,825,122	$15,661	$1,683,943,316	$10,429	66.6%
19	163,294	$2,612,644,776	$16,000	$1,712,627,645	$10,488	65.6%
20	164,477	$2,680,574,773	$16,298	$1,726,807,241	$10,499	64.4%
21	166,317	$2,756,257,059	$16,572	$1,752,612,120	$10,538	63.6%
22	164,175	$2,782,097,823	$16,946	$1,754,247,868	$10,685	63.1%
23	160,627	$2,920,027,627	$18,179	$1,839,071,460	$11,449	63.0%
24	161,831	$3,165,007,511	$19,557	$1,995,489,035	$12,331	63.0%
25	160,969	$3,292,806,526	$20,456	$2,102,375,326	$13,061	63.8%

Sources: Approved Operating Budgets and CE Recommended Budget

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

FY 2025 MONTGOMERY COUNTY PUBLIC SCHOOLS ORGANIZATION

Note: This chart does not include every office, department, division or unit.
Refer to the FY 2025 Summary Budget for a comprehensive list.

14

Montgomery College

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$334,695,418	1,926.35

MISSION STATEMENT

Montgomery College provides postsecondary educational programs from campuses located in Takoma Park/Silver Spring, Rockville, Germantown, and East County. 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 FY25 Operating Budget for the Montgomery College is $334,695,418, a decrease of $10,469,640 or 3.0 percent from the FY24 Approved Budget of $345,165,058, which fully funds the College's budget request.

Montgomery College's requested budget adopts a fiscally conservative maintenance of effort budget for FY25. This budget keeps Montgomery College affordable for students with no tuition increase.

In addition to the total recommended operating budget for the College, the agency's Capital Improvement Program (CIP) requires Current Revenue funding. Approximately $15.584 million in FY25 Current Revenue is assumed in the County Executive's FY25-30 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 FY25 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 6, 2024, the County Council approved FY25 spending affordability guidelines (SAG) of $212.3 million for the tax-supported funds of Montgomery College.

Enrollment

Enrollment at Montgomery College is up 4.0% from last year. Fall 2023 credit enrollment exceeded projections by 2.0%. The College projects steady enrollment increases to continue for several years, with an estimated FY25 enrollment of 11,472 FTEs, an increase of 1.1% compared to the FY24 Actual figure of 11,346 FTEs. An FTEs enrollment for one year is calculated as the total number of credit hours divided by 30.

Tuition and Fees

For FY25, the College's budget anticipates no tuition and fees increases for credit-bearing students. The Board of Trustees will act on tuition rates during its April 2024 meeting.

Tuition & Related Charges and Other Student Fees represent approximately 21.6% of the revenue proposed by the County Executive to fund the FY25 Current Fund budget.

State Funding

The $68.1 million of State funding assumed in the County Executive's Recommended FY25 budget is the amount provided in the governor's FY25 Proposed budget. It is comprised of $54.7 million in the Current Fund and $13.4 million in the Workforce Development and Continuing Education (WDCE) enterprise fund. The College allocates State-provided formula funds based on the proportionate share of FTES enrolled in each category.

Final action by the Maryland General Assembly on the governor's budget, which includes the amount necessary to conform to the mandated John R. Cade funding formula for community colleges, and the Budget Reconciliation and Financing Act will occur later this spring and determine the final State aid provided to the College.

Tax Supported Funds

The County Executive recommends an appropriation of $150.7 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 FY25 is equal to the FY24 level.

Current Fund

For the Current Fund, the County Executive is recommending an appropriation of $283.0 million, an increase of $2.8 million, or 1.0%, from the $280.2 million approved in FY24.

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 FY25, which is equal to the FY24 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 FY25, equal to the FY24 level, to support the College's adult literacy programs.

Cable Television

The County Executive recommends an appropriation of $1.9 million for the Cable Television Fund, which provides for production and operation of the College's higher education channel on the County's cable system. The requested amount is $81,858, or 4.1%, less than the $2.0 million approved for FY24 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, the same amount as the FY24 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 FY25, 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 $18.1 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 FY25 request of a $2.0 million appropriation for this fund to support the financing costs of The Morris and Gwendolyn Cafritz Foundation Arts 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 240.777.2760 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%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**	**—**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Operating Expenses	252,902,963	280,235,062	262,284,570	283,008,780	1.0 %
Current Fund MC Expenditures	**252,902,963**	**280,235,062**	**262,284,570**	**283,008,780**	**1.0 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1,813.85	1,813.85	1,813.85	1,813.85	—
REVENUES					
Other Student Fees: Current Fund	2,775,717	2,698,136	2,849,605	2,872,459	6.5 %
Tuition and Fees: Current Fund	58,423,960	58,997,700	62,309,730	61,053,605	3.5 %
Fed. State & Priv. Gifts & Grants	313,524	500,000	400,000	400,000	-20.0 %
State Aid	55,636,831	57,514,404	57,514,404	54,670,506	-4.9 %
Current Fund: Other Revenue	1,480,007	1,256,949	4,720,618	3,258,949	159.3 %
Current Fund: Performing Arts Center	111,053	115,000	112,000	115,000	—
Current Fund: Interest	1,492,099	1,000,000	1,826,554	1,700,000	70.0 %
Current Fund MC Revenues	**120,233,191**	**122,082,189**	**129,732,911**	**124,070,519**	**1.6 %**

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	345,512	350,000	198,000	350,000	—
Emergency Repair Fund Expenditures	**345,512**	**350,000**	**198,000**	**350,000**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
EPMRF: Investment Income Non-Pooled	21,304	10,000	26,000	18,000	80.0 %
Emergency Repair Fund Revenues	**21,304**	**10,000**	**26,000**	**18,000**	**80.0 %**

GRANT FUND MC

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	23,819,972	18,995,000	12,200,000	18,133,500	-4.5 %
Grant Fund MC Expenditures	**23,819,972**	**18,995,000**	**12,200,000**	**18,133,500**	**-4.5 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%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/State/Private Grants	23,819,972	18,995,000	12,200,000	18,133,500	-4.5 %
Grant Fund MC Revenues	**23,819,972**	**18,995,000**	**12,200,000**	**18,133,500**	**-4.5 %**

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	1,238,635	1,959,598	1,470,985	1,959,598	—
Auxiliary Fund Expenditures	**1,238,635**	**1,959,598**	**1,470,985**	**1,959,598**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	2.00	3.00	3.00	3.00	—
REVENUES					
Sales	569,263	896,000	625,741	896,000	—
Auxiliary Fund: Interest Income	133,436	10,500	116,540	75,000	614.3 %
Other Revenues: Miscellaneous	284,736	369,050	403,420	369,050	—
Auxiliary Fund Revenues	**987,435**	**1,275,550**	**1,145,701**	**1,340,050**	**5.1 %**

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	14,669,415	22,748,598	17,469,000	22,748,598	—
Workforce Development & Continuing Ed Expenditures	**14,669,415**	**22,748,598**	**17,469,000**	**22,748,598**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	93.50	93.50	93.50	97.50	4.3 %
REVENUES					
Tuition and Fees: Continuing Education	7,139,747	8,724,406	6,215,432	7,000,000	-19.8 %
State Aid	10,422,943	13,578,568	13,578,568	13,420,080	-1.2 %
Other Revenues: Interest	206,297	0	325,000	320,000	—

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Other Revenues; Miscellaneous	0	75,000	0	0	-100.0 %
Workforce Development & Continuing Ed Revenues	**17,768,987**	**22,377,974**	**20,119,000**	**20,740,080**	**-7.3 %**
CABLE TELEVISION FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Cable Television Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,741,148	1,976,800	1,716,704	1,894,942	-4.1 %
Cable Television Fund Expenditures	**1,741,148**	**1,976,800**	**1,716,704**	**1,894,942**	**-4.1 %**
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	12,154	269,840	21,000	15,000	-94.4 %
Cable Television Fund Revenues	**12,154**	**269,840**	**21,000**	**15,000**	**-94.4 %**
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	18,206	1,000	25,000	20,000	1900.0 %
Endowment Fund Revenues	**18,206**	**1,000**	**25,000**	**20,000**	**1900.0 %**
MAJOR FACILITIES RESERVE FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Major Facilities Reserve Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,947,357	14,300,000	11,355,643	2,000,000	-86.0 %
Major Facilities Reserve Fund Expenditures	**1,947,357**	**14,300,000**	**11,355,643**	**2,000,000**	**-86.0 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Student Fees	2,671,700	3,062,329	3,225,356	3,164,540	3.3 %
Interest Income	485,673	10,000	350,114	350,000	3400.0 %
Major Facilities Reserve Fund Revenues	**3,157,373**	**3,072,329**	**3,575,470**	**3,514,540**	**14.4 %**

MC GRANTS TAX SUPPORTED FUND

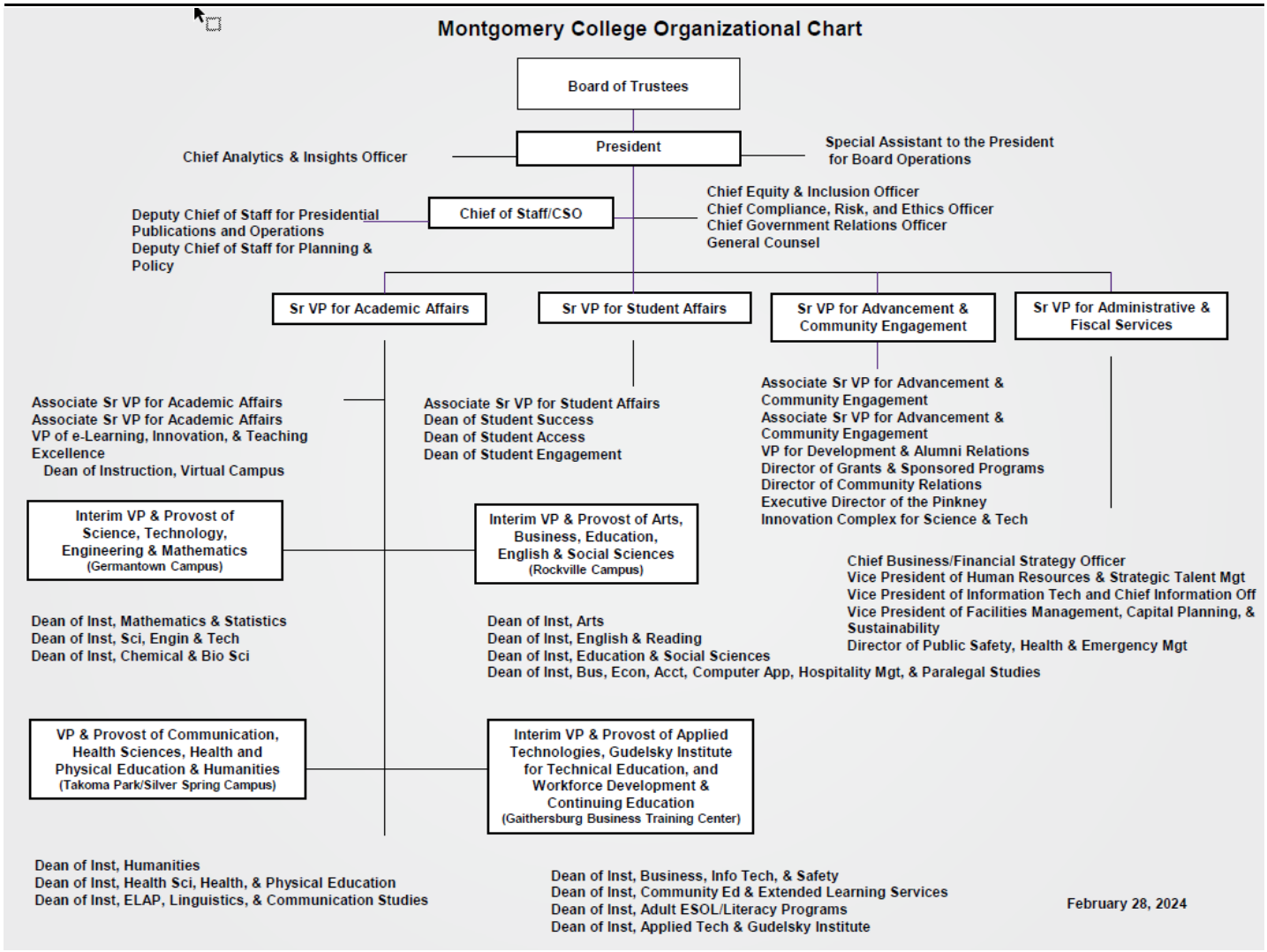
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
MC Grants Tax Supported Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	400,000	400,000	400,000	400,000	—
MC Grants Tax Supported Fund Expenditures	**400,000**	**400,000**	**400,000**	**400,000**	**—**
PERSONNEL					
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	2,380,157	4,200,000	2,500,000	4,200,000	—
Transportation Fund Expenditures	**2,380,157**	**4,200,000**	**2,500,000**	**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	0	50,000	255,099	260,000	420.0 %
Student Fees	2,912,139	3,212,329	3,694,901	3,364,540	4.7 %
Interest	222,672	15,000	0	0	-100.0 %
Transportation Fund Revenues	**3,134,811**	**3,277,329**	**3,950,000**	**3,624,540**	**10.6 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**299,445,159**	**345,165,058**	**309,594,902**	**334,695,418**	**-3.0 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,921.35**	**1,922.35**	**1,922.35**	**1,926.35**	**0.2 %**
Total Revenues	**169,153,433**	**171,361,211**	**170,795,082**	**171,476,229**	**0.1 %**


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
Chief Compliance, Risk, and Ethics Officer
Chief Government Relations Officer
General Counsel
Sr VP for Academic Affairs
Sr VP for Student Affairs
Sr VP for Advancement & Community Engagement
Sr VP for Administrative & Fiscal Services
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
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)
Interim VP & Provost of Arts, Business, Education, English & Social Sciences
(Rockville Campus)
Chief Business/Financial Strategy Officer
Vice President of Human Resources & Strategic Talent Mgt
Vice President of Information Tech and Chief Information Off
Vice President of Facilities Management, Capital Planning, & Sustainability
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
February 28, 2024

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	FY19	FY20	FY21	FY22	FY23	YR 5 VS YR 1	YR 5 VS YR 4
Fiscal Year Unduplicated Credit Students	29,961	28,945	27,840	24,085	23,916	-20.2%	-0.7%
Fiscal Year Unduplicated Students in WD&CE	24,890	21,598	15,944	16,644	17,445	-29.9%	4.8%
FY Unduplicated Credit + WD&CE Students at MC	52,732	49,168	42,915	39,757	40,342	-23.5%	1.5%
Fiscal Year FTEs for Credit Students	14,040	13,495	13,021	10,939	10,936	-22.1%	0.0%
Fiscal Year FTEs for WD&CE Students	4,307	4,093	3,432	3,507	3,597	-16.5%	2.6%
FALL SEMESTER CREDIT STUDENTS	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	YR 5 VS YR 1	YR 5 VS YR 4
Total fall semester enrollment	21,260	20,037	17,284	17,137	17,780	-16.4%	3.8%
New to College	3,931	3,588	2,958	3,260	3,566	-9.3%	9.4%
Recent MCPS Graduates	2,484	2,490	2,047	2,160	2,393	-3.7%	10.8%
REASON FOR ATTENDING (RECENT MCPS GRADUATES)	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	YR 5 VS YR 1	YR 5 VS YR 4
Degree Seeking	1,813	1,726	1,451	1,619	1,855	2.3%	14.6%
Transfer	199	134	96	114	30	-84.9%	-73.7%
Early Placement	279	417	347	321	404	44.8%	25.9%
Certificate Seeking	40	27	0	0	0	-100.0%	0.0%
Continuing Education	62	113	103	57	51	-17.7%	-10.5%
Personal Interest	2	2	2	5	0	-100.0%	-100.0%
MD Dream Act	87	63	30	32	36	-58.6%	12.5%
Other	2	8	18	12	17	750.0%	41.7%
STUDENT CHARACTERISTICS	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	YR 5 VS YR 1	YR 5 VS YR 4
Continuing/Returning	15,187	14,009	12,158	11,459	11,263	-25.8%	-1.7%
Transfer-In or "Visiting"	1,171	908	696	912	986	-15.8%	8.1%
Dual Enrollment - MC and High School	971	1,532	1,472	1,506	1,965	102.4%	30.5%
Attending Full-Time	7,305	6,902	5,801	5,620	6,123	-16.2%	9.0%
Average Hours Enrolled	9.01	8.94	8.85	8.77	9.00	-0.1%	2.6%
Receiving Pell Grants	6,101	5,016	4,304	4,305	4499*	-26.3%	4.5%
Receiving any Financial Aid	9,994	8,754	8,348	7,776	6537*	-34.6%	-15.9%
New-Needing "Preparatory" Coursework	2,023	1,231	1,000	1,217	1,284	-36.5%	5.5%
"Foreign" by NCES definitions	2,190	1,800	1,668	1,799	1,656	-24.4%	-7.9%
Asian	3,086	3,020	2,694	2,652	2,859	-7.4%	7.8%
Black	6,405	6,033	5,238	5,038	5,227	-18.4%	3.8%
Hispanic	6,350	5,971	5,245	5,539	5,840	-8.0%	5.4%
White	4,863	4,540	3,725	3,529	3,517	-27.7%	-0.3%
Multi-Race, Other, Unknown	556	473	382	379	337	-39.4%	-11.1%

** Figures are Preliminary*

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE ^	
CREDIT COURSES AND ENROLLMENTS	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	YR 5 VS YR 1	YR 5 VS YR 4
Fall Semester Course Enrollments	58,228	56,044	48,187	47,571	50,676	-13.0%	6.5%
Fall - Number of Separate Courses	656	682	663	634	623	-5.0%	-1.7%
Fall - Number of Course Sections	3,164	3,011	2,850	2,798	2,752	-13.0%	-1.6%
EMPLOYEES	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	YR 5 VS YR 1	YR 5 VS YR 4
Administrators	89	80	83	86	80	-10.1%	-7.0%
Instructional Faculty	1,321	1,375	1,211	1,362	1,137	-13.9%	-16.5%
Non-Instructional Faculty	86	82	78	161	137	59.3%	-14.9%
Professional, Technical, and Support Staff	1,303	1,240	1,139	1,287	1,189	-8.7%	-7.6%
TOTAL	2,799	2,777	2,511	2,896	2,543	-9.1%	-12.2%

	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE ^	
WORKFORCE DEVELOPMENT & CONTINUING EDUCATION	FY19	FY20	FY21	FY22	FY23	YR 5 VS YR 1	YR 5 VS YR 4
FY Unduplicated Students							
Workforce Development courses	11,455	9,822	5,712	5,938	5,538	-51.7%	-6.7%
Contract Training courses	5,099	4,398	3,075	3,212	2,818	-44.7%	-12.3%
Industry-Based Certification courses	5,531	4,566	3,115	3,396	3,066	-44.6%	-9.7%
Adult Basic Educ., ESOL, Literacy courses	5,798	5,027	4,673	4,384	4,952	-14.6%	13.0%
All Specifically Grant-Funded programs/courses	NA	5,867	5,046	4,788	5,538	NA	15.7%
Apprenticeship Programs	1027	1,087	737	884	901	-12.3%	1.9%
Allied Health/Health Careers courses	1,072	868	683	804	794	-25.9%	-1.2%
Number of Apprenticeship Program Graduates	163	173	160	156	138	-15.3%	-11.5%

OUTPUT INDICATORS (CREDIT PROGRAMS)	YR 1	YR 2	YR 3	YR 4	YR 5	CHANGE ^	
FALL-TO-FALL NEW STUDENT RETENTION RATES	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	YR 5 VS YR 1	YR 5 VS YR 4
All New Students	65.6%	64.3%	61.5%	65.9%	65.1%	-0.5%	-0.8%
Developmental Students	62.2%	58.4%	55.6%	54.7%	57.2%	-5.0%	2.5%
College-Ready Students	70.4%	70.5%	63.2%	68.9%	67.9%	-2.5%	-1.0%
Pell Grant Recipients	67.7%	68.7%	69.6%	71.3%	70.3%	2.6%	-1.0%
Began as Full-Time	74.2%	74.2%	71.6%	74.6%	77.7%	3.5%	3.1%
Began as Part-Time	54.8%	50.5%	45.8%	54.1%	49.4%	-5.4%	-4.7%
Asian	78.1%	74.4%	72.2%	73.9%	74.7%	-3.3%	0.8%
Black	62.7%	63.6%	59.2%	65.6%	63.2%	0.5%	-2.4%
Hispanic	65.4%	63.6%	61.3%	66.5%	65.5%	0.1%	-1.0%
White	62.1%	57.1%	57.3%	59.9%	59.8%	-2.3%	-0.1%
Multi-Race, Other, Unknown	60.0%	65.6%	56.8%	52.2%	60.8%	0.8%	8.6%

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

FOUR-YEAR GRADUATION-TRANSFER RATES	YR 1 ENTER FALL 2014	YR 2 ENTER FALL 2015	YR 3 ENTER FALL 2016	YR 4 ENTER FALL 2017	YR 5 ENTER FALL 2018	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
All New Students	50.2%	50.7%	49.5%	52.8%	52.4%	2.2%	-0.4%
College-Ready	69.8%	70.3%	70.0%	68.0%	65.0%	-4.8%	-3.0%
Developmental Completers	51.8%	52.7%	49.1%	51.7%	48.8%	-3.0%	-2.9%
Developmental Non-Completers	21.4%	21.6%	17.4%	15.4%	16.6%	-4.8%	1.2%
Pell Grant Recipients	44.7%	48.2%	44.7%	52.3%	50.1%	5.4%	-2.2%
Asian	63.3%	60.4%	62.9%	64.3%	68.2%	4.9%	3.9%
Black	46.2%	48.5%	45.3%	51.7%	49.1%	2.9%	-2.6%
Hispanic	41.7%	43.7%	41.7%	46.3%	43.1%	1.4%	-3.2%
White	59.3%	59.0%	60.9%	57.8%	60.6%	1.3%	2.8%

GRADUATION / AWARDS / TRANSFERS	YR 1 FY19	YR 2 FY20	YR 3 FY21	YR 4 FY22	YR 5 FY23	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
Fiscal Year Graduates	2,922	2,900	3,018	2,877	2,705	-7.4%	-6.0%
Fiscal Year Awards	3,082	3,033	3,136	2,992	2,874	-6.7%	-3.9%
Associate Degrees	2,763	2,804	2,937	2,790	2,599	-5.9%	-6.8%
Certificates	312	224	198	202	275	-11.9%	36.1%
TRANSFER TO FOUR-YEAR INSTITUTIONS							
MC Graduate	2,086	2,290	2,222	1,913	1,711	-18.0%	-10.6%
12+ Credits, but not Graduate	2,112	1,967	2,013	1,657	1,626	-23.0%	-1.9%

DEVELOPMENTAL METRICS	YR 1 FALL 2014	YR 2 FALL 2015	YR 3 FALL 2016	YR 4 FALL 2017	YR 5 FALL 2018	CHANGE ^ YR 5 VS YR 1	CHANGE ^ YR 5 VS YR 4
New Students Needing Developmental	2,746	2,823	2,477	2,165	1,855	-32.4%	-14.3%
Asian	233	276	198	177	157	-32.6%	-11.3%
Black	842	872	811	690	617	-26.7%	-10.6%
Hispanic	996	1,068	1,005	856	719	-27.8%	-16.0%
White	602	526	407	386	304	-49.5%	-21.2%
Completed Developmental in Four Years	1,677	1,694	1,525	1,284	1,094	-34.8%	-14.8%
New Students Needing Developmental Math	2,665	2,760	2,422	2,044	1,705	-36.0%	-16.6%
New Students Completing Developmental Math in Year 1	1,179	1,150	1,043	851	754	-36.0%	-11.4%

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	FY19	FY20	FY21	FY22	FY23	YR 5 VS YR 1	YR 5 VS YR 4
Workforce Development Certificate Completers Students	2,623	2,515	2,041	2,076	1,802	-31.3%	-13.2%
Course enrollments	3,924	5,185	3,095	3,276	2,950	-24.8%	-10.0%
Selected Health Career Program Students Obtaining Certification-Percent Successful	93.5%	96.8%	97.8%	99.0%	92.4%	-1.1%	-6.6%
Percent Selected [Other Programs] Students Obtaining Certification	87.2%	79.5%	91.6%	89.0%	89.5%	2.4%	0.5%
Number of WD&CE Students Subsequently Enrolled in Credit Courses	3,159	2,928	2,482	1,615	2,089	-33.9%	29.3%
Percent Grant-funded Programs/Courses Students that Complete	68.8%	63.8%	70.4%	72.1%	74.6%	5.8%	2.5%
Percent Apprenticeship Program Completers within 4 Years	98.7%	100.0%	100.0%	100.0%	100.0%	1.4%	0.0%

^Note on "Change" Columns

For whole numbers, change =((Year 5 - Year 1 or Year 4)/ Year 1 or Year 4))

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
Fiscal Year Unduplicated Students in WD&CE
Fiscal Year Unduplicated Credit + WD&CE Students
Fiscal Year FTEs for Credit Students
Fiscal Year FTEs for WD&CE Students

FALL SEMESTER CREDIT STUDENTS

Students enrolled in *for-college-credit* courses, including *preparatory or developmental* courses designed to bring students up to college-level

New to College
Recent MCPS Graduates
Reason for Attending
Degree Seeking
Transfer
Early Placement
Certificate Seeking
Continuing Education
Personal Interest
MD Dream Act
Other
Continuing/Returning
Transfer-In or "Visiting"
Dual Enrollment - MC and High School
Attending Full-Time
Average Hours Enrolled
Receiving Pell Grants
Receiving any Financial Aid
New-Needing "Preparatory" Coursework
"Foreign" by NCES definitions
Asian
Black
Hispanic
White
Multi-Race, Other, or Unknown

GRADUATION / AWARDS / TRANSFERS

Fiscal Year Graduates
Fiscal Year Awards
Associates Degrees
Certificates
Transfer to 4-Year Institutions
MC Graduate
12+ Credits, but not Graduate

PERFORMANCE MEASURES FOR MONTGOMERY COLLEGE

DEVELOPMENTAL METRICS

New Students Needing Developmental
Completed Developmental in Four Years
New Students Needing Developmental Math
New Students Completing Developmental Math in Year 1

OUTPUT INDICATORS - WORKFORCE DEVELOPMENT & CONTINUING EDUCATION

COURSE / STUDENT SUCCESS RATES

Workforce Developmenta Certificate Completers - Students Courses	*WDCE does not collect the data on students finalizing obtaining certification/s with external entities.*
Selected Health Career Program Students Obtaining Certification-Percent Successful	*Health career program student certification checked at Maryland board of Nursing website*
Percent Selected (Other Programs) Students Obtaining Certification	*Other program completers include each course leading to certification.*
Number of WD&CE Students Subsequently Enrolled in Credit Courses	
Percent Grant-funded Programs/Courses Students that Complete	
Percent Apprenticeship Program Completers within 4 years	
Number of Apprenticeship Program Graduates	

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Maryland-National Capital Park and Planning Commission

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$203,979,023	1,157.96

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 for the Commissioners' Office, the Department of Parks, the Planning Department, and Central Administrative Services.

On January 15th each year, M-NCPPC submits to the County Council and the 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.

FY25 Budget Information

Spending Affordability Guidelines

In February 2024, the Council approved the FY25 Spending Affordability Guidelines (SAG) of $175,600,000 for the tax-supported Administration and Park Funds of M-NCPPC, which represents a $15,538,049, or 9.7 percent increase, from the FY24 Approved budget of $160,061,951, excluding debt service and retiree health insurance prefunding (which are excluded from the SAG calculation). The Commission proposed a FY25 tax-supported budget of $188,846,145, excluding debt service and retiree health insurance prefunding, $1,826,871 above the FY25 SAG.

County Executive Recommendations

The County Executive recommends a FY25 tax-supported appropriation, excluding debt service, of $173,389,742 for M-NCPPC. This represents an increase of $10,000,000, or 6.2 percent, over the FY24 Approved.

Park Fund

The County Executive recommends funding of $130,866,306, excluding debt service. This represents an increase of $7,500,000, or 6.1 percent, over FY24. The Executive concurs with M-NCPPC's request for $7,921,690 in the Park Fund Debt Service Budget, an increase of $756,628, or 10.6 percent, from the FY24 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 $42,523,436. This represents an increase of $2,500,000, or 6.2 percent, over FY24 Approved. The County Executive additionally concurs with M-NCPPC's transfer of $950,000 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 $121,200. This represents a decrease of $2,400, or 1.9 percent.

Enterprise Fund

The County Executive concurs with the M-NCPPC request for funding of $11,283,610. This represents a $450,405, or 4.2 percent, increase from the FY24 Approved budget.

Property Management Fund

The County Executive concurs with the M-NCPPC request for funding of $1,688,700. This represents a $68,900, or 3.9 percent, decrease from the FY24 Approved budget.

Special Revenue Fund

The County Executive concurs with the M-NCPPC request for funding of $9,024,081. This represents a $1,083,093, or 13.6 percent, increase from the FY24 Approved budget.

The County Executive concurs with the M-NCPPC request to transfer $2,112,862 from the General Fund to cover costs associated with the maintenance of Montgomery County Public Schools' ballfields. This represents an increase of $149,397, or 7.6 percent, from the FY24 Approved budget.

The County Executive additionally concurs with the M-NCPPC request to transfer $950,000 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 FY24 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 Katie Knapue of the Maryland-National Capital Park and Planning Commission at 301.454.1742 or Justine Jones of the Office of Management and Budget at 240.777.2627 for more information regarding this agency's operating budget.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%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	35,942,543	40,023,436	39,946,708	42,523,436	6.3 %
Administration Fund Expenditures	**35,942,543**	**40,023,436**	**39,946,708**	**42,523,436**	**6.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	190.48	191.23	191.23	205.26	7.3 %
REVENUES					
Property Tax	36,034,753	39,760,684	40,560,754	40,266,942	1.3 %
User Fees	276,491	212,200	212,200	221,200	4.2 %
Intergovernmental	452,430	449,505	449,505	480,970	7.0 %
Investment Income	407,230	10,000	10,000	10,000	—
Miscellaneous	1,621	0	0	0	—
Administration Fund Revenues	**37,172,525**	**40,432,389**	**41,232,459**	**40,979,112**	**1.4 %**
PARK FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Employee Benefits	0	0	0	0	—
Park Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	115,839,628	123,366,306	122,592,500	130,866,306	6.1 %
Debt Service Other	6,076,380	7,165,062	7,165,062	7,921,690	10.6 %
Park Fund Expenditures	**121,916,008**	**130,531,368**	**129,757,562**	**138,787,996**	**6.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	779.20	783.20	783.20	789.50	0.8 %
REVENUES					
Property Tax	115,650,609	125,458,469	127,982,961	124,536,932	-0.7 %
Facility User Fees	3,217,361	3,549,101	3,549,101	3,613,251	1.8 %
Intergovernmental	3,897,355	4,138,538	4,138,538	4,239,641	2.4 %
Miscellaneous	233,024	55,500	55,500	47,500	-14.4 %
Investment Income	1,054,487	10,000	10,000	100,000	900.0 %
Investment Income: CIP	463,704	10,000	10,000	25,000	150.0 %
Park Fund Revenues	**124,516,540**	**133,221,608**	**135,746,100**	**132,562,324**	**-0.5 %**

ALA DEBT SERVICE FUND

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
ALA Debt Service Fund Personnel Costs	**0**	**0**	**0**	**0**	**—**
Debt Service Other	131,050	123,600	123,600	121,200	-1.9 %
ALA Debt Service Fund Expenditures	**131,050**	**123,600**	**123,600**	**121,200**	**-1.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Property Tax	2,194,795	2,233,122	2,275,860	2,398,786	7.4 %
ALA Debt Service Fund Revenues	**2,194,795**	**2,233,122**	**2,275,860**	**2,398,786**	**7.4 %**

GRANT FUND M-NCPPC

EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund M-NCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	227,626	550,000	550,000	550,000	—

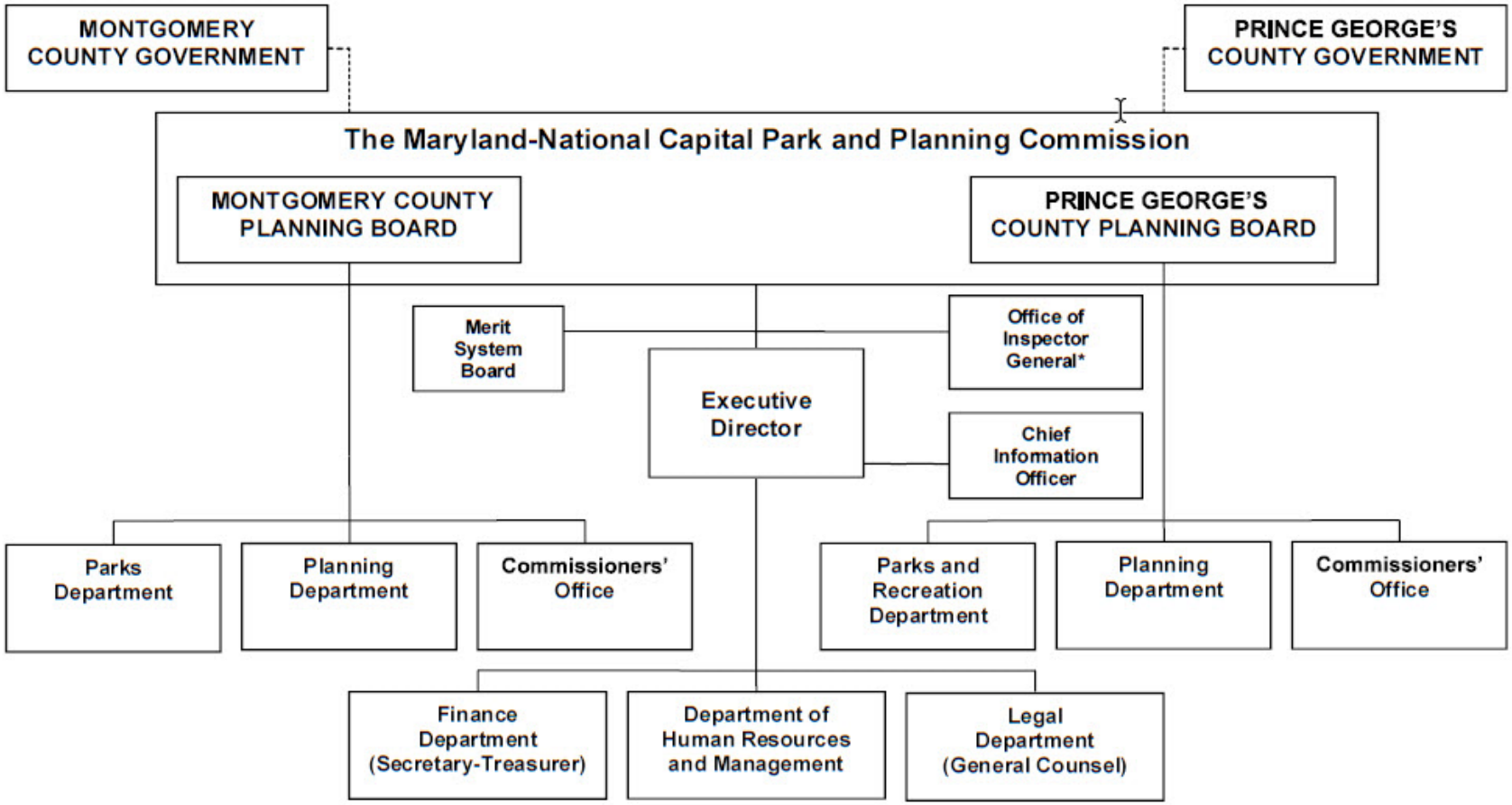
BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Grant Fund M-NCPPC Expenditures	**227,626**	**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	33,993	150,000	150,000	150,000	—
Park Fund Grants	193,633	400,000	400,000	400,000	—
Grant Fund M-NCPPC Revenues	**227,626**	**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	9,873,504	10,833,205	10,569,897	11,283,610	4.2 %
Enterprise Fund Expenditures	**9,873,504**	**10,833,205**	**10,569,897**	**11,283,610**	**4.2 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	121.10	117.10	117.10	115.80	-1.1 %
REVENUES					
Fees and Charges	7,397,946	7,154,258	7,038,980	7,235,680	1.1 %
Merchandise Sales	648,092	776,150	698,300	794,200	2.3 %
Rentals	3,519,177	3,784,128	3,990,891	3,904,283	3.2 %
Non-Operating Revenues/Interest	666,158	15,000	292,300	148,000	886.7 %
Miscellaneous	824,849	829,616	830,242	836,747	0.9 %
Enterprise Fund Revenues	**13,056,222**	**12,559,152**	**12,850,713**	**12,918,910**	**2.9 %**
PROP MGMT M-NCPPC					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Prop Mgmt M-NCPPC Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	1,722,166	1,757,600	1,757,600	1,688,700	-3.9 %
Prop Mgmt M-NCPPC Expenditures	**1,722,166**	**1,757,600**	**1,757,600**	**1,688,700**	**-3.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
FTEs	5.80	5.80	5.80	5.80	—
REVENUES					
Miscellaneous	3,035	0	0	0	—
Rental Income	1,522,362	1,556,600	1,738,831	1,478,700	-5.0 %
Investment Income	42,274	1,000	25,000	10,000	900.0 %
Prop Mgmt M-NCPPC Revenues	**1,567,671**	**1,557,600**	**1,763,831**	**1,488,700**	**-4.4 %**
SPECIAL REVENUE FUNDS					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Special Revenue Funds Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	6,867,364	7,940,988	7,465,978	9,024,081	13.6 %
Special Revenue Funds Expenditures	**6,867,364**	**7,940,988**	**7,465,978**	**9,024,081**	**13.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	37.80	37.80	37.80	41.60	10.1 %
REVENUES					
Service Charges	3,119,860	3,352,200	3,304,146	3,461,123	3.2 %
Intergovernmental	195,959	426,998	362,650	411,118	-3.7 %
Miscellaneous	715,423	562,600	601,506	584,600	3.9 %
Investment Income	222,181	6,000	28,606	19,610	226.8 %
Special Revenue Funds Revenues	**4,253,423**	**4,347,798**	**4,296,908**	**4,476,451**	**3.0 %**
DEPARTMENT TOTALS					
Total Expenditures	**176,680,261**	**191,760,197**	**190,171,345**	**203,979,023**	**6.4 %**
Total Full-Time Positions	**0**	**0**	**0**	**0**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**1,134.38**	**1,135.13**	**1,135.13**	**1,157.96**	**2.0 %**
Total Revenues	**182,988,802**	**194,901,669**	**198,715,871**	**195,374,283**	**0.2 %**

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION



*Office of Inspector General reports to the Audit Committee.

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Housing Opportunities Commission

MISSION STATEMENT

The mission of the Housing Opportunities Commission (HOC) is to provide affordable and supportive housing services that enhance the lives of low- and moderate-income families and individuals throughout Montgomery County, Maryland, so that:

• no one in the County lives in substandard housing;

• families and communities are strengthened;

• an efficient and productive environment that fosters trust, open communication, and mutual respect is established; and

• advocates, providers, and community members can collaborate to maintain support for all the work of the Commission.

BUDGET OVERVIEW

Complete information regarding the budget of the HOC is available by contacting the Legislative and Public Affairs Division of the Commission at 240.627.9400. Copies of the budget are available online at www.hocmc.org.

The FY25 Recommended appropriation in the Non-Departmental Account for services to be provided by the HOC is $8,295,315. The Department of Finance reflects the amount as a transfer in the County's financial statements. This amount represents an increase of $322,814 from the FY24 approved budget of $7,972,501.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

PROGRAM CONTACTS

Contact Terri Fowler of the Housing Opportunities Commission at 240.627.9507 or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information regarding this agency's operating budget.

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Revenue Authority

MISSION STATEMENT

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

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

Agency Description

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

Budgetary Requirements

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

PROGRAM CONTACTS

Contact Keith Miller, Chief Executive Officer of the Revenue Authority at 301.762.9080 or 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 480,000 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. The CAP was assisting 16,479

customers at the end of FY23.

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 FY25 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 FY25 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 $5.7 million higher than the Spending Affordability (SAG)- approved guidelines. The additional operating costs will be recouped with additional miscellaneous fee and revenue income.

FY25 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 Incre	9.0%	8.5%	8.5%	8.5%
New Debt	$390.3	$390.3	$390.3	$390.3
Water and Sewer Debt Service	$362.0	$362.0	$365.4	$365.4
Total Water and Sewer Operating Expense	$1,018.4	$1,014.1	$1,019.8*	$1,019.8

* Covered by offsetting funding sources.

Source: WSSC Water FY25 Proposed Budget

County Executive Recommendations

Operating Budget

The County Executive recommends that WSSC Water's proposed FY25 budget be approved with an average water and sewer rate increase of 8.5 percent in FY25, consistent with the FY25 Spending Affordability Guidelines.

Capital Budget

The County Executive recommended the WSSC Water FY25-30 Capital Improvements Program budget be approved as submitted by the Commission.

Overall Budget

FY25 fiscal projections for all funds and budgets are shown below.

Expenditures by Category - FY25 WSSC Water Proposed and Executive Recommended ($ in Thousands))						
	WSSC Water Total Approved	WSSC Water Total Proposed	CE Capital Recommended	CE Operating Recommended	CE Total Recommended	% Change (CE Rec. vs. WSSC Water
Expenditure Categories	FY24	FY25	FY25	FY25	FY25	Proposed)
Salaries and Wages	$170,120,000	$191,116,000	$32,120,000	$158,996,000	$191,116,000	0%
Heat, Light, & Power	$27,631,000	$27,593,000	$302,000	$27,291,000	$27,593,000	0%
Regional Sewage Disposal	$64,201,000	$76,908,000	$0	$76,908,000	$76,908,000	0%
Contract Work	$384,209,000	$512,237,000	$512,237,000	$0	$512,237,000	0%
Consulting Engineers	$84,116,000	$83,705,000	$83,705,000	$0	$83,705,000	0%
All Other	$506,773,000	$503,461,000	$162,903,000	$340,558,000	$503,461,000	0%
PAYGO	$44,000,000	$50,601,000	$0	$50,601,000	$50,601,000	0%
Reserve Contribution	$0	$0	$0	$0	$0	--
Debt Service	$333,201,000	$365,449,000	$0	$365,449,000	$365,449,000	0%
Total Budget	**$1,614,251,000**	**$1,811,070,000**	**$791,267,000**	**$1,019,803,000**	**$1,811,070,000**	**0.0%**
Note: Total expenditures include the water and sewer operating funds and the two capital funds.						

Source: WSSC Water FY25 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 CC APPROVED BUDGET: SIX-YEAR FORECAST FOR WATER & SEWER OPERATING FUNDS

($ IN THOUSANDS)

FISCAL PROJECTIONS	FY24 APPROVED	FY25 CE REC	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION
SPENDING AFFORDABILITY RESULTS							
New Water and Sewer Debt	$379,960	**$390,262**	$424,741	$338,696	$364,232	$368,903	$364,597
Total Water and Sewer Operating Expenses	$924,352	**$1,014,059**	$1,104,020	$1,176,142	$1,231,237	$1,280,300	$1,331,966
Debt Service	$328,467	**$361,968**	$379,871	$394,235	$413,359	$430,851	$447,426
Average Water and Sewer Rate Increase	7.0%	**8.5%**	9.0%	7.0%	5.5%	4.2%	4.2%
BEGINNING FUND BALANCE	**$314,748**	**$319,101**	**$319,101**	**$319,101**	**$319,101**	**$319,101**	**$319,101**
REVENUES							
Water and Sewer Rate Revenue	$790,142	**$809,105**	$881,933	$943,487	$995,210	$1,036,899	$1,080,683
Interest Income	$8,000	**$8,860**	$8,000	$8,000	$8,000	$8,000	$8,000
Account Maintenance Fee	$36,259	**$59,964**	$65,361	$69,923	$73,757	$76,846	$80,091
Infrastructure Investment Fee	$44,180	**$74,839**	$81,575	$87,269	$92,053	$95,909	$99,958
Plumbing and Inspection Fees	$20,380	**$21,356**	$21,998	$22,657	$23,336	$24,037	$24,759
Rockville Sewer Use	$3,100	**$3,300**	$3,300	$3,300	$3,300	$3,300	$3,300
Grants Revenue	$1,761	**$2,500**	$2,500	$2,500	$2,500	$2,500	$2,500
Miscellaneous	$26,961	**$27,251**	$27,540	$27,833	$28,127	$28,426	$28,730
Uncollectable	-$7,901	**-$7,901**	-$8,819	-$9,435	-$9,952	-$10,369	-$10,807
Cost Sharing Reimbursement	$743	**$7,013**	$12,860	$12,860	$7,158	$7,004	$7,004
Miscellaneous	$45,044	**$53,519**	$59,379	$59,715	$54,469	$54,898	$55,486
Total Revenues	**$923,625**	**$1,006,287**	**$1,096,248**	**$1,168,394**	**$1,223,489**	**$1,272,552**	**$1,324,218**
SDC Debt Service Offset	$5,772	**$5,772**	$5,772	$5,748	$5,748	$5,748	$5,748
Underwriters Discount Transfer	$2,000	**$2,000**	$2,000	$2,000	$2,000	$2,000	$2,000
Miscellaneous Offset	$1,200						
TOTAL FUNDS AVAILABLE	**$932,597**	**$1,014,059**	**$1,104,020**	**$1,176,142**	**$1,231,237**	**$1,280,300**	**$1,331,966**
EXPENDITURES							
Salaries and Wages	$141,179	**$158,146**	$167,695	$175,241	$183,127	$191,367	$199,980
Reconstruction							
Heat, Light, and Power	$27,373	**$27,278**	$26,470	$27,267	$28,085	$28,928	$31,381
Regional Sewage Disposal	$64,201	**$76,908**	$78,446	$80,015	$81,615	$83,248	$84,913
Debt Service	$328,467	**$361,968**	$379,871	$394,235	$413,359	$430,851	$447,426
PAYGO	$44,000	**$50,601**	$116,524	$154,506	$169,952	$180,338	$191,803
All Other	$319,132	**$339,158**	$335,014	$344,878	$355,099	$365,568	$376,463
TOTAL USE OF RESOURCES	**$924,352**	**$1,014,059**	**$1,104,020**	**$1,176,142**	**$1,231,237**	**$1,280,300**	**$1,331,966**
REVENUE/EXPENDITURE SURPLUS/(GAP)	**$8,245**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
YEAR END FUND BALANCE w/o additional reserve contribution	**$314,748**	**$319,101**	**$319,101**	**$319,101**	**$319,101**	**$319,101**	**$319,101**
Adjustments	-$3,892						
Additional Reserve Contribution	**$8,245**						
TOTAL YEAR END FUND BALANCE	**$319,101**	**$319,101**	**$319,101**	**$319,101**	**$319,101**	**$319,101**	**$319,101**
Debt Service as a Percent of Water and Sewer Operating Budget	35.5%	**35.7%**	34.4%	33.5%	33.6%	33.7%	33.6%
Total End of Fiscal Year Operating Reserve	$319,101	**$319,101**	$319,101	$319,101	$319,101	$319,101	$319,101
End of Fiscal Year Fund Balance as Percent of Operating Revenue	34.5%	**31.7%**	29.1%	27.3%	26.1%	25.1%	24.1%
Total Workyears (all funds)	1,836	**1,963**	1,963	1,963	1,963	1,963	1,963

Assumptions:

1. The CE Recommended operating budget is for FY25 only and incorporates the CE's revenue and expenditure assumptions for that budget.

2. The FY26-30 projections reflect WSSC Water's multi-year forecast and assumptions, which are not adjusted to conform to the CE'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 CE's recommended FY25 water and sewer operating budget for WSSC Water.

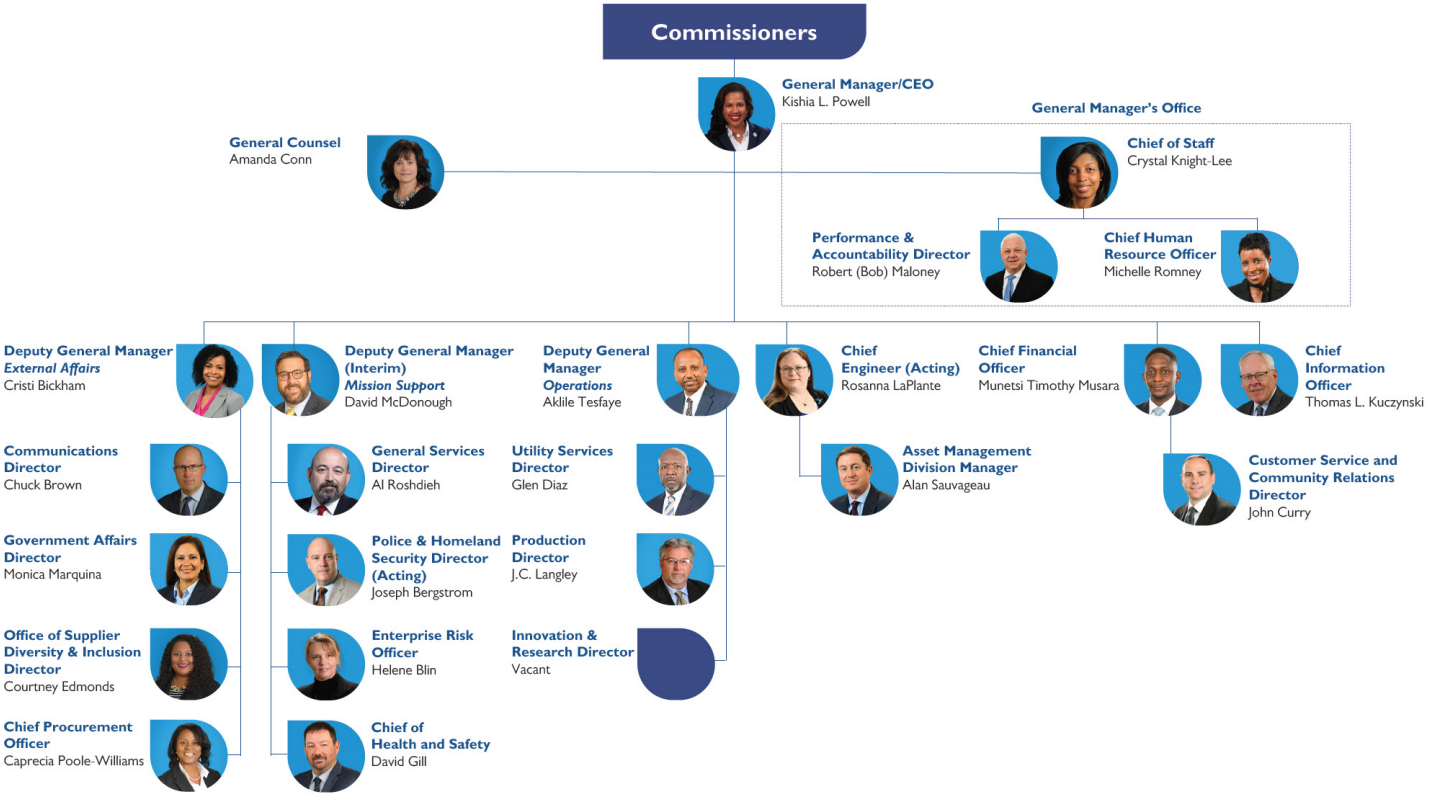
3. The FY25 estimated spending affordability results are the values for the four spending affordability parameters implied by the FY25 budget approved by Montgomery and Prince George's counties, though Montgomery approved a 9.0% average rate increase and Prince George's County approved a 8.5% increase, which is what was ultimately used by WSSC Water. The FY25 Proposed spending affordability results are the values of the spending affordability parameters associated with WSSC Water's proposed FY25 budget. The FY25 recommended spending affordability results are the spending affordability parameters associated with the County Executive's recommended WSSC Water budget for FY25. The FY26-30 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 FY25 estimated workyears shown correspond to the actual workyears as of December 2023.

5. Estimates of revenue in FY26-30 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 FY25 Proposed Long-Range Fiscal Plan for Water and Sewer Operating Funds may not match due to rounding.

Source: WSSC Water FY25 Proposed Budget Long-Range Financial Plan for Water and Sewer Operating Funds


Commissioners
General Manager/CEO
Kishia L. Powell
General Manager's Office
General Counsel
Amanda Conn
Chief of Staff
Crystal Knight-Lee
Performance & Accountability Director
Robert (Bob) Maloney
Chief Human Resource Officer
Michelle Romney
Deputy General Manager
External Affairs
Cristi Bickham
Deputy General Manager (Interim)
Mission Support
David McDonough
Deputy General Manager
Operations
Aklile Tesfaye
Chief Engineer (Acting)
Rosanna LaPlante
Chief Financial Officer
Munetsi Timothy Musara
Chief Information Officer
Thomas L. Kuczynski
Communications Director
Chuck Brown
General Services Director
Al Roshdieh
Utility Services Director
Glen Diaz
Asset Management Division Manager
Alan Sauvageau
Customer Service and Community Relations Director
John Curry
Government Affairs Director
Monica Marquina
Police & Homeland Security Director (Acting)
Joseph Bergstrom
Production Director
J.C. Langley
Office of Supplier Diversity & Inclusion Director
Courtney Edmonds
Enterprise Risk Officer
Helene Blin
Innovation & Research Director
Vacant
Chief Procurement Officer
Caprecia Poole-Williams
Chief of Health and Safety
David Gill

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County Council

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$19,163,726	111.60

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 FY25 Operating Budget for the County Council is $19,163,726, an increase of $2,385,710 or 14.22 percent from the FY24 Approved Budget of $16,778,016. Personnel Costs comprise 89.18 percent of the budget for 125 full-time positions and two part-time positions, and a total of 111.60 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 10.82 percent of the FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,316,016**	**45.55**
Shift: Shift Cable Fund Chargeback to General Fund	838,864	3.80
Increase Cost: Miscellaneous Operating Expenses	2,641	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	802,303	0.00
FY25 Recommended	**8,959,824**	**49.35**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,462,000**	**61.00**
Increase Cost: Miscellaneous Operating Expenses for Councilmember Offices	264,000	0.00
Increase Cost: Salary Adjustments for Councilmembers and Confidential Aides, Partially Offset by Underfilled Legislative Aides	134,434	0.00
Technical Adj: Technical Adjustment to Councilmember Offices Staff	0	1.25

FY25 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.	343,468	0.00
FY25 Recommended	**10,203,902**	**62.25**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	9,674,825	11,968,411	12,029,378	13,432,321	12.2 %
Employee Benefits	2,407,421	3,222,274	3,222,274	3,657,448	13.5 %
County General Fund Personnel Costs	**12,082,246**	**15,190,685**	**15,251,652**	**17,089,769**	**12.5 %**
Operating Expenses	1,258,760	1,587,331	1,587,331	2,073,957	30.7 %
County General Fund Expenditures	**13,341,006**	**16,778,016**	**16,838,983**	**19,163,726**	**14.2 %**
PERSONNEL					
Full-Time	127	124	124	125	0.8 %
Part-Time	2	1	1	2	100.0 %
FTEs	110.05	106.55	106.55	111.60	4.7 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**16,778,016**	**106.55**
Other Adjustments (with no service impacts)		
Shift: Shift Cable Fund Chargeback to General Fund [Council Staff Operations]	838,864	3.80
Increase Cost: Annualization of FY24 Compensation Increases	513,787	0.00
Increase Cost: FY25 Compensation Adjustment	475,996	0.00
Increase Cost: Miscellaneous Operating Expenses for Councilmember Offices [Councilmember Offices]	264,000	0.00
Increase Cost: Salary Adjustments for Councilmembers and Confidential Aides, Partially Offset by Underfilled Legislative Aides [Councilmember Offices]	134,434	0.00
Increase Cost: Annualization of FY24 Personnel Costs	79,958	0.00
Increase Cost: Retirement Adjustment	77,401	0.00
Increase Cost: Miscellaneous Operating Expenses [Council Staff Operations]	2,641	0.00
Technical Adj: Technical Adjustment to Councilmember Offices Staff [Councilmember Offices]	0	1.25
Decrease Cost: Printing and Mail	(1,371)	0.00
FY25 RECOMMENDED	**19,163,726**	**111.60**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Council Staff Operations	7,316,016	45.55	8,959,824	49.35
Councilmember Offices	9,462,000	61.00	10,203,902	62.25
Total	**16,778,016**	**106.55**	**19,163,726**	**111.60**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
NDA - Legislative Branch Communications Outreach	General Fund	1,662,044	13.00	1,984,430	14.00
Cable Television Communications Plan	Cable TV	596,997	4.00	0	0.00
	Total	**2,259,041**	**17.00**	**1,984,430**	**14.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**19,164**	**19,164**	**19,164**	**19,164**	**19,164**	**19,164**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**249**	**249**	**249**	**249**	**249**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**19,164**	**19,413**	**19,413**	**19,413**	**19,413**	**19,413**

Board of Appeals

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$581,642	3.00

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 FY25 Operating Budget for the Board of Appeals is $581,642, a decrease of $63,273 or 9.81 percent from the FY24 Approved Budget of $644,915. Personnel Costs comprise 93.75 percent of the budget for three full-time position(s) and no part-time position(s), and a total of 3.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 6.25 percent of the FY25 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 Justine Jones of the Office of Management and Budget at 240.777.2627 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Number of Administrative Appeals decided	1	11	11	11	11
Average days to issue written Administrative Appeals decisions (within 45 days of close of record unless extended) [1]	21	25	25	25	25
Number of Variances decided [2]	42	52	52	52	52
Average days to issue Variance decision (within 30 days of close of record unless extended) [3]	11	11	11	11	11
Number of Conditional Use cases decided [4]	2	2	2	2	2
Average days to issue Conditional Use decision (must issue within 30 days of voting on the matter unless extended)	17	15	15	15	15
Number of Circuit Court appeals processed	2	4	4	4	4
Number of Administrative Actions taken [5]	90	86	86	86	86

[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 FY23 actuals.*

[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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	454,247	491,301	497,083	438,346	-10.8 %
Employee Benefits	109,295	117,267	118,032	106,916	-8.8 %
County General Fund Personnel Costs	**563,542**	**608,568**	**615,115**	**545,262**	**-10.4 %**
Operating Expenses	32,375	36,347	30,902	36,380	0.1 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
County General Fund Expenditures	**595,917**	**644,915**	**646,017**	**581,642**	**-9.8 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.50	3.50	3.50	3.00	-14.3 %
REVENUES					
Board of Appeals Fees	188,411	158,064	158,064	158,064	—
Other Charges/Fees	6,160	0	0	0	—
County General Fund Revenues	**194,571**	**158,064**	**158,064**	**158,064**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**644,915**	**3.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	22,956	0.00
Increase Cost: Annualization of FY24 Compensation Increases	18,851	0.00
Increase Cost: Printing and Mail	33	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(248)	0.00
Decrease Cost: Retirement Adjustment	(2,265)	0.00
Shift: Move Tax Supported Charge Backs from BOA to OCA [Zoning Related Hearings and Administrative Appeals]	(102,600)	(0.50)
FY25 RECOMMENDED	**581,642**	**3.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**582**	**582**	**582**	**582**	**582**	**582**
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	**582**	**592**	**592**	**592**	**592**	**592**

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Inspector General

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$3,612,200	21.00

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 FY25 Operating Budget for the Office of Inspector General is $3,612,200, an increase of $694,879 or 23.82 percent from the FY24 Approved Budget of $2,917,321. Personnel Costs comprise 95.86 percent of the budget for 21 full-time positions and no part-time positions, and a total of 21.00 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 4.14 percent of the FY25 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

- OIG spearheaded multiple new outreach initiatives for County Employees. The OIG now sends new County employees an email that explains OIG's role and ways to contact OIG. In addition, OIG was featured on a banner highlighting the OIG hotline for all outgoing County email for the month of November 2023 to recognize Fraud Awareness month.
- OIG began outreach efforts to MCPS to help educate Montgomery County Public Schools 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 MCPS and the Board of Education.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- A mechanism to track savings and improvements identified $133,000 in improper payments, $23,661 funds that could have been put to better use, $160,000,000 in potentially underreported spending, $210,000 in revenue loss, and $1,600 in theft through OIG audits, investigations, and referrals.
- Bill 27-22 expanded protections against retaliation to all complainants to the OIG, extended the obligation to report fraud, waste, and abuse to County contractors, and enhanced the subpoena power to ensure OIG access to necessary records.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Number of evaluations, inspections, or reviews of County programs and operations completed annually (the goal is two per year)	2	3	2	2	2
Number of audits or reviews of Principal Departments completed in current cycle (24 total to be completed in FY21-FY24 cycle)	2	3	2	2	2
Percent of audit/inspection/investigation reports completed within 8 months	77%	92%	80%	80%	80%
Percent of complaints reviewed and action initiated within 5 business days	97%	96%	95%	95%	95%
Percent of initial inquiries (with no reports or memo) completed within 20 business days [1]	100%	100%	98%	98%	98%

[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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Salaries and Wages	1,662,845	2,174,860	2,154,146	2,756,714	26.8 %
Employee Benefits	414,540	605,323	515,869	706,075	16.6 %
County General Fund Personnel Costs	**2,077,385**	**2,780,183**	**2,670,015**	**3,462,789**	**24.6 %**
Operating Expenses	357,941	137,138	137,138	149,411	9.0 %
County General Fund Expenditures	**2,435,326**	**2,917,321**	**2,807,153**	**3,612,200**	**23.8 %**
PERSONNEL					
Full-Time	17	19	19	21	10.5 %
Part-Time	0	0	0	0	—
FTEs	17.00	19.00	19.00	21.00	10.5 %

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**2,917,321**	**19.00**
Changes (with service impacts)		
Add: Staffing of the Educational Oversight Division for MCPS Investigations [Inspector General]	237,634	2.00
Other Adjustments (with no service impacts)		
Restore: Restore One Time lapse Adjustment [Inspector General]	130,000	0.00
Increase Cost: Annualization of FY24 Compensation Increases	123,017	0.00
Increase Cost: FY25 Compensation Adjustment	118,207	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	89,009	0.00
Increase Cost: Retirement Adjustment	20,500	0.00
Increase Cost: Printing and Mail	1,575	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(7,642)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(17,421)	0.00
FY25 RECOMMENDED	**3,612,200**	**21.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**3,612**	**3,612**	**3,612**	**3,612**	**3,612**	**3,612**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**73**	**73**	**73**	**73**	**73**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
New positions in the FY25 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 FY25	**0**	**(10)**	**(10)**	**(10)**	**(10)**	**(10)**
Items recommended for one-time funding in FY25, including one-time computer and furniture purchases for new employees, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**53**	**53**	**53**	**53**	**53**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,612**	**3,728**	**3,728**	**3,728**	**3,728**	**3,728**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staffing of the Educational Oversight Division for MCPS Investigations	219,294	2.00	291,794	2.00
Total	**219,294**	**2.00**	**291,794**	**2.00**

Legislative Oversight

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$2,749,263	14.85

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 FY25 Operating Budget for the Office of Legislative Oversight is $2,749,263, an increase of $382,789 or 16.18 percent from the FY24 Approved Budget of $2,366,474. Personnel Costs comprise 96.16 percent of the budget for 15 full-time positions and no part-time positions, and a total of 14.85 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 3.84 percent of the FY25 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,731,139	1,816,250	1,897,097	2,135,857	17.6 %
Employee Benefits	414,278	444,883	437,823	507,910	14.2 %
County General Fund Personnel Costs	**2,145,417**	**2,261,133**	**2,334,920**	**2,643,767**	**16.9 %**
Operating Expenses	85,152	105,341	64,375	105,496	0.2 %
County General Fund Expenditures	**2,230,569**	**2,366,474**	**2,399,295**	**2,749,263**	**16.2 %**
PERSONNEL					
Full-Time	14	14	14	15	7.1 %
Part-Time	0	0	0	0	—
FTEs	13.85	13.85	13.85	14.85	7.2 %

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**2,366,474**	**13.85**
Changes (with service impacts)		
Add: Performance Management and Data Analyst III Position to Accommodate Increased Workload Associated with the Recently Expanded Council [Legislative Oversight]	103,528	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	109,169	0.00
Increase Cost: FY25 Compensation Adjustment	86,335	0.00
Increase Cost: Annualization of FY24 Personnel Costs	84,335	0.00
Increase Cost: Printing and Mail	155	0.00
Decrease Cost: Retirement Adjustment	(733)	0.00
FY25 RECOMMENDED	**2,749,263**	**14.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
NDA - Independent Audit	General Fund	30,222	0.15	33,361	0.15

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**2,749**	**2,749**	**2,749**	**2,749**	**2,749**	**2,749**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**35**	**35**	**35**	**35**	**35**
New positions in the FY25 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**	**41**	**41**	**41**	**41**	**41**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,749**	**2,825**	**2,825**	**2,825**	**2,825**	**2,825**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Performance Management and Data Analyst III Position to Accommodate Increased Workload Associated with the Recently Expanded Council	103,528	1.00	138,037	1.00
Total	**103,528**	**1.00**	**138,037**	**1.00**

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Merit System Protection Board

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$307,445	1.50

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 FY25 Operating Budget for the Merit System Protection Board is $307,445, a decrease of $380,586 or 55.32 percent from the FY24 Approved Budget of $688,031. Personnel Costs comprise 95.28 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 4.72 percent of the FY25 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 Sandra Marin of the County Council at 240.777.7923 or Shantee Jackson of the Office of Management and Budget at 240.777.2751 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 an 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	211,795	216,219	227,063	231,499	7.1 %
Employee Benefits	54,106	57,308	57,844	61,442	7.2 %
County General Fund Personnel Costs	**265,901**	**273,527**	**284,907**	**292,941**	**7.1 %**
Operating Expenses	405,450	414,504	414,504	14,504	-96.5 %
County General Fund Expenditures	**671,351**	**688,031**	**699,411**	**307,445**	**-55.3 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	2	2	2	2	—
FTEs	1.50	1.50	1.50	1.50	—

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**688,031**	**1.50**
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	10,733	0.00
Increase Cost: Annualization of FY24 Compensation Increases	9,477	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(796)	0.00
Decrease Cost: Classification & Compensation Audit [Merit System Oversight]	(400,000)	0.00
FY25 RECOMMENDED	**307,445**	**1.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**307**	**307**	**307**	**307**	**307**	**307**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Classification and Compensation Independent Audit	**0**	**0**	**0**	**0**	**400**	**400**
At least once every five years, the Merit System Protection Board must have an independent consultant conduct an objective audit of the County's entire classification and compensation plan and procedures.						
Labor Contracts	**0**	**4**	**4**	**4**	**4**	**4**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**307**	**311**	**311**	**311**	**711**	**711**

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People's Counsel

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$261,580	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 FY25 Operating Budget for the Office of the Peoples' Counsel is $261,580, a new appropriation in FY25. Personnel Costs comprise 87.38 percent of the budget for two full-time positions and no part-time positions, 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 12.62 percent of the FY25 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 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 Montgomery Planning Board.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	0	0	183,332	—
Employee Benefits	0	0	0	45,248	—
County General Fund Personnel Costs	**0**	**0**	**0**	**228,580**	**—**
Operating Expenses	0	0	0	33,000	—
County General Fund Expenditures	**0**	**0**	**0**	**261,580**	**—**
PERSONNEL					
Full-Time	0	0	0	2	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	2.00	—

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**0**	**0.00**
Changes (with service impacts)		
Add: Staff including One People's Counsel and One Administrative Specialist [Director's Office]	228,580	2.00
Add: Miscellaneous Operating Expenses [Director's Office]	33,000	0.00
FY25 RECOMMENDED	**261,580**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**262**	**262**	**262**	**262**	**262**	**262**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**72**	**72**	**72**	**72**	**72**
New positions in the FY25 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 FY25	**0**	**(25)**	**(25)**	**(25)**	**(25)**	**(25)**
Items recommended for one-time funding in FY25, including one-time computer and furniture purchases for new positions, will be eliminated from the base in the outyears.						
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.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Subtotal Expenditures	**262**	**310**	**310**	**310**	**310**	**310**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staff including One People's Counsel and One Administrative Specialist	226,289	2.00	298,196	2.00
Total	**226,289**	**2.00**	**298,196**	**2.00**

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Zoning and Administrative Hearings

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$814,477	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 FY25 Operating Budget for the Office of Zoning and Administrative Hearings is $814,477, an increase of $58,489 or 7.74 percent from the FY24 Approved Budget of $755,988. Personnel Costs comprise 90.06 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 9.94 percent of the FY25 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 Justine Jones of the Office of Management and Budget at 240.777.2627 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	517,709	546,941	588,974	586,443	7.2 %
Employee Benefits	121,696	138,147	133,534	147,090	6.5 %
County General Fund Personnel Costs	**639,405**	**685,088**	**722,508**	**733,533**	**7.1 %**
Operating Expenses	48,994	70,900	14,890	80,944	14.2 %
County General Fund Expenditures	**688,399**	**755,988**	**737,398**	**814,477**	**7.7 %**
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	6,500	0	0	0	—
Zoning Fees	93,732	65,000	65,000	65,000	—
County General Fund Revenues	**100,232**	**65,000**	**65,000**	**65,000**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**755,988**	**4.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	19,424	0.00
Increase Cost: Annualization of FY24 Compensation Increases	18,194	0.00
Increase Cost: Annualization of FY24 Personnel Costs	13,400	0.00
Increase Cost: Increase in Legal Services for Larger Caseload [Zoning and Administrative Hearings]	10,000	0.00
Increase Cost: Printing and Mail	44	0.00
Decrease Cost: Retirement Adjustment	(2,573)	0.00
FY25 RECOMMENDED	**814,477**	**4.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**814**	**814**	**814**	**814**	**814**	**814**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**7**	**7**	**7**	**7**	**7**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**814**	**821**	**821**	**821**	**821**	**821**

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Circuit Court

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$19,389,766	128.50

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 FY25 Operating Budget for the Circuit Court is $19,389,766, an increase of $2,223,521 or 12.95 percent from the FY24 Approved Budget of $17,166,245. Personnel Costs comprise 85.22 percent of the budget for 126 full-time position(s) and five part-time position(s), and a total of 128.50 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 14.78 percent of the FY25 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 Vivian Ikoro 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

Adjudication

Adjudication encompasses support staff for the Judiciary, Case Management, and Data Quality. 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 case management 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. The Data Quality department maintains the integrity of the information the Court generates and improves the quality of the data the Court collects.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,191,144**	**35.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	347,039	0.00
FY25 Recommended	**4,538,183**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Case Clearance Rate (includes re-opened cases) - Civil	99.8%	107.6%	124.4%	127.1%	130.0%
Case Filings (includes re-opened cases) - Civil	5,794	7,252	6,078	6,466	6,785
Case Terminations (includes re-opened cases) - Civil (including District Court appeals)	5,781	7,801	7,562	8,218	8,819
Case Clearance Rate (includes re-opened cases) - Criminal	99.8%	100.4%	90.3%	91.4%	91.5%
Case Filings (includes re-opened cases) - Criminal	3,735	4,028	4,344	4,385	4,436
Case Terminations (includes re-opened cases) - Criminal (including District Court appeals)	3,729	4,045	3,923	4,008	4,059
Case Clearance Rate (includes re-opened cases) - Domestic Relations	91.8%	97.3%	107.1%	108.9%	109.0%
Case Filings (includes re-opened cases) - Domestic Relations	10,649	10,835	10,029	10,082	10,252
Case Terminations (includes re-opened cases) - Domestic Relations	9,777	10,542	10,739	10,974	11,175
Case Clearance Rate (includes re-opened cases) - Juvenile	107.3%	98.8%	83.5%	74.7%	65.3%
Case Filings (includes re-opened cases) - Juvenile	1,010	1,229	1,539	1,379	1,204

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Case Terminations (includes re-opened cases) - Juvenile (including Delinquency, CINA, and TPR)	1,084	1,214	1,286	1,030	786
Case Clearance Rate	96.1%	101.1%	106.9%	108.6%	109.5%
Number Case Filings	21,188	23,344	21,989	22,312	22,677
Number of Case Terminations	20,371	23,602	23,510	24,230	24,839
Number of Trials	1,183	1,562	1,479	1,540	1,536

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,307,358**	**8.23**
Increase Cost: Restore One Time Lapse Increase	489,000	0.00
Add: Mid-Year Creation of a DEI Coordinator for the DEI Grant	106,553	1.00
Add: Mid-Year Creation of an Administrative Aide IV for the ADR Grant	89,748	1.00
Enhance: DEI Grant	16,000	0.00
Shift: Personnel Costs from Trial Court Research Grant to General Fund (General Fund)	7,897	0.05
Re-align: Personnel Costs from Trial Court Research Grant to the General Fund	(7,897)	(0.05)
Eliminate: Inactive Evaluator Position	(92,464)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	134,379	0.05
FY25 Recommended	**3,050,574**	**9.28**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,415,960**	**14.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	138,686	0.00
FY25 Recommended	**1,554,646**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,849,639**	**15.27**
Shift: Personnel Costs for the Family Grant (Grant Fund) to the General Fund	185,309	0.37
Add: Mid-Year Creation of Mediator Position	165,337	1.00
Shift: Personnel Costs for the Family Grant (Grant Fund) to the General Fund	(185,309)	(0.37)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(93,213)	(1.27)
FY25 Recommended	**1,921,763**	**15.00**

Family Magistrates

Family Magistrates are qualified individuals appointed by the Judges of the Circuit Court to hear family matters and make reports and recommendations based on testimony and analysis of the testimony received at hearings. Family Division Judges continue to review the recommendations, make rulings, and issue orders based on the recommendations of the Family Magistrates and any exceptions filed. The 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**769,953**	**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.	(151,535)	(1.00)
FY25 Recommended	**618,418**	**6.00**

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.

The Diversity, Equity, Accessibility, and Inclusion (DEI) Grant is funded by the State Judiciary to support one DEI Coordinator. The employee will raise awareness and support of equity, accessibility, and inclusion values. They will work on enhancing and strengthening system programs to ensure each service, program and activity operated in the Court building is readily accessible and usable by individuals with disabilities.

The Alternative Dispute Resolution (ADR) Grant is funded by the State Judiciary to support ADR programs and projects which benefit our Court and the residents of Montgomery County. The ADR programs and projects will focus on expanding access to justice, enable the resolution of disputes with efficiency and prevent conflicts from escalating into violence or litigation.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,317,641**	**25.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	850,526	2.22
FY25 Recommended	**4,168,167**	**27.22**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**958,373**	**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.	37,020	0.00
FY25 Recommended	**995,393**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**500,524**	**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.	27,171	0.00
FY25 Recommended	**527,695**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,560,196**	**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.	127,326	0.00
FY25 Recommended	**1,687,522**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**295,457**	**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.	31,948	0.00
FY25 Recommended	**327,405**	**2.50**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	7,778,177	8,452,132	8,956,548	9,608,457	13.7 %
Employee Benefits	2,561,703	2,864,456	2,828,623	3,061,130	6.9 %
County General Fund Personnel Costs	**10,339,880**	**11,316,588**	**11,785,171**	**12,669,587**	**12.0 %**
Operating Expenses	2,699,161	2,549,879	2,597,872	2,552,012	0.1 %
County General Fund Expenditures	**13,039,041**	**13,866,467**	**14,383,043**	**15,221,599**	**9.8 %**
PERSONNEL					
Full-Time	99	99	99	99	—
Part-Time	4	4	4	4	—
FTEs	101.23	101.60	101.60	101.28	-0.3 %
REVENUES					
State Jury Fee Reimbursement	567,840	1,165,570	1,165,570	1,165,570	—
Miscellaneous Revenues	54,291	55,230	55,230	55,230	—
County General Fund Revenues	**622,131**	**1,220,800**	**1,220,800**	**1,220,800**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	1,998,101	2,306,629	2,306,629	2,926,106	26.9 %
Employee Benefits	674,607	696,090	696,090	929,002	33.5 %
Grant Fund - MCG Personnel Costs	**2,672,708**	**3,002,719**	**3,002,719**	**3,855,108**	**28.4 %**
Operating Expenses	231,835	297,059	297,059	313,059	5.4 %
Grant Fund - MCG Expenditures	**2,904,543**	**3,299,778**	**3,299,778**	**4,168,167**	**26.3 %**
PERSONNEL					
Full-Time	24	25	25	27	8.0 %
Part-Time	1	1	1	1	—
FTEs	24.27	24.90	24.90	27.22	9.3 %
REVENUES					
State Grants	2,891,866	3,299,778	3,299,778	4,168,167	26.3 %
Federal Grants	12,676	0	0	0	—
Grant Fund - MCG Revenues	**2,904,542**	**3,299,778**	**3,299,778**	**4,168,167**	**26.3 %**

DEPARTMENT TOTALS

Total Expenditures	**15,943,584**	**17,166,245**	**17,682,821**	**19,389,766**	**13.0 %**
Total Full-Time Positions	**123**	**124**	**124**	**126**	**1.6 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**125.50**	**126.50**	**126.50**	**128.50**	**1.6 %**
Total Revenues	**3,526,673**	**4,520,578**	**4,520,578**	**5,388,967**	**19.2 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**13,866,467**	**101.60**
Changes (with service impacts)		
Add: Mid-Year Creation of Mediator Position [Family Division Services]	165,337	1.00
Eliminate: Inactive Evaluator Position [Administration]	(92,464)	(1.00)
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	587,615	0.00
Increase Cost: Annualization of FY24 Compensation Increases	541,998	0.00
Increase Cost: Restore One Time Lapse Increase [Administration]	489,000	0.00
Shift: Personnel Costs from Trial Court Research Grant to General Fund (General Fund) [Administration]	7,897	0.05
Increase Cost: Printing and Mail	2,746	0.00
Decrease Cost: Motor Pool Adjustment	(613)	0.00
Decrease Cost: Retirement Adjustment	(6,540)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(154,535)	0.00
Shift: Personnel Costs for the Family Grant (Grant Fund) to the General Fund [Family Division Services]	(185,309)	(0.37)
FY25 RECOMMENDED	**15,221,599**	**101.28**
GRANT FUND - MCG		
FY24 ORIGINAL APPROPRIATION	**3,299,778**	**24.90**
Federal/State Programs		
Add: Mid-Year Creation of a DEI Coordinator for the DEI Grant	106,553	1.00
Add: Mid-Year Creation of an Administrative Aide IV for the ADR Grant	89,748	1.00
Enhance: DEI Grant	16,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Personnel Costs	478,676	0.00
Shift: Personnel Costs for the Family Grant (Grant Fund) to the General Fund [Family Division Services]	185,309	0.37
Re-align: Personnel Costs from Trial Court Research Grant to the General Fund [Administration]	(7,897)	(0.05)
FY25 RECOMMENDED	**4,168,167**	**27.22**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Adjudication	4,191,144	35.50	4,538,183	35.50
Administration	2,307,358	8.23	3,050,574	9.28
Case Assignment	1,415,960	14.00	1,554,646	14.00
Family Division Services	1,849,639	15.27	1,921,763	15.00
Family Magistrates	769,953	7.00	618,418	6.00
Grants	3,317,641	25.00	4,168,167	27.22

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Jury	958,373	4.00	995,393	4.00
Law Library	500,524	3.00	527,695	3.00
Technical Services	1,560,196	12.00	1,687,522	12.00
Trust and Guardianships	295,457	2.50	327,405	2.50
Total	**17,166,245**	**126.50**	**19,389,766**	**128.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**15,222**	**15,222**	**15,222**	**15,222**	**15,222**	**15,222**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**304**	**304**	**304**	**304**	**304**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,222**	**15,526**	**15,526**	**15,526**	**15,526**	**15,526**

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State's Attorney

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$25,353,598	167.25

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 concerning 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 FY25 Operating Budget for the State's Attorney's Office is $25,353,598, an increase of $3,230,016 or 14.60 percent from the FY24 Approved Budget of $22,123,582. Personnel Costs comprise 94.02 percent of the budget for 162 full-time position(s) and eight part-time position(s), and a total of 167.25 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 5.98 percent of the FY25 budget.

COUNTY PRIORITY OUTCOMES

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

Safe Neighborhoods

INITIATIVES

Funding added to provide the Office's legacy case management, cloud-based system with greater storage capacity.

- Create a new Evidence Review Unit to enhance digital evidence processing to facilitate the redaction, upload, and review of digital evidence. In addition, funds are provided to renovate office space to house the newly formed unit.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- PROSECUTORbyKarpel (PbK) Prosecutor Case Management System (PCMS) was installed on June 12, 2023, and is the primary repository for all case-related information (reports, documents, statistics, body worn camera and surveillance videos, cell phone and computer data dumps) and eDiscovery material for the prosecution of cases within the Circuit and District Courts. The PbK system also contains an electronic eDiscovery portal which allows the Assistant State's Attorneys and discovery teams to electronically assemble and send discovery material to defense attorneys.
- During the 2023 calendar year, the State's Attorney's Office had law students, undergraduate students, and high school students who volunteered their time to the office. These students worked a total of 25,186 hours which equates to over 12 full-time positions.
- In partnership with Prosecutorial Performance Indicators and researchers at the University of Maryland, Towson University, and George Mason University, the State's Attorney's Office conducted a study on criminal prosecution in Montgomery County. The "Final Report on Racial Justice in Prosecution in Montgomery County" details key findings, study methodology, descriptive results, statistical analysis, and recommendations. The Office will maintain a data dashboard including key graphics and highlights.

PROGRAM CONTACTS

Contact Lisa Russo of the State's Attorney's Office at 240.777.7407 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,183,473**	**12.97**
Add: Bureau of Justice Assistance Body-worn Camera Grant	290,761	4.00
Increase Cost: Cloud Storage	100,000	0.00
Technical Adj: Grant FTE Adjustments	0	(0.06)
Technical Adj: Grant FTE Adjustments	0	0.06

FY25 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.	293,285	(0.06)
FY25 Recommended	**2,867,519**	**16.91**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,847,608**	**64.75**
Increase Cost: Salary Plan	60,861	0.00
Technical Adj: Grant FTE Adjustments	0	0.01
Technical Adj: Grant FTE Adjustments	0	(0.01)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	869,898	0.00
FY25 Recommended	**10,778,367**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,308,013**	**27.16**
Technical Adj: Grant FTE Adjustments	0	0.11
Technical Adj: Grant FTE Adjustments	0	(0.11)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	266,404	0.01
FY25 Recommended	**3,574,417**	**27.17**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,748,068**	**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.	288,736	0.00
FY25 Recommended	**2,036,804**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,484,482**	**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.	71,282	0.00
FY25 Recommended	**2,555,764**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**545,878**	**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.	77,908	0.00
FY25 Recommended	**623,786**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,404,635**	**10.00**
Add: Evidence Review Unit	751,998	7.00

FY25 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.	97,745	0.00
FY25 Recommended	**2,254,378**	**17.00**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**601,425**	**5.37**
Technical Adj: Grant FTE Adjustments	0	(0.08)
Technical Adj: Grant FTE Adjustments	0	0.08
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	61,138	0.05
FY25 Recommended	**662,563**	**5.42**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	15,400,708	16,078,297	16,037,184	18,119,452	12.7 %
Employee Benefits	4,101,280	4,620,111	4,357,744	5,171,459	11.9 %
County General Fund Personnel Costs	**19,501,988**	**20,698,408**	**20,394,928**	**23,290,911**	**12.5 %**
Operating Expenses	1,636,648	1,168,168	1,112,199	1,514,920	29.7 %
Capital Outlay	12,279	0	0	0	—
County General Fund Expenditures	**21,150,915**	**21,866,576**	**21,507,127**	**24,805,831**	**13.4 %**
PERSONNEL					
Full-Time	147	147	147	154	4.8 %
Part-Time	7	7	7	7	—
FTEs	153.85	153.70	153.70	160.96	4.7 %
REVENUES					
Miscellaneous Revenues	19	0	0	0	—
County General Fund Revenues	**19**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	212,957	184,736	184,736	402,107	117.7 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Employee Benefits	61,618	72,270	72,270	145,660	101.6 %
Grant Fund - MCG Personnel Costs	**274,575**	**257,006**	**257,006**	**547,767**	**113.1 %**
Operating Expenses	129,455	0	0	0	—
Grant Fund - MCG Expenditures	**404,030**	**257,006**	**257,006**	**547,767**	**113.1 %**
PERSONNEL					
Full-Time	4	4	4	8	100.0 %
Part-Time	1	1	1	1	—
FTEs	2.40	2.55	2.55	6.29	146.7 %
REVENUES					
Federal Grants	1,912	0	0	0	—
State Grants	210,966	257,006	257,006	547,767	113.1 %
Grant Fund - MCG Revenues	**212,878**	**257,006**	**257,006**	**547,767**	**113.1 %**

DEPARTMENT TOTALS

Total Expenditures	**21,554,945**	**22,123,582**	**21,764,133**	**25,353,598**	**14.6 %**
Total Full-Time Positions	**151**	**151**	**151**	**162**	**7.3 %**
Total Part-Time Positions	**8**	**8**	**8**	**8**	**—**
Total FTEs	**156.25**	**156.25**	**156.25**	**167.25**	**7.0 %**
Total Revenues	**212,897**	**257,006**	**257,006**	**547,767**	**113.1 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**21,866,576**	**153.70**
Changes (with service impacts)		
Add: Evidence Review Unit [Prosecution Management]	751,998	7.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	1,065,343	0.00
Increase Cost: Annualization of FY24 Compensation Increases	983,337	0.00
Increase Cost: Cloud Storage [Administration]	100,000	0.00
Increase Cost: Salary Plan [Circuit Court Prosecution]	60,861	0.00
Increase Cost: Retirement Adjustment	21,115	0.00
Increase Cost: Printing and Mail	1,668	0.00
Technical Adj: Grant FTE Adjustments [Circuit Court Prosecution]	0	0.01
Technical Adj: Grant FTE Adjustments [Victim/Witness Court Assistance]	0	0.08
Technical Adj: Grant FTE Adjustments [District Court Prosecution]	0	0.11
Technical Adj: Grant FTE Adjustments [Administration]	0	0.06
Decrease Cost: Motor Pool Adjustment	(3,516)	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Annualization of FY24 Personnel Costs	(41,551)	0.00
FY25 RECOMMENDED	**24,805,831**	**160.96**

GRANT FUND - MCG

FY24 ORIGINAL APPROPRIATION	**257,006**	**2.55**
Federal/State Programs		
Add: Bureau of Justice Assistance Body-worn Camera Grant	290,761	4.00
Other Adjustments (with no service impacts)		
Technical Adj: Grant FTE Adjustments [Administration]	0	(0.06)
Technical Adj: Grant FTE Adjustments [Circuit Court Prosecution]	0	(0.01)
Technical Adj: Grant FTE Adjustments [Victim/Witness Court Assistance]	0	(0.08)
Technical Adj: Grant FTE Adjustments [District Court Prosecution]	0	(0.11)
FY25 RECOMMENDED	**547,767**	**6.29**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	2,183,473	12.97	2,867,519	16.91
Circuit Court Prosecution	9,847,608	64.75	10,778,367	64.75
District Court Prosecution	3,308,013	27.16	3,574,417	27.17
District Court Screening and Mediation	1,748,068	13.50	2,036,804	13.50
Juvenile Court Prosecution	2,484,482	17.50	2,555,764	17.50
Major Fraud and Special Investigations	545,878	5.00	623,786	5.00
Prosecution Management	1,404,635	10.00	2,254,378	17.00
Victim/Witness Court Assistance	601,425	5.37	662,563	5.42
Total	**22,123,582**	**156.25**	**25,353,598**	**167.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Police	General Fund	188,428	1.00	230,357	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**24,806**	**24,806**	**24,806**	**24,806**	**24,806**	**24,806**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**168**	**168**	**168**	**168**	**168**
New positions in the FY25 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 FY25	**0**	**(249)**	**(249)**	**(249)**	**(249)**	**(249)**
Items recommended for one-time funding in FY25, including renovation of office space, will be eliminated from the base in the out years.						
Labor Contracts	**0**	**565**	**565**	**565**	**565**	**565**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**24,806**	**25,290**	**25,290**	**25,290**	**25,290**	**25,290**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Evidence Review Unit	503,398	7.00	671,195	7.00
Total	**503,398**	**7.00**	**671,195**	**7.00**

County Executive

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$7,267,330	37.33

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 FY25 Operating Budget for the Office of the County Executive is $7,267,330, an increase of $196,807 or 2.78 percent from the FY24 Approved Budget of $7,070,523. Personnel Costs comprise 82.43 percent of the budget for 50 full-time position(s) and six part-time position(s), and a total of 37.33 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 17.57 percent of the FY25 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

- Proactive outreach - Business Liaisons in the Business Center spend about two days a week engaging businesses in the community to better assist and understand their challenges.
- Launched client management system that provides faster, more reliable customer service to businesses. The system also ensures the County is tracking required metrics for the Racial Equity and Social Justice Act.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Increased staffing and efficiencies allowed the Business Center to assist more than 1,000 businesses to start and grow in the County, an increase of 230 percent from 2022.
- Assigned Business Liaisons to regional offices to create greater synergies between the Regional Service Centers and County's service delivery. The Executive's support for more liaisons is to ensure all Regional Centers and Council Districts have at least one Business Liaison to personalize service delivery to more businesses.
- Internal Audit completed and expects to publish nine audit reports (FY23 and FY24), including the following audits: Cash Management Reviews in the Recreation Department, Department of Transportation, Police Department, and Alcohol Beverage Services; Marriott Conference Center Management Agreement Audit; Vendor Administration; Information Technology Governance; and Purchasing Card Administration in Department of General Services and the Community Engagement Cluster.
- With approval of the two new investigative analyst positions in FY25, we estimate that Internal Audit will be able to conduct 10-15 follow-up audits annually (once the positions are filled) to ensure timely resolution of audit findings through implementation of appropriate corrective actions that address root cause issues associated with internal control gaps and weaknesses.

PROGRAM CONTACTS

Contact Taleah Parker of the Office of the County Executive at 240.777.2516 or Julie Knight of the Office of Management and Budget at 240.777.2800 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**363,192**	**1.05**
Add: Bisnow Biotechnology Conference	50,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	2,766	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,350	0.00
FY25 Recommended	**422,308**	**1.05**

Business Center Team

The Business Center Team program 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 Business Center 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,088,544**	**6.00**
Add: Two Business Liaisons for Small Business Support Services NDA	195,114	2.00
Shift: Funding for Innovation Alliance Position from Montgomery County Economic Development Corporation NDA to CEX	147,795	1.00
Add: Program Manager II for Business Center Team	97,557	1.00
Increase Cost: CoStar Contract Escalation	3,300	0.00
Shift: Non-Competitive Contracts from CEX to Small Business Support Services NDA	(137,000)	0.00
Shift: Funding for Innovation Alliance Position from CEX to Incubator Programs NDA	(147,795)	(1.00)
Shift: Positions from Business Center Team to Small Business Support Services NDA	(662,911)	(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.	160,182	0.00
FY25 Recommended	**744,786**	**4.00**

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 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 Center 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 Center 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,292,640**	**19.28**
Shift: Fiscal and Policy Analyst Position from NDA - Incubator Programs to CEX	188,102	1.00
Technical Adj: Lapse FY23 Mid-Year Position - Deputy Director for Special Projects	(183,651)	1.00
Shift: Manager II Position from CEX to Community Engagement Cluster	(199,596)	(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.	240,883	0.00
FY25 Recommended	**3,338,378**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,194,333**	**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.	132,985	0.00
FY25 Recommended	**1,327,318**	**6.00**

Innovation

The Innovation Team Program supports colleagues across the 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 InnovationTeam 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 Team anticipates the future needs of the County and proactively builds the capacity to deliver better services internally and externally.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**559,832**	**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.	53,818	0.00
FY25 Recommended	**613,650**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**571,982**	**1.00**
Add: Two Investigative Analyst Positions for Internal Audits	209,663	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.	39,245	0.00
FY25 Recommended	**820,890**	**3.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,515,743	4,541,440	5,240,967	4,681,435	3.1 %
Employee Benefits	1,083,917	1,182,919	1,220,328	1,309,205	10.7 %
County General Fund Personnel Costs	**5,599,660**	**5,724,359**	**6,461,295**	**5,990,640**	**4.7 %**
Operating Expenses	1,186,518	1,346,164	654,575	1,276,690	-5.2 %
County General Fund Expenditures	**6,786,178**	**7,070,523**	**7,115,870**	**7,267,330**	**2.8 %**
PERSONNEL					
Full-Time	48	44	44	50	13.6 %
Part-Time	6	6	6	6	—
FTEs	39.78	36.33	36.33	37.33	2.8 %
REVENUES					
Miscellaneous Revenues	338	0	0	0	—
County General Fund Revenues	**338**	**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	8,248,709	0	0	0	—
Grant Fund - MCG Expenditures	**8,248,709**	**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	4,897,605	0	0	0	—
State Grants	11,209	0	0	0	—
Grant Fund - MCG Revenues	**4,908,814**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**15,034,887**	**7,070,523**	**7,115,870**	**7,267,330**	**2.8 %**
Total Full-Time Positions	**48**	**44**	**44**	**50**	**13.6 %**
Total Part-Time Positions	**6**	**6**	**6**	**6**	**—**
Total FTEs	**39.78**	**36.33**	**36.33**	**37.33**	**2.8 %**
Total Revenues	**4,909,152**	**0**	**0**	**0**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**7,070,523**	**36.33**
Changes (with service impacts)		
Add: Two Investigative Analyst Positions for Internal Audits [Internal Audit]	209,663	2.00
Add: Two Business Liaisons for Small Business Support Services NDA [Business Center Team]	195,114	2.00
Add: Program Manager II for Business Center Team [Business Center Team]	97,557	1.00
Add: Bisnow Biotechnology Conference [Administration]	50,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Personnel Costs	359,551	0.00
Increase Cost: Annualization of FY24 Compensation Increases	205,954	0.00
Shift: Fiscal and Policy Analyst Position from NDA - Incubator Programs to CEX [CAO - Supervision & Management of Executive Branch Departments]	188,102	1.00
Increase Cost: FY25 Compensation Adjustment	173,636	0.00
Shift: Funding for Innovation Alliance Position from Montgomery County Economic Development Corporation NDA to CEX [Business Center Team]	147,795	1.00
Increase Cost: Retirement Adjustment	20,232	0.00
Increase Cost: CoStar Contract Escalation [Business Center Team]	3,300	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	2,766	0.00
Increase Cost: Motor Pool Adjustment	1,478	0.00
Decrease Cost: Printing and Mail	(5,018)	0.00
Decrease Cost: Lapse Adjustment	(122,370)	0.00
Shift: Non-Competitive Contracts from CEX to Small Business Support Services NDA [Business Center Team]	(137,000)	0.00
Shift: Funding for Innovation Alliance Position from CEX to Incubator Programs NDA [Business Center Team]	(147,795)	(1.00)
Technical Adj: Lapse FY23 Mid-Year Position - Deputy Director for Special Projects [CAO - Supervision & Management of Executive Branch Departments]	(183,651)	1.00
Shift: Manager II Position from CEX to Community Engagement Cluster [CAO - Supervision & Management of Executive Branch Departments]	(199,596)	(1.00)
Shift: Positions from Business Center Team to Small Business Support Services NDA [Business Center Team]	(662,911)	(5.00)
FY25 RECOMMENDED	**7,267,330**	**37.33**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	363,192	1.05	422,308	1.05
Business Center Team	1,088,544	6.00	744,786	4.00
CAO - Supervision & Management of Executive Branch Departments	3,292,640	19.28	3,338,378	20.28
County Executive - Policy Planning and Development	1,194,333	6.00	1,327,318	6.00
Innovation	559,832	3.00	613,650	3.00
Internal Audit	571,982	1.00	820,890	3.00

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Total	**7,070,523**	**36.33**	**7,267,330**	**37.33**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Transit Services	Mass Transit	171,018	0.74	124,238	0.74
Permitting Services	Permitting Services	219,992	1.03	234,857	1.03
NDA - Conference Center	General Fund	136,458	1.00	151,235	1.00
NDA - Incubator Programs	General Fund	677,737	5.00	579,699	4.00
NDA - Vision Zero	General Fund	152,475	1.00	164,414	1.00
NDA - Police Accountability Board	General Fund	258,732	2.00	307,836	2.00
NDA - Small Business Support Services	General Fund	0	0.00	791,512	6.00
	Total	**1,616,412**	**10.77**	**2,353,791**	**15.77**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**7,267**	**7,267**	**7,267**	**7,267**	**7,267**	**7,267**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**97**	**97**	**97**	**97**	**97**
New positions in the FY25 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 FY25	**0**	**(65)**	**(65)**	**(65)**	**(65)**	**(65)**
Items recommended for one-time funding in FY25 will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**122**	**122**	**122**	**122**	**122**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**109**	**109**	**109**	**109**	**109**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,267**	**7,530**	**7,530**	**7,530**	**7,530**	**7,530**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended	FY26 Annualized

	Expenditures	FTEs	Expenditures	FTEs
Add Investigative Analyst III Grade 28	103,528	1.00	138,037	1.00
Add Investigative Analyst II Grade 26	96,135	1.00	128,180	1.00
Program Manager II for Business Center Team	92,557	1.00	123,409	1.00
Total	**292,220**	**3.00**	**389,626**	**3.00**

Board of Elections

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$17,071,137	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 FY25 Operating Budget for the Montgomery County Board of Elections is $17,071,137, an increase of $4,409,676 or 34.83 percent from the FY24 Approved Budget of $12,661,461. Personnel Costs comprise 34.34 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 65.66 percent of the FY25 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- A new Election Worker Management System is currently being built to leverage a modern framework and mitigate vulnerabilities in the existing application. The new system will streamline the communications, recruitment, training, and staffing of election workers and Future Vote students as well as the future administration of elections.

PROGRAM CONTACTS

Contact Thomas "Chuck" Williams of the Montgomery County Board of Elections at 240.777.8585 or Justine Jones of the Office of Management and Budget at 240.777.2627 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of precincts reporting election results by 11:00 p.m.	93.75%	96.50%	96.50%	96.50%	96.50%
Average voter wait time on election day (minutes)	0	1	5	8	1
Total ballots cast (000s)	181	347	306	510	238

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,029,294**	**4.00**
Increase Cost: State Board of Elections Expenses	2,798,861	0.00
Increase Cost: Printing of Sample Ballots	74,414	0.00
Increase Cost: Legal/Attorney Services During Election	47,504	0.00
Increase Cost: Board of Elections Board Members' Stipend	30,896	0.00
Increase Cost: Box Truck Rental to Transport Ballots to Offsite Canvass Location	18,418	0.00
Increase Cost: Moving Services for Transporting Pollbooks	18,400	0.00
Increase Cost: Background Checks for Temporary Part-Time Employees	4,320	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	330	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(281,727)	(1.00)
FY25 Recommended	**7,740,710**	**3.00**

Election Operations

The Election Operations program consists of three independent sections that ensure that both 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of voters rating Election Day polling place as "well run"	95%	95%	97%	97%	97%
Percent of no-show election workers on Election Day	4%	3%	3%	3%	3%
Number of election workers recruited, trained, and placed per election	2,504	2,791	4,111	4,500	3,500
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	$18,206	$29,072	$23,000	$32,000	$19,000
Number of designated polling place equivalents per election	336	343	346	346	346

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,090,743**	**20.53**
Enhance: State Board of Elections New Election Equipment	1,950,000	0.00
Increase Cost: Election Judges' Stipend	504,199	0.00

FY25 Recommended Changes	Expenditures	FTEs
Increase Cost: Increase Seasonal Temps for Election	300,119	0.00
Increase Cost: Election Employees Overtime Expenses	256,453	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,667,192)	2.00
FY25 Recommended	**5,434,322**	**22.53**

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 allows voters to request and receive voting information by text message.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Average response time to resolve equipment and/or maintenance concerns during voting hours (hours)	1	1	1	1	1
Incidents of emergency bin use during voting hours	0	0	0	0	0

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,128,819**	**12.45**
Enhance: Build New Election Worker Management System	463,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(86,622)	0.00
FY25 Recommended	**1,505,197**	**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 ensuring 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of registered voters served per program FTE	36,699	35,190	35,000	35,000	35,000
Number of mail-in ballots requested (000s)	114	142	165	200	150
Number of active registered voters (000s)	676	678	682	685	680
Number of mail-in ballots returned (000s)	76	119	123	170	120
Number of provisional ballots issued on election day(s)	8,366	13,879	10,000	17,000	8,000

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,412,605**	**19.37**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(21,697)	(1.00)
FY25 Recommended	**2,390,908**	**18.37**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,736,131	3,922,385	4,200,131	4,806,919	22.6 %
Employee Benefits	932,442	975,543	958,412	1,055,837	8.2 %
County General Fund Personnel Costs	**5,668,573**	**4,897,928**	**5,158,543**	**5,862,756**	**19.7 %**
Operating Expenses	7,125,617	7,763,533	7,763,533	11,208,381	44.4 %
County General Fund Expenditures	**12,794,190**	**12,661,461**	**12,922,076**	**17,071,137**	**34.8 %**
PERSONNEL					
Full-Time	32	32	32	32	—
Part-Time	2	2	2	2	—
FTEs	56.35	56.35	56.35	56.35	—
REVENUES					
Other Charges/Fees	4,236	1,300	1,300	1,300	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Miscellaneous Revenues	24	0	0	0	—
County General Fund Revenues	**4,260**	**1,300**	**1,300**	**1,300**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**12,661,461**	**56.35**
Changes (with service impacts)		
Enhance: State Board of Elections New Election Equipment [Election Operations]	1,950,000	0.00
Enhance: Build New Election Worker Management System [Information Technology]	463,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: State Board of Elections Expenses [Administration]	2,798,861	0.00
Increase Cost: Election Judges' Stipend [Election Operations]	504,199	0.00
Increase Cost: Increase Seasonal Temps for Election [Election Operations]	300,119	0.00
Increase Cost: Election Employees Overtime Expenses [Election Operations]	256,453	0.00
Increase Cost: Overtime Adjustment	207,333	0.00
Increase Cost: FY25 Compensation Adjustment	164,901	0.00
Increase Cost: Annualization of FY24 Compensation Increases	163,688	0.00
Increase Cost: Restore One Time Lapse Increase	101,361	0.00
Increase Cost: Printing of Sample Ballots [Administration]	74,414	0.00
Increase Cost: Legal/Attorney Services During Election [Administration]	47,504	0.00
Increase Cost: Board of Elections Board Members' Stipend [Administration]	30,896	0.00
Increase Cost: Box Truck Rental to Transport Ballots to Offsite Canvass Location [Administration]	18,418	0.00
Increase Cost: Moving Services for Transporting Pollbooks [Administration]	18,400	0.00
Increase Cost: Retirement Adjustment	17,348	0.00
Increase Cost: Background Checks for Temporary Part-Time Employees [Administration]	4,320	0.00
Increase Cost: Printing and Mail	354	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	330	0.00
Decrease Cost: Motor Pool Adjustment	(9,697)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(69,938)	0.00
Decrease Cost: Lapse Adjustment	(207,333)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(2,425,255)	0.00
FY25 RECOMMENDED	**17,071,137**	**56.35**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	5,029,294	4.00	7,740,710	3.00
Election Operations	4,090,743	20.53	5,434,322	22.53
Information Technology	1,128,819	12.45	1,505,197	12.45
Voter Services	2,412,605	19.37	2,390,908	18.37
Total	**12,661,461**	**56.35**	**17,071,137**	**56.35**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**17,071**	**17,071**	**17,071**	**17,071**	**17,071**	**17,071**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(3,857)**	**(3,857)**	**(3,857)**	**(3,857)**	**(3,857)**
Items recommended for one-time funding in FY25, including overtime and purchase of new elections equipment, will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**207**	**207**	**207**	**207**	**207**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**81**	**81**	**81**	**81**	**81**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**17,071**	**13,502**	**13,502**	**13,502**	**13,502**	**13,502**

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Community Engagement Cluster

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$10,212,919	47.25

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, which includes the Gilchrist Center, Volunteer Center, and Translations Unit, with each office/function having it's own focus and expertise. The CEC shares administrative staff to support the administrative functions of the cluster.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Community Engagement Cluster is $10,212,919, an increase of $1,470,006 or 16.81 percent from the FY24 Approved Budget of $8,742,913. Personnel Costs comprise 67.89 percent of the budget for 37 full-time position(s) and 21 part-time position(s), and a total of 47.25 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 32.11 percent of the FY25 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 maintained by the Gilchrist Immigrant

Resource Center.

- All executive branch departments will develop and implement language access plans in order to provide 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.
- Increase engagement with multilingual communities through community forums and meetings, and social media platforms in languages other than English.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

Administration

The Administration Unit of the Community Engagement Cluster oversees the daily operations, administrative functions, and policies related to various areas, including budget, procurement, financial management, contract/grant management, human resources, information technology, office space coordination, fleet management, and record management for the CEC offices and the four Urban Districts.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**910,427**	**5.00**
Shift: Place Based Management Grants from Community Grants NDA to CEC base budget	400,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	31,872	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(317,443)	0.00
FY25 Recommended	**1,024,856**	**5.00**

Commission for Women

The Commission for Women's mission is to identify gender-based inequities in laws, policies, practices, and procedures, and to advocate remedies by advising the public and local, state, and federal agencies on issues of concern to women, including organizing events relating to these issues. 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 reduce and prevent human trafficking in Montgomery County by increasing understanding of the issue and developing interagency coordination of strategies

for response and prevention.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**362,982**	**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.	43,788	0.00
FY25 Recommended	**406,770**	**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 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 and LGBTQ communities, children under 5, and seniors) and specific census tracts. Strategies included developing materials in the top six spoken languages in the county (Spanish, Chinese, Korean, French, Amharic, and Vietnamese), creating multilingual and multicultural media, use of social media, and collaborating with nonprofit partners. OCP realized 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 take the lead on the County's multilingual and multicultural communication outreach efforts.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,719,010**	**21.75**
Restore: One-Time Lapse Adjustment	150,065	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	127,403	0.00
FY25 Recommended	**4,996,478**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**841,146**	**7.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	51,708	0.00
FY25 Recommended	**892,854**	**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. The Regional Directors of the Silver Spring, Wheaton, and Bethesda/Chevy Chase regions provide oversight of the operations of their respective Urban Districts.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,909,348**	**10.00**
Shift: Manager II Position from CEX to CEC for the White Oak Science Gateway Redevelopment of East County Project	199,596	1.00
Add: Emerging Business District Funding for Urban District Pilot Programs	140,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	643,017	0.00
FY25 Recommended	**2,891,961**	**11.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,767,284	4,452,242	4,737,888	5,256,448	18.1 %
Employee Benefits	1,086,904	1,441,456	1,338,762	1,612,610	11.9 %
County General Fund Personnel Costs	**4,854,188**	**5,893,698**	**6,076,650**	**6,869,058**	**16.5 %**
Operating Expenses	1,726,552	2,774,215	2,593,094	3,268,861	17.8 %
County General Fund Expenditures	**6,580,740**	**8,667,913**	**8,669,744**	**10,137,919**	**17.0 %**
PERSONNEL					
Full-Time	34	35	35	36	2.9 %
Part-Time	20	21	21	21	—
FTEs	44.27	45.75	45.75	46.75	2.2 %
REVENUES					
Commission for Women Fees	919	0	0	0	—
Facility Rental Fees	10,009	10,500	10,500	10,500	—
Miscellaneous Revenues	851	0	0	0	—
County General Fund Revenues	**11,779**	**10,500**	**10,500**	**10,500**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	28,669	51,886	51,886	49,156	-5.3 %
Employee Benefits	10,638	12,501	12,501	15,231	21.8 %
Grant Fund - MCG Personnel Costs	**39,307**	**64,387**	**64,387**	**64,387**	**—**
Operating Expenses	110,700	10,613	10,613	10,613	—
Grant Fund - MCG Expenditures	**150,007**	**75,000**	**75,000**	**75,000**	**—**
PERSONNEL					
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	0.48	0.50	0.50	0.50	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
REVENUES					
Federal Grants	116,864	75,000	75,000	75,000	—
State Grants	21,750	0	0	0	—
Grant Fund - MCG Revenues	**138,614**	**75,000**	**75,000**	**75,000**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**6,730,747**	**8,742,913**	**8,744,744**	**10,212,919**	**16.8 %**
Total Full-Time Positions	**35**	**36**	**36**	**37**	**2.8 %**
Total Part-Time Positions	**20**	**21**	**21**	**21**	**—**
Total FTEs	**44.75**	**46.25**	**46.25**	**47.25**	**2.2 %**
Total Revenues	**150,393**	**85,500**	**85,500**	**85,500**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**8,667,913**	**45.75**
Changes (with service impacts)		
Add: Emerging Business District Funding for Urban District Pilot Programs [Regional Services Centers]	140,000	0.00
Other Adjustments (with no service impacts)		
Shift: Place Based Management Grants from Community Grants NDA to CEC base budget [Administration]	400,000	0.00
Increase Cost: Annualization of FY24 Personnel Costs	342,799	0.00
Increase Cost: FY25 Compensation Adjustment	249,002	0.00
Increase Cost: Annualization of FY24 Compensation Increases	208,680	0.00
Shift: Manager II Position from CEX to CEC for the White Oak Science Gateway Redevelopment of East County Project [Regional Services Centers]	199,596	1.00
Restore: One-Time Lapse Adjustment [Community Partnership]	150,065	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	31,872	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	14,035	0.00
Increase Cost: Printing and Mail	1,774	0.00
Decrease Cost: Retirement Adjustment	(4,962)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(79,000)	0.00
Decrease Cost: Lapse Adjustment	(183,855)	0.00
FY25 RECOMMENDED	**10,137,919**	**46.75**
GRANT FUND - MCG		
FY24 ORIGINAL APPROPRIATION	**75,000**	**0.50**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY25 RECOMMENDED	**75,000**	**0.50**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	910,427	5.00	1,024,856	5.00
Commission for Women	362,982	2.00	406,770	2.00
Community Partnership	4,719,010	21.75	4,996,478	21.75
Gilchrist Center	841,146	7.50	892,854	7.50
Regional Services Centers	1,909,348	10.00	2,891,961	11.00
Total	**8,742,913**	**46.25**	**10,212,919**	**47.25**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**10,138**	**10,138**	**10,138**	**10,138**	**10,138**	**10,138**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**184**	**184**	**184**	**184**	**184**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**143**	**143**	**143**	**143**	**143**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,138**	**10,465**	**10,465**	**10,465**	**10,465**	**10,465**

County Attorney

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$10,489,686	50.75

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 FY25 Operating Budget for the Office of the County Attorney is $10,489,686, an increase of $2,866,038 or 37.59 percent from the FY24 Approved Budget of $7,623,648. Personnel Costs comprise 87.16 percent of the budget for 78 full-time position(s) and one part-time position(s), and a total of 50.75 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 12.84 percent of the FY25 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

- Shift tax-supported chargebacks of attorney's time from Departments of Finance, Police, Correction and Rehabilitation, Board of Appeals, Housing and Community Affairs, Health and Human Services, Risk Management, and the Compensation and Benefits Non-Departmental Account to simplify and streamline budgeting practices.
- Implement KnowledgeLake, a searchable online imaging system, which will contain hearings files to make OCA less reliant on paper files and more efficient. This new system will provide greater file security, increase productivity, streamline access, and reduce staff time needed to archive paper files.
- Coordinate with Technology and Enterprise Business Solution's (TEBS) Geographic Information System (GIS) Unit to enhance the GIS portal to allow the public to see the location of all citations issued in Montgomery County. Users will be able to click on a map to view the geographical location of issued citations.
- Provide continuity and knowledge preservation for their workforce through several preservation projects that will include memorializing and cataloguing legal resources on OCA's Intranet site for new attorneys on a variety of topics that arise with frequency, such as legislation review, Maryland Public Information Act, Open Meetings Act, and the County's ethics law.

OCA will also create a readily accessible appellate brief bank to save time when preparing appellate briefs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Provide funds to implement a Health Insurance Portability and Accountability Act (HIPAA) audit to ensure continued compliance with Federal law.
- Collaborate with the Office of Management and Budget's (OMB) Shared Services Team to implement an agreement intake and approval workflow encompassing all parties to allow departments and attorneys to collaboratively review, track, and approve non-procurement contracts and MOUs throughout their life cycles. This is an adjunct to the Non-Procurement Contract Portal OCA launched in FY22 (in accordance with Administrative Procedure 2-4) and the MOU Review Portal OCA launched last year.
- Continue providing and expanding ongoing training initiatives for County employees on a wide variety of topics, including the Open Meetings Act, the Maryland Public Information Act, and use of social media on behalf of the County.

PROGRAM CONTACTS

Contact Carolyn Kilgariff of the Office of the County Attorney at 240.777.6766 or Veronica Jaua of the Office of Management and Budget at 240.777.2782 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Average quality of service rating from department customers responding to Internal Customer Satisfaction Survey (1-4 scale) [1]	3.55	3.33	3.48	3.48	3.48

[1] *OCA is the second highest for the quality of service rating in 2023.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,259,647**	**12.00**
Decrease Cost: Technical Adjustment	(14,254)	0.00

FY25 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.	724,202	0.00
FY25 Recommended	**2,969,595**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of new adoption petitions filed	20	38	27	27	27
Number of new termination of parental rights (TPR) petitions filed	38	34	39	39	39
Number of new children in need of assistance (CINA) petitions filed [1]	99	101	105	105	105
Number of children in need of assistance (CINA) or guardianship hearings	2,210	2,228	2,270	2,270	2,270
Number of adoptions granted	20	29	24	24	24
Number of termination of parental rights (TPR) granted [2]	33	9	27	27	27
Ratio of total number of Termination of Parental Rights (TPR) filed and Adoption petitions filed and total granted [3]	91.4%	100.0%	100.0%	100.0%	100.0%
Number of children in need of assistance (CINA) cases closed [4]	100	90	120	120	120
Percent of appeals in the Appellate Court won	80%	85%	63%	63%	63%

[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.*

[2] *Total TRP petition filed is 34 and total denied is zero. Total pending is 14. Total granted is 9. Total withdrawn is 11. Even the number of granted is lower due to number of cases withdrawn and pending, but total denied is zero.*

[3] *The percentage granted in FY23 is result of number of cases still pending. Total TPR/Adoption petition filed is 72 and total denied is zero. Total pending is 23. Total granted is 38. Total withdrawn is 11. The % of granted is 100% after deducting withdrawn and pending.*

[4] *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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,364,001**	**31.60**
Shift: Move Tax-Supported and Non-Tax Supported Chargebacks from User Departments to OCA	1,053,651	5.15
Add: HIPAA Compliance Audit	504,000	0.00
Restore: Restore one time lapse increase	23,423	0.00
Shift: Technical Adjustment	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	439,531	0.00
FY25 Recommended	**7,384,606**	**37.75**

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 FY25, all attorneys and most of the staff in this program are fully charged to the Self-Insurance Fund (SIF).

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of workers' compensation hearings	1,956	1,653	1,775	1,775	1,775
Code citations processed	4,927	3,580	3,600	3,600	3,600
Total prayer amount demanded by plaintiff (Self-Insurance Fund only) ($000) [1]	$128,419	$55,204	$124,178	$124,178	$124,178
Total number of settlements (Self-Insurance Fund only)	22	24	21	21	21
Total judgment amount paid to plaintiff by the County (Self-Insurance Fund only) ($000) [2]	$47.46	$953.64	$348.00	$348.00	$348.00
Percent of wins in Self-Insurance Fund litigation [3]	100%	86%	95%	95%	95%
Number of judgments in the County's favor (Self-Insurance Fund only)	29	30	31	31	31
Number of judgments against the County (Self-Insurance Fund only) [4]	4	7	4	4	4
Ratio of debt collected to amount referred to the department for collection	72%	97%	73%	73%	73%
Ratio of cost of debt collection to revenue	5%	4%	6%	6%	6%
Code enforcement collected ($000)	$491	$431	$438	$438	$438
Ratio of wins to total code enforcement cases	99.8%	99.8%	99.0%	99.0%	99.0%
Debt collection ($000)	$11,076	$14,213	$10,212	$10,212	$10,212
Forfeitures collected ($000) [5]	$34.7	$135	$240.7	$240.7	$240.7
Total net gain to the County in worker's compensation cases ($000) [6]	$5,737	$4,798	$5,397	$5,397	$5,397

[1] *The amount of money Plaintiffs said they were seeking decreased. The Maryland Rules now provide that when a Plaintiff files suit in Circuit Court to recover damages that are more than $75,000, their complaint should not specify the entire amount of damages they seek. Instead, their Complaint should simply say that their damages exceed $75,000 in value. While this Rule has been in effect since 2014, it has taken a while for Plaintiffs' attorneys to limit their prayer amounts to "in excess of $75,000" but most attorneys in Circuit Court are now doing so.*

[2] *The judgment amounts in FY23 increased from those in FY21 and FY22 in response to the court's resumption of full time operations after two years of Covid closures and delays. The judgments were due to some "catch up" trials in FY23. Additionally, there was one large judgment for attorney fees in a case where the jury found the County had discriminated against an employee due to her disability. While the jury awarded the Plaintiff herself zero damages, because of the finding of discrimination against the County, the Court awarded the Plaintiff a portion of her claimed attorney fees in the amount of $837,925.49.*

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

[4] *Six of the seven judgments paid in FY23 were below last demand, which is still in the County's favor.*

[5] *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.*

[6] *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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
Shift: Move Tax Supported Chargeback from Self Insurance Fund to OCA	135,485	1.00
FY25 Recommended	**135,485**	**1.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,302,654	5,439,162	5,814,572	7,341,820	35.0 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Employee Benefits	1,325,069	1,346,831	1,411,440	1,800,649	33.7 %
County General Fund Personnel Costs	**6,627,723**	**6,785,993**	**7,226,012**	**9,142,469**	**34.7 %**
Operating Expenses	736,836	837,655	605,389	1,347,217	60.8 %
County General Fund Expenditures	**7,364,559**	**7,623,648**	**7,831,401**	**10,489,686**	**37.6 %**
PERSONNEL					
Full-Time	79	78	78	78	—
Part-Time	1	1	1	1	—
FTEs	42.80	43.60	43.60	50.75	16.4 %
REVENUES					
Other Charges/Fees	211	0	0	0	—
Federal Financial Participation Reimbursements	147,471	250,000	250,000	250,000	—
Other Intergovernmental	45,630	45,630	45,630	45,630	—
County General Fund Revenues	**193,312**	**295,630**	**295,630**	**295,630**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**7,623,648**	**43.60**
Changes (with service impacts)		
Add: HIPAA Compliance Audit [General Counsel]	504,000	0.00
Other Adjustments (with no service impacts)		
Shift: Move Tax-Supported and Non-Tax Supported Chargebacks from User Departments to OCA [General Counsel]	1,053,651	5.15
Increase Cost: FY25 Compensation Adjustment	356,268	0.00
Increase Cost: Annualization of FY24 Compensation Increases	344,137	0.00
Increase Cost: Annualization of FY24 Personnel Costs	341,383	0.00
Shift: Move Tax Supported Chargeback from Self Insurance Fund to OCA [Litigation]	135,485	1.00
Increase Cost: Lapse Adjustment	121,877	0.00
Restore: Restore one time lapse increase [General Counsel]	23,423	0.00
Increase Cost: Printing and Mail	179	0.00
Shift: Technical Adjustment [General Counsel]	0	1.00
Decrease Cost: Retirement Adjustment	(111)	0.00
Decrease Cost: Technical Adjustment [Administration]	(14,254)	0.00
FY25 RECOMMENDED	**10,489,686**	**50.75**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	2,259,647	12.00	2,969,595	12.00
General Counsel	5,364,001	31.60	7,384,606	37.75
Litigation	0	0.00	135,485	1.00
Total	**7,623,648**	**43.60**	**10,489,686**	**50.75**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Board of Appeals	General Fund	95,439	0.50	0	0.00
Finance	General Fund	162,058	1.05	0	0.00
Finance	Risk Management (Self Insurance - ISF)	3,393,487	21.00	3,641,924	20.00
Human Resources	Employee Health Self Insurance	16,228	0.10	17,945	0.10
Correction and Rehabilitation	General Fund	192,439	1.00	0	0.00
Police	General Fund	201,405	1.00	0	0.00
Parking District Services	Bethesda Parking	51,783	0.30	60,447	0.30
Parking District Services	Silver Spring Parking	35,653	0.20	39,565	0.20
Health and Human Services	General Fund	157,122	1.50	60,360	1.00
Health and Human Services	Grant Fund	194,294	2.40	194,294	2.40
Permitting Services	Permitting Services	153,944	1.00	173,979	1.00
Housing and Community Affairs	General Fund	104,059	0.50	0	0.00
Housing and Community Affairs	Montgomery Housing Initiative	208,118	1.00	165,530	1.00
Recycling and Resource Management	Solid Waste Disposal	155,354	0.75	166,909	0.75
Recycling and Resource Management	Solid Waste Collection	51,785	0.25	55,636	0.25
CIP	Capital Fund	185,214	1.00	0	0.00
NDA - Montgomery County Employee Retirement Plans	General Fund	16,228	0.10	0	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	16,228	0.10	17,945	0.10
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	68,159	0.42	75,368	0.42
NDA - Retiree Health Benefits Trust	Retiree Health Benefits Trust Fund	27,588	0.17	30,506	0.17
NDA - Retiree Health Benefits Trust	RSP-Disability Benefits (LTD2)	9,737	0.06	10,767	0.06
Cable Television Communications Plan	Cable TV	104,970	0.50	0	0.00
	Total	**5,601,292**	**34.90**	**4,711,175**	**27.75**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**10,490**	**10,490**	**10,490**	**10,490**	**10,490**	**10,490**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(626)**	**(626)**	**(626)**	**(626)**	**(626)**
Items recommended for one-time funding in FY25, including a HIPAA compliance audit and a decrease in lapse.						
Labor Contracts	**0**	**182**	**182**	**182**	**182**	**182**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,490**	**10,046**	**10,046**	**10,046**	**10,046**	**10,046**

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Ethics Commission

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$416,473	2.00

ERIN CHU, 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 FY25 Operating Budget for the Ethics Commission is $416,473, an increase of $25,220 or 6.45 percent from the FY24 Approved Budget of $391,253. Personnel Costs comprise 90.79 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 9.21 percent of the FY25 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

- Consistent with statutory requirements, the lobbying activity reporting system will be adjusted to require reporting of the specific matters on which lobbying has occurred. When activity reports are filed in July of 2024, lobbyists will be required to follow the direction to: *List each matter on which lobbying occurred during the reporting period: use bill numbers, formal designations or other specific references or detail in describing the matter*.

- Commission staff intends to implement a training video to support the mandatory one-hour online ethics training program for new employees. This video will be available for those unable to attend the live on-line training provided by Commission staff.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Changes to the Public Ethics Law through Bill 17-22 became effective in February 2023. These changes resulted in Commission staff implementing new program requirements, including making changes to the financial disclosure system's

reporting requirements.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Number of financial disclosure statements required (calendar year)	1,872	1,892	1,892	1,892	1,892
Number of formal opinions, waivers, and guidance (calendar year)	21	21	21	21	21
Number of lobbyist activity reports (calendar year)	287	255	255	255	255
Number of lobbyists registered (calendar year)	184	156	156	156	156
Number of outside employment requests processed (calendar year)	2,042	1,852	1,852	1,852	1,852
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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	282,834	287,019	296,931	308,825	7.6 %
Employee Benefits	63,906	65,902	62,629	69,294	5.2 %
County General Fund Personnel Costs	**346,740**	**352,921**	**359,560**	**378,119**	**7.1 %**
Operating Expenses	970	38,332	38,332	38,354	0.1 %
County General Fund Expenditures	**347,710**	**391,253**	**397,892**	**416,473**	**6.4 %**
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	21,875	20,000	20,000	20,000	—
County General Fund Revenues	**21,875**	**20,000**	**20,000**	**20,000**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**391,253**	**2.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	13,913	0.00
Increase Cost: FY25 Compensation Adjustment	12,191	0.00
Increase Cost: Annualization of FY24 Personnel Costs	2,934	0.00
Increase Cost: Printing and Mail	22	0.00
Decrease Cost: Retirement Adjustment	(3,840)	0.00
FY25 RECOMMENDED	**416,473**	**2.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**416**	**416**	**416**	**416**	**416**	**416**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**5**	**5**	**5**	**5**	**5**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**416**	**421**	**421**	**421**	**421**	**421**

Finance

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$131,998,575	129.24

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 FY25 Operating Budget for the Department of Finance is $131,998,575, an increase of $19,855,822 or 17.71 percent from the FY24 Approved Budget of $112,142,753. Personnel Costs comprise 16.09 percent of the budget for 125 full-time position(s) and no part-time position(s), and a total of 129.24 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 83.91 percent of the FY25 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 FY25 Operating Budget for the General Fund component is $19,169,018 an increase of $2,343,100 or 13.9 percent over the FY24 Approved Budget of $16,825,918. Personnel Costs comprise approximately 82 percent of the General Fund budget for 114 full-time positions. A total of 97.87 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 18 percent of the budget.

The total FY25 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is $112,829,557, an increase of $17,512,722 or 18.4 percent over the FY24 Approved Budget of $95,316,835. Personnel Costs comprise approximately 5 percent of the Self-Insurance Fund budget for 11 full-time positions. A total of 31.37 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 95 percent of the budget. Included in the total FTEs are 20 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

- Selected as an inaugural member of the Harvard Kennedy School Government Performance Lab's Green RFP Bootcamp to retool the upcoming Printing and Mailing Services for Tax Operations to include a sustainability-related component.
- Solicit Requests for Proposals (RFP) for third-party workers compensation claims services and insurance broker services.
- Transition to a new banking vendor that was selected from a competitive RFP process.
- Upgrade the County's enterprise timekeeping and all scheduling systems to the vendor's new software as a service platform before vendor's end-of-life date of these products.
- Upgrade the property tax billing system to the vendor's newer software as a service platform.
- Continue leveraging automation software, business process reengineering, and developing customized software applications to meet the unique requirements of the department.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Updated the Payment in Lieu of Taxes (PILOT) system that is utilized for property tax billing for certain accounts by leveraging newer technologies.
- Implemented robotic process automation jobs to streamline tasks related to Accounts Receivables and Accounts Payable.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Procurement Card transactions processed	30,701	30,779	30,000	30,000	30,000
Vendor payments issued [1]	128,656	118,248	120,000	120,000	120,000
Journal entries prepared	1,700	1,500	1,730	1,730	1,730
Journal entries reviewed and posted	3,500	4,220	3,900	3,900	3,900
Grant reports produced	933	1,281	1,280	930	730
Paychecks and payroll advices issued for employees [2]	282,720	303,359	290,000	290,000	290,000
Pension and long-term disability (LTD2) payroll payments processed [3]	78,452	79,862	80,000	80,000	80,000
Procurement Card rebate revenue generated	$741,803	$741,563	$750,000	$750,000	$750,000
Receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting [4]	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%	0.04%	0.04%	0.03%	0.03%
Percent of payroll errors per sum of dollars under and overpaid	0.16%	0.18%	0.15%	0.15%	0.15%

[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] *Number of employees varies by month due to ERS retirements and long term disability payments.*

[4] *The County has been awarded this certificate more times than any other county in the nation (FY22 = 53 times).*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,721,317**	**50.87**
Increase Cost: Kronos Annual Maintenance and License Contractual Obligations	275,770	0.00
Shift: Positions between FIN Programs	138,038	1.00
Shift: Move Tax Supported Chargeback from FIN to OCA	(8,972)	(0.05)
Shift: Designated Resources to Support Countywide Human Resources Operations	(123,410)	(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.	614,193	0.05
FY25 Recommended	**7,616,936**	**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 and 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Make Office Vacancies Extinct (MOVE) Program: Square feet of office space leased [1]	108,188	55,521	55,612	55,804	56,108
Interest Rate Benchmarking - County General Obligation (GO) vs. Municipal Market Data Index (basis point spread)	0.00	0.00	0.00	0.00	0.00

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Investment Return Benchmarking - County Return vs. S&P Local Government Investment Pool Index (basis point spread)	21	-4	10	10	10
Revenue Forecasting - Percent variance between actual revenue and projected revenue	7.57%	5.11%	2.70%	2.70%	2.70%
Investment Return - Rate of return on Montgomery County's investments [2]	0.33%	3.43%	5.00%	3.00%	2.50%
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] *FY23: 19 total recipients; 6 recipients occupying 36,371 sqft of Class A Space; 9 recipients occupying 19,150 sqft of Class B space*

[2] *The Federal Reserve raised rates in FY23 into FY24 at the fastest pace since the 1980s. Investment return projections are based on Federal Funds Futures. Expectations are that the Federal Reserve has completed its latest tightening cycle and will begin to lower rates in FY25.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,200,558**	**11.00**
Increase Cost: BNY Mellon Investment Custodian Fees Contractual Obligations	115,000	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.	156,254	0.00
FY25 Recommended	**2,471,812**	**11.00**

Information Technology

This program provides planning, direction, and support for finance and core business systems, technology, and business processes to support the 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 (COOP); and special projects.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Electronic payments (credit card and ACH) transactions processed by the County's credit card processor and bank (000's)	5,143	5,155	5,258	5,363	5,471
Workflows, tasks, and processes streamlined utilizing existing or new technologies [1]	49	19	20	21	22

[1] *Actual FY23 is a significant decrease due to multiple large-scale, high-priority projects including work related to the Homestead Tax Credit/ITOC, MCtime upgrade, preparing banking services and merchant card RFPs.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,745,988**	**3.98**
Increase Cost: IT Financial Systems Applications - Ongoing Software Maintenance	306,840	0.00
Increase Cost: Dunn and Bradstreet Ongoing Contractual Obligations	109,960	0.00
Increase Cost: Annual PCI and ACH Industry Compliance Audits	6,830	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	148,742	0.02
FY25 Recommended	**2,318,360**	**4.00**

Operations and Administration

This program includes operational support for the department as well as the administrative portions of the Director's Office, the Division of the Controller, the Treasury Division, and the Division of Risk Management. The program provides support for efficient, effective, and timely accomplishment of the department's mission, including budget development and oversight, personnel administration, strategic planning, and contract administration. The program provides high quality consulting services for County agencies, managers, staff, elected officials, and residents.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,183,416**	**15.37**
Increase Cost: Restore One-Time Lapse Increase	243,926	0.00
Increase Cost: Indirect Cost Study	8,000	0.00
Re-align: One-Time Lapse Adjustment	(240,776)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,007,905	0.00
FY25 Recommended	**11,202,471**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Computer based/onsite training classes provided by the Safety Section	1,978	2,361	2,000	2,000	2,000
Workers Compensation - Cost per $100 of payroll	$2.96	$3.08	$3.15	$3.23	$3.23
Workers Compensation - Number of Montgomery County Government cases resulting in lost work time	318	372	409	429	429

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**94,416,753**	**28.00**
Increase Cost: Claims Expense Change	7,965,008	0.00
Increase Cost: Return of Contribution	6,373,230	0.00
Increase Cost: Commercial Insurance Premiums	2,351,090	0.00
Increase Cost: Claims Service Contract Administrative costs	221,455	0.00
Technical Adj: Shift of Fund Balance to Safety Section	220,000	0.00
Increase Cost: Insurance Broker Services	14,928	0.00

FY25 Recommended Changes	Expenditures	FTEs
Increase Cost: Rent increase	3,375	0.00
Shift: Move Non-Tax Supported chargeback from Self Insurance Fund to OCA	(135,485)	(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.	(5,923,391)	0.00
FY25 Recommended	**105,506,963**	**27.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Tax related number of service request tickets transferred from MC311 Call Center to Treasury	4,820	3,804	4,250	4,750	5,000
Property tax accounts billed	375,990	361,190	375,000	380,000	385,000
Transfer tax transactions processed [1]	20,333	12,749	15,000	17,000	20,000
Cashier transactions processed	64,276	40,686	45,000	47,000	50,000

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

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,874,721**	**23.07**
Shift: Positions between FIN Programs	(138,038)	(1.00)
Shift: Move Tax Supported Chargeback from FIN to OCA	(165,530)	(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.	310,880	(0.07)
FY25 Recommended	**2,882,033**	**21.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	9,386,892	11,165,473	10,843,267	12,405,523	11.1 %
Employee Benefits	2,977,797	2,967,364	3,014,408	3,241,231	9.2 %
County General Fund Personnel Costs	**12,364,689**	**14,132,837**	**13,857,675**	**15,646,754**	**10.7 %**
Operating Expenses	3,738,090	2,693,081	5,176,217	3,522,264	30.8 %
County General Fund Expenditures	**16,102,779**	**16,825,918**	**19,033,892**	**19,169,018**	**13.9 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Full-Time	115	115	115	114	-0.9 %
Part-Time	0	0	0	0	—
FTEs	99.92	99.92	99.92	97.87	-2.1 %
REVENUES					
Other Charges/Fees	510,656	523,900	516,600	512,100	-2.3 %
Other Fines/Forfeitures	9,393	0	0	0	—
Other Intergovernmental	515,368	476,460	476,460	457,440	-4.0 %
Miscellaneous Revenues	784,906	500,000	730,000	730,000	46.0 %
County General Fund Revenues	**1,820,323**	**1,500,360**	**1,723,060**	**1,699,540**	**13.3 %**

SELF INSURANCE INTERNAL SERVICE FUND

EXPENDITURES					
Salaries and Wages	3,545,913	4,182,423	3,783,272	4,493,381	7.4 %
Employee Benefits	882,205	1,038,875	923,121	1,094,259	5.3 %
Self Insurance Internal Service Fund Personnel Costs	**4,428,118**	**5,221,298**	**4,706,393**	**5,587,640**	**7.0 %**
Operating Expenses	72,968,836	90,095,537	90,095,537	107,241,917	19.0 %
Self Insurance Internal Service Fund Expenditures	**77,396,954**	**95,316,835**	**94,801,930**	**112,829,557**	**18.4 %**
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	32.37	32.37	32.37	31.37	-3.1 %
REVENUES					
Self Insurance Revenues	91,019,119	92,796,252	92,996,079	92,796,252	—
Miscellaneous Revenues	692,809	1,000,000	7,500,000	1,500,000	50.0 %
Investment Income	9,756,478	8,100,000	16,004,540	12,598,640	55.5 %
Self Insurance Internal Service Fund Revenues	**101,468,406**	**101,896,252**	**116,500,619**	**106,894,892**	**4.9 %**

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	2,963,048	0	0	0	—
Grant Fund - MCG Expenditures	**2,963,048**	**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					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Federal Grants	2,963,048	0	0	0	—
Grant Fund - MCG Revenues	**2,963,048**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**96,462,781**	**112,142,753**	**113,835,822**	**131,998,575**	**17.7 %**
Total Full-Time Positions	**126**	**126**	**126**	**125**	**-0.8 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**132.29**	**132.29**	**132.29**	**129.24**	**-2.3 %**
Total Revenues	**106,251,777**	**103,396,612**	**118,223,679**	**108,594,432**	**5.0 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**16,825,918**	**99.92**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	706,872	0.00
Increase Cost: FY25 Compensation Adjustment	665,416	0.00
Increase Cost: Annualization of FY24 Personnel Costs	486,313	0.00
Increase Cost: IT Financial Systems Applications - Ongoing Software Maintenance [Information Technology]	306,840	0.00
Increase Cost: Kronos Annual Maintenance and License Contractual Obligations [Controller]	275,770	0.00
Increase Cost: Restore One-Time Lapse Increase [Operations and Administration]	243,926	0.00
Shift: Positions between FIN Programs [Controller]	138,038	1.00
Increase Cost: BNY Mellon Investment Custodian Fees Contractual Obligations [Fiscal Management]	115,000	0.00
Increase Cost: Dunn and Bradstreet Ongoing Contractual Obligations [Information Technology]	109,960	0.00
Increase Cost: Indirect Cost Study [Operations and Administration]	8,000	0.00
Increase Cost: Annual PCI and ACH Industry Compliance Audits [Information Technology]	6,830	0.00
Increase Cost: Annualization of FY24 Operating Expenses	5,490	0.00
Increase Cost: Printing and Mail	1,293	0.00
Shift: Move Tax Supported Chargeback from FIN to OCA [Controller]	(8,972)	(0.05)
Decrease Cost: Retirement Adjustment	(49,922)	0.00
Shift: Designated Resources to Support Countywide Human Resources Operations [Controller]	(123,410)	(1.00)
Shift: Positions between FIN Programs [Treasury]	(138,038)	(1.00)
Shift: Move Tax Supported Chargeback from FIN to OCA [Treasury]	(165,530)	(1.00)
Re-align: One-Time Lapse Adjustment [Operations and Administration]	(240,776)	0.00
FY25 RECOMMENDED	**19,169,018**	**97.87**

SELF INSURANCE INTERNAL SERVICE FUND

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY24 ORIGINAL APPROPRIATION	**95,316,835**	**32.37**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expense Change [Risk Management]	7,965,008	0.00
Increase Cost: Return of Contribution [Risk Management]	6,373,230	0.00
Increase Cost: Commercial Insurance Premiums [Risk Management]	2,351,090	0.00
Increase Cost: Annualization of FY24 Compensation Increases	235,480	0.00
Increase Cost: Claims Service Contract Administrative costs [Risk Management]	221,455	0.00
Technical Adj: Shift of Fund Balance to Safety Section [Risk Management]	220,000	0.00
Increase Cost: FY25 Compensation Adjustment	211,533	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	62,534	0.00
Increase Cost: Insurance Broker Services [Risk Management]	14,928	0.00
Increase Cost: Rent increase [Risk Management]	3,375	0.00
Increase Cost: Printing and Mail	122	0.00
Decrease Cost: Motor Pool Adjustment	(2,828)	0.00
Decrease Cost: Retirement Adjustment	(7,720)	0.00
Shift: Move Non-Tax Supported chargeback from Self Insurance Fund to OCA [Risk Management]	(135,485)	(1.00)
FY25 RECOMMENDED	**112,829,557**	**31.37**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Controller	6,721,317	50.87	7,616,936	50.87
Fiscal Management	2,200,558	11.00	2,471,812	11.00
Information Technology	1,745,988	3.98	2,318,360	4.00
Operations and Administration	4,183,416	15.37	11,202,471	15.37
Risk Management	94,416,753	28.00	105,506,963	27.00
Treasury	2,874,721	23.07	2,882,033	21.00
Total	**112,142,753**	**132.29**	**131,998,575**	**129.24**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	110,110	0.75	116,690	0.75
Human Resources	Retiree Health Benefits Trust Fund	44,118	0.30	48,610	0.30
General Services	Central Duplicating (Printing & Mail)	7,380	0.05	7,820	0.05
Transportation	Leaf Vacuuming	246,560	0.43	238,340	0.43

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
Parking District Services	Bethesda Parking	35,440	0.24	37,560	0.24
Parking District Services	Silver Spring Parking	40,130	0.27	42,540	0.27
Parking District Services	Wheaton Parking	13,500	0.09	14,310	0.09
Community Use of Public Facilities	Community Use of Public Facilities	54,450	0.37	57,700	0.37
Recreation	Recreation	47,970	0.33	50,810	0.33
Permitting Services	Permitting Services	14,390	0.10	15,240	0.10
Environmental Protection	Water Quality Protection	901,108	6.00	886,751	6.00
Recycling and Resource Management	Solid Waste Disposal	597,440	4.38	583,930	4.38
Recycling and Resource Management	Solid Waste Collection	232,110	0.64	224,780	0.64
Alcohol Beverage Services	Liquor	80,980	0.50	86,060	0.50
CIP	Capital Fund	0	0.00	0	0.00
Non-Departmental Accounts	Retirement Fund (ERS)	44,822	0.30	46,380	0.30
Non-Departmental Accounts	RSP-Disability Benefits (LTD2)	1,560	0.01	1,720	0.01
Economic Development Fund	Economic Development Fund	183,262	1.00	197,203	1.00
	Total	**2,655,330**	**15.76**	**2,656,444**	**15.76**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**19,169**	**19,169**	**19,169**	**19,169**	**19,169**	**19,169**
No inflation or compensation change is included in outyear projections.						
Annual PCI and ACH Industry Compliance	**0**	**7**	**7**	**7**	**7**	**7**
Annual Purchasing Card Industry (PCI) and Automated Clearing House (ACH) Compliance Audits.						
Bloomberg Access to Investment Data	**0**	**54**	**0**	**56**	**0**	**0**
Bloomberg Access to Investment Data						
BNY Mellon Investment Custodian Fees - Contractual Obligation	**0**	**115**	**115**	**115**	**115**	**115**
BNY Mellon Investment Custodian Fees - Contractual Obligation						
Dunn and Bradstreet	**0**	**110**	**110**	**110**	**110**	**110**
Dunn and Bradstreet						
IT Contractual Resources - Annual Increase	**0**	**5**	**10**	**15**	**21**	**21**
IT Contractual Resources - Annual Increase						
IT Financial Systems Applications - Ongoing Software Maintenance	**0**	**307**	**307**	**307**	**307**	**307**
IT Financial Systems Applications - Ongoing Software Maintenance						
Konica Printers	**0**	**1**	**2**	**3**	**4**	**4**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Konica Printers - Contractual Obligation						
Kronos Annual Maintenance and License Contractual Obligations	**0**	**276**	**276**	**276**	**276**	**276**
Kronos Annual Maintenance and License Contractual Obligations						
Tax Sale Advertisement - The Washington Post	**0**	**65**	**65**	**65**	**65**	**65**
Tax Sale Advertisement - The Washington Post						
Labor Contracts	**0**	**297**	**297**	**297**	**297**	**297**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**19,169**	**20,406**	**20,358**	**20,420**	**20,371**	**20,371**
SELF INSURANCE INTERNAL SERVICE FUND						
EXPENDITURES						
FY25 Recommended	**112,830**	**112,830**	**112,830**	**112,830**	**112,830**	**112,830**
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	**112,830**	**112,938**	**112,938**	**112,938**	**112,938**	**112,938**

Fleet Management Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$102,321,758	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 FY25 Operating Budget for the Division of Fleet Management Services is $102,321,758, an increase of $14,024,806 or 15.88 percent from the FY24 Approved Budget of $88,296,952. Personnel Costs comprise 27.64 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 72.36 percent of the FY25 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

- Develop a solar microgrid project to support zero emission bus fueling at the Gaithersburg Bus Depot. The Division of Fleet Management Services is working with the DGS Office of Energy and Sustainability to plan the microgrid, which will provide a clean and resilient energy source to charge electric buses and produce green hydrogen for fuel cell buses by using electricity to extract hydrogen from water.
- Procure approximately 100 electric Ride On buses in FY24-27. The buses will operate at the Silver Spring and Gaithersburg Depots to fully utilize the solar microgrids at these locations.

- Build out additional electric vehicle charging infrastructure at County facilities and fueling sites to support the transition to zero emission fleet.
- Pilot a program with Montgomery County Fire and Rescue Service to use the fully-electric Ford F150 Lightning as a Battalion Chief Vehicle. DFMS will provide vehicles and on-site charging infrastructure and help to evaluate the suitability of electric vehicles for this role.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Initiated 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, successful apprentice technicians are 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.
- Procured a medium-duty electric truck, the first in the County fleet, to replace an older box truck currently operated by Montgomery County Public Libraries. The new electric truck purchase was assisted by a grant from the Maryland Energy Administration.
- Provided a Ford Mach-E electric vehicle for the Montgomery County Department of Police as a pilot to explore the suitability of electric vehicles for police patrol use. Wide-scale availability of zero emission patrol vehicles is expected by 2025.
- Replaced 24 vehicle lifts to provide a safe work environment while also reducing the County's carbon footprint. The new lifts, which replaced 20-year old equipment, use regenerative technology to recharge their batteries when a vehicle is lowered.

PROGRAM CONTACTS

Contact Lisa Sesny of the Division of Fleet Management Services at 240.777.5737 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of administrative vehicle work orders completed [1]	2,584	2,832	2,708	2,708	2,749
Fleet Maintenance and Operations: Mean distance between failure: Administrative light equipment (in miles) [2]	42,701	31,478	37,090	37,090	35,219
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Administrative Vehicles (in days) [3]	0.98	1.19	0.90	1.02	1.04

[1] *Measure calculated via a multi-year rolling average.*

[2] *Measure calculated via a multi-year rolling average.*

[3] *Measure calculated via a three-year rolling average.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,214,344**	**1.50**
Increase Cost: Purchase Additional Pool Vehicles to Reduce Rental Costs	312,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	371	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(182,824)	1.00
FY25 Recommended	**4,343,891**	**2.50**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Amount spent on parts (in dollars)	$11,453,432	$9,087,584	$10,270,508	$10,270,508	$9,876,200
Fiscal inventory parts turn rate	1.13	1.32	1.23	1.23	1.26
Percent of work orders completed without delay for parts	79%	79%	79%	79%	79%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**15,972,435**	**36.00**
Enhance: Vehicle Replacement and Zero Emissions Fleet Transition	5,426,623	0.00
Increase Cost: Holiday Pay	92,149	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,286,254	0.30
FY25 Recommended	**22,777,461**	**36.30**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of heavy equipment work orders completed [1]	1,328	1,012	1,170	1,170	1,117
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Heavy Equipment (in days) [2]	1.13	2.88	2.41	2.63	2.64
Fleet Maintenance and Operations: Mean distance between failure: Heavy equipment (in miles) [3]	14,159	16,043	15,101	15,101	15,415
Heavy equipment fleet availability [4]	93.4%	93.4%	93.2%	93.3%	93.3%

[1] *Measure calculated via a multi-year rolling average.*

[2] *Measure calculated via a three-year rolling average.*

[3] *Measure calculated via a multi-year rolling average.*

[4] *Measure calculated via a three-year rolling average.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,086,466**	**40.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	778,250	0.00
FY25 Recommended	**7,864,716**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of fleet work orders completed	22,101	19,800	20,951	20,951	20,567
Fleet Maintenance and Operations: Internal customer survey satisfaction rating (scale of 1-4)	3.20	2.92	3.50	3.50	3.50
Clean Air Commitment - Gallons of diesel/unleaded used [1]	4,548,540	4,842,765	4,722,765	4,338,765	3,942,765
Clean Air Commitment - Gallons of alternative fuels used (in gasoline gallon equivalents)	1,512,826	1,278,626	1,398,626	1,782,626	2,178,626

[1] *Estimated future reductions due to the projected purchase of additional electric buses.*

FY25 Recommended Changes	Expenditures	FTEs

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**33,197,624**	**14.10**
Increase Cost: Fuel	1,500,000	0.00
Increase Cost: Shop Vehicle Lift Replacement	744,432	0.00
Increase Cost: Parts and Tires	471,673	0.00
Increase Cost: Oil and Bulk Fluids	200,000	0.00
Increase Cost: Oil Recycling	55,668	0.00
Increase Cost: EV Station Subscription Fee	11,685	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	830,589	3.70
FY25 Recommended	**37,011,671**	**17.80**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of public safety vehicle work orders completed [1]	7,533	7,719	7,626	7,626	7,657
Fleet Maintenance and Operations: Mean distance between failure: Public Safety light equipment (in miles)	49,681	33,257	41,469	41,469	41,469
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Public Safety light equipment (in days) [2]	2.28	3.91	3.10	3.50	3.50
Police vehicle fleet availability [3]	96%	93%	97%	97%	97%

[1] *Measure calculated via a multi-year rolling average.*

[2] *Measure calculated via a multi-year rolling average.*

[3] *Measure calculated via a three-year rolling average.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,758,999**	**3.00**
Increase Cost: Light-Duty Fleet Maintenance	2,313,104	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,792	0.00
FY25 Recommended	**8,074,895**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of transit work orders completed [1]	8,225	8,237	8, 231	8,231	8,233
Percent of transit preventive maintenance completed within 6,000 miles of previous PM	99%	99%	99%	99%	99%
Fleet Maintenance and Operations: Mean distance between failure: Transit equipment (in miles) [2]	17,019	15,371	16,195	16,195	15,920
Turnaround Time: Average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days) [3]	2.18	2.29	2.24	2.26	2.26
Average days out of service per bus for parts [4]	10.79	11.12	10.96	11.04	11.04

[1] *Measure calculated via a multi-year rolling average.*

[2] *The Federal Transit Administration requirement is 12,000 miles. 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] *Measure calculated via a multi-year rolling average.*

[4] *Measure calculated via a multi-year rolling average.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**22,067,084**	**116.00**
Increase Cost: Heavy / Transit Vehicle Maintenance Contracts	1,000,000	0.00
Increase Cost: Transit Bus Service Lane Contract	754,617	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,572,577)	(5.00)
FY25 Recommended	**22,249,124**	**111.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
MOTOR POOL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	18,744,356	20,962,630	20,332,227	22,035,645	5.1 %
Employee Benefits	5,277,631	5,967,845	5,800,408	6,247,043	4.7 %
Motor Pool Internal Service Fund Personnel Costs	**24,021,987**	**26,930,475**	**26,132,635**	**28,282,688**	**5.0 %**
Operating Expenses	69,362,323	51,443,850	66,664,007	57,633,388	12.0 %
Capital Outlay	0	9,922,627	0	16,405,682	65.3 %
Motor Pool Internal Service Fund Expenditures	**93,384,310**	**88,296,952**	**92,796,642**	**102,321,758**	**15.9 %**
PERSONNEL					
Full-Time	206	206	206	206	—
Part-Time	0	0	0	0	—
FTEs	211.10	211.10	211.10	211.10	—
REVENUES					
Motor Pool Charges/Fees	99,745,859	89,317,061	92,796,642	90,897,066	1.8 %
Other Charges/Fees	0	69,000	533,344	69,000	—
Miscellaneous Revenues	498,045	203,000	122,372	203,000	—
Investment Income	1,246,223	1,334,790	2,044,310	1,609,260	20.6 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Insurance Recoveries	2,607,829	2,238,070	2,238,070	2,238,070	—
Other Intergovernmental	7,500	0	0	0	—
Motor Pool Internal Service Fund Revenues	**104,105,456**	**93,161,921**	**97,734,738**	**95,016,396**	**2.0 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
MOTOR POOL INTERNAL SERVICE FUND		
FY24 ORIGINAL APPROPRIATION	**88,296,952**	**211.10**
Changes (with service impacts)		
Enhance: Vehicle Replacement and Zero Emissions Fleet Transition [Business Support Services]	5,426,623	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Light-Duty Fleet Maintenance [Public Safety Automotive Services]	2,313,104	0.00
Increase Cost: Fuel [Operational Management]	1,500,000	0.00
Increase Cost: Annualization of FY24 Compensation Increases	1,092,991	0.00
Increase Cost: FY25 Compensation Adjustment	1,024,354	0.00
Increase Cost: Heavy / Transit Vehicle Maintenance Contracts [Transit Equipment Services]	1,000,000	0.00
Increase Cost: Transit Bus Service Lane Contract [Transit Equipment Services]	754,617	0.00
Increase Cost: Shop Vehicle Lift Replacement [Operational Management]	744,432	0.00
Increase Cost: Parts and Tires [Operational Management]	471,673	0.00
Increase Cost: Purchase Additional Pool Vehicles to Reduce Rental Costs [Administrative Automotive Services]	312,000	0.00
Increase Cost: Oil and Bulk Fluids [Operational Management]	200,000	0.00
Increase Cost: Holiday Pay [Business Support Services]	92,149	0.00
Increase Cost: Oil Recycling [Operational Management]	55,668	0.00
Increase Cost: Motor Pool Adjustment	37,541	0.00
Increase Cost: EV Station Subscription Fee [Operational Management]	11,685	0.00
Increase Cost: Printing and Mail	2,276	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administrative Automotive Services]	371	0.00
Decrease Cost: Retirement Adjustment	(23,361)	0.00
Decrease Cost: Risk Management Adjustment	(157,397)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(384,920)	0.00
Decrease Cost: Lapse Adjustment	(449,000)	0.00
FY25 RECOMMENDED	**102,321,758**	**211.10**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administrative Automotive Services	4,214,344	1.50	4,343,891	2.50
Business Support Services	15,972,435	36.00	22,777,461	36.30
Heavy Equipment Services	7,086,466	40.50	7,864,716	40.50
Operational Management	33,197,624	14.10	37,011,671	17.80
Public Safety Automotive Services	5,758,999	3.00	8,074,895	3.00
Transit Equipment Services	22,067,084	116.00	22,249,124	111.00
Total	**88,296,952**	**211.10**	**102,321,758**	**211.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
MOTOR POOL INTERNAL SERVICE FUND						
EXPENDITURES						
FY25 Recommended	**102,322**	**102,322**	**102,322**	**102,322**	**102,322**	**102,322**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(1,056)**	**(1,056)**	**(1,056)**	**(1,056)**	**(1,056)**
Items recommended for one-time funding in FY25, including replacement of shop vehicle lifts and purchase of motor pool vehicles, will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**449**	**449**	**449**	**449**	**449**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**480**	**480**	**480**	**480**	**480**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**102,322**	**102,195**	**102,195**	**102,195**	**102,195**	**102,195**

Food Systems Resilience

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$14,313,256	5.00

HEATHER BOIS BRUSKIN, DIRECTOR

MISSION STATEMENT

The mission of the Office of Food Systems Resilience (OFSR) 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 FY25 Operating Budget for OFSR is $14,313,256, an increase of $13,195,125 or 1180.11 percent from the FY24 Approved Budget of $1,118,131. Personnel Costs comprise 4.87 percent of the budget for five full-time positions and no part-time positions, 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 95.13 percent of the FY25 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

- Lead the transition from federally supported pandemic-era funding approaches to a long-term framework for strategic investment in food security programs. This transition includes reinforcing the solid foundation of existing food security resources developed during the pandemic, while strategically implementing new initiatives to close service gaps, align investments with values of equity and resilience, and better leverage Federal and State funds. In FY25, OFSR will partner with the Capital Area Food Bank and the Manna Food Center to facilitate the transition and provide community food assistance providers specialized access to shelf-stable and fresh food for distribution to food insecure residents in a grant-centered approach that strengthens the capacity of the County's robust network of organizations.
- Continue the phased implementation of long-term food security initiatives that began with Special Appropriation #24-37. OFSR will continue to implement the Strategic Plan to End Childhood Hunger through the Retail Food Access Program, the Food as Medicine Program, School-Based Food Security Partnership Grants, and grants that maximize enrollment in federal

nutrition programs, as well as support community-based initiatives. In addition, OFSR will work to strengthen local food system infrastructure through investments in projects that aggregate, process, and/or distribute food from local producers to enhance immediate and long-term food security in the region.

- 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.
- Engage with statewide, regional, and national partners to share best practices, maximize external resources, and implement collaborative strategies for policymaking that strengthen equity and food system resilience. Establish interagency coordination mechanisms within County government, including the Food Systems Leadership Committee and a food systems workgroup.
- 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.
- 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 communication and analysis of data. Develop comprehensive grantee service data collection and reporting processes that gather essential data to evaluate program performance and inform future funding decisions.

PROGRAM CONTACTS

Contact Heather Bois Bruskin of the Office of Food Systems Resilience at 240.773.3349 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

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 for 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	304,455	391,960	543,351	78.5 %
Employee Benefits	0	80,676	0	153,764	90.6 %
County General Fund Personnel Costs	**0**	**385,131**	**391,960**	**697,115**	**81.0 %**
Operating Expenses	0	733,000	5,203,000	13,616,141	1757.6 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
County General Fund Expenditures	**0**	**1,118,131**	**5,594,960**	**14,313,256**	**1180.1 %**
PERSONNEL					
Full-Time	0	3	3	5	66.7 %
Part-Time	0	0	0	0	—
FTEs	0.00	3.00	3.00	5.00	66.7 %

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**1,118,131**	**3.00**
Changes (with service impacts)		
Enhance: Annualization of Food Systems Resilience Strategy (Continuation of Special Appropriation #24-37) [Food Systems Resilience]	4,350,000	0.00
Add: Community Food Assistance Competitive Grant Program (Food Staples Transition) [Food Systems Resilience]	3,500,000	0.00
Enhance: One-time Food Staples Program Transition through Pandemic Providers [Food Systems Resilience]	1,750,000	0.00
Enhance: Capital Area Food Bank and Manna Food Center Support During Food Staples Transition [Food Systems Resilience]	1,100,000	0.00
Enhance: Increase Contract Monitoring Capacity [Food Systems Resilience]	94,903	1.00
Other Adjustments (with no service impacts)		
Shift: Staff and Food Contracts from the Department of Health and Human Services [Food Systems Resilience]	2,238,296	1.00
Increase Cost: Annualization of FY24 Personnel Costs	62,402	0.00
Increase Cost: Nutrition Benefits Outreach and Enrollment Support Expansion [Food Systems Resilience]	60,000	0.00
Increase Cost: FY25 Compensation Adjustment	28,608	0.00
Increase Cost: Annualization of FY24 Compensation Increases	9,876	0.00
Increase Cost: Office Supplies [Food Systems Resilience]	2,000	0.00
Increase Cost: Telecommunication Cell Phone [Food Systems Resilience]	1,000	0.00
Decrease Cost: Retirement Adjustment	(1,960)	0.00
FY25 RECOMMENDED	**14,313,256**	**5.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**14,313**	**14,313**	**14,313**	**14,313**	**14,313**	**14,313**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Annualization of Positions Recommended in FY25	**0**	**30**	**30**	**30**	**30**	**30**
New positions in the FY25 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 FY25	**0**	**(2,856)**	**(2,856)**	**(2,856)**	**(2,856)**	**(2,856)**
Items recommended for one-time funding in FY25, including transition funding between pandemic Food Staples program and the new competitive grant model, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**11**	**11**	**11**	**11**	**11**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**14,313**	**11,498**	**11,498**	**11,498**	**11,498**	**11,498**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Increase Contract Monitoring Capacity	88,903	1.00	118,537	1.00
Total	**88,903**	**1.00**	**118,537**	**1.00**

General Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$50,522,115	174.30

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 FY25 Operating Budget for the Department of General Services is $50,522,115, an increase of $3,080,631 or 6.49 percent from the FY24 Approved Budget of $47,441,484. Personnel Costs comprise 43.37 percent of the budget for 238 full-time position(s) and no part-time position(s), and a total of 174.30 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 56.63 percent of the FY25 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

- Adding a Program Specialist II to support implementation and maintenance of the Capital Asset Management System providing technical assistance, i.e., quality assurance, data management, reporting, system configurations options, coordinate service and repair work, running reports for staff and decision makers, and measuring facility management metrics and facility health. This system is scheduled to come online in 2024.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Continuing the lighting and lighting control upgrades and monitoring-based commissioning of facilities to reduce energy use and improve efficiency.
- Initiating a Virtual Commissioning program for future Building Energy Performance Standards (BEPS) in buildings in conjunction with Pepco to reduce energy use and improve efficiency.
- Performing a feasibility study of the Oaks Landfill in conjunction with the Department of Environmental Protection to determine the viability of potential solar and hydrogen production on site.
- Initiating the construction of a large solar array and battery system at the Equipment, Maintenance, and Transit Operations Center (EMTOC) facility to produce solar energy and support green hydrogen production in support of the County initiative to move to a zero-emissions bus fleet.
- Continuing the affordable housing initiative, AHC Inc. was selected as a partner to redevelop the former Department of Recreation headquarters property with 195 for-sale and rental housing units affordable to households earning between 30% and 70% of the area median income (AMI). This project has come to completion and a groundbreaking ceremony was held January 2023. This project is the County's largest-ever affordable housing project.
- Building on the County Executive's commitment to expand affordable housing in the County, the Office of Planning and Development continue to refine a plan to redevelop the Burtonsville Park and Ride site. This will include a new County-owned parking garage and approximately 300 apartments, of which 30% will be affordable for households earning between 30% and 85% of the AMI. In FY23, the office received a State grant to support the project.
- Collaborating with the multifamily developer, Montgomery Housing Partnership, on development agreements and refining concept plans for locating the Wheaton Arts and Cultural Center (WACC) in a future affordable multifamily building within Wheaton Arts and Entertainment District. WACC will be a community-oriented arts incubator that will include performance spaces, classrooms, gallery space, and administrative space for local arts organizations.

PROGRAM CONTACTS

Contact Pooja Kapoor of the Department of General Services at 240.777.6028 or Mahnoor Anjum of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,953,114**	**18.03**
Increase Cost: Restore One-Time Lapse Increase	31,668	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	26,907	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	155,670	0.00
FY25 Recommended	**4,167,359**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**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, and 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of printing orders completed [1]	6,265	7,078	7,078	7,078	7,078
Print/Mail/Archives: Internal customer survey satisfaction rating (scale of 1-4)	3.48	3.41	3.41	3.41	3.41

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

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**8,700,344**	**34.57**
Add: New Lease for Warehouse at 8528 Anniversary Circle	190,352	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	293,595	0.00
FY25 Recommended	**9,184,291**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Amount of grants and incentives received for Energy and Sustainability initiatives (in dollars)	$1,171,679	$1,310,925	$1,100,000	$1,100,000	$1,100,000
Utility savings delivered by Energy and Sustainability initiatives (in dollars)	$1,018,515	$892,723	$1,252,698	$1,252,698	$1,252,698
Reduction in greenhouse gas emissions delivered by Energy and Sustainability initiatives (metric tons of carbon dioxide equivalent)	5,074	3,536	4,851	4,851	4,851
County facility, fleet, and streetlight greenhouse gas emissions (metric tons of carbon dioxide equivalent)	117,149	113,886	110,706	107,621	104,628

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**850,816**	**4.50**
Shift: Long-term Vacant Position Transferred from DGS to OHR to Support Countywide Human Resources Efforts	(123,410)	(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.	66,753	0.00
FY25 Recommended	**794,159**	**3.50**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Condition of non-critical building systems and aesthetics: Dollars of custodial and ground maintenance on all County properties ($000) [1]	$7,907	$9,598	$10,158	$10,552	$10,552
Average percent of work orders completed in quarter	80.4%	80.8%	81.2%	81.6%	82.0%
Facilities Maintenance: Internal customer survey satisfaction rating (scale of 1-4)	3.12	3.03	3.05	3.06	3.08

[1] *FY24 and FY25 include contract increases and additional funds for grounds maintenance for fire stations.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**32,947,282**	**110.20**
Increase Cost: Custodial and Groundskeeping Contract-Related CPI Increases	393,863	0.00
Increase Cost: Countywide Maintenance and Repair Services - CPI Inflationary Adjustment	379,010	0.00
Add: Program Specialist II to support Capital Asset Management System	113,233	1.00
Enhance: On-going Maintenance Cost for Additional Vehicles	54,591	0.00
Enhance: Contract Replacement Increase, HVAC Water Treatment	38,147	0.00
Eliminate: Tree Removal Services	(120,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,458,724	0.00
FY25 Recommended	**35,264,850**	**111.20**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of square feet of leased space managed	903,023	876,698	932,056	922,193	922,193
Average amount Montgomery County pays in rent (in dollars per square foot)	$21.62	$20.40	$21.21	$22.06	$22.06
Leased Space Needs: Internal customer survey satisfaction rating (scale of 1-4)	3.26	3.11	3.20	3.250	3.50

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**989,928**	**7.00**

FY25 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.	121,528	0.00
FY25 Recommended	**1,111,456**	**7.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	12,408,742	12,520,901	14,708,284	14,054,970	12.3 %
Employee Benefits	3,392,073	3,639,310	3,943,041	4,053,613	11.4 %
County General Fund Personnel Costs	**15,800,815**	**16,160,211**	**18,651,325**	**18,108,583**	**12.1 %**
Operating Expenses	21,244,707	22,580,929	24,933,982	23,229,241	2.9 %
County General Fund Expenditures	**37,045,522**	**38,741,140**	**43,585,307**	**41,337,824**	**6.7 %**
PERSONNEL					
Full-Time	201	205	205	204	-0.5 %
Part-Time	1	0	0	0	—
FTEs	135.06	139.73	139.73	139.73	—
REVENUES					
Miscellaneous Revenues	74,631	60,000	60,000	60,000	—
County General Fund Revenues	**74,631**	**60,000**	**60,000**	**60,000**	**—**
PRINTING & MAIL INTERNAL SERVICE FUND					
EXPENDITURES					
Salaries and Wages	2,452,050	2,650,735	2,630,827	2,873,588	8.4 %
Employee Benefits	784,694	857,474	864,859	929,371	8.4 %
Printing & Mail Internal Service Fund Personnel Costs	**3,236,744**	**3,508,209**	**3,495,686**	**3,802,959**	**8.4 %**
Operating Expenses	6,159,861	4,832,725	6,045,248	4,971,922	2.9 %
Capital Outlay	150,712	359,410	359,410	409,410	13.9 %
Printing & Mail Internal Service Fund Expenditures	**9,547,317**	**8,700,344**	**9,900,344**	**9,184,291**	**5.6 %**
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	1,650,872	1,748,557	1,748,557	1,963,234	12.3 %
Mail Revenues	2,782,647	2,416,714	2,416,714	2,500,799	3.5 %
Print Revenues	2,663,141	2,722,562	4,022,562	2,847,788	4.6 %
Investment Income	36,240	88,420	59,450	46,800	-47.1 %
Other Charges/Fees	2,078,919	1,869,320	1,869,320	1,869,320	—
Printing & Mail Internal Service Fund Revenues	**9,211,819**	**8,845,573**	**10,116,603**	**9,227,941**	**4.3 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	466	0	0	0	—
Employee Benefits	156	0	0	0	—
Grant Fund - MCG Personnel Costs	**622**	**0**	**0**	**0**	**—**
Grant Fund - MCG Expenditures	**622**	**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	**46,593,461**	**47,441,484**	**53,485,651**	**50,522,115**	**6.5 %**
Total Full-Time Positions	**235**	**239**	**239**	**238**	**-0.4 %**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**169.63**	**174.30**	**174.30**	**174.30**	**—**
Total Revenues	**9,286,450**	**8,905,573**	**10,176,603**	**9,287,941**	**4.3 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**38,741,140**	**139.73**
Changes (with service impacts)		
Add: Program Specialist II to support Capital Asset Management System [Facilities Management]	113,233	1.00
Enhance: On-going Maintenance Cost for Additional Vehicles [Facilities Management]	54,591	0.00
Enhance: Contract Replacement Increase, HVAC Water Treatment [Facilities Management]	38,147	0.00
Eliminate: Tree Removal Services [Facilities Management]	(120,000)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	706,569	0.00
Increase Cost: Annualization of FY24 Compensation Increases	687,127	0.00
Increase Cost: Annualization of FY24 Personnel Costs	498,934	0.00
Increase Cost: Custodial and Groundskeeping Contract-Related CPI Increases [Facilities Management]	393,863	0.00
Increase Cost: Countywide Maintenance and Repair Services - CPI Inflationary Adjustment [Facilities Management]	379,010	0.00
Increase Cost: Overtime Adjustment	258,338	0.00
Increase Cost: Retirement Adjustment	34,251	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Restore One-Time Lapse Increase [Administration]	31,668	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	26,907	0.00
Increase Cost: Printing and Mail	4,995	0.00
Shift: Long-term Vacant Position Transferred from DGS to OHR to Support Countywide Human Resources Efforts [Energy and Sustainability]	(123,410)	(1.00)
Decrease Cost: Motor Pool Adjustment	(129,201)	0.00
Decrease Cost: Lapse Adjustment	(258,338)	0.00
FY25 RECOMMENDED	**41,337,824**	**139.73**

PRINTING & MAIL INTERNAL SERVICE FUND

FY24 ORIGINAL APPROPRIATION	**8,700,344**	**34.57**
Changes (with service impacts)		
Add: New Lease for Warehouse at 8528 Anniversary Circle [Central Duplicating, Imaging, Archiving, & Mail Services]	190,352	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	155,951	0.00
Increase Cost: FY25 Compensation Adjustment	151,469	0.00
Increase Cost: Printing and Mail	3,150	0.00
Decrease Cost: Motor Pool Adjustment	(4,305)	0.00
Decrease Cost: Retirement Adjustment	(12,670)	0.00
FY25 RECOMMENDED	**9,184,291**	**34.57**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	3,953,114	18.03	4,167,359	18.03
Building Design and Construction	0	0.00	0	0.00
Central Duplicating, Imaging, Archiving, & Mail Services	8,700,344	34.57	9,184,291	34.57
Energy and Sustainability	850,816	4.50	794,159	3.50
Facilities Management	32,947,282	110.20	35,264,850	111.20
Real Estate Program	989,928	7.00	1,111,456	7.00
Total	**47,441,484**	**174.30**	**50,522,115**	**174.30**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
Recycling and Resource Management	Solid Waste Disposal	42,162	0.10	33,570	0.10
Alcohol Beverage Services	Liquor	954,976	1.20	864,542	1.20
CIP	Capital Fund	8,764,621	55.15	9,167,267	54.15
Administration and Support	General Fund	749,029	3.50	749,029	3.50
	Total	**10,510,788**	**59.95**	**10,814,408**	**58.95**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**41,338**	**41,338**	**41,338**	**41,338**	**41,338**	**41,338**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**123**	**123**	**123**	**123**	**123**
New positions in the FY25 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 FY25	**0**	**(258)**	**(258)**	**(258)**	**(258)**	**(258)**
Items recommended for one-time funding in FY25, including overtime will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**258**	**258**	**258**	**258**	**258**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**310**	**310**	**310**	**310**	**310**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**41,338**	**41,771**	**41,771**	**41,771**	**41,771**	**41,771**
PRINTING & MAIL INTERNAL SERVICE FUND						
EXPENDITURES						
FY25 Recommended	**9,184**	**9,184**	**9,184**	**9,184**	**9,184**	**9,184**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(50)**	**(50)**	**(50)**	**(50)**	**(50)**
Items recommended for one-time funding in FY25, including the renovations of 8528 Anniversary Circle warehouse, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**73**	**73**	**73**	**73**	**73**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**9,184**	**9,207**	**9,207**	**9,207**	**9,207**	**9,207**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Long-term Vacant Position Transferred from DGS to OHR to Support Countywide Human Resources Efforts	(123,410)	(1.00)	0	(1.00)
Total	**(123,410)**	**(1.00)**	**0**	**(1.00)**

Grants Management

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$1,044,508	6.00

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 FY25 Operating Budget for the Office of Grants Management is $1,044,508, an increase of $435,130 or 71.41 percent from the FY24 Approved Budget of $609,378. Personnel Costs comprise 82.35 percent of the budget for six full-time position(s) and no part-time position(s), and a total of 6.00 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 17.65 percent of the FY25 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

- A second Incoming Grants Program Manager II position within the Office of Grants Management will coordinate cross-departmental efforts to apply for and win large-scale energy, environment, and infrastructure State and Federal grant opportunities. As awards come in, the position will provide departments grants management training, mentoring, and support with implementation, reporting, and other compliance requirements.
- The Office of Grants Management will manage a pool of flexible funding for grants pursuit and management tools that can be strategically allocated across departments to meet emerging, major opportunities and/or to be shared amongst smaller departments and offices who have infrequent grant opportunities. These specific grant training, search, pursuit, and leveraging tools are important resources for getting departments "Grants Ready" to attack grant opportunities as they arise or better manage awards received.

- The Office of Grants Management will organize an internal "Grants Ready" conference for MCG employees who have a grants role in their department. The conference events will include, but not be limited to, federal grant writing and grant management best-practices led by outside experts as well as internally led trainings on County procurement strategies for grants, how to hire staff with grants experience, and key internal grants related processes.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expand the use of the Office of Grants Management's Outgoing Grants online application platform to more efficiently and expeditiously manage grant agreement approvals, documentation tracking, processes transparency, and overall accountability.
- Build upon successful FY24 Incoming Grant tool pilots to increase the use of grant application kick-off meetings, post-mortems, and other customized training practices that enhance the grant skills of existing MCG staff, expedite grant decision-making and maximize application development windows, and ensure lessons-learned are applied to future grant opportunities.
- Formalize an Outgoing Grants Learning Path that covers the full life-cycle a grant, from appropriation to close-out compliance, to help departments understand grants when grants may be an appropriate alternative funding tool to procurement contracts, how to design effective competitive grant programs, and oversee implementation of resulting grant awards.

PROGRAM CONTACTS

Contact Rafael Pumarejo Murphy of the Office of Grants Management at 240.777.2775 or Mahnoor Anjum 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 strategy and planning by developing countywide policies and procedures to implement best practices regarding grants management; maximize the County's use of Federal, State, and non-governmental grant opportunities; maximize the efficiency and effectiveness of grants awarded by the County; ensure public transparency and ethical practice in grants management; and ensure that grants management in the County is consistent with the County's racial equity and social justice goals. The Office of Grants Management's five core functions in County government are to integrate Racial Equity and Social Justice considerations into all aspects of County grants management, assist departments with winning and complying with outside grant awards, organize equitable and inclusive competitive grant programs in partnership with departments, issue County awards as grant agreements, and report County grants management activities to the Executive, County Council, and public.

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 is responsible for submitting quarterly reports on the activities of the Office to the Executive and the Council. These 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.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	210,361	445,594	487,240	671,181	50.6 %
Employee Benefits	50,915	121,649	126,251	188,978	55.4 %
County General Fund Personnel Costs	**261,276**	**567,243**	**613,491**	**860,159**	**51.6 %**
Operating Expenses	44,413	42,135	42,135	184,349	337.5 %
County General Fund Expenditures	**305,689**	**609,378**	**655,626**	**1,044,508**	**71.4 %**
PERSONNEL					
Full-Time	3	5	5	6	20.0 %
Part-Time	0	0	0	0	—
FTEs	3.00	5.00	5.00	6.00	20.0 %

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**609,378**	**5.00**
Changes (with service impacts)		
Add: Pooled Resources for Incoming Grants Support [Grants Management]	131,520	0.00
Add: One-time Training for County Employees by Grant Writing USA [Grants Management]	17,000	0.00
Other Adjustments (with no service impacts)		
Shift: Transfer Position from Department of Environmental Protection to Office of Grants Management to Increase Climate Grants Capacity [Grants Management]	118,538	1.00
Increase Cost: Annualization of FY24 Personnel Costs	101,051	0.00
Increase Cost: FY25 Compensation Adjustment	29,208	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	23,868	0.00
Increase Cost: Annualization of FY24 Compensation Increases	18,777	0.00
Increase Cost: Retirement Adjustment	1,474	0.00
Increase Cost: Printing and Mail	1,420	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(7,726)	0.00
FY25 RECOMMENDED	**1,044,508**	**6.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
FY25 Recommended	**1,045**	**1,045**	**1,045**	**1,045**	**1,045**	**1,045**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(17)**	**(17)**	**(17)**	**(17)**	**(17)**
Items recommended for one-time funding in FY25, including the training for Montgomery County employees by Grants Writing USA, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**17**	**17**	**17**	**17**	**17**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,045**	**1,045**	**1,045**	**1,045**	**1,045**	**1,045**

Human Resources

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$387,489,039	84.95

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 FY25 Operating Budget for the Office of Human Resources is $387,489,039, an increase of $44,642,464 or 13.02 percent from the FY24 Approved Budget of $342,846,575. Personnel Costs comprise 3.22 percent of the budget for 83 full-time position(s) and one part-time position(s), and a total of 84.95 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 96.78 percent of the FY25 budget.

The budget of the Office of Human Resources (OHR) is comprised of a General Fund component of $14,107,921 and an Employee Health Benefit Self Insurance Fund component of $373,381,118.

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

- Launched the Montgomery County Leadership Academy, a leadership development program for MLS employees, in partnership with Universities at Shady Grove.
- Executed Countywide Career Fairs, creating space in the community to engage with jobseekers and increase employer brand awareness.
- Initiated a monthly benefits newsletter for employees that contains important tips and information about their benefits.
- Implemented virtual office hours for employees to sign up and attend to get one-on-one attention to answer heath benefits questions.
- Launched a protocol to review and update outdated medical protocols to align with industry standards and best practices.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Modernized the careers site, work4mcg.com, to streamline the jobseeker user experience, resulting in a 33% increase in unique OHR webpage views per month in the first six months from implementation, from 47,300 to 63,050.
- Expanded social media outreach to jobseekers through LinkedIn and X, resulting in a 26% increase in followership on LinkedIn since March 2023, from 13,894 to 17,446 followers.
- Implemented a retirement estimator tool for employees to access and determine the future cost of retiree health insurance and to cut down on the manual calculations the Health Insurance team performs for employee inquiries.
- Removed barriers to recruitment and strengthened hiring options through collaborations with Hiring Leads to create a non-clinical job classification for Social Workers in the Department of Health and Human Services (HHS) - the Licensed Bachelor Social Worker (LBSW) - to build a pipeline of candidates from colleges and universities; expand use of the Licensed Practical Nurse (LPN) role created for use in the Department of Corrections and Rehabilitation to HHS; remove the recreation-specific degree requirement from the Department of Recreation position series; and revise minimum qualifications for Legislative Analysts I, II, III in County Council to remove legislative-specific experience that hindered recruitment efforts.

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 240.777.2751 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

Business Operations and Performance

The Business Operations and Performance Division includes the Classification and Compensation Team, and the Policy, Practice and Data Management Team.

The Classification and Compensation Team reviews and evaluates the duties and responsibilities of individual positions and occupational classes to assure that positions are assigned at appropriate classification and grade levels. The team also ensures that employees are compensated appropriately and consistently with the County's personnel regulations, and collectively bargained agreements.

The Policy, Practice, and Data Management Team manages the County and departments' human resources policies and procedures and monitors fidelity to and drives improvements to HR governance and service delivery models. The team also drives OHR's data management and analysis, and functional performance analysis.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Job classification activities completed	187	271	270	270	270
Average workdays to complete non-study job classifications related to hires	13	12	12	12	12

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,351,729**	**15.00**
Add: Classification Plan Initiative	1,250,000	0.00
Shift: Transfer Long-term Vacant Position from Fire and Rescue Service to OHR to Support Countywide Human Resources Efforts	132,122	1.00
Shift: Transfer Long-term Vacant Position from Finance Department to OHR to Support Countywide Human Resources Efforts	123,410	1.00
Shift: Transfer Position from OHR to Department of Housing and Community Affairs to Support Strategic Projects	(229,205)	(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.	(381,093)	(3.00)
FY25 Recommended	**3,246,963**	**13.00**

Director's Office

The Director's Office provides executive leadership and management, policy direction, strategic and financial planning, communications and public outreach, compliance, and oversight to the County's human capital management program. Additionally, the Office provides consultation services related to human resources matters to the County Executive, the Chief Administrative Officer and Directors of County Departments and Agencies.

The Director's Office is responsible for ensuring operational fidelity to the County's personnel regulations, working collaboratively with the Merit System Protection Board, and developing and promoting new initiatives and implementing enhancements to improve experiences and outcomes for all stakeholders.

The Director's Office includes:

- Administrative Services - leads management and oversight of OHR's procurements and contracts, budget administration and financial management, the Employee Health Benefits Fund, as well as Records Management and Occupational Medical Services.
- Strategic Communications - leads employee engagement and relationship management, develops and implements communications strategies, develops and manages employer branding and online presence.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,599,274**	**21.75**
Re-align: Personnel Costs from Employee Group Health Insurance Fund to General Fund	193,100	1.20
Restore: Restore One-Time FY24 Lapse	190,336	0.00
Add: Research and Advisory Services Subscriptions	175,100	0.00
Re-align: Personnel Costs from Employee Group Health Insurance Fund to General Fund	28,948	0.20
Re-align: Personnel Costs from Employees' Retirement System to Employee Group Health Insurance Fund	15,932	0.10
Re-align: Personnel Costs from Employees' Retirement System to General Fund	9,296	0.05
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	2,268	0.00

FY25 Recommended Changes	Expenditures	FTEs
Shift: Technology Resources from OHR to Technology and Enterprise Business Solutions	0	(1.10)
Re-align: Personnel Costs from General Fund to Employee Group Health Insurance Fund	(33,346)	(0.30)
Re-align: Personnel Costs from Employee Group Health Insurance Fund to General Fund	(117,688)	(1.10)
Shift: Transfer Positions from OHR to Technology and Enterprise Business Solutions for Realignment of Technology Resources	(287,888)	(1.60)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	223,715	4.00
FY25 Recommended	**3,999,047**	**23.20**

EEO Compliance and Diversity Management

The Equal Employment Opportunity (EEO) and Diversity Management Division ensures compliance with all local, State, and Federal policies, regulations, and laws related to workplace discrimination and/or harassment. The Division delivers mandatory and customized training to employees and managers concerning equal employment and diversity management. The Division is responsible for mandatory Federal and State EEO-related reporting, certifications, data/statistical analyses, and compliance associated with grant funding. The Division investigates EEO complaints and provides guidance and assistance to managers/supervisors to support positive outcomes.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of cases/inquiries received by EEO [1]	122	146	145	140	140
Percent of EEO cases/inquiries resolved within 180 days	79%	100%	100%	100%	100%
Percent of employees in compliance with mandatory workplace harassment training schedule	38%	37%	45%	50%	55%

[1] *For FY23 and beyond, this measure includes investigations.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**458,240**	**3.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(2,489)	0.00
FY25 Recommended	**455,751**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of employees enrolled in Virgin Pulse wellness program	6,151	6,322	6,300	6,300	6,300

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**329,558,606**	**15.85**
Increase Cost: Claims Expenditures Adjustment	41,822,868	0.00
Re-align: Personnel Costs from General Fund to Employee Group Health Insurance Fund	83,303	0.50
Re-align: Personnel Costs from General Fund to Employee Group Health Insurance Fund	(19,926)	(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.	187,687	0.00
FY25 Recommended	**371,632,538**	**15.85**

Occupational Medical Services

The Occupational Medical Services team (OMS) (including Fire and Rescue Occupational Medical Services) provides 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of mandatory incumbent physical exams performed by Occupational Medical Services	2,603	2,549	2,733	2,700	2,700
Number of candidates processed for medical clearances	2,041	2,585	2,500	2,500	2,500
Average appointment length from sign in to discharge (minutes)	66	74	70	70	70

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,300,633**	**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.	(66,579)	(1.00)
FY25 Recommended	**3,234,054**	**5.00**

Recruitment and Selection

The Recruitment and Selection Team is responsible for sourcing and hiring highly skilled, competent, and diverse candidates to meet the County's workforce needs. The Team provides recruitment planning, guidance, and advisory services to departments and agencies on selection and hiring. The Team supports transfers, demotions, promotions, noncompetitive reappointments; provides selection guidelines training on interviewing and selecting employees; delivers community and employee briefing trainings on the County's employment process and interview/resume preparation; and develops and validates candidate qualifications.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of people hired	1,364	2,013	2,000	2,000	2,000
Average number of days to fill a vacant County position	102	99	70	70	70
Percent of vacancies filled within target duration	33%	27%	70%	70%	70%
Percent of new hires who are racial minorities (compared to County labor force: 57%)	56%	72%	56%	56%	56%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,708,004**	**16.90**
Shift: Transfer Long-term Vacant Position from Technology and Enterprise Business Solutions to OHR to Support Countywide Human Resources Efforts	123,410	1.00
Shift: Transfer Long-term Vacant Position from Department of General Services to OHR to Support Countywide Human Resources Efforts	123,410	1.00
Shift: Transfer Long-term Vacant Position from Alcohol Beverage Services to OHR to Support Countywide Human Resources Efforts	123,409	1.00
Enhance: Online Platforms Subscription Services for Countywide Recruitment Efforts	101,000	0.00
Increase Cost: NEOGOV Contract Escalation	12,395	0.00
Increase Cost: Ivymount Contract Escalation (Project SEARCH program)	5,600	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	58,395	0.00
FY25 Recommended	**3,255,623**	**19.90**

Training and Organizational Development

The Training and Organizational Development team coordinates training and professional development activities that increase the knowledge, skills, and abilities of the County's workforce. Training is delivered through online learning and instructor-led classes and collaborations with adult learning partners to address specific business training needs. The Team also designs short- and long-term business strategies to enhance organizational performance and effectiveness, and champions organizational change efforts to support the County's objectives.

The Team also includes Workforce Performance Management, including training and monitoring compliance related to the annual performance evaluation process. Performance management includes creating performance appraisals, observing and documenting performance and behavior, providing feedback, coaching, mentoring, and evaluating employees. The goal is to help employees and supervisors achieve Montgomery County's overall vision of efficient, effective, innovative, and responsive delivery of quality services.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of training classes offered	1,124	911	900	900	900
Percent of employees who participate in at least two non-mandatory training/development programs	9%	8%	10%	10%	10%
Percent of training courses geared toward leadership development	15%	5%	10%	10%	10%
Percentage of training attendees who report that training was helpful to their job	97%	93%	95%	95%	95%
Percent of computer skills trainees who report applying skills to current position	97%	85%	90%	90%	90%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**870,089**	**4.00**
Add: Countywide Management Training and Employee Recognition Programs	475,000	0.00

FY25 Recommended Changes	Expenditures	FTEs
Shift: Transfer Long-term Vacant Position from MC 311 to OHR to Support Countywide Human Resources Efforts	123,410	1.00
Increase Cost: Countywide Multilingual Testing and Certification	25,000	0.00
Increase Cost: Training	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.	151,564	0.00
FY25 Recommended	**1,665,063**	**5.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,703,358	6,311,075	5,893,798	6,992,888	10.8 %
Employee Benefits	1,175,117	1,613,777	1,484,883	1,843,230	14.2 %
County General Fund Personnel Costs	**5,878,475**	**7,924,852**	**7,378,681**	**8,836,118**	**11.5 %**
Operating Expenses	3,371,287	3,433,402	3,680,338	5,271,803	53.5 %
County General Fund Expenditures	**9,249,762**	**11,358,254**	**11,059,019**	**14,107,921**	**24.2 %**
PERSONNEL					
Full-Time	72	81	81	83	2.5 %
Part-Time	2	1	1	1	—
FTEs	49.25	57.25	57.25	61.30	7.1 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**
EMPLOYEE HEALTH SELF INSURANCE					
EXPENDITURES					
Salaries and Wages	2,479,561	2,789,564	2,541,013	2,854,883	2.3 %
Employee Benefits	651,520	789,698	633,334	794,308	0.6 %
Employee Health Self Insurance Personnel Costs	**3,131,081**	**3,579,262**	**3,174,347**	**3,649,191**	**2.0 %**
Operating Expenses	315,211,132	327,909,059	340,012,289	369,731,927	12.8 %
Employee Health Self Insurance Expenditures	**318,342,213**	**331,488,321**	**343,186,636**	**373,381,118**	**12.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	25.25	25.25	25.25	23.65	-6.3 %
REVENUES					
Other Charges/Fees	19,078,750	0	0	0	—
Self Insurance Employee Health Income	64,478,422	289,389,223	287,986,012	319,012,025	10.2 %
Investment Income	99,248	(49,140)	162,810	128,160	360.8 %
Medicaid/Medicare Reimbursement	20,896,180	43,213,464	53,864,235	60,039,022	38.9 %
Employee Health Self Insurance Revenues	**104,552,600**	**332,553,547**	**342,013,057**	**379,179,207**	**14.0 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**327,591,975**	**342,846,575**	**354,245,655**	**387,489,039**	**13.0 %**
Total Full-Time Positions	**72**	**81**	**81**	**83**	**2.5 %**
Total Part-Time Positions	**2**	**1**	**1**	**1**	**—**
Total FTEs	**74.50**	**82.50**	**82.50**	**84.95**	**3.0 %**
Total Revenues	**104,552,600**	**332,553,547**	**342,013,057**	**379,179,207**	**14.0 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**11,358,254**	**57.25**
Changes (with service impacts)		
Add: Classification Plan Initiative [Business Operations and Performance]	1,250,000	0.00
Add: Countywide Management Training and Employee Recognition Programs [Training and Organizational Development]	475,000	0.00
Add: Research and Advisory Services Subscriptions [Director's Office]	175,100	0.00
Enhance: Online Platforms Subscription Services for Countywide Recruitment Efforts [Recruitment and Selection]	101,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	419,209	0.00
Re-align: Personnel Costs from Employee Group Health Insurance Fund to General Fund [Director's Office]	193,100	1.20
Restore: Restore One-Time FY24 Lapse [Director's Office]	190,336	0.00
Shift: Transfer Long-term Vacant Position from Fire and Rescue Service to OHR to Support Countywide Human Resources Efforts [Business Operations and Performance]	132,122	1.00
Shift: Transfer Long-term Vacant Position from Technology and Enterprise Business Solutions to OHR to Support Countywide Human Resources Efforts [Recruitment and Selection]	123,410	1.00
Shift: Transfer Long-term Vacant Position from Department of General Services to OHR to Support Countywide Human Resources Efforts [Recruitment and Selection]	123,410	1.00
Shift: Transfer Long-term Vacant Position from MC 311 to OHR to Support Countywide Human Resources Efforts [Training and Organizational Development]	123,410	1.00
Shift: Transfer Long-term Vacant Position from Finance Department to OHR to Support Countywide Human Resources Efforts [Business Operations and Performance]	123,410	1.00
Shift: Transfer Long-term Vacant Position from Alcohol Beverage Services to OHR to Support Countywide Human Resources Efforts [Recruitment and Selection]	123,409	1.00
Re-align: Personnel Costs from Employee Group Health Insurance Fund to General Fund [Director's Office]	28,948	0.20
Increase Cost: Countywide Multilingual Testing and Certification [Training and Organizational Development]	25,000	0.00
Increase Cost: Training [Training and Organizational Development]	20,000	0.00
Increase Cost: Annualization of FY24 Compensation Increases	19,583	0.00
Increase Cost: NEOGOV Contract Escalation [Recruitment and Selection]	12,395	0.00
Increase Cost: Retirement Adjustment	11,229	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Re-align: Personnel Costs from Employees' Retirement System to General Fund [Director's Office]	9,296	0.05
Increase Cost: Printing and Mail	7,038	0.00
Increase Cost: Ivymount Contract Escalation (Project SEARCH program) [Recruitment and Selection]	5,600	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Director's Office]	2,268	0.00
Re-align: Personnel Costs from General Fund to Employee Group Health Insurance Fund [Health & Employee Welfare]	(19,926)	(0.50)
Re-align: Personnel Costs from General Fund to Employee Group Health Insurance Fund [Director's Office]	(33,346)	(0.30)
Shift: Transfer Position from OHR to Department of Housing and Community Affairs to Support Strategic Projects [Business Operations and Performance]	(229,205)	(1.00)
Shift: Transfer Positions from OHR to Technology and Enterprise Business Solutions for Realignment of Technology Resources [Director's Office]	(287,888)	(1.60)
Decrease Cost: Annualization of FY24 Personnel Costs	(374,241)	0.00
FY25 RECOMMENDED	**14,107,921**	**61.30**

EMPLOYEE HEALTH SELF INSURANCE

FY24 ORIGINAL APPROPRIATION	**331,488,321**	**25.25**
Other Adjustments (with no service impacts)		
Increase Cost: Claims Expenditures Adjustment [Health & Employee Welfare]	41,822,868	0.00
Increase Cost: Annualization of FY24 Compensation Increases	147,822	0.00
Increase Cost: FY25 Compensation Adjustment	126,412	0.00
Re-align: Personnel Costs from General Fund to Employee Group Health Insurance Fund [Health & Employee Welfare]	83,303	0.50
Re-align: Personnel Costs from Employees' Retirement System to Employee Group Health Insurance Fund [Director's Office]	15,932	0.10
Shift: Technology Resources from OHR to Technology and Enterprise Business Solutions [Director's Office]	0	(1.10)
Decrease Cost: Retirement Adjustment	(11,145)	0.00
Re-align: Personnel Costs from Employee Group Health Insurance Fund to General Fund [Director's Office]	(117,688)	(1.10)
Decrease Cost: Annualization of FY24 Personnel Costs	(174,707)	0.00
FY25 RECOMMENDED	**373,381,118**	**23.65**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Business Operations and Performance	2,351,729	15.00	3,246,963	13.00
Director's Office	3,599,274	21.75	3,999,047	23.20
EEO Compliance and Diversity Management	458,240	3.00	455,751	3.00
Health & Employee Welfare	329,558,606	15.85	371,632,538	15.85
Occupational Medical Services	3,300,633	6.00	3,234,054	5.00
Recruitment and Selection	2,708,004	16.90	3,255,623	19.90

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Training and Organizational Development	870,089	4.00	1,665,063	5.00
Total	**342,846,575**	**82.50**	**387,489,039**	**84.95**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	2,235,768	0.00	2,569,958	0.00
NDA - Montgomery County Employee Retirement Plans	Employees Retirement Savings Plan (RSP)	30,280	0.20	20,181	0.15
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	186,834	0.55	20,181	0.15
NDA - Montgomery County Employee Retirement Plans	Non-Appropriated Funds	10,404	0.00	0	0.00
	Total	**2,463,286**	**0.75**	**2,610,320**	**0.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**14,108**	**14,108**	**14,108**	**14,108**	**14,108**	**14,108**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(750)**	**(750)**	**(750)**	**(750)**	**(750)**
Items recommended for one-time funding in FY25, including one-time costs for the Classification Plan Initiative, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**164**	**164**	**164**	**164**	**164**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**14,108**	**13,522**	**13,522**	**13,522**	**13,522**	**13,522**
EMPLOYEE HEALTH SELF INSURANCE						
EXPENDITURES						
FY25 Recommended	**373,381**	**373,381**	**373,381**	**373,381**	**373,381**	**373,381**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**66**	**66**	**66**	**66**	**66**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Subtotal Expenditures	**373,381**	**373,447**	**373,447**	**373,447**	**373,447**	**373,447**

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Human Rights

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$2,117,953	11.60

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 FY25 Operating Budget for the Office of Human Rights is $2,117,953, an increase of $154,158 or 7.85 percent from the FY24 Approved Budget of $1,963,795. Personnel Costs comprise 82.47 percent of the budget for 11 full-time position(s) and no part-time position(s), and a total of 11.60 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 17.53 percent of the FY25 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

- Review and revise compliance process and regulations for more efficient resolution of complaints.
- Expand the compliance efforts to include five additional banks for the Community Reinvestment Act.
- Complete the final training series on the Intergenerational Workplace focusing on the impact of Artificial Intelligence (AI) and Algorithms in employment.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Coordinated and assisted in the planning of the 2023 International Association of Official Human Rights Agencies Annual Human Rights Conference in Rockville, MD.

- Coordinated a special installation ceremony of historical markers at the County Council Office Building in recognition of three men lynched in Montgomery County in the late1800s: George Peck, John Diggs Dorsey, and Sidney Randolph.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

Administration

The Office of the Director has the responsibility for the overall management and leadership of the Department. This program also includes overall policy development for the office, as well as the administration of the County's anti-discrimination laws.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**520,064**	**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.	15,424	0.00
FY25 Recommended	**535,488**	**1.00**

Community Mediation and Public Affairs

This program supports and promotes the Human Rights Commission and Committee Against Hate Violence, Interagency Fair Housing Coordinating Group, and the Commission on Reconciliation and Remembrance in their outreach and education efforts; 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
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)	5.0	4.9	4.9	4.9	4.9

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**56,897**	**0.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,012	0.00
FY25 Recommended	**57,909**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of human rights compliance cases processed	149	184	180	185	190
Percent of cases that have completed their investigation within 15 months [1]	93%	60%	94%	94%	94%
Percent of cases that have a Letter of Determination issued within 30 days of completed investigation by investigator	97%	95%	97%	97%	97%
Percent of cases in backlog status (cases not closed within 15 months) [2]	7%	40%	25%	10%	5%
Percent of referred cases that are mediated successfully	N/A	65%	65%	65%	65%

[1] *Three new investigators started in FY23. The Department expects case completion rates to increase as those employees are fully onboarded.*

[2] *Three new investigators started in FY23. The Department expects the backlog in cases to decrease as those employees are fully onboarded.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,280,802**	**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.	134,768	0.00
FY25 Recommended	**1,415,570**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of fair housing workshops and public education programs hosted	2	2	2	2	2
Number of fair housing education ads on Ride On Buses	50	50	50	50	50
Number of human rights and fair housing program ads played in movie theater previews	340,000	55,542	55,000	75,000	75,000

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**106,032**	**1.10**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,954	0.00
FY25 Recommended	**108,986**	**1.10**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	984,082	1,259,744	1,089,532	1,387,898	10.2 %
Employee Benefits	257,419	331,618	285,002	358,854	8.2 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
County General Fund Personnel Costs	**1,241,501**	**1,591,362**	**1,374,534**	**1,746,752**	**9.8 %**
Operating Expenses	265,352	372,433	372,433	371,201	-0.3 %
County General Fund Expenditures	**1,506,853**	**1,963,795**	**1,746,967**	**2,117,953**	**7.9 %**
PERSONNEL					
Full-Time	11	11	11	11	—
Part-Time	0	0	0	0	—
FTEs	11.60	11.60	11.60	11.60	—
REVENUES					
EEOC Reimbursement	(60,770)	32,000	32,000	54,700	70.9 %
Miscellaneous Revenues	76,010	0	0	0	—
County General Fund Revenues	**15,240**	**32,000**	**32,000**	**54,700**	**70.9 %**

FY25 RECOMMENDED CHANGES

		Expenditures	FTEs
COUNTY GENERAL FUND			
	FY24 ORIGINAL APPROPRIATION	**1,963,795**	**11.60**
Other Adjustments (with no service impacts)			
Increase Cost: Annualization of FY24 Compensation Increases		66,585	0.00
Increase Cost: FY25 Compensation Adjustment		60,229	0.00
Increase Cost: Annualization of FY24 Personnel Costs		35,071	0.00
Increase Cost: Printing and Mail		122	0.00
Decrease Cost: Motor Pool Adjustment		(1,354)	0.00
Decrease Cost: Retirement Adjustment		(6,495)	0.00
	FY25 RECOMMENDED	**2,117,953**	**11.60**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	520,064	1.00	535,488	1.00
Community Mediation and Public Affairs	56,897	0.50	57,909	0.50
Compliance	1,280,802	9.00	1,415,570	9.00
Fair Housing	106,032	1.10	108,986	1.10
Total	**1,963,795**	**11.60**	**2,117,953**	**11.60**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**2,118**	**2,118**	**2,118**	**2,118**	**2,118**	**2,118**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**34**	**34**	**34**	**34**	**34**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,118**	**2,152**	**2,152**	**2,152**	**2,152**	**2,152**

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Intergovernmental Relations

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$1,010,462	4.30

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. The work of the office is guided by the fundamental vision of a more equitable and inclusive Montgomery County.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Office of Intergovernmental Relations is $1,010,462, an increase of $54,074 or 5.65 percent from the FY24 Approved Budget of $956,388. Personnel Costs comprise 88.42 percent of the budget for four full-time position(s) and one part-time position(s), and a total of 4.30 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 11.58 percent of the FY25 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

- Continue to enhance collaboration with the County Executive, County Council, County departments, independent agencies (Montgomery County Public Schools, Washington Suburban Sanitary Commission, Montgomery County Revenue Authority, Montgomery College, Housing Opportunities Commission), and various Boards, Committees, and Commissions to enhance (1) the process for developing federal and State priorities to maximize opportunities; and (2) federal and State advocacy efforts regarding legal, legislative, fiscal, and regulatory matters.
- Continue to enhance the Office of Intergovernmental Relations' new Legislative Tracking System (Engagifii) that was implemented for the 2023 legislative session, to maximize its workflow management and public information capabilities.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Narrowed the types of requests for information made by the Office of Intergovernmental Relations to Executive and Legislative staff to lessen the workload of legislation-related policy and fiscal informational requests.
- Continued to strengthen collaboration between the County and the Congressional Delegation to establish a more efficient process to secure federal earmarks.
- Continued to enhance outreach and training for Executive and Legislative staff liaisons, regarding the new Legislative Tracking System (Engagifii), to maximize opportunities for higher level collaboration and efficiency.

PROGRAM CONTACTS

Contact Wanda Wells of the Office of Intergovernmental Relations at 240.777.6550 or Justine Jones of the Office of Management and Budget at 240.777.2627 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Number of bills for which a County fiscal estimate was requested by the State Department of Legislative Services [1]	476	232	421	421	421
Number of formal position statements prepared	207	213	190	190	190
Percent of State legislative package where Intergovernmental Relations position prevailed	100%	100%	100%	100%	100%
Percent of State priorities fully realized	80%	88%	100%	100%	100%
Total direct State aid ($ millions)	$931	$999	$1,078	$1,003	$1,003
Total State retirement payments ($ millions)	$175	$166	$174	$174	$174

[1] *Projections are based on the mathematical average of the last three years' actual figures.*

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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	688,671	658,243	727,705	729,103	10.8 %
Employee Benefits	133,905	181,150	130,442	164,309	-9.3 %
County General Fund Personnel Costs	**822,576**	**839,393**	**858,147**	**893,412**	**6.4 %**
Operating Expenses	(65,501)	116,995	(66,289)	117,050	0.1 %
County General Fund Expenditures	**757,075**	**956,388**	**791,858**	**1,010,462**	**5.7 %**
PERSONNEL					
Full-Time	5	5	5	4	-20.0 %
Part-Time	1	1	1	1	—
FTEs	5.30	5.30	5.30	4.30	-18.9 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**956,388**	**5.30**
Changes (with service impacts)		
Eliminate: Long-Term Vacancy [Intergovernmental Relations]	(142,691)	(1.00)
Other Adjustments (with no service impacts)		
Restore: Restoration of One Time Lapse [Intergovernmental Relations]	132,718	0.00
Increase Cost: FY25 Compensation Adjustment	29,881	0.00
Increase Cost: Annualization of FY24 Compensation Increases	25,012	0.00
Increase Cost: Annualization of FY24 Personnel Costs	9,774	0.00
Increase Cost: Printing and Mail	55	0.00
Decrease Cost: Retirement Adjustment	(675)	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY25 RECOMMENDED	**1,010,462**	**4.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**1,010**	**1,010**	**1,010**	**1,010**	**1,010**	**1,010**
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	**1,010**	**1,020**	**1,020**	**1,020**	**1,020**	**1,020**

Labor Relations

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$2,358,021	13.00

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 FY25 Operating Budget for the Office of Labor Relations is $2,358,021, an increase of $736,851 or 45.45 percent from the FY24 Approved Budget of $1,621,170. Personnel Costs comprise 87.25 percent of the budget for 13 full-time position(s) and no part-time position(s), and a total of 13.00 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 12.75 percent of the FY25 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

- Created and began implementation of a centralization plan to reassign countywide labor and employee relations functions to OLR.
- Negotiated a new Collective Bargaining Agreement (CBA) with the International Association of Fire Fighters and a new Direct Bargaining Agreement (DBA) with the Montgomery County Volunteer Fire-Rescue Association.
- Modified the County's Collective Bargaining Issues Development and Strategy Process for Term Bargaining in order to streamline and expedite the process, and re-established a Collective Bargaining Policy Committee to set County priorities ahead of term bargaining.
- Launched a new website highlighting the services that OLR provides.
- Created and implemented multiple Standard Operating Procedures for ensuring that labor and employee relations issues are addressed timely and consistently, and developed training content on multiple labor and employee relations subjects that will ultimately become a comprehensive training library to guide and support departments.

- Established countywide Labor Management Relations Committee (LMRC) subcommittees on health and safety topics; department-level LMRCs in nearly every department in the County; and quarterly training for all LMRC members.
- Re-established the Conflict Facilitation Program - a program that affords employees and managers the opportunity to resolve workplace conflict informally.
- Modified and improved grievance processing through use of a new grievance tracker as well as software that allows OLR to track the status of all grievances in real time, and restarted the OLR scanning project effort to digitize and organize paper files.
- Modified and streamlined the Bargaining Unit determination process to ensure compliance with personnel regulations.
- Expanded and resourced the OLR Racial Equity and Social Justice Core Team with a second equity lead.

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 240.777.2751 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Number of trainings on labor relations offered to County employees [1]	18	8	20	24	28
Number of County employees that attended trainings on labor relations	142	746	1,000	1,200	1,350
Total number of Labor Management Relations Committee (LMRC) meetings held with the three County employee unions (MCGEO, FOP, and IAFF)	17	29	40	46	52
Percent of LMRC meetings attended by an Office of Labor Relations representative	88%	79%	85%	85%	85%
Percent of grievances by a bargaining unit resolved without the intervention of a third party [2]	98%	95%	97%	98%	98%

[1] *The fluctuation of this performance measure may be attributed to leadership and staff transitions.*

[2] *The dip in this performance measure for FY23 may be attributed to the increased number of grievances filed.*

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; and conducting

training for County managers and employees on labor-management and employee relations topics.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	782,283	985,868	1,024,869	1,637,873	66.1 %
Employee Benefits	188,621	251,812	240,309	419,570	66.6 %
County General Fund Personnel Costs	**970,904**	**1,237,680**	**1,265,178**	**2,057,443**	**66.2 %**
Operating Expenses	476,582	383,490	383,490	300,578	-21.6 %
County General Fund Expenditures	**1,447,486**	**1,621,170**	**1,648,668**	**2,358,021**	**45.5 %**
PERSONNEL					
Full-Time	8	8	8	13	62.5 %
Part-Time	0	0	0	0	—
FTEs	8.00	8.00	8.00	13.00	62.5 %

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**1,621,170**	**8.00**
Other Adjustments (with no service impacts)		
Shift: Transfer Long-term Vacant Position from Department of Transportation to OLR to Support Countywide Labor and Employee Relations Functions [Labor Relations]	148,594	1.00
Shift: Transfer Vacant Position from Department of Police to OLR to Support Countywide Labor and Employee Relations Functions [Labor Relations]	123,410	1.00
Shift: Transfer Vacant Position from Fire and Rescue Service to OLR to Support Countywide Labor and Employee Relations Functions [Labor Relations]	123,410	1.00
Shift: Transfer Long-term Vacant Position from Department of Health and Human Services to OLR to Support Countywide Labor and Employee Relations Functions [Labor Relations]	95,885	1.00
Increase Cost: Annualization of FY24 Personnel Costs	95,505	0.00
Shift: Transfer Long-term Vacant Position from Department of General Services to OLR to Support Countywide Labor and Employee Relations Functions [Labor Relations]	65,594	1.00
Increase Cost: FY25 Compensation Adjustment	43,131	0.00
Increase Cost: Annualization of FY24 Compensation Increases	38,396	0.00
Restore: Restore One-Time Lapse Increase [Labor Relations]	2,550	0.00
Increase Cost: Retirement Adjustment	288	0.00
Increase Cost: Printing and Mail	88	0.00
FY25 RECOMMENDED	**2,358,021**	**13.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**2,358**	**2,358**	**2,358**	**2,358**	**2,358**	**2,358**
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	**2,358**	**2,377**	**2,377**	**2,377**	**2,377**	**2,377**

Management and Budget

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$7,693,959	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 FY25 Operating Budget for the Office of Management and Budget is $7,693,959, an increase of $450,261 or 6.22 percent from the FY24 Approved Budget of $7,243,698. Personnel Costs comprise 93.11 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 6.89 percent of the FY25 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

- Planned and executed ten operating budget forums during development of the FY25 County Executive's Recommended Operating Budget to provide residents an opportunity to have their voices heard. Three of the budget forums were conducted in a language other than English (Spanish, Chinese, and Amharic).
- Refined the Operating Budget Equity Tool, along with the Office of Racial Equity and Social Justice (ORESJ).

- Improved the management of capital project advances involving non-County funding in collaboration with the Department of Finance and departments that manage capital projects.
- 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.
- Introduced a Program Inventory Initiative, a strategic effort to enhance performance management and accountability throughout the organization. This initiative aims to standardize the process of documentation, data collection, and evaluation of government services, thus enabling data-driven decision-making and evidence-based allocation of resources.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Made improvements to nine workflows used by departments to submit and track requests to OMB, increasing ease of use and providing better visibility of request progress.
- Added dashboards for OMB staff and managers to track all workflow requests to ensure timely processing of requests.
- Implemented a grievance intake and tracking workflow for the Office of Labor relations.
- Added a Position Cost Calculator to the BASIS Operating Budget System to simplify and standardize department budget preparations.

PROGRAM CONTACTS

Contact Dieter Klinger of the Office of Management and Budget at 240.777.2847 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable). The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Overall Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award ratings: Percent rated outstanding or proficient [1]	97.5%	96.6%	96.8%	96.8%	96.8%
Percent of the County Executive's Recommended Budget that is included in the Adopted Budget	99.7%	99.0%	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., FY22 GFOA ratings apply to FY23 budget document, which was prepared during FY22).*

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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,923,121	5,477,343	5,483,843	5,752,247	5.0 %
Employee Benefits	1,161,275	1,286,218	1,350,418	1,411,793	9.8 %
County General Fund Personnel Costs	**6,084,396**	**6,763,561**	**6,834,261**	**7,164,040**	**5.9 %**
Operating Expenses	195,157	480,137	444,926	529,919	10.4 %
County General Fund Expenditures	**6,279,553**	**7,243,698**	**7,279,187**	**7,693,959**	**6.2 %**
PERSONNEL					
Full-Time	43	42	42	42	—
Part-Time	1	1	1	1	—
FTEs	43.25	42.25	42.25	42.25	—

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**7,243,698**	**42.25**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	307,603	0.00
Increase Cost: FY25 Compensation Adjustment	269,464	0.00
Increase Cost: Professional Services: IT Support Contract Rate Increase [Fiscal, Policy, and Performance Analysis]	50,000	0.00
Decrease Cost: Printing and Mail	(218)	0.00
Decrease Cost: Retirement Adjustment	(17,429)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(159,159)	0.00
FY25 RECOMMENDED	**7,693,959**	**42.25**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 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	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**7,694**	**7,694**	**7,694**	**7,694**	**7,694**	**7,694**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**135**	**135**	**135**	**135**	**135**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,694**	**7,829**	**7,829**	**7,829**	**7,829**	**7,829**

Procurement

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$5,694,748	37.40

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 FY25 Operating Budget for the Office of Procurement is $5,694,748, an increase of $626,142 or 12.35 percent from the FY24 Approved Budget of $5,068,606. Personnel Costs comprise 92.14 percent of the budget for 38 full-time position(s) and one part-time position(s), and a total of 37.40 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 7.86 percent of the FY25 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

- Initiate the first stage of identifying an eProcurement solution to consolidate various applications used throughout the lifecycle

of a contract from sourcing to execution. This solution will incorporate sourcing, contract management, vendor management, and compliance management.

- Develop a contract audit program to review and confirm all contract actions follow appropriate workflow approvals and County regulations. This program will aid in Procurement's mission to facilitate the use of public funds to efficiently procure goods and services in an inclusive, transparent, and equitable manner.
- Include the apprenticeship panels in the annual Procurement Fair to better position the County as it relates to infrastructure funding. The Office of Procurement hosts an annual fair with approximately 500 plus individuals in attendance. This year the office will be shining a spotlight on the value and importance of apprenticeship programs as it relates to County construction contracting opportunities.
- Develop, through the division of Business Relations and Compliance, an enforcement program of the existing Minority, Female, and Disabled-Owned Business law to be more proactive rather than reactive/complaints-based.
- Continue to provide funding for on-going training to staff to comply with Certified Professional Public Buyer certification per a job classification requirement.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented a digital solution to address the inefficiencies of conventional, paper-based procurement practices to a more streamlined digitized approach, which resulted in the complete virtualization of County contracting. The County's contracts and all related documentation (including inter-departmental communications, contracting actions, meeting minutes, and sourcing records) were printed and stored in folders and numerous file cabinets within Procurement. This method of managing contracts faced many challenges that were further magnified with the onset of the pandemic in 2020.
- Implemented web-based tools to assist County Departments in managing informal solicitations by providing immediate access to County solicitation data which increased transparency, eliminated errors due to manual processes, and improved efficiency of the overall process.
- Implemented a new workflow management tool used by County Departments to expedite the receipt and approval of emergency purchases for any dangerous conditions or unforeseen curtailments, diminution, or termination of an essential service that poses an immediate danger to health, life, or property.
- Implemented the first phase of the web-based Contract Review Committee application to improve the efficiency of the overall process, and to maintain compliance with updates to the Open Meetings Act. Additional phases will further improve the process and include reporting features.

PROGRAM CONTACTS

Contact Sarah Giambra of the Office of Procurement at 240.777.9951 or Mahnoor Anjum of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 25 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of County contract dollars that are awarded to certified MFD vendors (measured against County goals for each category)	26.0%	22.6%	25.0%	25.0%	25.0%
Business Relations and Compliance: Percent of contract dollars awarded to LSBs	26.2%	31.3%	28.0%	28.0%	28.0%
Enforcement: Dollars returned to workers as result of enforcement actions taken by Procurement	$116,087	$8,582	$10,000	$10,000	$10,000

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,233,343**	**6.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	454,855	3.00
FY25 Recommended	**1,688,198**	**9.50**

Procurement Operations

The core components of this program are to purchase goods, services, and construction required by County departments in the most timely and cost-effective manner possible. Program staff assist departments in the development of procurement strategies and documents to ensure a competitive, transparent, and fair procurement process in accordance with the County Code and the Procurement Regulations. Program staff also educate vendors about the County's procurement process and procedures.

Procurement staff also provides County departments with training, assistance, and guidance of department contract administrators. Procurement Specialists develop contract administration procedures, research vendors, review contracts, and recommend revisions to County procurement policies and regulations to streamline the procurement process. In addition, testimony and other evidence regarding claims and contract disputes with contractors are reviewed to resolve issues.

Procurement staff participates with local, State, and national procurement purchasing associations to promote and teach continuing procurement education and learning credits, latest industry trends, latest source selection methods, and cooperative purchases. Staff also participates in recognized professional purchasing organizations at the local, State, and national levels.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of procurements completed in agreed upon time [1]	74%	85%	85%	85%	85%

[1] *This figure represents the average for the following: Invitation For Bid - 81%; Request For Proposals - 86%; and Construction - 88% for FY23.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,099,229**	**24.40**
Restore: Restoration of One-Time Lapse	446,221	0.00
Enhance: Training - Certified Professional Public Buyer Certification	53,660	0.00
Technical Adj: FY24 Mid Year Changes	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.	(69,133)	(1.00)
FY25 Recommended	**3,529,977**	**22.90**

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, and 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).

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**736,034**	**8.00**
Re-align: Elimination of Long-Term Vacant Position	(132,543)	(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.	(126,918)	(2.00)
FY25 Recommended	**476,573**	**5.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	3,140,743	3,687,029	3,553,028	4,110,639	11.5 %
Employee Benefits	851,495	989,015	974,301	1,136,774	14.9 %
County General Fund Personnel Costs	**3,992,238**	**4,676,044**	**4,527,329**	**5,247,413**	**12.2 %**
Operating Expenses	393,923	392,562	392,562	447,335	14.0 %
County General Fund Expenditures	**4,386,161**	**5,068,606**	**4,919,891**	**5,694,748**	**12.4 %**
PERSONNEL					
Full-Time	38	39	39	38	-2.6 %
Part-Time	2	2	2	1	-50.0 %
FTEs	37.90	38.90	38.90	37.40	-3.9 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**5,068,606**	**38.90**
Changes (with service impacts)		
Enhance: Training - Certified Professional Public Buyer Certification [Procurement Operations]	53,660	0.00
Other Adjustments (with no service impacts)		
Restore: Restoration of One-Time Lapse [Procurement Operations]	446,221	0.00
Increase Cost: Annualization of FY24 Compensation Increases	223,655	0.00
Increase Cost: FY25 Compensation Adjustment	206,443	0.00
Increase Cost: Retirement Adjustment	3,643	0.00
Increase Cost: Printing and Mail	1,113	0.00
Technical Adj: FY24 Mid Year Changes [Procurement Operations]	0	(0.50)
Re-align: Elimination of Long-Term Vacant Position [Procurement Services]	(132,543)	(1.00)
Decrease Cost: Annualization of FY24 Personnel Costs	(176,050)	0.00
FY25 RECOMMENDED	**5,694,748**	**37.40**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Business Relations and Compliance	1,233,343	6.50	1,688,198	9.50
Procurement Operations	3,099,229	24.40	3,529,977	22.90
Procurement Services	736,034	8.00	476,573	5.00
Total	**5,068,606**	**38.90**	**5,694,748**	**37.40**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Fleet Management Services	Motor Pool	24,464	0.30	26,954	0.30
Parking District Services	Bethesda Parking	4,932	0.05	5,895	0.05
Parking District Services	Silver Spring Parking	4,932	0.05	5,895	0.05
Transit Services	Mass Transit	16,309	0.20	17,970	0.20
Recycling and Resource Management	Solid Waste Disposal	40,773	0.50	44,924	0.50
	Total	**91,410**	**1.10**	**101,638**	**1.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**5,695**	**5,695**	**5,695**	**5,695**	**5,695**	**5,695**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**112**	**112**	**112**	**112**	**112**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**5,695**	**5,807**	**5,807**	**5,807**	**5,807**	**5,807**

Public Information

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$2,957,149	17.50

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 FY25 Operating Budget for the Office of Public Information is $2,957,149, a decrease of $4,189,560 or 58.62 percent from the FY24 Approved Budget of $7,146,709. Personnel Costs comprise 94.48 percent of the budget for 17 full-time position(s) and one part-time position(s), and a total of 17.50 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 5.52 percent of the FY25 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 take advantage of efficiencies generated by technological advancements, MC311 is shifting from the Public Information Office (PIO) into Department of Technology and Enterprise Business Solutions (TEBS). This realignment will allow MC311 to continue to provide excellent customer service for Montgomery County residents while leveraging TEBS's expertise with chatbots and artificial intelligence to help residents find answers to their questions faster.

PROGRAM CONTACTS

Contact Barry Hudson of the Office of Public Information at 240.777.6507 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of press events	110	112	100	120	120
Internal County staff satisfaction with PIO services (scale of 1-4)	3.13	2.99	3.20	3.25	3.25
Total attendance at press conferences and press events [1]	3,338	3,125	3,000	3,200	3,200
Percent of press conferences or press events with American Sign Language (ASL) interpretation	75%	80%	90%	95%	95%

[1] *Virtual attendance is tallied from logged-in accounts, so this total is much lower than actual participants and views.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,880,679**	**11.20**
Shift: Cable Fund Chargeback to General Fund	479,374	3.30
Shift: Lapse Planning from MC311 to PIO Core	(30,968)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	171,282	0.00
FY25 Recommended	**2,500,367**	**14.50**

Web Content and Graphic Management

The Web Content and Graphic Development Program has four major functions:

- Provides creative and technical support to Public Relations, Cable Programming, MC311, and County departments.
- Develops and oversees 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.
- Manages 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.
- Produces 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of press releases and media advisories posted on website	1,154	338	300	300	290
Number of subscribers to county communications [1]	745,488	776,350	790,000	800,000	820,000
Average open rate for email communications sent via the Office of Public Information	32%	37%	36%	37%	38%
Number of social media engagements (millions) [2]	N/A	13.0	13.5	13.8	14.0

[1] *This number reflects the total number of subscribers to the County email distribution system.*

[2] *This measure was tracked beginning in FY23.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**332,119**	**2.21**
Shift: Shift Cable Fund Chargeback to General Fund	117,189	0.79
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,474	0.00
FY25 Recommended	**456,782**	**3.00**

REALIGNED PROGRAMS

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

MC311 Customer Service Center

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,933,911**	**46.70**
Shift: MC311 Overtime to TEBS	(3,548)	0.00
Shift: MC311 Operating Expenses to TEBS	(88,200)	0.00
Shift: MC311 Lapse Planning to TEBS	(107,479)	0.00
Shift: Long-term Vacant Position Transferred to OHR to Support Countywide Human Resources Efforts	(123,411)	(1.00)
Shift: MC311 Workforce to TEBS	(5,123,060)	(45.70)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	511,787	0.00
FY25 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,468,059	5,272,519	5,077,745	2,200,036	-58.3 %
Employee Benefits	1,386,516	1,622,282	1,537,834	593,997	-63.4 %
County General Fund Personnel Costs	**5,854,575**	**6,894,801**	**6,615,579**	**2,794,033**	**-59.5 %**
Operating Expenses	246,515	251,908	251,908	163,116	-35.3 %
County General Fund Expenditures	**6,101,090**	**7,146,709**	**6,867,487**	**2,957,149**	**-58.6 %**
PERSONNEL					
Full-Time	76	75	75	17	-77.3 %
Part-Time	1	1	1	1	—
FTEs	60.90	60.11	60.11	17.50	-70.9 %
County General Fund Revenues	**0**	**0**	**0**	**0**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**7,146,709**	**60.11**
Other Adjustments (with no service impacts)		
Shift: Cable Fund Chargeback to General Fund [Public Relations]	479,374	3.30
Increase Cost: Annualization of FY24 Compensation Increases	313,369	0.00
Increase Cost: Annualization of FY24 Personnel Costs	310,325	0.00
Shift: Shift Cable Fund Chargeback to General Fund [Web Content and Graphic Management]	117,189	0.79
Increase Cost: FY25 Compensation Adjustment	69,017	0.00
Increase Cost: Printing and Mail	146	0.00
Decrease Cost: Motor Pool Adjustment	(738)	0.00
Decrease Cost: Retirement Adjustment	(1,576)	0.00
Shift: MC311 Overtime to TEBS [MC311 Customer Service Center]	(3,548)	0.00
Shift: Lapse Planning from MC311 to PIO Core [Public Relations]	(30,968)	0.00
Shift: MC311 Operating Expenses to TEBS [MC311 Customer Service Center]	(88,200)	0.00
Shift: MC311 Lapse Planning to TEBS [MC311 Customer Service Center]	(107,479)	0.00
Shift: Long-term Vacant Position Transferred to OHR to Support Countywide Human Resources Efforts [MC311 Customer Service Center]	(123,411)	(1.00)
Shift: MC311 Workforce to TEBS [MC311 Customer Service Center]	(5,123,060)	(45.70)
FY25 RECOMMENDED	**2,957,149**	**17.50**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
MC311 Customer Service Center	4,933,911	46.70	0	0.00
Public Relations	1,880,679	11.20	2,500,367	14.50
Web Content and Graphic Management	332,119	2.21	456,782	3.00
Total	**7,146,709**	**60.11**	**2,957,149**	**17.50**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Health and Human Services	General Fund	165,325	1.50	168,114	1.50
Permitting Services	Permitting Services	322,686	2.90	341,057	2.90
Housing and Community Affairs	Montgomery Housing Initiative	84,688	0.90	88,808	0.90
Recycling and Resource Management	Solid Waste Disposal	468,907	4.75	490,582	4.75
Recycling and Resource Management	Solid Waste Collection	121,137	1.25	126,747	1.25
Cable Television Communications Plan	Cable TV	546,809	4.09	0	0.00
	Total	**1,709,552**	**15.39**	**1,215,308**	**11.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**2,957**	**2,957**	**2,957**	**2,957**	**2,957**	**2,957**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**45**	**45**	**45**	**45**	**45**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,957**	**3,002**	**3,002**	**3,002**	**3,002**	**3,002**

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Racial Equity and Social Justice

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$1,773,602	10.50

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 FY25 Operating Budget for the Office of Racial Equity and Social Justice is $1,773,602, an increase of $374,623 or 26.78 percent from the FY24 Approved Budget of $1,398,979. Personnel Costs comprise 86.10 percent of the budget for ten full-time position(s) and one part-time position(s), and a total of 10.50 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 13.90 percent of the FY25 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

- Conducted a Racial Equity Impact Assessment (REIA) revamp process to improve its impact on decision-making.
- Conduct on-going focus groups with department users of the Office of Racial Equity and Social Justice (ORESJ) budget tools and services.
- Added training opportunities for County staff, including another facilitated Advancing Racial Equity Training, a self-guided version of the Advancing Racial Equity Training that can be accessed anytime by County staff, added inclusive language

training every two months, and revamped the Groundwater training.

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 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 (ORESJ), 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 ORESJ to provide racial equity impact assessments (REIA) on supplemental appropriations. The ORESJ 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 partners 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	647,097	912,812	806,837	1,198,873	31.3 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Employee Benefits	161,273	245,871	204,164	328,162	33.5 %
County General Fund Personnel Costs	**808,370**	**1,158,683**	**1,011,001**	**1,527,035**	**31.8 %**
Operating Expenses	120,433	240,296	240,296	246,567	2.6 %
County General Fund Expenditures	**928,803**	**1,398,979**	**1,251,297**	**1,773,602**	**26.8 %**
PERSONNEL					
Full-Time	7	8	8	10	25.0 %
Part-Time	1	1	1	1	—
FTEs	7.50	8.50	8.50	10.50	23.5 %

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**1,398,979**	**8.50**
Changes (with service impacts)		
Add: Senior Level Policy Position to Partner with the Director to Provide Leadership on Policy and Strategic Decisions. [Office of Racial Equity and Social Justice]	112,017	1.00
Add: Program Manager I (Grade 23) to Enhance Countywide Training. [Office of Racial Equity and Social Justice]	93,903	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Personnel Costs	64,222	0.00
Increase Cost: FY25 Compensation Adjustment	41,937	0.00
Increase Cost: Annualization of FY24 Compensation Increases	38,795	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	23,825	0.00
Increase Cost: Retirement Adjustment	3,653	0.00
Increase Cost: Printing and Mail	771	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(4,500)	0.00
FY25 RECOMMENDED	**1,773,602**	**10.50**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**1,774**	**1,774**	**1,774**	**1,774**	**1,774**	**1,774**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**63**	**63**	**63**	**62**	**63**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
New positions in the FY25 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 FY25	**0**	**(10)**	**(10)**	**(10)**	**(10)**	**(10)**
Items recommended for one-time funding in FY25, including operating expenses for new positions recommended in FY25, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**29**	**29**	**29**	**29**	**29**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,774**	**1,856**	**1,856**	**1,856**	**1,855**	**1,856**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Manager I (Grade 23) to Enhance Countywide Training.	88,903	1.00	117,543	1.00
Senior Level Policy Position to Partner with the Director to Provide Leadership on Policy and Strategic Decisions.	107,017	1.00	141,526	1.00
Total	**195,920**	**2.00**	**259,069**	**2.00**

Technology and Enterprise Business Solutions

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$72,518,160	231.45

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, the general public, and the private sector to increase the productivity of County government, businesses, and residents; and assists 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 FY25 Operating Budget for the Department of Technology and Enterprise Business Solutions is $72,518,160, an increase of $20,304,524 or 38.89 percent from the FY24 Approved Budget of $52,213,636. Personnel Costs comprise 50.77 percent of the budget for 241 full-time position(s) and one part-time position(s), and a total of 231.45 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 49.23 percent of the FY25 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**
- **An Affordable, Welcoming County for a Lifetime**
- **Effective, Sustainable Government**

INITIATIVES

- TEBS has a large year-over-year growth in budget primarily due to the transition of MC311 from the Office of Public Information (PIO) into TEBS. This transition will take advantage of efficiencies generated by technological advancements to allow MC311 to continue to provide excellent customer service for Montgomery County residents while leveraging TEBS's expertise with chatbots and artificial intelligence to help residents find answers to their questions faster.
- Develop a data management strategy and continue to establish guidelines that classify data Countywide according to data security thresholds and define how the data in each class needs to be collected, stored, archived, and disseminated in compliance with local, State, and Federal regulations. This data framework will strengthen our cybersecurity efforts by securing sensitive data across the County. In addition, data classification is the building block for other strategic initiatives such as artificial intelligence (AI) solutions.
- Montgomery Connects is expanding community partnerships to deploy an additional 69,000 free laptop computers to low-income, senior, African-American, and Latino residents and provide an educational awareness campaign to help 28,000 Montgomery County families find low-cost broadband alternatives to the discontinued Federal and State Affordable Connectivity Program which provided broadband subsidies for low-income households. TEBS continues to seek Maryland broadband grant funding to expand MoCoNet, the County's residential broadband network to affordable housing developments. Additionally, TEBS is expanding the Montgomery Connects Digital Equity Coalition to leverage an AmeriCorps staff planning grant in partnership with Digital Harbor in Baltimore.
- In accordance with the Enterprise Office of Project Management (EOPM) governance structure, TEBS is managing the successful implementation of a single Applicant Tracking System (ATS) within the Office of Human Resources (OHR) to make the hiring process more efficient, decrease time to hire, and increase communication with applicants throughout the experience. Technology enhancements such as automation, digitization, and dashboards will drive continuous improvement and maximize the experience for applicants, staff, and residents.
- In order to refocus the Cable Fund on Public, Educational, and Governmental (PEG) media efforts, all remaining TEBS programs have been moved out of the Cable Fund back into TEBS in the Office of Broadband Programs.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Established the Artificial Intelligence Center of Excellence (AICOE), a governing body to lead the responsible integration and optimization of AI within the County's public service systems. The AICOE leverages knowledge and experience from private industry, government partners, and academia to use and govern AI to improve service delivery, optimize resource utilization, and ensure a higher quality of experiences for stakeholders and residents.
- Implemented a new website chatbot powered by generative AI technology with close consultation from TEBS, MC311, Community Engagement Cluster (CEC), and public safety stakeholders; resident focus groups were also conducted with assistance from Innovation@MCG. The chatbot, Monty 2.0, replaces the existing website chatbot (Monty 1.0) previously deployed in April 2021. Implementing the Monty 2.0 chatbot improves the resident experience and exponentially expands the information available for public consumption, allowing residents to acquire County services-related information from over 3,000 topics.

- Launched XR Montgomery to offer extended reality (XR) pilots throughout Montgomery County including Augmented Reality (AR) at Oakley Cabin African American Museum and Park in seven languages, and Virtual Reality (VR) Seniors at senior centers. The County is leveraging technology to provide new ways to discover history and expand access to historical sites by providing the ability to see a 3D model of the inside of Oakley Cabin everyday online instead only visiting on one of the few days Oakley Cabin is open to the public. This technology is enabling us to find innovative ways to reduce social isolation for seniors and provide youth employment in partnership with TeenWorks Tech Connect.
- Continue our modernization efforts to improve the public-facing experiences for County 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 240.277.2755 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of enterprise resource planning (ERP) work orders completed [1]	673	3,373	4,900	5,000	5,100
Number of websites and web applications supported	264	249	264	279	294
Enterprise resource system availability	99.98%	99.98%	99.98%	99.98%	99.98%
Success rate for business intelligence data refreshes	99.90%	99.72%	99.72%	99.72%	99.72%
Number of business intelligence data models published	118	126	130	134	138

[1] *Effective FY23, all work orders are being tracked in both ERP- Workorder Management System (EWOMS) and a PowerBI dashboard. As a result of incorporating new technology there has been productivity growth and enhanced data-driven decision making by the the ERP team.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**14,394,018**	**41.75**
Increase Cost: Oracle Software Maintenance	533,662	0.00
Increase Cost: Oracle Java Runtime Engine (JRE) Contract Increase	187,500	0.00
Re-align: Elimination of Long-Term Vacancies	(460,674)	(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.	870,285	0.00
FY25 Recommended	**15,524,791**	**38.75**

MC311

Transitioning to TEBS in FY25, 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total number of General Information Service Requests created [1]	328,869	304,084	304,000	304,000	304,000
Total number of Fulfillment Service Requests created [2]	270,751	257,746	258,000	258,000	258,000
Percent of calls classified as General Information	68.38%	67.17%	67.00%	67.00%	67.00%
Average rate of Fulfillment Service Requests created on the MC311 website and the mobile enabled portal	39.44%	37.68%	38.00%	38.00%	38.00%
Average percent of callers requesting to speak Spanish	6.15%	6.20%	6.20%	6.20%	6.20%
Average amount of time it takes to reach an MC311 Customer Service Representative after welcome announcement (in seconds)	37	26	20	20	20
Average rate of calls that come into 311 but are not answered by a Customer Service Representative (CSR) [3]	4.2%	2.4%	5.0%	5.0%	5.0%
Cost per customer contact (in dollars) (salary expenditures divided by the total number of customer contacts by phone, web portal, mobile-enabled portal, Twitter)	$5.31	$5.03	$5.03	$5.03	$5.03
Percent of MC311 survey respondents reporting satisfaction	88%	89%	85%	85%	85%

[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%.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
Shift: MC311 from PIO to TEBS	5,211,260	45.70
Re-align: Elimination of Long-Term Vacancies	(192,280)	(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.	73,434	0.00
FY25 Recommended	**5,092,414**	**43.70**

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; 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 and broadband and networking for MCPS, MC, HOC, M-NCPPC, and WSSC.

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, automatic call distribution (ACD).

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Transmission facility applications processed	264	231	250	250	250
Percent of fresh County Cable Montgomery content (less than one month old) during peak viewing hours	5%	3%	5%	6%	7%
Percent of English and Spanish language first-run programs closed captioned in English	100%	100%	100%	100%	100%
Number of affordable housing communities served by high-speed broadband through MoCoNet	3	4	6	8	10
Number of subscribers to free high-speed broadband through MoCoNet	96	232	400	500	600

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,073,324**	**33.00**
Shift: Community Technology move from Cable Fund to TEBS General Fund	1,481,166	5.00
Shift: FiberNet from Cable Fund to TEBS General Fund	1,325,698	4.00
Shift: Community Engagement from Cable Fund to TEBS General Fund	1,195,306	5.00
Increase Cost: Business Continuity Support Renewals	1,071,614	0.00
Shift: Digital Equity from Cable Fund to TEBS General Fund	711,972	1.00
Increase Cost: Oracle Server Nutanix Environment Compliance Costs	141,130	0.00
Increase Cost: Contract Increase - Granicus	6,343	0.00
Shift: Long-term Vacant Position Transferred to OHR to Support Countywide Human Resources Efforts	(118,724)	(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.	335,409	(1.00)
FY25 Recommended	**15,223,238**	**46.00**

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 budgeting. The OCIO remains focused on dealing with vendor relationships, and identifying and introducing new ways of conducting business including the emphasis on consultative services to departments. The OCIO is strategic in engaging with business executives and County elected officials. The OCIO defines policy development that protects and defines data security by working closely with the Chief Information Security Officer.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of IT help desk requests	84,584	82,055	86,158	90,466	94,989
Percent of customers satisfied with the IT help desk	99%	99%	98%	98%	98%
Percent of IT help desk requests resolved on the first call	97%	97%	90%	90%	90%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**13,550,540**	**56.00**
Add: AI Center of Excellence	1,361,929	0.00
Enhance: Magic 17 - Expansion of Incident Response to 24x7x365	675,000	0.00
Increase Cost: Varonis SaaS Cloud Upgrade/Maintenance	100,258	0.00
Increase Cost: State Mandated Enterprise-wide Risk Assessment	100,000	0.00
Increase Cost: Additional Funding Needed to Maintain Existing Contractor Workforce	72,274	0.00
Shift: Defender for Endpoint to DCM (MS EA)	(739,000)	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.	1,636,523	1.00
FY25 Recommended	**16,757,524**	**57.00**

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 countywide 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 support 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.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of time public safety radio system is fully operational	100.00%	100.00%	100.00%	100.00%	100.00%
Percent of time Integrated Justice Information System is fully operational	99.5%	99.5%	99.5%	99.5%	99.5%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,795,889**	**14.00**
Enhance: Public Safety - PSDS Command Post	298,241	0.00
Increase Cost: Position from PSSM CIP to General Fund	248,691	1.00
Increase Cost: Motorola Radio System Annual Maintenance	234,660	0.00
Increase Cost: Radio Tower UPS/DC Plants Preventive Maintenance	170,380	0.00
Increase Cost: Motorola PSDS Service Agreement	73,807	0.00
Increase Cost: eJustice Law Enforcement Records Management System	42,815	0.00
Increase Cost: Motorola CAD Priority Dispatch	39,117	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	316,772	0.00
FY25 Recommended	**8,220,372**	**15.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Average monthly Enterprise Service Bus data transfers [1]	251,824	230,114	255,000	270,000	280,000

[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. For FY23, metrics went down due to several high frequency run jobs being retired. For FY24, expecting approximately 5-10% new interfaces increase annually.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**8,399,865**	**28.00**
Enhance: Azure Solution for Disaster Recovery & Archive, Incident Response Logging, EST, ID, .NET Conversion	960,800	0.00
Increase Cost: 3 positions were transferred from the Office of Human Resources to TEBS including increased costs for contractor services	757,889	1.60

FY25 Recommended Changes	Expenditures	FTEs
Increase Cost: Microsoft Unified Support Service Contract Increase	543,400	0.00
Increase Cost: KnowledgeLake Subscription	10,564	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,027,303	1.40
FY25 Recommended	**11,699,821**	**31.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,020,883	19,738,197	19,640,497	29,550,494	49.7 %
Employee Benefits	3,981,108	4,700,726	4,650,329	7,268,279	54.6 %
County General Fund Personnel Costs	**21,001,991**	**24,438,923**	**24,290,826**	**36,818,773**	**50.7 %**
Operating Expenses	28,349,706	27,734,413	29,083,246	35,659,087	28.6 %
Capital Outlay	0	40,300	40,300	40,300	—
County General Fund Expenditures	**49,351,697**	**52,213,636**	**53,414,372**	**72,518,160**	**38.9 %**
PERSONNEL					
Full-Time	167	172	172	241	40.1 %
Part-Time	2	1	1	1	—
FTEs	168.25	172.75	172.75	231.45	34.0 %
REVENUES					
Other Licenses/Permits	(10)	0	0	0	—
County General Fund Revenues	**(10)**	**0**	**0**	**0**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	16,653,020	0	0	0	—
Grant Fund - MCG Expenditures	**16,653,020**	**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	443,331	0	0	0	—
Other Intergovernmental	10,840,977	0	0	0	—
State Grants	5,355,145	0	0	0	—
Grant Fund - MCG Revenues	**16,639,453**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**66,004,717**	**52,213,636**	**53,414,372**	**72,518,160**	**38.9 %**
Total Full-Time Positions	**167**	**172**	**172**	**241**	**40.1 %**
Total Part-Time Positions	**2**	**1**	**1**	**1**	**—**
Total FTEs	**168.25**	**172.75**	**172.75**	**231.45**	**34.0 %**
Total Revenues	**16,639,443**	**0**	**0**	**0**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**52,213,636**	**172.75**
Changes (with service impacts)		
Add: AI Center of Excellence [Office of the Chief Information Officer]	1,361,929	0.00
Enhance: Azure Solution for Disaster Recovery & Archive, Incident Response Logging, EST, ID, .NET Conversion [Strategic Partnerships]	960,800	0.00
Enhance: Magic 17 - Expansion of Incident Response to 24x7x365 [Office of the Chief Information Officer]	675,000	0.00
Enhance: Public Safety - PSDS Command Post [Public Safety Programs and Regional Interoperability]	298,241	0.00
Other Adjustments (with no service impacts)		
Shift: MC311 from PIO to TEBS [MC311]	5,211,260	45.70
Shift: Community Technology move from Cable Fund to TEBS General Fund [Office of Broadband Programs and Infrastructure Modernization]	1,481,166	5.00
Restore: Restore One-Time Lapse Increase	1,412,061	0.00
Increase Cost: FY25 Compensation Adjustment	1,333,262	0.00
Shift: FiberNet from Cable Fund to TEBS General Fund [Office of Broadband Programs and Infrastructure Modernization]	1,325,698	4.00
Shift: Community Engagement from Cable Fund to TEBS General Fund [Office of Broadband Programs and Infrastructure Modernization]	1,195,306	5.00
Increase Cost: Business Continuity Support Renewals [Office of Broadband Programs and Infrastructure Modernization]	1,071,614	0.00
Increase Cost: Annualization of FY24 Compensation Increases	1,034,336	0.00
Increase Cost: 3 positions were transferred from the Office of Human Resources to TEBS including increased costs for contractor services [Strategic Partnerships]	757,889	1.60
Shift: Digital Equity from Cable Fund to TEBS General Fund [Office of Broadband Programs and Infrastructure Modernization]	711,972	1.00
Increase Cost: Annualization of FY24 Personnel Costs	641,262	1.40
Increase Cost: Microsoft Unified Support Service Contract Increase [Strategic Partnerships]	543,400	0.00
Increase Cost: Oracle Software Maintenance [Digital Transformation]	533,662	0.00
Increase Cost: Position from PSSM CIP to General Fund [Public Safety Programs and Regional Interoperability]	248,691	1.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Motorola Radio System Annual Maintenance [Public Safety Programs and Regional Interoperability]	234,660	0.00
Increase Cost: Oracle Java Runtime Engine (JRE) Contract Increase [Digital Transformation]	187,500	0.00
Increase Cost: Radio Tower UPS/DC Plants Preventive Maintenance [Public Safety Programs and Regional Interoperability]	170,380	0.00
Increase Cost: Oracle Server Nutanix Environment Compliance Costs [Office of Broadband Programs and Infrastructure Modernization]	141,130	0.00
Increase Cost: Retirement Adjustment	119,036	0.00
Increase Cost: Varonis SaaS Cloud Upgrade/Maintenance [Office of the Chief Information Officer]	100,258	0.00
Increase Cost: State Mandated Enterprise-wide Risk Assessment [Office of the Chief Information Officer]	100,000	0.00
Increase Cost: Motorola PSDS Service Agreement [Public Safety Programs and Regional Interoperability]	73,807	0.00
Increase Cost: Additional Funding Needed to Maintain Existing Contractor Workforce [Office of the Chief Information Officer]	72,274	0.00
Increase Cost: eJustice Law Enforcement Records Management System [Public Safety Programs and Regional Interoperability]	42,815	0.00
Increase Cost: Motorola CAD Priority Dispatch [Public Safety Programs and Regional Interoperability]	39,117	0.00
Increase Cost: KnowledgeLake Subscription [Strategic Partnerships]	10,564	0.00
Increase Cost: Contract Increase - Granicus [Office of Broadband Programs and Infrastructure Modernization]	6,343	0.00
Increase Cost: Printing and Mail	5,313	0.00
Decrease Cost: Motor Pool Adjustment	(25,902)	0.00
Decrease Cost: Lapse Adjustment	(109,642)	0.00
Shift: Long-term Vacant Position Transferred to OHR to Support Countywide Human Resources Efforts [Office of Broadband Programs and Infrastructure Modernization]	(118,724)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY24	(150,000)	0.00
Re-align: Elimination of Long-Term Vacancies [MC311]	(192,280)	(2.00)
Re-align: Elimination of Long-Term Vacancies [Digital Transformation]	(460,674)	(3.00)
Shift: Defender for Endpoint to DCM (MS EA) [Office of the Chief Information Officer]	(739,000)	0.00
FY25 RECOMMENDED	**72,518,160**	**231.45**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Digital Transformation	14,394,018	41.75	15,524,791	38.75
MC311	0	0.00	5,092,414	43.70
Office of Broadband Programs and Infrastructure Modernization	9,073,324	33.00	15,223,238	46.00
Office of the Chief Information Officer	13,550,540	56.00	16,757,524	57.00
Public Safety Programs and Regional Interoperability	6,795,889	14.00	8,220,372	15.00
Strategic Partnerships	8,399,865	28.00	11,699,821	31.00
Total	**52,213,636**	**172.75**	**72,518,160**	**231.45**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Human Resources	Employee Health Self Insurance	322,400	0.00	296,000	0.00
Health and Human Services	General Fund	0	0.00	168,114	1.50
Permitting Services	Permitting Services	0	0.00	341,057	2.90
Housing and Community Affairs	Montgomery Housing Initiative	0	0.00	88,808	0.90
Recycling and Resource Management	Solid Waste Disposal	0	0.00	490,582	4.75
Recycling and Resource Management	Solid Waste Collection	0	0.00	126,747	1.25
Alcohol Beverage Services	Liquor	1,183,897	0.00	1,277,923	0.00
CIP	Capital Fund	237,203	1.00	0	0.00
NDA - Montgomery County Employee Retirement Plans	Retirement Fund (ERS)	46,080	0.00	48,000	0.00
NDA - Retiree Health Benefits Trust	Retirement Fund (ERS)	0	0.00	0	0.00
	Total	**1,789,580**	**1.00**	**2,837,231**	**11.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**72,518**	**72,518**	**72,518**	**72,518**	**72,518**	**72,518**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(220)**	**(220)**	**(220)**	**(220)**	**(220)**
Items recommended for one-time funding in FY25, including (the AI Center of Excellence, and the State mandated enterprise-wide risk assessment), will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**110**	**110**	**110**	**110**	**110**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**662**	**662**	**662**	**662**	**662**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**72,518**	**73,070**	**73,070**	**73,070**	**73,070**	**73,070**

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Urban Districts

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$12,782,043	59.70

FARIBA KASSIRI, DEPUTY CHIEF ADMINISTRATIVE OFFICER

MISSION STATEMENT

Urban Districts support and enhance the County's unincorporated downtowns (Bethesda, Silver Spring, Wheaton, and Friendship Heights) 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 FY25 Operating Budget for the Urban Districts is $12,782,043, an increase of $1,234,858 or 10.69 percent from the FY24 Approved Budget of $11,547,185. Personnel Costs comprise 44.64 percent of the budget for 61 full-time position(s) and one part-time position(s), and a total of 59.70 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 55.36 percent of the FY25 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 Urban Districts created and convened the Urban District Equity Core team to drive forward and fully integrate equity principals into all Urban Districts services.
- Silver Spring Urban District and Wheaton Urban District will implement initiatives to address the increase of hazardous conditions in heavily damaged streetscape and roadside areas. The projects completed will improve walkability and make the

areas safer for pedestrians.

- The Bethesda Arts & Entertainment District will provide a new public art element to downtown Bethesda by covering several signal boxes with a vinyl wrap based on original designs by local artists.

- The Bethesda Urban District converted 10 streetlights to energy-saving LED heads and painted the poles of 274 aging streetlights. This initiative continues the district's mission to reduce greenhouse emissions and will make downtown Bethesda a more vibrant and livable place.
- The Friendship Heights Urban District launched litter removal and street cleaning services along Wisconsin Avenue from Western to Oliver Streets, five days per week.
- The Friendship Heights Urban District continued to maintain its branded planter program and median planting and maintenance program along Wisconsin avenue, bringing color and vibrancy along the Wisconsin Avenue corridor.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Bethesda Urban District is creating an updated website which will feature downtown Bethesda's events, local businesses, information on the Bethesda Urban Partnership and more.
- The Bethesda Urban District purchased and will install 10 new recycling containers on the street in Woodmont Triangle. This improvement furthers the district's goal of becoming a greener county by increasing the total number of recycling containers downtown.
- The Wheaton Urban District increased civic engagement by opening up the Marian Fryar Plaza, Wheaton Maryland-National Capital Park and Planning Commission Plaza, and Conference Room for utilization by the Community members.
- The Wheaton Urban District completed the transition from gasoline-powered maintenance and snow equipment to electric-powered maintenance snow equipment in FY24.
- The Wheaton Urban District activated a Community Access Grant to allow non-profits and public community groups to rent/utilize County resources and spaces within the Wheaton Urban District at a reduced rate.
- The Friendship Heights Urban District supports marketing and communications for local businesses along the corridor, providing social media outreach, business listings, and promotional activities to drive customers to retailers and restaurants.
- The Friendship Heights Urban District supports a business public safety program, convening regular meetings for business and community members with Montgomery County Police Department, District of Columbia Metropolitan Police Department, and Metro Transit police.
- The Silver Spring Urban District developed a planting plan that incorporates the beauty and function of native plant material in tree beds on Georgia Avenue from Spring Street to East-West highway and flowerpots throughout many other areas of the district. Native species are important because they allow pollinators such as birds and bees to thrive and can naturally adapt to local growing conditions and quickly contribute to a successful ecosystem.
- The Silver Spring Urban District coordinated quarterly meetings of the 'marketing minds of Silver Spring' to discuss objectives for aligned and strategic marketing, offer networking opportunities, and provide training to participants. The Urban District will extend a social media, branding, and marketing series to local small businesses in partnership with the Business Center in the remainder of FY24.

PROGRAM CONTACTS

Contact Yvette Torres of the Urban Districts at 240.777.8044 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,625,089**	**6.00**
Restore: Restoration of One-Time Lapse (Silver Spring)	179,943	0.00
Restore: Restoration of One-Time Lapse (Wheaton)	179,943	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	900	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	81,589	(0.50)
FY25 Recommended	**3,067,464**	**5.50**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,039,692**	**19.50**
Enhance: Lighting/Facade Improvements (Silver Spring)	35,000	0.00
Enhance: Lighting/Facade Improvements (Wheaton)	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.	82,615	(0.75)
FY25 Recommended	**2,182,307**	**18.75**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,463,370**	**35.20**
Increase Cost: Bethesda Urban Partnership Increase	229,500	0.00
Increase Cost: Events, Marketing, and Promotion (Silver Spring)	75,000	0.00
Increase Cost: Events, Marketing, and Promotion (Wheaton)	50,000	0.00
Re-align: Elimination of Long-Term Vacancies	(76,317)	(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.	146,685	1.25
FY25 Recommended	**4,888,238**	**35.45**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,419,034**	**0.00**
Enhance: Sidewalk Streetscape Improvements (Wheaton)	100,000	0.00
Enhance: Sidewalk Streetscape Improvements (Silver Spring)	100,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	25,000	0.00
FY25 Recommended	**2,644,034**	**0.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
URBAN DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	58,760	93,047	60,390	91,746	-1.4 %
Employee Benefits	18,533	29,631	15,569	26,792	-9.6 %
Urban District - Bethesda Personnel Costs	**77,293**	**122,678**	**75,959**	**118,538**	**-3.4 %**
Operating Expenses	3,275,933	3,456,822	3,442,949	3,681,479	6.5 %
Urban District - Bethesda Expenditures	**3,353,226**	**3,579,500**	**3,518,908**	**3,800,017**	**6.2 %**
PERSONNEL					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Full-Time	1	1	1	1	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Property Tax	884,605	836,546	932,487	981,572	17.3 %
Optional Method Development	186,917	183,975	183,975	183,975	—
Urban District - Bethesda Revenues	**1,071,522**	**1,020,521**	**1,116,462**	**1,165,547**	**14.2 %**

URBAN DISTRICT - SILVER SPRING

EXPENDITURES					
Salaries and Wages	1,993,631	2,205,270	2,317,146	2,320,920	5.2 %
Employee Benefits	629,950	786,280	792,039	839,394	6.8 %
Urban District - Silver Spring Personnel Costs	**2,623,581**	**2,991,550**	**3,109,185**	**3,160,314**	**5.6 %**
Operating Expenses	1,267,850	1,271,735	1,271,755	1,446,823	13.8 %
Urban District - Silver Spring Expenditures	**3,891,431**	**4,263,285**	**4,380,940**	**4,607,137**	**8.1 %**
PERSONNEL					
Full-Time	38	38	38	37	-2.6 %
Part-Time	0	0	0	0	—
FTEs	35.00	35.00	35.00	34.00	-2.9 %
REVENUES					
Property Tax	956,944	1,049,134	1,057,386	1,112,440	6.0 %
Optional Method Development	265,629	120,000	120,000	120,000	—
Urban District - Silver Spring Revenues	**1,222,573**	**1,169,134**	**1,177,386**	**1,232,440**	**5.4 %**

URBAN DISTRICT - WHEATON

EXPENDITURES					
Salaries and Wages	1,350,101	1,408,224	1,516,846	1,839,351	30.6 %
Employee Benefits	469,832	506,523	567,611	587,241	15.9 %
Urban District - Wheaton Personnel Costs	**1,819,933**	**1,914,747**	**2,084,457**	**2,426,592**	**26.7 %**
Operating Expenses	1,191,033	1,172,135	1,172,135	1,330,779	13.5 %
Urban District - Wheaton Expenditures	**3,010,966**	**3,086,882**	**3,256,592**	**3,757,371**	**21.7 %**
PERSONNEL					
Full-Time	22	23	23	23	—
Part-Time	1	1	1	1	—
FTEs	24.70	24.70	24.70	24.70	—
REVENUES					
Property Tax	264,331	270,858	330,643	348,056	28.5 %
Urban District - Wheaton Revenues	**264,331**	**270,858**	**330,643**	**348,056**	**28.5 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
FRIENDSHIP HEIGHTS URBAN DISTRICT					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Friendship Heights Urban District Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	0	617,518	617,518	617,518	—
Friendship Heights Urban District Expenditures	**0**	**617,518**	**617,518**	**617,518**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Commercial District Charge	0	617,518	617,518	617,518	—
Friendship Heights Urban District Revenues	**0**	**617,518**	**617,518**	**617,518**	**—**

DEPARTMENT TOTALS

Total Expenditures	**10,255,623**	**11,547,185**	**11,773,958**	**12,782,043**	**10.7 %**
Total Full-Time Positions	**61**	**62**	**62**	**61**	**-1.6 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**60.70**	**60.70**	**60.70**	**59.70**	**-1.6 %**
Total Revenues	**2,558,426**	**3,078,031**	**3,242,009**	**3,363,561**	**9.3 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
URBAN DISTRICT - BETHESDA		
FY24 ORIGINAL APPROPRIATION	**3,579,500**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: Bethesda Urban Partnership Increase [Promotion of Community and Business Activities]	229,500	0.00
Increase Cost: Annualization of FY24 Compensation Increases	4,974	0.00
Increase Cost: FY25 Compensation Adjustment	3,962	0.00
Increase Cost: Retirement Adjustment	3,565	0.00
Increase Cost: Printing and Mail	1,372	0.00
Decrease Cost: Risk Management Adjustment	(6,215)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(16,641)	0.00
FY25 RECOMMENDED	**3,800,017**	**1.00**

URBAN DISTRICT - SILVER SPRING

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY24 ORIGINAL APPROPRIATION	**4,263,285**	**35.00**
Changes (with service impacts)		
Enhance: Sidewalk Streetscape Improvements (Silver Spring) [Streetscape Maintenance]	100,000	0.00
Enhance: Lighting/Facade Improvements (Silver Spring) [Enhanced Security and Ambassadorship]	35,000	0.00
Other Adjustments (with no service impacts)		
Restore: Restoration of One-Time Lapse (Silver Spring) [Administration]	179,943	0.00
Increase Cost: FY25 Compensation Adjustment	145,790	0.00
Increase Cost: Annualization of FY24 Compensation Increases	126,271	0.00
Increase Cost: Overtime Adjustment	108,191	0.00
Increase Cost: Events, Marketing, and Promotion (Silver Spring) [Promotion of Community and Business Activities]	75,000	0.00
Increase Cost: Retirement Adjustment	5,214	0.00
Decrease Cost: Risk Management Adjustment	(7,123)	0.00
Decrease Cost: Motor Pool Adjustment	(27,789)	0.00
Re-align: Elimination of Long-Term Vacancies [Promotion of Community and Business Activities]	(76,317)	(1.00)
Decrease Cost: Lapse Adjustment	(108,191)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(212,137)	0.00
FY25 RECOMMENDED	**4,607,137**	**34.00**

URBAN DISTRICT - WHEATON

FY24 ORIGINAL APPROPRIATION	**3,086,882**	**24.70**
Changes (with service impacts)		
Enhance: Sidewalk Streetscape Improvements (Wheaton) [Streetscape Maintenance]	100,000	0.00
Enhance: Lighting/Facade Improvements (Wheaton) [Enhanced Security and Ambassadorship]	25,000	0.00
Other Adjustments (with no service impacts)		
Restore: Restoration of One-Time Lapse (Wheaton) [Administration]	179,943	0.00
Increase Cost: Lapse Adjustment	165,721	0.00
Increase Cost: FY25 Compensation Adjustment	91,858	0.00
Increase Cost: Annualization of FY24 Compensation Increases	91,272	0.00
Increase Cost: Events, Marketing, and Promotion (Wheaton) [Promotion of Community and Business Activities]	50,000	0.00
Increase Cost: Retirement Adjustment	4,618	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	900	0.00
Decrease Cost: Risk Management Adjustment	(5,571)	0.00
Decrease Cost: Motor Pool Adjustment	(11,685)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(21,567)	0.00
FY25 RECOMMENDED	**3,757,371**	**24.70**

FRIENDSHIP HEIGHTS URBAN DISTRICT

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY24 ORIGINAL APPROPRIATION	**617,518**	**0.00**
FY25 RECOMMENDED	**617,518**	**0.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	2,625,089	6.00	3,067,464	5.50
Enhanced Security and Ambassadorship	2,039,692	19.50	2,182,307	18.75
Promotion of Community and Business Activities	4,463,370	35.20	4,888,238	35.45
Streetscape Maintenance	2,419,034	0.00	2,644,034	0.00
Total	**11,547,185**	**60.70**	**12,782,043**	**59.70**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 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	FY25	FY26	FY27	FY28	FY29	FY30
URBAN DISTRICT - BETHESDA						
EXPENDITURES						
FY25 Recommended	**3,800**	**3,800**	**3,800**	**3,800**	**3,800**	**3,800**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**2**	**2**	**2**	**2**	**2**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,800**	**3,802**	**3,802**	**3,802**	**3,802**	**3,802**
URBAN DISTRICT - SILVER SPRING						
EXPENDITURES						
FY25 Recommended	**4,607**	**4,607**	**4,607**	**4,607**	**4,607**	**4,607**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(108)**	**(108)**	**(108)**	**(108)**	**(108)**
Items recommended for one-time funding in FY25, including for overtime will be eliminated from the base in the outyears.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Restore One-Time Lapse Increase	**0**	**108**	**108**	**108**	**108**	**108**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**77**	**77**	**77**	**77**	**77**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**4,607**	**4,684**	**4,684**	**4,684**	**4,684**	**4,684**
URBAN DISTRICT - WHEATON						
EXPENDITURES						
FY25 Recommended	**3,757**	**3,757**	**3,757**	**3,757**	**3,757**	**3,757**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(166)**	**(166)**	**(166)**	**(166)**	**(166)**
Items recommended for one-time funding in FY25, including a decrease for laps, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**45**	**45**	**45**	**45**	**45**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,757**	**3,636**	**3,636**	**3,636**	**3,636**	**3,636**
FRIENDSHIP HEIGHTS URBAN DISTRICT						
EXPENDITURES						
FY25 Recommended	**618**	**618**	**618**	**618**	**618**	**618**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**618**	**618**	**618**	**618**	**618**	**618**

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Animal Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$10,646,938	81.00

GREGORY LAWRENCE, DVM, ACTING 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 FY25 Operating Budget for the Office of Animal Services is $10,646,938, an increase of $1,249,492 or 13.30 percent from the FY24 Approved Budget of $9,397,446. Personnel Costs comprise 84.23 percent of the budget for 78 full-time position(s) and no part-time position(s), and a total of 81.00 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 15.77 percent of the FY25 budget.

COUNTY PRIORITY OUTCOMES

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

- **Safe Neighborhoods**

INITIATIVES

- Add one Foster Care Coordinator and a Registered Veterinary Technician to increase the productivity of animal shelter operations as recommended by Maddie's Million Pet Challenge Report.
- Add a pooled position to expedite hiring of critical animal care attendant personnel.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- OAS completed an operational review in partnership with Maddie's Million Pet Challenge in October 2023 to drive improvements based on nationally recognized guidelines.
- Expand and simplify access to pet licensing services for Montgomery County by working with a full-service animal licensing provider.

- Implement new processes to enhance volunteer retention.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 services to support both the community and the animals housed at the shelter. Programs include Adoption, Volunteer, Foster and Rescue, Community Outreach, and Pet Licensing. The shelter communicates to the public through a dedicated website and various social media outlets to advertise and promote the Department's services and 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of animals vaccinated at Rabies Clinics	1,577	1,606	1,600	1,600	1,600
Average Daily Population for the Fiscal Year	273	311	290	290	290
Percent of animals that exit the facility alive (live release rate)	91.2%	92.0%	91.0%	91.0%	91.0%
Number of unique volunteers	350	624	624	624	624
Number of unique Foster Care volunteers	177	210	220	220	220

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,999,287**	**38.00**
Add: Pooled Animal Care Attendant Position to Expedite Hiring of Critical Personnel	199,184	2.00
Add: Program Specialist I (Foster Coordinator) to Improve Shelter Operations	71,914	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.	237,080	0.00
FY25 Recommended	**4,507,465**	**41.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of pet licenses issued	18,045	15,836	16,000	16,000	16,000
Pet license revenue	$394,665	$329,819	$350,000	$350,000	$350,000
Percent of dogs and cats in the County that are licensed	10.1%	10.2%	10.5%	10.7%	10.9%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,446,802**	**6.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,142	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	369,072	0.00
FY25 Recommended	**1,819,016**	**6.00**

Field Services

Field Services is responsible for enforcing State and County animal laws and regulations to include investigating resident complaints and responding to animal emergencies 24 hours a day, seven (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 resident, identifying problems, and making appropriate referrals. This operation provides residents with information regarding State and County laws and regulations, department policies and procedures, and animal care and welfare standards for domestic animals and wildlife.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of calls received by the Animal Services Call Center	17,781	18,356	18,000	18,000	18,000
Percent of Communications Center calls dispatched	60%	56%	60%	60%	60%
Resource Responses: percent of calls resolved without the physical dispatch of an Animal Services Officer	40%	44%	40%	40%	40%
Number of investigations into alleged cruelty, abuse, neglect, or abandonment	674	828	700	700	700

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,815,354**	**26.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	193,388	0.00
FY25 Recommended	**3,008,742**	**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 providing 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of surgeries	1,736	1,798	1,800	1,800	1,800
Percent of surgeries performed that were a spay or neuter	93%	94%	93%	93%	93%
Number of vaccines and other preventative care administered	9,337	15,478	15,000	15,000	15,000

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,136,003**	**7.00**
Add: Registered Veterinarian Technician to Enhance Animal Care	74,455	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.	101,257	0.00
FY25 Recommended	**1,311,715**	**8.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	5,396,648	5,839,720	6,202,027	6,921,187	18.5 %
Employee Benefits	1,714,788	1,857,637	1,954,011	2,046,506	10.2 %
County General Fund Personnel Costs	**7,111,436**	**7,697,357**	**8,156,038**	**8,967,693**	**16.5 %**
Operating Expenses	1,663,599	1,700,089	1,719,119	1,679,245	-1.2 %
Capital Outlay	2,826	0	0	0	—
County General Fund Expenditures	**8,777,861**	**9,397,446**	**9,875,157**	**10,646,938**	**13.3 %**
PERSONNEL					
Full-Time	76	76	76	78	2.6 %
Part-Time	0	0	0	0	—
FTEs	77.00	77.00	77.00	81.00	5.2 %
REVENUES					
Other Licenses/Permits	6,080	6,300	6,300	6,300	—
Pet Licenses	315,431	400,000	400,000	400,000	—
Other Charges/Fees	196,144	38,700	38,700	38,700	—
Other Fines/Forfeitures	24,347	30,000	30,000	30,000	—
Miscellaneous Revenues	1,681	0	0	0	—
County General Fund Revenues	**543,683**	**475,000**	**475,000**	**475,000**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**9,397,446**	**77.00**
Changes (with service impacts)		
Add: Pooled Animal Care Attendant Position to Expedite Hiring of Critical Personnel [Animal Shelter]	199,184	2.00
Add: Registered Veterinarian Technician to Enhance Animal Care [Veterinary Services]	74,455	1.00
Add: Program Specialist I (Foster Coordinator) to Improve Shelter Operations [Animal Shelter]	71,914	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	384,106	0.00
Increase Cost: FY25 Compensation Adjustment	380,028	0.00
Increase Cost: Annualization of FY24 Personnel Costs	200,101	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Director's Office]	3,142	0.00
Increase Cost: Printing and Mail	840	0.00
Decrease Cost: Motor Pool Adjustment	(24,826)	0.00
Decrease Cost: Retirement Adjustment	(39,452)	0.00
FY25 RECOMMENDED	**10,646,938**	**81.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Animal Shelter	3,999,287	38.00	4,507,465	41.00
Director's Office	1,446,802	6.00	1,819,016	6.00
Field Services	2,815,354	26.00	3,008,742	26.00
Veterinary Services	1,136,003	7.00	1,311,715	8.00
Total	**9,397,446**	**77.00**	**10,646,938**	**81.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Police	General Fund	111,725	1.00	111,725	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
FY25 Recommended	**10,647**	**10,647**	**10,647**	**10,647**	**10,647**	**10,647**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**111**	**111**	**111**	**111**	**111**
New positions in the FY25 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 FY25	**0**	**(3)**	**(3)**	**(3)**	**(3)**	**(3)**
Items recommended for one-time funding in FY25, including uniforms, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**222**	**222**	**222**	**222**	**222**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,647**	**10,977**	**10,977**	**10,977**	**10,977**	**10,977**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Program Specialist I (Foster Coordinator) to Improve Shelter Operations	71,914	1.00	95,885	1.00
Registered Veterinarian Technician to Enhance Animal Care	74,455	1.00	99,273	1.00
Pooled Animal Care Attendant Position to Expedite Hiring of Critical Personnel	199,184	2.00	261,430	2.00
Total	**345,553**	**4.00**	**456,588**	**4.00**

Consumer Protection

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$2,839,549	18.00

ERIC FRIEDMAN, DIRECTOR

MISSION STATEMENT

The mission of the Office of Consumer Protection (OCP) is to enforce consumer protection laws prohibiting unfair and deceptive business acts or practices to ensure a fair marketplace for consumers and businesses. Activities include complaint resolution, business registration, law enforcement, education, legislation, advocacy, and outreach to vulnerable consumers.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Office of Consumer Protection is $2,839,549, an increase of $272,755 or 10.63 percent from the FY24 Approved Budget of $2,566,794. Personnel Costs comprise 95.42 percent of the budget for 19 full-time position(s) and no part-time position(s), and a total of 18.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 4.58 percent of the FY25 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- In FY25, the Office of Consumer Protection plans to improve its process for submitting consumer complaints by enhancing its customer relationship management (CRM) system. The current system, CALMS, developed in 2017, serves as the cornerstone for customer interactions, facilitating the submission of complaints and the processing of registration or licensing documents. Despite its benefits, users have encountered challenges due to its complex interface and stringent time constraints for form submissions, which detract from the overall user experience. Recognizing these issues, OCP conducted a thorough assessment and plans to refine the CRM and user interface by integrating solutions like SeamlessDocs and SharePoint to streamline and enrich the user experience.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Number of business registrations received [1]	707	759	770	770	770
Number of complaint cases received	1,047	1,169	1,175	1,200	1,210
Percent of consumer protection cases closed that are resolved by OCP	59.1%	62.1%	63.0%	65.0%	65.0%
Average number of calendar days to issue a business license / certificate of registration (excluding new home builder registrations)	6.85	6.08	5.75	5.50	5.00
Average number of workdays to investigate and close a written complaint (all complaints)	43.6	38.1	37.0	35.0	35.0
Average OCP customer satisfaction rating - Outcome of the customer's case (5-point scale) based on customer satisfaction survey	4.60	4.53	4.50	4.50	4.50

[1] *Actual FY23 amount includes registrations issued 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,737,817	1,924,008	1,969,759	2,148,797	11.7 %
Employee Benefits	433,188	511,905	488,084	560,743	9.5 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
County General Fund Personnel Costs	**2,171,005**	**2,435,913**	**2,457,843**	**2,709,540**	**11.2 %**
Operating Expenses	107,579	130,881	130,881	130,009	-0.7 %
County General Fund Expenditures	**2,278,584**	**2,566,794**	**2,588,724**	**2,839,549**	**10.6 %**
PERSONNEL					
Full-Time	19	19	19	19	—
Part-Time	0	0	0	0	—
FTEs	18.00	18.00	18.00	18.00	—
REVENUES					
New Home Builder's License	140,420	153,000	139,000	140,000	-8.5 %
Other Licenses/Permits	60,564	51,000	51,000	51,000	—
Other Fines/Forfeitures	21,500	3,000	3,000	3,000	—
Miscellaneous Revenues	25	0	0	0	—
County General Fund Revenues	**222,509**	**207,000**	**193,000**	**194,000**	**-6.3 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**2,566,794**	**18.00**
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	106,101	0.00
Increase Cost: Annualization of FY24 Compensation Increases	105,396	0.00
Increase Cost: Annualization of FY24 Personnel Costs	53,247	0.00
Increase Cost: Retirement Adjustment	5,358	0.00
Restore: One-Time Lapse Adjustment [Consumer Protection]	3,525	0.00
Increase Cost: Printing and Mail	210	0.00
Decrease Cost: Motor Pool Adjustment	(1,082)	0.00
FY25 RECOMMENDED	**2,839,549**	**18.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Fire and Rescue Service	Fire	89,372	1.00	103,835	1.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**2,840**	**2,840**	**2,840**	**2,840**	**2,840**	**2,840**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**44**	**44**	**44**	**44**	**44**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,840**	**2,884**	**2,884**	**2,884**	**2,884**	**2,884**

Correction and Rehabilitation

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$84,203,400	544.07

BEN STEVENSON , 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 FY25 Operating Budget for the Department of Correction and Rehabilitation is $84,203,400, an increase of $7,346,159 or 9.56 percent from the FY24 Approved Budget of $76,857,241. Personnel Costs comprise 88.45 percent of the budget for 535 full-time position(s) and no part-time position(s), and a total of 544.07 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 11.55 percent of the FY25 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

- Implement a new tablet program that will support improved access to educational resources, reduce staff assaults and use of force, increased family engagement, and additional programing opportunities for the confined population.
- Relaunch the Alternative Community Services Work Crew to assist with department and community related service projects.
- Provide increased community and social media presence with updated departmental information, and information on current activities and DOCR related business.
- Manage all outside mail coming into secure confinement settings, reducing the illegal introduction of contraband that comes through the mail each day.

- Partner with the Office of Innovation to review and optimize all aspects of the DOCR employment cycle to increase employee recruitment and retention.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Implemented Jail Management System modules in collaboration with the Department of Technology and Enterprise Business Solutions to address diminution and restitution changes required by the Justice Reinvestment Act. Existing criminal justice applications systems will be transferred to low-code solution and CRIMS Management System to enhance security. The department application systems will have one user interface login to streamline the process of accessing multiple systems, which will improve staff productivity.
- Collaborated with the Department of Finance to consolidate multiple timekeeping and scheduling software platforms into one optimized application.
- Updated DOCR internet and intranet sites to provide transparent and relatable information about DOCR operations to the community, and important information to County employees.
- Completed the microgrid installation at the Montgomery County Correctional Facility (MCCF). The microgrid interfaces with the large solar installation previously completed to further increase energy independence, environmental protection, and cost savings. This project received State and National accolades.

PROGRAM CONTACTS

Contact Kaye Beckley of the Department of Correction and Rehabilitation at 240.773.9908 or Willie Morales of the Office of Management and Budget at 240.777.2758 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

Administration and Support

Management Services and the Director's Office serve an advisory function to the 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,922,663**	**30.00**
Increase Cost: Repair Kitchen Equipment for Bakery Program	140,000	0.00

FY25 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.	397,467	1.00
FY25 Recommended	**5,460,130**	**31.00**

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 arrive annually 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Detention Services average daily population	642	766	657	657	657
Percent of Mandatory trainings completed by December 31	53%	60%	85%	85%	85%
Accreditation standards met from the Maryland Commission on Correctional Standards and the American Correctional Association	100%	100%	100%	100%	100%
Zero tolerance security incidents - Number of inappropriate releases of an inmate	4	5	0	0	0
Zero tolerance security incidents - Number of inappropriate inmate releases remedied	4	5	0	0	0
Zero tolerance security incidents - Number of inmate suicides	0	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	34%	28%	33%	33%	33%
Portion of population participating in core curriculum programs at Correctional Facility [1]	N/A	N/A	43%	50%	50%

[1] *Operations were modified due to COVID-19 which limited program participation.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**52,320,024**	**382.70**

FY25 Recommended Changes	Expenditures	FTEs
Increase Cost: Holiday Pay Premium	430,000	0.00
Increase Cost: Charge Back from the Library 0.5 FTE	55,477	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.	4,872,168	1.00
FY25 Recommended	**57,677,669**	**384.20**

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).

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,766,662**	**39.69**
Increase Cost: Nurse Retention Bonus to Support Critical Department Operations	61,600	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	6,773	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,106,394	1.00
FY25 Recommended	**8,941,429**	**40.69**

Pre-Release and Re-entry Services

The Pre-Release and Re-entry Services (PRRS) is a correctional program that provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services as they transition back into the community. The program primarily serves inmates who are within one year of release and are sentenced to the 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 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Pre-Release and Re-entry Services average daily population [1]	0	8	98	98	98
Security incidents - Number of residents absconded from custody returned to Community Corrections	0	1	0	0	0
Security incidents - Number of residents absconded from Community Corrections custody	0	1	0	0	0
Percent of offenders from Pre-Release and Re-Entry Services employed at time served	0%	0%	75%	75%	75%

[1] *PRRS did not have any resident from July 2020 to April 2023 due to COVID. Projections are based on average of 3 years of data. PRRS*

facility was opened on April 16, 2023.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,612,975**	**55.18**
Re-align: Restore One-time Lapse	1,650,096	0.00
Eliminate: Elimination of Long-Term Vacancy	(85,115)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,578,172)	(3.00)
FY25 Recommended	**6,599,784**	**51.18**

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 Judges 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Average daily caseload under Pre-Trial supervision	860	603	794	794	794

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,234,917**	**38.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	289,471	(1.00)
FY25 Recommended	**5,524,388**	**37.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	50,612,881	52,816,362	54,580,633	57,646,723	9.2 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Employee Benefits	13,280,447	14,465,302	14,916,329	16,831,110	16.4 %
County General Fund Personnel Costs	**63,893,328**	**67,281,664**	**69,496,962**	**74,477,833**	**10.7 %**
Operating Expenses	9,152,267	9,032,577	10,328,542	9,042,567	0.1 %
County General Fund Expenditures	**73,045,595**	**76,314,241**	**79,825,504**	**83,520,400**	**9.4 %**
PERSONNEL					
Full-Time	535	536	536	535	-0.2 %
Part-Time	0	0	0	0	—
FTEs	544.57	545.57	545.57	544.07	-0.3 %
REVENUES					
Care of Federal/State Prisoners	283,006	667,580	667,580	667,580	—
Home Confinement Fees	0	30,000	30,000	30,000	—
Other Charges/Fees	4,446	22,590	22,590	22,590	—
Other Intergovernmental	228,869	60,000	60,000	60,000	—
Miscellaneous Revenues	294	0	0	0	—
County General Fund Revenues	**516,615**	**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	269,851	543,000	519,298	683,000	25.8 %
Detention Center Non-Tax Expenditures	**269,851**	**543,000**	**519,298**	**683,000**	**25.8 %**
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	412,473	245,065	245,065	245,065	—
Investment Income	28,166	36,450	36,450	36,450	—
Detention Center Non-Tax Revenues	**440,639**	**281,515**	**281,515**	**281,515**	**—**
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	27,630	0	0	0	—
Grant Fund - MCG Expenditures	**27,630**	**0**	**0**	**0**	**—**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
Grant Fund - MCG Revenues	**0**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**73,343,076**	**76,857,241**	**80,344,802**	**84,203,400**	**9.6 %**
Total Full-Time Positions	**535**	**536**	**536**	**535**	**-0.2 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**544.57**	**545.57**	**545.57**	**544.07**	**-0.3 %**
Total Revenues	**957,254**	**1,061,685**	**1,061,685**	**1,061,685**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**76,314,241**	**545.57**
Changes (with service impacts)		
Eliminate: Elimination of Long-Term Vacancy [Pre-Release and Re-entry Services]	(85,115)	(1.00)
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	2,625,427	0.00
Increase Cost: Annualization of FY24 Compensation Increases	2,606,911	0.00
Increase Cost: Overtime Adjustment	1,859,458	0.00
Re-align: Restore One-time Lapse [Pre-Release and Re-entry Services]	1,650,096	0.00
Increase Cost: Retirement Adjustment	1,396,773	0.00
Increase Cost: Holiday Pay Premium [Detention Services]	430,000	0.00
Increase Cost: Nurse Retention Bonus to Support Critical Department Operations [Medical and Behavioral Health Services]	61,600	0.00
Increase Cost: Charge Back from the Library 0.5 FTE [Detention Services]	55,477	0.50
Increase Cost: Annualization of FY24 Lapsed Positions	29,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Medical and Behavioral Health Services]	6,773	0.00
Increase Cost: Printing and Mail	6,606	0.00
Decrease Cost: Motor Pool Adjustment	(31,989)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(67,100)	0.00
Shift: Move Tax Supported Charge Backs from DOCR to OCA [Administration and Support (42P05)]	(207,317)	(1.00)
Decrease Cost: Annualization of FY24 Personnel Costs	(357,147)	0.00
Decrease Cost: Lapse Adjustment	(2,773,294)	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY25 RECOMMENDED	**83,520,400**	**544.07**
DETENTION CENTER NON-TAX		
FY24 ORIGINAL APPROPRIATION	**543,000**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: Repair Kitchen Equipment for Bakery Program [Administration and Support]	140,000	0.00
FY25 RECOMMENDED	**683,000**	**0.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration and Support	4,922,663	30.00	5,460,130	31.00
Detention Services	52,320,024	382.70	57,677,669	384.20
Medical and Behavioral Health Services	7,766,662	39.69	8,941,429	40.69
Pre-Release and Re-entry Services	6,612,975	55.18	6,599,784	51.18
Pre-Trial Services	5,234,917	38.00	5,524,388	37.00
Total	**76,857,241**	**545.57**	**84,203,400**	**544.07**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**83,520**	**83,520**	**83,520**	**83,520**	**83,520**	**83,520**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(1,859)**	**(1,859)**	**(1,859)**	**(1,859)**	**(1,859)**
Items recommended for one-time funding in FY25, including overtime will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**2,773**	**2,773**	**2,773**	**2,773**	**2,773**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**1,316**	**1,316**	**1,316**	**1,316**	**1,316**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**83,520**	**85,750**	**85,750**	**85,750**	**85,750**	**85,750**
DETENTION CENTER NON-TAX						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
FY25 Recommended	**683**	**683**	**683**	**683**	**683**	**683**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**683**	**683**	**683**	**683**	**683**	**683**

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Emergency Management and Homeland Security

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$4,466,028	22.20

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 for grant-seeking, management, and reporting.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Office of Emergency Management and Homeland Security is $4,466,028, an increase of $344,978 or 8.37 percent from the FY24 Approved Budget of $4,121,050. Personnel Costs comprise 72.44 percent of the budget for 21 full-time position(s) and one part-time position(s), and a total of 22.20 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 27.56 percent of the FY25 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

- Integrate $900,000 into the base budget for the Non-Profit Security Grant Program, transitioning from one-time funding 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.
- Allocate additional financial resources to support Regional Preparedness Program personnel, previously funded by a federal grant, to maintain stability and continue critical services provided.
- Transition a current Division Chief to Deputy Director to collaborate with the Director to implement the strategic vision for the Office of Emergency Management and Homeland Security and oversee the day-to-day operations.
- Continue to expand weather and flood monitoring equipment throughout the County to enhance real-time situational awareness and forecasting in preparation for and response to major weather events.
- Coordinate a Community Preparedness event for September 2024 to educate citizens on topics such as emergency preparedness; Alert Montgomery; Narcan education and training; Avoid, Deny, and Defend training; and Public Access Trauma Care for the residents and visitors of the County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Coordinated with the Office of Grants Management (OGM) to launch the FY24 Nonprofit Security Grant Program. A total of $900,000 was awarded to the 136 applicants. Expedited an additional $311,000 in security funding to Jewish, Muslim, Sikh, and Zoroastrian communities to invest in security measures to protect their facilities.
- On behalf of all County agencies, OEMHS pursued reimbursement for COVID-19 expenses incurred by the County through the Federal Emergency Management Agency's (FEMA) Public Assistance program. Over $218 million was submitted for consideration. Of that, $77 million has been reimbursed to the County, $33 million more has been approved, and the remaining $108 million is currently under review by FEMA.
- Applied for, received, and managed over $4.6 million in federal Homeland Security grants on behalf of public safety agencies, funding a number of key personnel, equipment enhancements, trainings, exercises, and plans.
- As of February, responded to 45 distinct emergency events at the request of public safety partners, including building fires, flooding, evacuations, emergency notifications, weather events, gas leaks, water disruptions, civil disturbance, hazardous material spills, air quality degradations, communications interruptions, and others.
- Hired a Climate Adaptation Program Manager and Hydrologist to support the OEMHS-led action items in the County's Climate Action Plan. OEHMS is currently supporting the County Comprehensive Flood Management Plan and watershed studies.

PROGRAM CONTACTS

Contact Luke Hodgson of the Office of Emergency Management and Homeland Security at 240.777.2469 or Vivian Ikoro 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 FY24 estimates reflect funding based on the FY24

Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,910,208**	**5.16**
Restore: Non-profit Security Grant Program for Organizations and Facilities At High Risk of Hate Crimes	900,000	0.00
Replace: Funding for Regional Preparedness Program from Federal Grant to General Fund	339,409	2.50
Decrease Cost: Paper and Supplies for Copiers	(8,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(777,951)	0.54
FY25 Recommended	**2,363,666**	**8.20**

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 County departments, non-profit partners, critical infrastructure, and 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 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
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	20%	23%	24%	25%	26%
Percent of principal County departments and offices with a COOP plan score of 2.5 or higher	61%	63%	65%	67%	69%
Percent of County residents subscribed to Alert Montgomery (by device) based on 2012 U.S. Census population of 1,004,709 [1]	23%	29%	31%	32%	33%
Percent of Emergency Management Accreditation standards met by the County [2]	100%	100%	100%	100%	100%

[1] *The actual FY23 and projected numbers are based on an updated population of 1,052,521.*

[2] *OEMHS was reaccredited in Jan. 2022 and will be up for reaccreditation again in 2027. The department will have to meet the 2025 standards, which have not been released yet (2022 is the most current).*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,210,842**	**13.54**
Increase Cost: Mid-Year Creation of Program Specialist II Position	106,554	1.00
Restore: One-time Lapse increase	1,500	0.00
Technical Adj: FTE Adjustment (General Fund to Grant Fund)	0	0.24
Technical Adj: Grant Revenue Reconciliation	(4,654)	0.00
Decrease Cost: Repair/Maintenance	(24,586)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(187,294)	(0.78)
FY25 Recommended	**2,102,362**	**14.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,196,969	1,413,070	1,287,804	1,620,618	14.7 %
Employee Benefits	281,388	361,701	289,752	414,674	14.7 %
County General Fund Personnel Costs	**1,478,357**	**1,774,771**	**1,577,556**	**2,035,292**	**14.7 %**
Operating Expenses	1,591,216	1,248,433	4,121,673	1,230,990	-1.4 %
County General Fund Expenditures	**3,069,573**	**3,023,204**	**5,699,229**	**3,266,282**	**8.0 %**
PERSONNEL					
Full-Time	12	12	12	14	16.7 %
Part-Time	1	0	0	1	—
FTEs	11.82	11.46	11.46	13.72	19.7 %
REVENUES					
Hazardous Materials Permits	640,710	865,000	865,000	865,000	—
Other Charges/Fees	52,523	0	0	0	—
County General Fund Revenues	**693,233**	**865,000**	**865,000**	**865,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	832,053	848,628	848,628	920,789	8.5 %
Employee Benefits	189,984	249,218	249,218	278,957	11.9 %
Grant Fund - MCG Personnel Costs	**1,022,037**	**1,097,846**	**1,097,846**	**1,199,746**	**9.3 %**
Operating Expenses	3,351,940	0	0	0	—
Capital Outlay	962,642	0	0	0	—
Grant Fund - MCG Expenditures	**5,336,619**	**1,097,846**	**1,097,846**	**1,199,746**	**9.3 %**
PERSONNEL					
Full-Time	6	6	6	7	16.7 %
Part-Time	0	0	0	0	—
FTEs	7.48	7.24	7.24	8.48	17.1 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
REVENUES					
Federal Grants	2,752,705	1,097,846	1,097,846	1,199,746	9.3 %
Other Intergovernmental	557,890	0	0	0	—
Grant Fund - MCG Revenues	**3,310,595**	**1,097,846**	**1,097,846**	**1,199,746**	**9.3 %**
DEPARTMENT TOTALS					
Total Expenditures	**8,406,192**	**4,121,050**	**6,797,075**	**4,466,028**	**8.4 %**
Total Full-Time Positions	**18**	**18**	**18**	**21**	**16.7 %**
Total Part-Time Positions	**1**	**0**	**0**	**1**	**—**
Total FTEs	**19.30**	**18.70**	**18.70**	**22.20**	**18.7 %**
Total Revenues	**4,003,828**	**1,962,846**	**1,962,846**	**2,064,746**	**5.2 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**3,023,204**	**11.46**
Other Adjustments (with no service impacts)		
Restore: Non-profit Security Grant Program for Organizations and Facilities At High Risk of Hate Crimes [Administration]	900,000	0.00
Replace: Funding for Regional Preparedness Program from Federal Grant to General Fund [Administration]	339,409	2.50
Increase Cost: Annualization of FY24 Compensation Increases	87,626	0.00
Increase Cost: FY25 Compensation Adjustment	64,352	0.00
Increase Cost: Motor Pool Adjustment	14,944	0.00
Increase Cost: Retirement Adjustment	7,449	0.00
Restore: One-time Lapse increase [Emergency Management Planning, Response, and Recovery]	1,500	0.00
Increase Cost: Printing and Mail	199	0.00
Decrease Cost: Paper and Supplies for Copiers [Administration]	(8,000)	0.00
Decrease Cost: Repair/Maintenance [Emergency Management Planning, Response, and Recovery]	(24,586)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(55,593)	0.00
Decrease Cost: Lapse Adjustment	(156,421)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(927,801)	(0.24)
FY25 RECOMMENDED	**3,266,282**	**13.72**
GRANT FUND - MCG		
FY24 ORIGINAL APPROPRIATION	**1,097,846**	**7.24**
Other Adjustments (with no service impacts)		

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Mid-Year Creation of Program Specialist II Position [Emergency Management Planning, Response, and Recovery]	106,554	1.00
Technical Adj: FTE Adjustment (General Fund to Grant Fund) [Emergency Management Planning, Response, and Recovery]	0	0.24
Technical Adj: Grant Revenue Reconciliation [Emergency Management Planning, Response, and Recovery]	(4,654)	0.00
FY25 RECOMMENDED	**1,199,746**	**8.48**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	1,910,208	5.16	2,363,666	8.20
Emergency Management Planning, Response, and Recovery	2,210,842	13.54	2,102,362	14.00
Total	**4,121,050**	**18.70**	**4,466,028**	**22.20**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**3,266**	**3,266**	**3,266**	**3,266**	**3,266**	**3,266**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**156**	**156**	**156**	**156**	**156**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
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	**3,266**	**3,457**	**3,457**	**3,457**	**3,457**	**3,457**

Fire and Rescue Service

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$292,736,391	1,372.01

GARY COOPER, INTERIM FIRE CHIEF

MISSION STATEMENT

The mission of the Montgomery County Fire & Rescue Service (MCFRS) is to create and enhance public safety through measures to reduce vulnerability and improve resilience.

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 FY25 Operating Budget for the Montgomery County Fire and Rescue Service is $292,736,391, an increase of $25,941,237 or 9.72 percent from the FY24 Approved Budget of $266,795,154. Personnel Costs comprise 84.21 percent of the budget for 1,370 full-time position(s) and one part-time position(s), and a total of 1,372.01 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 15.79 percent of the FY25 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 $9,133,610 for general obligation debt and $6,771,350 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

- Provision of enhanced cancer screenings options that include the early detection of multiple types of cancers via blood testing, and ultrasound diagnostic of cancer for career firefighters.
- Improve staffing within the Fire & Explosive Investigations Unit (FEI) in a manner that efficiently accounts for rigorous training requirements and promotes longterm savings.
- Increase support to the local fire rescue department (LFRD) with the addition of staffing at Station 40 to address failure to respond metrics.
- Fully deployed a High School Cadet Training Program in collaboration with MCPS. The cadet program now includes Emergency Medical Technician Trainining geared towards prepairing Cadets for successful performance on national licensure requirements, and preparation for professional Fire Fighter careers.
- Fire Camp for 20 girls to encourage women to enter the fire fighting and public safety profession. The training received for participants will count towards the overall requirements for successful completion of the Training Cadet program available as a partnership between MCFRS and MCPS.
- Provision of vaccine boosters for career firefighters against COVID-19.
- Maximize the impact of existing resources through adjustments to the Emergency Medical Services disposition unit and redeploying staff from an advanced life support chase car to establish a new EMS Duty Officer to improve health outcomes in diverse areas of the County.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Added a Clinical Disposition Officer (EMS700) in FY24 to manage the flow of EMS transport units into crowded emergency departments and avoid overloading any one hospital with patients whenever possible. EMS700 also improves care navigation for patients with specialty needs such as strokes, traumatic injuries, heart attacks, palliative care, and pediatrics.
- Added an additional EMS Duty Officer (EMS702) to the Bethesda area in FY24, increasing the supervisory coverage in the field. This directly improves the geographic coverage of the entire county and reduces staffing stress for each of the three supervisors. This additional supervisor improves relationships with our field clinicians and hospital partners and increases supervisory attendance to high acuity patients, such as those suffering cardiac arrests or significant trauma.
- Placed a reserve ambulance at Station 33 and allowed the local fire-rescue departments to staff the unit in response to patient transportation demand surges.
- Redeployed several EMS resources in FY24 to improve EMS capacity/coverage, including an ambulance (A725C) from Station 25 to Station 18 (A718); the chase car (ALS741) from Rescue 1 to Station 1 (ALS701); and a daywork (Monday - Friday) medic unit (M732).
- Improved the quality of care to EMS patients by providing access to new equipment (IV pumps) and processes (norepinephrine administration) that could potentially improve outcomes following out-of-hospital cardiac arrest. These improvements reduce the cognitive workload of the clinician and eliminate error points in patient care.
- Early in 2023, MCFRS enhanced outreach and education efforts beginning with the Fire Chief's "call to action," a non-sprinklered high-rise safety campaign. Implemented additional enhancements through process changes, including more robust information and data-sharing between the Community Risk Reduction Section and Operations in support of After-the-Fire initiatives and the addition of the Community Action Lieutenant at the beginning of FY24. Applied a "whole-of-government" approach to a significant high-rise fire incident through the creation of a learning team, which brought together several County departments to analyze the community and explore methods to enhance public safety.

PROGRAM CONTACTS

Contact Dominic Del Pozzo of the Montgomery County Fire and Rescue Service at 240.777.2236 or Willie Morales of the Office of Management and Budget at 240.777.2758 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
EMST revenue collected (in millions) [1]	$32.94	$36.65	$37.00	$38.00	$39.00
EMST reimbursement recovery rate	53.6%	54.9%	56%	56%	56%
Percentage of overtime hours worked on direct service operations (to fill minimum staffing positions)	83.8%	83.0%	83.0%	83.0%	83.0%
Overtime hours worked per full-time, non-seasonal employee	360	355	350	350	350
Overtime expenditures (in millions)	$27.54	$30.35	$31.00	$31.00	$31.00
Difference between overtime expenditures and overtime budget (in millions)	$9.09	$10.11	$10.00	$10.00	$10.00

[1] *The previously reported FY22 revenue was increased to reflect the amount of Emergency Service Transporter Supplemental Payment Program (ESPP).*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,779,131**	**16.00**
Increase Cost: Insurance Premium Increase	150,453	0.00

FY25 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.	269,691	0.00
FY25 Recommended	**7,199,275**	**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 Office of Human Resources, recruiting and hiring, promotional exams, discipline, and the collective bargaining process. Further, they represent MCFRS, in cooperation with the Office of the County Attorney, in mediation, arbitration, alternative dispute resolution, and in front of 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percentage of non-white male recruit applications	48.5%	45.9%	50.0%	50.0%	50.0%
Number of Critical Incident Stress Management (CISM) activations	157	116	137	137	137
Number of significant medical interventions as a result of Fire and Rescue Occupational Medical Services (FROMS) annual physical	10	15	13	13	13

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**28,049,062**	**35.01**
Add: Early Detection Cancer Screening for Career Firefighters	1,041,660	0.00
Enhance: High School Cadet Program	616,400	1.00
Add: FROMS Contract - Medical Assistants to Provide Timely Physicals and Occupational Medical Services to Fire Personnel	200,000	0.00
Add: Booster Vaccination for Career Firefighters	134,190	0.00
Enhance: Fire Camp for Girls to Diversify Gender Representation in Fire Service	100,000	0.00
Shift: PSTA Position Transfer to the Office of Human Resources	(118,724)	(1.00)
Shift: Transfer Vacant Position from FRS to Office of Labor Relations to Support Countywide Labor and Employee Relations Functions	(165,024)	(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.	(301,719)	(3.00)
FY25 Recommended	**29,555,845**	**31.01**

Office of the Fire Chief

The Office of the Fire Chief (OFC) has the ultimate responsibility for the overall management, direction, planning, and coordination of all MCFRS programs and operations. The OFC manages the overall service needs and delivery requirements of MCFRS, including fire and rescue master planning and resource deployment plans; oversees community risk reduction programs and community outreach; develops and recommends capital improvement projects; manages and integrates information technology into the MCFRS' business processes; and recommends policy initiatives and programs to the County Executive.

The Office of the Fire Chief includes the Internal Affairs Section, Community Risk Reduction Section, the Planning Section, and the Public Information Office.

The Internal Affairs Section investigates complaints and serious violations of the personnel regulations and department policy and conducts procedural background investigations of applicants for firefighter/rescuer positions.

The Community Risk Reduction Section identifies and mitigates certain risks to the community in an effort to reduce the number of 911 calls. Initiatives include smoke alarm distribution, home safety visits for seniors, child safety seat installation and bicycle safety education.

The Planning Section is primarily responsible for the development of the Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan and oversees the department's accreditation program. Among the tasks assigned to this office are the analyses of risk and historical emergency incident activity; monitoring development and growth to project strategic resource needs, facility placement, special operational requirements, and future workforce levels; performance measurement; and geographical incident data analyses and technical support.

The Public Information Office facilitates media relations, messages, and imaging/brand management and is responsible for disseminating information to the public on departmental programs and services; conducting outreach and fire safety education; and ensuring high quality customer service.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of engagement hours [1]	N/A	4,739	6,500	7,000	7,500
Number of home safety checks	212	382	425	468	514
Median number of days to complete non-criminal or traffic-related Internal Affairs investigations.	57	54	42	42	42
Percent of 2023 Commission on Fire Accreditation International (CFAI) recommendations implemented for the FY23-FY28 accreditation cycle [2]	86.7%	18.8%	37.5%	62.5%	75.0%

[1] *This measure was added in FY23.*

[2] *The "decline" in the measurement between FY22 and FY23 is the result of completing the 2018 recommendations and undergoing an onsite peer assessment in May 2023. During this process, the peer team issued 16 new recommendations to MCFRS.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,838,774**	**19.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	572,863	2.00
FY25 Recommended	**4,411,637**	**21.00**

Operations

The Operations Division 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 130,000 emergency incidents annually. Requests for emergency medical assistance comprise the majority of those incidents; approximately 100,000 calls resulting in the transport of 75,000 people to local hospitals. There are approximately 27,000 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 Advanced Life Support 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of fire incidents	18,867	19,356	22,000	23,000	24,000
Number of persons rescued from structure fires [1]	1	60	10	10	10
Percentage of residential structure fires confined to the room of origin	77.8%	78.1%	80.0%	80.0%	80.0%
Number of residential fire injuries per 100,000 residents	3.6	2.5	2.0	2.0	2.0
Number of residential fire deaths per 100,000 residents	0.5	1.1	0.5	0.0	0.0
Number of EMIHS (medical services) incidents	100,419	106,394	109,000	111,000	113,000
EMS cardiac care: Percentage of cardiac arrest patients with return of spontaneous circulation (ROSC)	33.7%	31.4%	30.0%	30.0%	30.0%
EMS stroke care: Percentage of stroke patients receiving complete "bundle of care"	82.2%	92.6%	85.0%	85.0%	85.0%
90th percentile arrival time for first engine to structure fire in urban areas of the County	9:53	9:31	9:15	9:15	9:15

[1] *MCFRS began tracking this statistic at the end of FY22. FY23 includes a high number of saves from a significant fire incident (Georgia Avenue).*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**197,617,211**	**1,224.40**
Increase Cost: Holiday Pay - Number of Holidays	1,128,000	0.00
Increase Cost: Restore One-Time Lapse Increase	816,046	0.00
Enhance: Fire Station 40 - Additional Staffing to Address Failure to Respond Metrics	573,510	6.00
Enhance: Add Three Firefighters to the Fire and Explosives Investigation Section to Increase Unit Effectiveness	286,755	3.00
Enhance: Establish a New Emergency Medical Service Duty Officer to Improve Health Outcomes in Diverse Areas of the County	125,000	1.00
Increase Cost: Bottle Water Contract Increase	50,000	0.00
Increase Cost: Medical Director Contract CPI Adjustment	9,528	0.00
Re-align: Recognize Operational Staffing Adjustments to the Emergency Medical Services Disposition Unit	(367,484)	0.00

FY25 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	18,756,775	0.00
FY25 Recommended	**218,995,341**	**1,234.40**

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 Improvements 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 LFRDs 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 ensuring 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 Improvements 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of COMAR-mandated vehicle inspections performed	227	244	245	245	245
Number of gear pieces inspected and cleared	4,088	4,403	4,400	4,400	4,400
Number of safety inspections (PPE) performed [1]	6,500	4,450	6,000	6,000	6,000

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of times MCFRS went below its minimum complement of apparatus	120	96	50	50	50
Technology: Average satisfaction score from customer service survey (scale of 1-5)	4.8	4.9	5	5	5

[1] *Does not include Volunteer inspections.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**22,172,497**	**62.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,358,982	1.00
FY25 Recommended	**23,531,479**	**63.60**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of new volunteer EMTs trained	67	90	90	92	95
Number of volunteer stand-by hours	463,754	435,120	450,000	460,000	470,000
Number of active volunteer service providers	865	845	900	950	990
Number of Community Emergency Response Team (CERT) deployments/engagements	70	83	95	105	115

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**8,338,479**	**6.00**
Increase Cost: Emergency Service Transporter Supplemental Payment Program	520,000	0.00
Increase Cost: Length of Service Payment Increase	84,000	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.	100,335	0.00
FY25 Recommended	**9,042,814**	**6.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec

FIRE

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
EXPENDITURES					
Salaries and Wages	164,061,411	164,726,845	177,896,523	175,182,910	6.4 %
Employee Benefits	54,046,712	57,859,480	58,459,836	71,319,172	23.3 %
Fire Personnel Costs	**218,108,123**	**222,586,325**	**236,356,359**	**246,502,082**	**10.7 %**
Operating Expenses	50,672,311	44,131,829	50,432,636	46,234,309	4.8 %
Capital Outlay	64,468	77,000	77,000	0	-100.0 %
Fire Expenditures	**268,844,902**	**266,795,154**	**286,865,995**	**292,736,391**	**9.7 %**
PERSONNEL					
Full-Time	1,350	1,361	1,361	1,370	0.7 %
Part-Time	1	1	1	1	—
FTEs	1,352.01	1,363.01	1,363.01	1,372.01	0.7 %
REVENUES					
Property Tax	236,150,702	264,401,586	269,461,865	282,577,050	6.9 %
Emergency 911	9,751	0	0	0	—
Other Intergovernmental	13,737,098	13,000,000	13,700,000	13,700,000	5.4 %
State Fire/Rescue 508 Funds	1,887,473	0	1,938,617	0	—
Miscellaneous Revenues	301,564	244,882	244,882	244,882	—
EMS Reimbursement-Ambulance Fee	22,917,617	20,000,000	23,000,000	23,000,000	15.0 %
Fire Revenues	**275,004,205**	**297,646,468**	**308,345,364**	**319,521,932**	**7.3 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	1,528,933	0	0	0	—
Employee Benefits	182,458	0	0	0	—
Grant Fund - MCG Personnel Costs	**1,711,391**	**0**	**0**	**0**	**—**
Operating Expenses	1,330,375	0	0	0	—
Grant Fund - MCG Expenditures	**3,041,766**	**0**	**0**	**0**	**—**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	2,804,909	0	0	0	—
State Grants	27,709	0	0	0	—
Grant Fund - MCG Revenues	**2,832,618**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**271,886,668**	**266,795,154**	**286,865,995**	**292,736,391**	**9.7 %**
Total Full-Time Positions	**1,350**	**1,361**	**1,361**	**1,370**	**0.7 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**1,352.01**	**1,363.01**	**1,363.01**	**1,372.01**	**0.7 %**
Total Revenues	**277,836,823**	**297,646,468**	**308,345,364**	**319,521,932**	**7.3 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FIRE		
FY24 ORIGINAL APPROPRIATION	**266,795,154**	**1,363.01**
Changes (with service impacts)		
Add: Early Detection Cancer Screening for Career Firefighters [Human Resources Division]	1,041,660	0.00
Enhance: High School Cadet Program [Human Resources Division]	616,400	1.00
Enhance: Fire Station 40 - Additional Staffing to Address Failure to Respond Metrics [Operations]	573,510	6.00
Enhance: Add Three Firefighters to the Fire and Explosives Investigation Section to Increase Unit Effectiveness [Operations]	286,755	3.00
Add: FROMS Contract - Medical Assistants to Provide Timely Physicals and Occupational Medical Services to Fire Personnel [Human Resources Division]	200,000	0.00
Add: Booster Vaccination for Career Firefighters [Human Resources Division]	134,190	0.00
Enhance: Establish a New Emergency Medical Service Duty Officer to Improve Health Outcomes in Diverse Areas of the County [Operations]	125,000	1.00
Enhance: Fire Camp for Girls to Diversify Gender Representation in Fire Service [Human Resources Division]	100,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	7,672,412	0.00
Increase Cost: Retirement Adjustment	6,311,352	0.00
Increase Cost: Lapse Adjustment	2,852,447	0.00
Increase Cost: Annualization of FY24 Compensation Increases	2,386,510	0.00
Increase Cost: Annualization of FY24 Personnel Costs	1,997,803	0.00
Increase Cost: Holiday Pay - Number of Holidays [Operations]	1,128,000	0.00
Increase Cost: Restore One-Time Lapse Increase [Operations]	816,046	0.00
Increase Cost: Emergency Service Transporter Supplemental Payment Program [Volunteer Services]	520,000	0.00
Increase Cost: Motor Pool Adjustment	513,082	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	328,291	0.00
Increase Cost: Insurance Premium Increase [Fiscal Management]	150,453	0.00
Increase Cost: Length of Service Payment Increase [Volunteer Services]	84,000	0.00
Increase Cost: Bottle Water Contract Increase [Operations]	50,000	0.00
Increase Cost: Printing and Mail	22,640	0.00
Increase Cost: Medical Director Contract CPI Adjustment [Operations]	9,528	0.00
Shift: PSTA Position Transfer to the Office of Human Resources [Human Resources Division]	(118,724)	(1.00)
Shift: Transfer Vacant Position from FRS to Office of Labor Relations to Support Countywide Labor and Employee Relations Functions [Human Resources Division]	(165,024)	(1.00)

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Elimination of One-Time Items Approved in FY24	(354,484)	0.00
Re-align: Recognize Operational Staffing Adjustments to the Emergency Medical Services Disposition Unit [Operations]	(367,484)	0.00
Decrease Cost: Risk Management Adjustment	(973,126)	0.00
FY25 RECOMMENDED	**292,736,391**	**1,372.01**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Fiscal Management	6,779,131	16.00	7,199,275	16.00
Human Resources Division	28,049,062	35.01	29,555,845	31.01
Office of the Fire Chief	3,838,774	19.00	4,411,637	21.00
Operations	197,617,211	1,224.40	218,995,341	1,234.40
Support Services	22,172,497	62.60	23,531,479	63.60
Volunteer Services	8,338,479	6.00	9,042,814	6.00
Total	**266,795,154**	**1,363.01**	**292,736,391**	**1,372.01**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
FIRE						
EXPENDITURES						
FY25 Recommended	**292,736**	**292,736**	**292,736**	**292,736**	**292,736**	**292,736**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**644**	**644**	**644**	**644**	**644**	**644**
New positions in the FY25 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 FY25	**0**	**(5,097)**	**(5,097)**	**(5,097)**	**(5,097)**	**(5,097)**
Items recommended for one-time funding in FY25 include, Holiday Pay, Cancer Screenings, Positive Lapse Adjustments, FEI Personnel Allocations, Fire Station 40 Personnel Allocations, EMS700 Transformation, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**1,517**	**1,517**	**1,517**	**1,517**	**1,517**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**293,380**	**289,800**	**289,800**	**289,800**	**289,800**	**289,800**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Fire Station 40 - Additional Staffing to Address Failure to Respond Metrics	507,510	6.00	1,081,020	6.00
High School Cadet Program	453,400	1.00	523,845	1.00
Total	**960,910**	**7.00**	**1,604,865**	**7.00**

Police

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$329,427,148	1,880.85

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 FY25 Operating Budget for the Department of Police is $329,427,148, an increase of $16,906,394 or 5.41 percent from the FY24 Approved Budget of $312,520,754. Personnel Costs comprise 85.07 percent of the budget for 1,802 full-time position(s) and 224 part-time position(s), and a total of 1,885.60 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 14.93 percent of the FY25 Operating 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

- Enhance real time crime fighting by adding funds for the expansion of FUSUS software which tracks technologies related to cameras, license plate readers, and the Drone as First Responder (DFR) Program.
- Establish a grant program to aid affected late-night businesses operating in high call volume areas to develop and operate under a safety plan.
- Expand the innovative Drone as First Responder program allowing for quick and efficient police response to incidents in Bethesda, Germantown/Gaithersburg, Silver Spring, and Wheaton.
- Add funds to enable the department to better respond to community requests for increased transparency through digitization of critical historical records catalogs and installation of computer/printer kiosks at district stations to facilitate community access to police records.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- MCPD expanded the Drone as 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.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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; and
- 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 as well as for public and private partners.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of community engagement events [1]	530	223	240	280	320
Number of Use of Force incidents [2]	982	1,574	1,600	1,550	1,500

[1] *Decrease incorporates moving away from virtual meetings to more time-demanding in-person interactions.*

[2] *Increase due to new UOF policy and pointing of service weapon criteria. Projected increase due to July 1, 2022, legislation - counteract physical struggle changed to the intentional use of any physical effort(s) by law enforcement other than compliant handcuffing or unresisted escorting in order to control, restrain, or place an individual in custody.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,524,010**	**48.00**
Shift: Transfer Vacant Position from Police to Office of Labor Relations to Support Countywide Labor and Employee Relations Functions	(151,712)	(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.	(475,780)	(7.00)
FY25 Recommended	**6,896,518**	**40.00**

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; and
- 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of Managed Search Operations Team (MSOT) responses to missing-at-risk calls	1,012	1,114	1,200	1,250	1,300
Average Citations per Automated Speed and Red Light Cameras [1]	4,280	1,809	2,500	2,000	1,500
Number of traffic collisions in Montgomery County	10,058	10,077	10,000	10,000	9,500

[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. FY23 decrease incorporates the program's success at modifying driver behavior through the presence of cameras. The program was recently included in the published "Safe System Approach for Speed Management" report from the Federal Highway Administration.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**46,962,316**	**238.10**
Increase Cost: Security Guard Contractual Rate Increases	1,400,000	0.00
Enhance: Drone Program Annualization and Expansion for Quick and Efficient Police Response in Gaithersburg, Germantown, and Bethesda.	773,500	0.00
Increase Cost: Contract Increases for Red Light and Speed Camera Program	147,766	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(298,049)	8.00
FY25 Recommended	**48,985,533**	**246.10**

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; and
- Sharing information and working cooperatively with Federal, State and local law enforcement partners to address ongoing crime in the County.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of lab examinations completed by the Montgomery County Police Crime Lab	7,725	7,431	9,000	9,500	10,000
Crime investigation and closure rate: Violent crime [1]	38.0%	26.0%	50%	65%	65%
Crime investigation and closure rate: Property crime	11%	10%	16%	30%	35%
Number of fatal overdoses from opioids [2]	82	84	80	75	70

[1] *Offenses that were unfounded or referred to another jurisdiction or where arrest warrants were issued, but arrests not made yet, are not included in the clearance rate. By definition, the clearance rate does not take offenses that were closed administratively into account which affects the clearance rates.*

[2] *As of the report date, there have been 84 confirmed fatal overdoses during FY23 and 15 suspected cases awaiting toxicology confirmation. The number of confirmed cases for 2022 & 2023 may adjust as toxicology reports are completed. Please note, this data exclusively includes fatal opioid overdoses that were reported to or managed by SID personnel.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**50,009,602**	**317.00**
Enhance: Digital Forensic Evidence Compliance in Accordance with Richardson v. State of Maryland	379,300	0.00
Increase Cost: Legal Demand to Obtain Evidence from Telecommunication Companies	200,000	0.00
Enhance: FUSUS Platform	160,000	0.00
Increase Cost: Leads Online Pawn Investigative Software for Criminal Investigations	88,625	0.00
Add: Forensic Crime Lab Accredidation	14,459	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,540,324	(1.50)
FY25 Recommended	**53,392,310**	**315.50**

Management Services

The Management Services Bureau (MSB) is responsible for providing fiscal, personnel, and technological resources and services to all bureaus and programs within the 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, finances, facilities, fleet, procurement/logistics, and other various programs that support field functions;
- Provide and maintain records on all entry-level, in-service, firearm, and Field Training Officer related training, as well as conduct specialized training for department employees and outside law enforcement agencies; and
- Manage the department's capital improvement projects/renovations, and coordinate building and property maintenance services.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total emergency 911 calls received by Police Emergency Communication Center (ECC)	550,564	567,239	520,000	525,000	530,000
Total non-emergency calls received by Police Emergency Communication Center (ECC)	250,126	273,114	262,000	275,000	280,000

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total calls for service (dispatched and self-initiated)	255,967	260,114	262,000	265,000	265,000
Average emergency 911 call processing time (minutes)	2:27	2:25	2:27	2:00	2:00
Average time to answer 911 calls (seconds) [1]	7	10	5	3	3
Average emergency 911 call travel time (minutes)	5:47	4:15	5:06	5:00	5:00

[1] *FY23 - The noted change reflects the increase in 911 call volume and the notable staffing vacancies, however the State standard to answer calls within 10 seconds was still maintained.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**78,371,762**	**401.00**
Restore: FY24 One-time Lapse Adjustment	8,317,445	0.00
Add: Records Management System (RMS)	624,191	0.00
Technical Adj: Cadets Added in FY23	221,588	4.75
Enhance: Maryland Public Information Act (MPIA) Program Costs to Digitize Records Catalogs and Provide Computer/Printer Kiosks at District Stations	110,000	0.00
Add: Late Night Business Plan Grant Program	100,000	0.00
Increase Cost: Uniform Dry Cleaning and Alteration Services Contractual Increase	75,000	0.00
Add: Mandated Public Safety Training Academy Training in Accordance with Bill 17-21	40,500	0.00
Add: NeoGov Employee Evaluation Software: Perform	36,234	0.00
Add: eSoph Background Investigation Software	34,525	0.00
Increase Cost: MCGEO Meal Replacement Increase	10,674	0.00
Technical Adj: Technical Adjustment	0	2.00
Shift: Chargebacks from the Police Department to the Office of the County Attorney	(216,376)	(1.00)
Re-align: Elimination of Long-Term Vacancies	(2,955,596)	(27.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,601,424)	(1.00)
FY25 Recommended	**79,168,523**	**378.75**

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 assists the Chief of Police to ensure 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 and social media outlets.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of X (formerly Twitter) followers for Montgomery County Police	104,078	109,400	114,555	120,282	126,296
Average number of days for formal investigation to be completed	180	90	90	90	90
Number of external complaints against police [1]	206	104	178	100	100

[1] *FY23 - The decrease is reflective of a decrease in traffic enforcement encounters and an increase in ICAT training which focuses on de-escalation techniques.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,762,514**	**23.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	8,177,361	1.00
FY25 Recommended	**9,939,875**	**24.00**

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 PSB currently consists of six districts - Rockville (1D), Bethesda (2D), Silver Spring (3D), Wheaton (4D), Germantown (5D), and Gaithersburg (6D).

PSB 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 (CSO). PSB 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; and
- 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of County residents satisfied with police services [1]	76%	N/A	90%	90%	90%

[1] *Satisfaction scores from biannual Countywide resident survey.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**127,890,550**	**876.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,153,839	0.50
FY25 Recommended	**131,044,389**	**876.50**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	186,482,926	208,613,161	198,033,091	215,291,122	3.2 %
Employee Benefits	50,641,318	57,183,263	54,866,602	64,959,180	13.6 %
County General Fund Personnel Costs	**237,124,244**	**265,796,424**	**252,899,693**	**280,250,302**	**5.4 %**
Operating Expenses	53,843,530	46,724,330	48,074,330	48,500,450	3.8 %
Capital Outlay	1,024,020	0	0	676,396	—
County General Fund Expenditures	**291,991,794**	**312,520,754**	**300,974,023**	**329,427,148**	**5.4 %**
PERSONNEL					
Full-Time	1,826	1,830	1,830	1,802	-1.5 %
Part-Time	220	224	224	202	-9.8 %
FTEs	1,897.90	1,903.10	1,903.10	1,880.85	-1.2 %
REVENUES					
Other Licenses/Permits	58,970	70,000	70,000	70,000	—
Other Charges/Fees	2,003,363	1,811,110	2,000,000	2,000,000	10.4 %
Other Fines/Forfeitures	11,879,117	11,244,500	11,244,500	11,244,500	—
Photo Red Light Citations	2,132,988	3,365,000	3,365,000	3,365,000	—
Speed Camera Citations	8,510,735	13,500,000	11,000,000	11,000,000	-18.5 %
Emergency 911	12,594,758	12,000,000	15,000,000	15,000,000	25.0 %
Other Intergovernmental	209,600	250,000	100,000	100,000	-60.0 %
State Aid: Police Protection	20,428,375	17,194,527	16,374,595	16,374,595	-4.8 %
Miscellaneous Revenues	1,534,110	750,000	1,500,000	750,000	—
Vehicle/Bike Auction Proceeds	2,559,080	1,150,000	2,000,000	1,750,000	52.2 %
County General Fund Revenues	**61,911,096**	**61,335,137**	**62,654,095**	**61,654,095**	**0.5 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	380,147	0	0	0	—
Employee Benefits	15,050	0	0	0	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Grant Fund - MCG Personnel Costs	**395,197**	**0**	**0**	**0**	**—**
Operating Expenses	1,853,070	0	0	0	—
Capital Outlay	240,628	0	0	0	—
Grant Fund - MCG Expenditures	**2,488,895**	**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	904,550	0	0	0	—
State Grants	1,385,281	0	0	0	—
Grant Fund - MCG Revenues	**2,289,831**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**294,480,689**	**312,520,754**	**300,974,023**	**329,427,148**	**5.4 %**
Total Full-Time Positions	**1,826**	**1,830**	**1,830**	**1,802**	**-1.5 %**
Total Part-Time Positions	**220**	**224**	**224**	**202**	**-9.8 %**
Total FTEs	**1,897.90**	**1,903.10**	**1,903.10**	**1,880.85**	**-1.2 %**
Total Revenues	**64,200,927**	**61,335,137**	**62,654,095**	**61,654,095**	**0.5 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**312,520,754**	**1,903.10**
Changes (with service impacts)		
Enhance: Drone Program Annualization and Expansion for Quick and Efficient Police Response in Gaithersburg, Germantown, and Bethesda. [Field Services]	773,500	0.00
Add: Records Management System (RMS) [Management Services]	624,191	0.00
Enhance: Digital Forensic Evidence Compliance in Accordance with Richardson v. State of Maryland [Investigative Services]	379,300	0.00
Enhance: FUSUS Platform [Investigative Services]	160,000	0.00
Enhance: Maryland Public Information Act (MPIA) Program Costs to Digitize Records Catalogs and Provide Computer/Printer Kiosks at District Stations [Management Services]	110,000	0.00
Add: Late Night Business Plan Grant Program [Management Services]	100,000	0.00
Add: Mandated Public Safety Training Academy Training in Accordance with Bill 17-21 [Management Services]	40,500	0.00
Add: NeoGov Employee Evaluation Software: Perform [Management Services]	36,234	0.00
Add: eSoph Background Investigation Software [Management Services]	34,525	0.00
Add: Forensic Crime Lab Accredidation [Investigative Services]	14,459	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	9,994,494	0.00
Restore: FY24 One-time Lapse Adjustment [Management Services]	8,317,445	0.00
Increase Cost: Annualization of FY24 Compensation Increases	4,164,472	0.00
Increase Cost: Retirement Adjustment	3,341,907	0.00
Increase Cost: Annualization of FY24 Personnel Costs	3,173,910	0.00
Increase Cost: Overtime Adjustment	2,000,000	0.00
Increase Cost: Security Guard Contractual Rate Increases [Field Services]	1,400,000	0.00
Technical Adj: Cadets Added in FY23 [Management Services]	221,588	4.75
Increase Cost: Elimination of One-Time Items Approved in FY24	219,294	0.00
Increase Cost: Legal Demand to Obtain Evidence from Telecommunication Companies [Investigative Services]	200,000	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	153,889	0.00
Increase Cost: Contract Increases for Red Light and Speed Camera Program [Field Services]	147,766	0.00
Increase Cost: Leads Online Pawn Investigative Software for Criminal Investigations [Investigative Services]	88,625	0.00
Increase Cost: Uniform Dry Cleaning and Alteration Services Contractual Increase [Management Services]	75,000	0.00
Increase Cost: Printing and Mail	25,727	0.00
Increase Cost: MCGEO Meal Replacement Increase [Management Services]	10,674	0.00
Technical Adj: Technical Adjustment [Management Services]	0	2.00
Shift: Transfer Vacant Position from Police to Office of Labor Relations to Support Countywide Labor and Employee Relations Functions [Community Resources]	(151,712)	(1.00)
Shift: Chargebacks from the Police Department to the Office of the County Attorney [Management Services]	(216,376)	(1.00)
Decrease Cost: Motor Pool Adjustment	(1,870,479)	0.00
Re-align: Elimination of Long-Term Vacancies [Management Services]	(2,955,596)	(27.00)
Decrease Cost: Lapse Adjustment	(13,706,943)	0.00
FY25 RECOMMENDED	**329,427,148**	**1,880.85**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Community Resources	7,524,010	48.00	6,896,518	40.00
Field Services	46,962,316	238.10	48,985,533	246.10
Investigative Services	50,009,602	317.00	53,392,310	315.50
Management Services	78,371,762	401.00	79,168,523	378.75
Office of the Chief	1,762,514	23.00	9,939,875	24.00
Patrol Services	127,890,550	876.00	131,044,389	876.50
Total	**312,520,754**	**1,903.10**	**329,427,148**	**1,880.85**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Animal Services	General Fund	0	0.00	160,670	1.00
Emergency Management and Homeland Security	Grant Fund	0	0.00	120,000	0.70
	Total	**0**	**0.00**	**280,670**	**1.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**329,427**	**329,427**	**329,427**	**329,427**	**329,427**	**329,427**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**(2,110)**	**(2,110)**	**(2,110)**	**(2,110)**	**(2,110)**	**(2,110)**
Items recommended for one-time funding in FY25, including overtime and Maryland Public Information Act program costs, will be eliminated from the base in the out-years.						
Restore One-Time Lapse Increase	**0**	**13,707**	**13,707**	**13,707**	**13,707**	**13,707**
Restores one-time lapse adjustment due to higher-than-average vacancies.						
Labor Contracts	**0**	**2,184**	**2,184**	**2,184**	**2,184**	**2,184**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**327,317**	**343,208**	**343,208**	**343,208**	**343,208**	**343,208**

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RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$30,586,508	192.80

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 FY25 Operating Budget for the Sheriff's Office is $30,586,508, an increase of $1,626,858 or 5.62 percent from the FY24 Approved Budget of $28,959,650. Personnel Costs comprise 85.14 percent of the budget for 190 full-time position(s) and five part-time position(s), and a total of 192.80 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 14.86 percent of the FY25 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 one Human Resources Specialist to coordinate the Office's administrative and personnel functions, and to address vacancies.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Office of the Sheriff partnered with other public safety agencies, local businesses, and higher education institutions to promote hiring opportunities including Planet Fitness, Montgomery College, Hood College, and Liberty University.

PROGRAM CONTACTS

Contact Mona Cabrera of the Sheriff's Office at 240.777.7000 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 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 also 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 responds to mutual-aid calls as necessary. The 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.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of Interim and Temporary Peace Orders received [1]	2,677	2,990	3,000	3,000	3,000
Number of Interim and Temporary Protective Orders received	5,333	5,712	5,700	5,700	5,700
Number of safety check violations resulting in arrest [2]	1	0	0	0	0
Number of weapons seized as a result of Protective Orders	304	230	230	230	230

[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.*

FY25 Recommended Changes	Expenditures	FTEs

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,089,458**	**24.36**
Increase Cost: Restore One-time Lapse Increase	771,123	0.00
Restore: Restoration of One-Time Items Eliminated in FY24	121,411	0.00
Increase Cost: Promotional Exam Services	80,000	0.00
Add: Human Resources Specialist to Address Vacancies	74,455	1.00
Increase Cost: Ballistic Vest Replacements	48,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	19,505	0.00
Technical Adj: FTE Adjustment	7,305	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.	(484,927)	0.68
FY25 Recommended	**5,726,330**	**26.11**

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 summons, 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,849,302**	**23.64**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,053,361	3.62
FY25 Recommended	**3,902,663**	**27.26**

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, and 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**13,388,743**	**86.50**
Shift: Vehicles to the Motor pool Non-Departmental Account	(1,200,000)	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.	852,478	(2.00)
FY25 Recommended	**13,041,221**	**84.50**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,520,962**	**20.50**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(26,657)	(2.00)
FY25 Recommended	**2,494,305**	**18.50**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,111,185**	**36.76**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	310,804	(0.33)
FY25 Recommended	**5,421,989**	**36.43**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	16,594,978	17,584,225	17,536,503	19,183,457	9.1 %
Employee Benefits	4,623,648	5,048,092	4,684,130	6,171,702	22.3 %
County General Fund Personnel Costs	**21,218,626**	**22,632,317**	**22,220,633**	**25,355,159**	**12.0 %**
Operating Expenses	4,264,589	5,424,109	5,692,923	4,229,420	-22.0 %
County General Fund Expenditures	**25,483,215**	**28,056,426**	**27,913,556**	**29,584,579**	**5.4 %**
PERSONNEL					
Full-Time	181	181	181	182	0.6 %
Part-Time	5	5	5	5	—
FTEs	186.62	187.00	187.00	188.07	0.6 %
REVENUES					
Other Charges/Fees	(4,182)	20,000	20,000	20,000	—
Sheriff Fees	771,773	800,000	800,000	800,000	—
Miscellaneous Revenues	5,007	4,000	4,000	4,000	—
County General Fund Revenues	**772,598**	**824,000**	**824,000**	**824,000**	**—**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	478,033	462,002	462,002	522,189	13.0 %
Employee Benefits	139,002	124,097	124,097	162,615	31.0 %
Grant Fund - MCG Personnel Costs	**617,035**	**586,099**	**586,099**	**684,804**	**16.8 %**
Operating Expenses	288,688	317,125	317,125	317,125	—
Grant Fund - MCG Expenditures	**905,723**	**903,224**	**903,224**	**1,001,929**	**10.9 %**
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	5.14	4.76	4.76	4.73	-0.6 %
REVENUES					
Federal Grants	771,959	903,224	903,224	1,001,929	10.9 %
Other Intergovernmental	5,376	0	0	0	—
State Grants	59,927	0	0	0	—
Grant Fund - MCG Revenues	**837,262**	**903,224**	**903,224**	**1,001,929**	**10.9 %**
DEPARTMENT TOTALS					
Total Expenditures	**26,388,938**	**28,959,650**	**28,816,780**	**30,586,508**	**5.6 %**
Total Full-Time Positions	**189**	**189**	**189**	**190**	**0.5 %**
Total Part-Time Positions	**5**	**5**	**5**	**5**	**—**
Total FTEs	**191.76**	**191.76**	**191.76**	**192.80**	**0.5 %**
Total Revenues	**1,609,860**	**1,727,224**	**1,727,224**	**1,825,929**	**5.7 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**28,056,426**	**187.00**
Changes (with service impacts)		
Add: Human Resources Specialist to Address Vacancies [Administration]	74,455	1.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	956,310	0.00
Increase Cost: Annualization of FY24 Compensation Increases	921,905	0.00
Increase Cost: Restore One-time Lapse Increase [Administration]	771,123	0.00
Increase Cost: Retirement Adjustment	484,164	0.00
Increase Cost: Overtime Adjustment	250,000	0.00
Restore: Restoration of One-Time Items Eliminated in FY24 [Administration]	121,411	0.00
Increase Cost: Promotional Exam Services [Administration]	80,000	0.00
Increase Cost: Ballistic Vest Replacements [Administration]	48,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	19,505	0.00
Technical Adj: FTE Adjustment [Administration]	7,305	0.07
Increase Cost: Printing and Mail	2,088	0.00
Technical Adj: Annualization of FY24 Personnel Costs	(1,875)	0.00
Decrease Cost: Motor Pool Adjustment	(91,092)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(174,601)	0.00
Decrease Cost: Lapse Adjustment	(740,545)	0.00
Shift: Vehicles to the Motor pool Non-Departmental Account [Courtroom/Courthouse Security and Transport]	(1,200,000)	0.00
FY25 RECOMMENDED	**29,584,579**	**188.07**
GRANT FUND - MCG		
FY24 ORIGINAL APPROPRIATION	**903,224**	**4.76**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Personnel Costs	98,705	(0.03)
FY25 RECOMMENDED	**1,001,929**	**4.73**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	5,089,458	24.36	5,726,330	26.11
Civil Process	2,849,302	23.64	3,902,663	27.26
Courtroom/Courthouse Security and Transport	13,388,743	86.50	13,041,221	84.50
Criminal Process/Warrants and Extraditions	2,520,962	20.50	2,494,305	18.50

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Domestic Violence	5,111,185	36.76	5,421,989	36.43
Total	**28,959,650**	**191.76**	**30,586,508**	**192.80**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**29,585**	**29,585**	**29,585**	**29,585**	**29,585**	**29,585**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**25**	**25**	**25**	**25**	**25**
New positions in the FY25 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 FY25	**0**	**(451)**	**(451)**	**(451)**	**(451)**	**(451)**
Items recommended for one-time funding in FY25, including overtime, promotional exams, and the restoration of costs eliminated from the base in FY24, will be eliminated from the base in the out-years.						
Restore One-Time Lapse Increase	**0**	**741**	**741**	**741**	**741**	**741**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**433**	**433**	**433**	**433**	**433**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**29,585**	**30,333**	**30,333**	**30,333**	**30,333**	**30,333**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Human Resources Specialist to Address Vacancies	74,455	1.00	99,273	1.00
Total	**74,455**	**1.00**	**99,273**	**1.00**

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Transportation

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$64,638,206	268.44

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 that ensures 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 FY25 Operating Budget for the Department of Transportation is $64,638,206, an increase of $5,025,106 or 8.43 percent from the FY24 Approved Budget of $59,613,100. Personnel Costs comprise 48.81 percent of the budget for 456 full-time position(s) and four part-time position(s), and a total of 268.44 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 51.19 percent of the FY25 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

- Enhance residential resurfacing slurry seal to provide additional lane miles of improvements.
- Provide for the maintenance of newly added subdivision roads to the County network.
- Enhance traffic safety by increasing funding for raised pavement markers, crosswalk markings, and sign maintenance.
- Enhance Vision Zero efforts by increasing funding for the Safe Routes to School Program.
- Provide more frequent inspection of short span bridges across the County.
- Enhance tree maintenance to reduce backlogs in tree removal, tree planting, and stump removal.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Created an internal tracking system to organize review requests and submissions to the Office of the County Attorney.
- Hosted bi-monthly meetings with the Office of County Attorney to ensure legal counsel is kept informed on project development/negotiation status, and reviewed case studies/Right of Way scenarios and best practices.
- Added a Property Acquisition Section deadlines calendar to ensure important deadlines, dates, and reminders can be tracked in a central location.
- Initiated development of "Sorry We Missed You" door hangers for Property Acquisition Section (PAS) staff to leave on residential properties in the event contact could not be made via mail, email, or phone for upcoming projects that require land acquisition or easements to their property. This innovation will aid PAS in ensuring efforts to contact property owners regarding these necessary actions are documented prior to seeking alternative methods of settlement.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

Community/Transportation Safety

This program provides engineering studies and investigations that evaluate pedestrian and traffic operations and safety deficiencies. The studies and investigations identify the need for alternative pedestrian crossing signalization or beaconing; parking conflicts; streetlighting conditions, upgrades, and maintenance; additional traffic signing and pavement marking; 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.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of traffic studies completed [1]	963	1,167	1,300	1,350	1,400
Percent of traffic studies completed within scheduled timeframe	94%	95%	90%	90%	90%
Number of serious and fatal crashes on Montgomery County maintained roads [2]	79	88	84	80	75

[1] *DOT continues to receive a significantly increased number of traffic studies requested in FY23. Vehicle speeds on residential roadways and reduced law enforcement support contribute to this increase.*

[2] *Overall, crashes have been increasing due to increased travel coming out of the COVID-19 pandemic when vehicular traffic was abnormally low.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,827,789**	**22.90**
Enhance: Traffic Markings	435,500	0.00
Enhance: Annualization of Safe Routes to Schools Infrastructure Reviews	212,000	0.00
Increase Cost: Long Line Marking Contract Escalation	93,447	0.00
Increase Cost: Streetlight Maintenance Contract Escalation	81,750	0.00
Eliminate: Temporary Unprotected On-Street Bike Lane Reviews	(100,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	165,059	0.00
FY25 Recommended	**6,715,545**	**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, efforts to ensure the safety of all pedestrians, bicyclists and motorists traveling within the County are priority non-roadway maintenance. Some examples of non-roadway maintenance 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 that help the County create and maintain a healthy and thriving environment. Some examples of 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 which contributes to the County's Municipal Separate Storm Sewer System (MS4) environmental permit, maintenance of a dedicated trail and bike network, beauty spot improvements, and shoulder litter removal.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of trees planted (includes Tree Replacement Fund)	1,668	2,310	2,300	2,300	2,300
Backlog of 311 requests for tree maintenance	711	700	700	700	700
Number of verified missed streets for leaf collections	120	130	100	100	90
Survival rate of street trees planted	90%	91%	91%	91%	91%

FY25 Recommended Changes	Expenditures	FTEs

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**16,513,598**	**71.44**
Enhance: Tree Removal and Planting	500,000	0.00
Shift: Montgomery Weed Control to Office of Agriculture	(32,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	635,511	(6.59)
FY25 Recommended	**17,617,109**	**64.85**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**960,284**	**1.60**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	11,324	0.00
FY25 Recommended	**971,608**	**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 traveling 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. Because of the continuous efforts made to improve maintenance operations, repairs can be made using 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 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/Home Owner Associations.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Linear feet of sidewalk construction completed (000s) [1]	30	37	25	25	25
Number of lane miles rehabilitated	139	234	150	157	157
Average Pavement Condition Index (PCI) of roadway network	67.3	68.2	66.3	65.3	64.4
Percent of primary/arterial road quality rated good or better	40%	56%	46%	39%	30%
Percent of rural/residential road quality rated good or better	51%	51%	43%	36%	30%

[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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**19,287,975**	**101.22**
Enhance: Residential Resurfacing Slurry Seal	700,000	0.00
Increase Cost: Highway Maintenance Contract Escalation	672,000	0.00
Enhance: New Subdivision Roads Maintenance	30,230	0.00
Technical Adj: Workforce Reconciliation - Adjustment	0	(0.15)
Decrease Cost: Reduction in Finance Fees	(900)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(251,302)	(8.04)
FY25 Recommended	**20,438,003**	**93.03**

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.

This program focuses on the general elements associated with daily traffic management, including 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 operates 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 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 traveling 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 can 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of snow and rain storms addressed	13	12	13	14	14
Number of verified reports of unplowed or missed streets	122	0	200	200	150
Percent of traffic signals with fully functioning equipment	85%	84%	83%	88%	89%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,930,062**	**42.24**
Increase Cost: UPS Unit Maintenance Contract Escalation	120,204	0.00
Increase Cost: LED Traffic Signal Maintenance Contract Escalation	14,960	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	518,761	(1.06)
FY25 Recommended	**8,583,987**	**41.18**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of development applications reviewed	274	268	280	280	280

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,400,265**	**10.69**
Technical Adj: Workforce Reconciliation - Adjustment	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	397,155	1.00
FY25 Recommended	**3,797,420**	**12.69**

Transportation Services General Administration

The Director's Office provides overall leadership for the department and its five divisions, 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 serves as a liaison between the County and WMATA.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,693,127**	**33.69**
Increase Cost: Restore One Time Lapse Increase	1,308,572	0.00
Shift: Cable Fund Chargeback to General Fund	106,135	0.75
Increase Cost: Capital Bikeshare Contract Escalation	52,685	0.00
Enhance: Inspection of Short Span Bridges	25,000	0.00
Technical Adj: Workforce Reconciliation - Adjustment	0	0.65
Reduce: Bikeshare Program Low-Utilization Stations	(121,941)	0.00
Decrease Cost: Lapse Adjustment	(156,253)	0.00
Re-align: Repurpose Long-Term Leaf Vacuuming Fund Vacancies to Address Operational Needs	(183,165)	(2.40)
Re-align: Elimination of Long-Term General Fund Vacancies	(337,271)	(3.81)
Re-align: Repurpose Long-Term General Fund Vacancies to Address Operational Needs	(948,418)	(11.38)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,076,063	14.69
FY25 Recommended	**6,514,534**	**32.19**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	17,456,055	19,328,681	17,916,753	21,632,368	11.9 %
Employee Benefits	4,817,518	5,819,707	5,491,485	6,303,456	8.3 %
County General Fund Personnel Costs	**22,273,573**	**25,148,388**	**23,408,238**	**27,935,824**	**11.1 %**
Operating Expenses	30,099,268	27,042,556	31,533,546	29,023,854	7.3 %
Capital Outlay	147,930	0	0	0	—
County General Fund Expenditures	**52,520,771**	**52,190,944**	**54,941,784**	**56,959,678**	**9.1 %**
PERSONNEL					
Full-Time	460	461	461	456	-1.1 %
Part-Time	4	4	4	4	—
FTEs	255.06	252.75	252.75	239.81	-5.1 %
REVENUES					
State Grants	0	650,000	650,000	650,000	—
Street Tree Planting	207,500	75,000	75,000	75,000	—
Residential Parking Permits	115,090	115,000	115,000	115,000	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Motor Pool Charges/Fees	7,695	0	0	0	—
Parking Fees	144,333	120,000	120,000	120,000	—
Subdivision Plan Review	613,420	225,000	225,000	225,000	—
Other Fines/Forfeitures	400	0	0	0	—
Parking Fines	1,137,262	1,200,000	1,200,000	1,200,000	—
Federal Grants	1,022,625	0	0	0	—
State Aid: Highway User	9,316,832	10,573,697	10,664,783	12,725,353	20.3 %
Traffic Signals Maintenance	0	994,000	994,000	994,000	—
Miscellaneous Revenues	341,398	0	0	0	—
Other Charges/Fees	313,271	435,000	435,000	435,000	—
Bus Advertising	10,734	0	0	0	—
County General Fund Revenues	**13,230,560**	**14,387,697**	**14,478,783**	**16,539,353**	**15.0 %**
LEAF VACUUMING					
EXPENDITURES					
Salaries and Wages	2,116,834	2,821,598	2,131,158	2,812,019	-0.3 %
Employee Benefits	523,719	778,323	381,426	804,052	3.3 %
Leaf Vacuuming Personnel Costs	**2,640,553**	**3,599,921**	**2,512,584**	**3,616,071**	**0.4 %**
Operating Expenses	3,669,694	3,674,002	3,713,027	3,847,950	4.7 %
Leaf Vacuuming Expenditures	**6,310,247**	**7,273,923**	**6,225,611**	**7,464,021**	**2.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	31.03	31.03	31.03	28.63	-7.7 %
REVENUES					
Leaf Vaccuum Collection Fees	8,716,610	9,112,500	9,112,500	9,131,619	0.2 %
Other Charges/Fees	14,124	0	6,000	0	—
Investment Income	117,241	178,670	192,320	151,390	-15.3 %
Leaf Vacuuming Revenues	**8,847,975**	**9,291,170**	**9,310,820**	**9,283,009**	**-0.1 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	47,741	0	0	0	—
Employee Benefits	13,318	0	0	0	—
Grant Fund - MCG Personnel Costs	**61,059**	**0**	**0**	**0**	**—**
Operating Expenses	1,646,405	148,233	148,233	214,507	44.7 %
Grant Fund - MCG Expenditures	**1,707,464**	**148,233**	**148,233**	**214,507**	**44.7 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	3,307,003	0	0	0	—
State Grants	525,593	0	0	0	—
Miscellaneous Revenues	326,466	148,233	148,233	214,507	44.7 %
Grant Fund - MCG Revenues	**4,159,062**	**148,233**	**148,233**	**214,507**	**44.7 %**
DEPARTMENT TOTALS					
Total Expenditures	**60,538,482**	**59,613,100**	**61,315,628**	**64,638,206**	**8.4 %**
Total Full-Time Positions	**460**	**461**	**461**	**456**	**-1.1 %**
Total Part-Time Positions	**4**	**4**	**4**	**4**	**—**
Total FTEs	**286.09**	**283.78**	**283.78**	**268.44**	**-5.4 %**
Total Revenues	**26,237,597**	**23,827,100**	**23,937,836**	**26,036,869**	**9.3 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**52,190,944**	**252.75**
Changes (with service impacts)		
Enhance: Residential Resurfacing Slurry Seal [Transportation Infrastructure Construction & Maintenance]	700,000	0.00
Enhance: Tree Removal and Planting [Non-Roadway Right of Way Maintenance]	500,000	0.00
Enhance: Traffic Markings [Community/Transportation Safety]	435,500	0.00
Enhance: Annualization of Safe Routes to Schools Infrastructure Reviews [Community/Transportation Safety]	212,000	0.00
Enhance: New Subdivision Roads Maintenance [Transportation Infrastructure Construction & Maintenance]	30,230	0.00
Enhance: Inspection of Short Span Bridges [Transportation Services General Administration]	25,000	0.00
Eliminate: Temporary Unprotected On-Street Bike Lane Reviews [Community/Transportation Safety]	(100,000)	0.00
Reduce: Bikeshare Program Low-Utilization Stations [Transportation Services General Administration]	(121,941)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	1,334,532	0.00
Increase Cost: Restore One Time Lapse Increase [Transportation Services General Administration]	1,308,572	0.00
Increase Cost: Annualization of FY24 Compensation Increases	1,241,361	0.00
Increase Cost: Highway Maintenance Contract Escalation [Transportation Infrastructure Construction & Maintenance]	672,000	0.00
Increase Cost: Overtime Adjustment	250,000	0.00
Increase Cost: UPS Unit Maintenance Contract Escalation [Transportation Management, Operations and Emergency/Storm Response]	120,204	0.00
Shift: Cable Fund Chargeback to General Fund [Transportation Services General Administration]	106,135	0.75

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Long Line Marking Contract Escalation [Community/Transportation Safety]	93,447	0.00
Increase Cost: Streetlight Maintenance Contract Escalation [Community/Transportation Safety]	81,750	0.00
Increase Cost: Capital Bikeshare Contract Escalation [Transportation Services General Administration]	52,685	0.00
Increase Cost: LED Traffic Signal Maintenance Contract Escalation [Transportation Management, Operations and Emergency/Storm Response]	14,960	0.00
Increase Cost: Printing and Mail	5,777	0.00
Technical Adj: Workforce Reconciliation - Adjustment [Transportation Infrastructure Construction & Maintenance]	0	(0.15)
Technical Adj: Workforce Reconciliation - Adjustment [Transportation Services General Administration]	0	0.65
Technical Adj: Workforce Reconciliation - Adjustment [Transportation Policy, Planning, and Project Development]	0	1.00
Decrease Cost: Retirement Adjustment	(11,222)	0.00
Shift: Montgomery Weed Control to Office of Agriculture [Non-Roadway Right of Way Maintenance]	(32,000)	0.00
Decrease Cost: Lapse Adjustment [Transportation Services General Administration]	(156,253)	0.00
Re-align: Elimination of Long-Term General Fund Vacancies [Transportation Services General Administration]	(337,271)	(3.81)
Decrease Cost: Motor Pool Adjustment	(708,314)	0.00
Re-align: Repurpose Long-Term General Fund Vacancies to Address Operational Needs [Transportation Services General Administration]	(948,418)	(11.38)
FY25 RECOMMENDED	**56,959,678**	**239.81**

LEAF VACUUMING

FY24 ORIGINAL APPROPRIATION	**7,273,923**	**31.03**
Other Adjustments (with no service impacts)		
Increase Cost: Motor Pool Adjustment	174,848	0.00
Increase Cost: FY25 Compensation Adjustment	122,811	0.00
Increase Cost: Annualization of FY24 Compensation Increases	96,861	0.00
Decrease Cost: Reduction in Finance Fees [Transportation Infrastructure Construction & Maintenance]	(900)	0.00
Decrease Cost: Retirement Adjustment	(4,216)	0.00
Technical Adj: Annualization of FY24 Personnel Costs	(16,141)	0.00
Re-align: Repurpose Long-Term Leaf Vacuuming Fund Vacancies to Address Operational Needs [Transportation Services General Administration]	(183,165)	(2.40)
FY25 RECOMMENDED	**7,464,021**	**28.63**

GRANT FUND - MCG

FY24 ORIGINAL APPROPRIATION	**148,233**	**0.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Operating Expenses	66,274	0.00
FY25 RECOMMENDED	**214,507**	**0.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Community/Transportation Safety	5,827,789	22.90	6,715,545	22.90
Non-Roadway Right of Way Maintenance	16,513,598	71.44	17,617,109	64.85
Parking Outside the Parking Districts	960,284	1.60	971,608	1.60
Transportation Infrastructure Construction & Maintenance	19,287,975	101.22	20,438,003	93.03
Transportation Management, Operations and Emergency/Storm Response	7,930,062	42.24	8,583,987	41.18
Transportation Policy, Planning, and Project Development	3,400,265	10.69	3,797,420	12.69
Transportation Services General Administration	5,693,127	33.69	6,514,534	32.19
Total	**59,613,100**	**283.78**	**64,638,206**	**268.44**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Urban Districts	Bethesda Urban District	30,000	0.00	35,000	0.00
Urban Districts	Silver Spring Urban District	30,000	0.00	35,000	0.00
Urban Districts	Wheaton Urban District	25,000	0.00	25,000	0.00
Technology and Enterprise Business Solutions	General Fund	0	0.00	657,985	0.00
Transit Services	Mass Transit	208,058	1.00	208,058	1.00
Environmental Protection	Water Quality Protection	4,441,328	32.97	4,441,328	32.97
Recycling and Resource Management	Solid Waste Disposal	336,894	2.90	336,894	2.90
CIP	Capital Fund	16,790,897	145.35	18,949,320	156.43
Cable Television Communications Plan	Cable TV	874,117	0.75	0	0.00
	Total	**22,736,294**	**182.97**	**24,688,585**	**193.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**56,960**	**56,960**	**56,960**	**56,960**	**56,960**	**56,960**
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Recommended in FY25	**0**	**(250)**	**(250)**	**(250)**	**(250)**	**(250)**
Items recommended for one-time funding in FY25, including additional OT, will be eliminated from the base in the outyears.						
Capital Bikeshare Program CPI-U for contracts (labor cost)	**0**	**53**	**53**	**53**	**53**	**53**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
LED Traffic Signal Maintenance	**0**	**8**	**16**	**25**	**33**	**33**
Traffic Signal LED Replacement Cycle is on a 10-year cycle and assumes a 3% increase in re-lamp and contractor cost per year. The 10-year cycle was based on MDOT SHA data/studies (and other DOTs, nationally) that showed LED replacement could be extended from the warranty period of five years to a time prior to anticipated life expectancy, or approximately 10 years.						
Restore One-Time Lapse Increase	**0**	**156**	**156**	**156**	**156**	**156**
Items recommended for one-time funding in FY25, including lapse adjustment will be eliminated from the base in the outyears.						
Short Span Bridge Inspection	**0**	**50**	**75**	**100**	**100**	**100**
Uninterrupted Power Supply (UPS) Unit Maintenance	**0**	**52**	**111**	**179**	**256**	**256**
The Uninterrupted Power Supply (UPS) maintenance program involves the annual preventive maintenance of UPS that have been installed at signalized intersections as well as the battery replacement. The number of County-owned intersections is expected to increase by 10 for FY25 and subsequent years. For FY25, annual preventative maintenance and testing is anticipated to be performed at 489 locations. Batteries are scheduled to be replaced every five years with 80 anticipated for FY25.						
Labor Contracts	**0**	**618**	**618**	**618**	**618**	**618**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**56,960**	**57,647**	**57,739**	**57,841**	**57,926**	**57,926**
LEAF VACUUMING						
EXPENDITURES						
FY25 Recommended	**7,464**	**7,464**	**7,464**	**7,464**	**7,464**	**7,464**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**57**	**57**	**57**	**57**	**57**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**7,464**	**7,521**	**7,521**	**7,521**	**7,521**	**7,521**

Parking District Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$28,878,623	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 FY25 Operating Budget for the Parking Districts is $28,878,623, an increase of $1,613,646 or 5.92 percent from the FY24 Approved Budget of $27,264,977. Personnel Costs comprise 21.56 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 78.44 percent of the FY25 budget.

In addition, this department's Capital Improvements Program (CIP) requires Current Revenue funding.

COUNTY PRIORITY OUTCOMES

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

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

INITIATIVES

- Improve Security Systems and public safety elements to address high-incident/high-crime threat areas in off-street parking. Add some additional cameras, network improvements to sustain the new cameras, additional fencing, and wayfinding painting to improve pedestrian safety.
- Implement new security guard services contract to enhance PLD off-street parking security and incident reporting.
- Install canopy solar panels on a parking facility roof to provide energy for low-voltage systems. The department is looking at opportunities to partner with Greenbank and/or other stakeholders to install solar canopies on garages in the PLDs that can provide discounted electricity to Low to Moderate Income (LMI) customers and the County. Community solar project has gone through the request for proposal (RFP) and is currently at the award stage. The PLD is evaluating garage 4, 5, and 7 to determine the first installation.
- Convert single space meter lots in Wheaton PLD to master meter pay and display or pay by plate operations. Wheaton Lots are converting legacy coin-only single space meters with master meters which allows pay and display (coin, cash or credit card) or pay-by-cell.
- Convert end of life single space meters in Transportation Management Districts (TMD) and PLDs to new and more capable single space meter systems. TMD off street and PLD lots/on-street replace legacy smart meters with recently awarded single space smart meter contract.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Pilot License Plate Reader (LPR) integration into select off-street Parking Pay by Plate facilities to better track payment records and offer automated payment reminder and/or enforcement.
- Completed parking ambassadors to off-street garages to patrol during peak hours providing payment support, service advertising, security enhancements and community assistance.
- Digital permits for garage specific parking in the Parking Lot Districts.
- Expand cloud-based security cameras with integrated notification system.

PROGRAM CONTACTS

Contact Jeremy Souders of the Parking Districts at 240.777.8706 or Vivian Ikoro 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of DOT issued parking citations	138,493	155,247	157,500	158,400	159,400
Percent of DOT issued parking citations contested	3.09%	3.88%	5.50%	5.50%	5.50%
Number of Americans with Disabilities Act (ADA) citations issued	39	85	74	76	77

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,672,654**	**4.24**
Increase Cost: Parking Enforcement Contract (Bethesda)	29,201	0.00
Increase Cost: Parking Enforcement Contract (Silver Spring)	25,458	0.00
Increase Cost: Parking Enforcement Contract (Wheaton)	7,488	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(70,593)	(0.88)
FY25 Recommended	**3,664,208**	**3.36**

Parking Fixed Costs

The Parking Fixed Costs program primarily funds the debt service payments and the lease payments.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,329,284**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	700	0.00
FY25 Recommended	**3,329,984**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Parking Management revenue generated ($ millions)	$29.7	$35.3	$37.8	$40.2	$41.3
Parking Management operating expenditures ($ millions)	$19.5	$24.0	$27.2	$27.3	$27.7
Parking Management cost efficiency (ratio of expenses to revenues)	66%	68%	72%	68%	67%
Customer satisfaction rate for Parking Lot Districts (PLDs) (scale of 1-5) [1]	N/A	4.4	N/A	N/A	4.5
Number of electric vehicle charging sessions at County parking facilities	24,692	32,724	34,830	35,770	35,800

[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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**19,463,257**	**39.59**
Enhance: Overnight Security Attendants (Silver Spring)	344,400	0.00
Enhance: Overnight Security Attendants (Wheaton)	237,800	0.00
Enhance: Overnight Security Attendants (Bethesda)	237,800	0.00
Enhance: Replacement and Maintenance for Single-Space Meters (Bethesda)	140,250	0.00
Enhance: Wheaton PLD G13 & G45 Patrol Officers	108,826	0.00
Enhance: Replacement and Maintenance for Single-Space Meters (Silver Spring)	102,000	0.00
Increase Cost: Replacement Battery for Parking Meters (Bethesda)	55,000	0.00
Increase Cost: Janitorial Contract Rate (Silver Spring)	43,067	0.00
Increase Cost: Replacement and Maintenance for Single-Space Meters (Silver Spring)	40,000	0.00
Increase Cost: Janitorial Contract Rate (Bethesda)	32,008	0.00
Increase Cost: Elevator Contract Rate (Silver Spring)	25,000	0.00
Increase Cost: Elevator Contract Rate (Bethesda)	23,500	0.00
Increase Cost: Electrical Contract Rate (Bethesda)	22,752	0.00
Increase Cost: Electrical Contract Rate (Silver Spring)	22,752	0.00
Increase Cost: Security Guard Contract Services (Bethesda)	22,571	0.00
Increase Cost: Master Meter Maintenance Contract Increase (Bethesda)	18,480	0.00
Increase Cost: Security Guard Contract Services (Silver Spring)	16,415	0.00
Increase Cost: Electrical Contract Rate (Wheaton)	15,692	0.00
Increase Cost: Master Meter Maintenance Contract (Silver Spring)	13,440	0.00
Enhance: Replacement and Maintenance for Single-Space Meters (Wheaton)	12,750	0.00
Increase Cost: Sprinkler and Alarm Contract Rate (Bethesda)	7,924	0.00
Increase Cost: Janitorial Contract Rate (Wheaton)	6,791	0.00
Increase Cost: Parking Collections (Silver Spring)	6,060	0.00
Increase Cost: Sprinkler and Alarm Contract Rate (Silver Spring)	5,763	0.00
Increase Cost: Replacement and Maintenance for Single-Space Meters (Wheaton)	5,000	0.00
Increase Cost: Parking Collections (Bethesda)	3,788	0.00
Increase Cost: Security Guard Contract Services (Wheaton)	2,052	0.00
Increase Cost: Master Meter Maintenance Contract (Wheaton)Increase	1,680	0.00
Increase Cost: Parking Collections (Wheaton)	1,515	0.00
Increase Cost: Elevator Contract Rate (Wheaton)	1,500	0.00
Increase Cost: Sprinkler and Alarm Contract Rate (Wheaton)	720	0.00
Increase Cost: Increase Debt Service	700	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(106,448)	0.00
FY25 Recommended	**20,934,805**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**799,782**	**4.90**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	5,310	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,926	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	1,812	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	137,796	0.88
FY25 Recommended	**949,626**	**5.78**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
PARKING DISTRICT - BETHESDA					
EXPENDITURES					
Salaries and Wages	1,686,599	2,009,720	1,971,810	2,141,756	6.6 %
Employee Benefits	460,103	569,716	532,520	601,443	5.6 %
Parking District - Bethesda Personnel Costs	**2,146,702**	**2,579,436**	**2,504,330**	**2,743,199**	**6.3 %**
Operating Expenses	7,870,757	9,513,644	9,513,644	10,048,676	5.6 %
Debt Service Other	2,300,683	2,301,000	2,301,000	2,301,700	—
Parking District - Bethesda Expenditures	**12,318,142**	**14,394,080**	**14,318,974**	**15,093,575**	**4.9 %**
PERSONNEL					
Full-Time	29	25	25	25	—
Part-Time	0	0	0	0	—
FTEs	20.59	20.59	20.59	20.59	—
REVENUES					
Property Tax	(767)	0	549	0	—
Parking Fees	11,156,678	14,406,851	13,959,656	15,006,851	4.2 %
Parking Fines	3,016,942	3,314,500	3,290,415	3,379,000	1.9 %
Miscellaneous Revenues	6,830,556	284,120	284,120	284,120	—
Property Rentals	2,581,590	2,075,000	2,314,922	2,075,000	—
Investment Income	428,717	231,931	703,270	553,610	138.7 %
Parking District - Bethesda Revenues	**24,013,716**	**20,312,402**	**20,552,932**	**21,298,581**	**4.9 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
PARKING DISTRICT - SILVER SPRING					
EXPENDITURES					
Salaries and Wages	1,795,954	2,189,500	2,193,288	2,324,525	6.2 %
Employee Benefits	496,693	662,062	638,744	693,533	4.8 %
Parking District - Silver Spring Personnel Costs	**2,292,647**	**2,851,562**	**2,832,032**	**3,018,058**	**5.8 %**
Operating Expenses	7,851,701	8,376,285	8,376,285	8,687,440	3.7 %
Parking District - Silver Spring Expenditures	**10,144,348**	**11,227,847**	**11,208,317**	**11,705,498**	**4.3 %**
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	(227)	0	2,405	0	—
Parking Fees	9,727,442	12,353,153	10,312,516	12,243,153	-0.9 %
Parking Fines	3,822,645	2,662,189	3,961,093	3,626,689	36.2 %
Miscellaneous Revenues	305,836	20,000	767,833	20,000	—
Investment Income	144,961	150,926	237,790	187,190	24.0 %
Property Rentals	48,999	0	0	0	—
Parking District - Silver Spring Revenues	**14,049,656**	**15,186,268**	**15,281,637**	**16,077,032**	**5.9 %**
PARKING DISTRICT - WHEATON					
EXPENDITURES					
Salaries and Wages	293,004	333,293	341,502	363,478	9.1 %
Employee Benefits	79,128	95,794	90,509	101,013	5.5 %
Parking District - Wheaton Personnel Costs	**372,132**	**429,087**	**432,011**	**464,491**	**8.3 %**
Operating Expenses	1,085,307	1,213,963	1,213,963	1,615,059	33.0 %
Parking District - Wheaton Expenditures	**1,457,439**	**1,643,050**	**1,645,974**	**2,079,550**	**26.6 %**
PERSONNEL					
Full-Time	3	3	3	3	—
Part-Time	0	0	0	0	—
FTEs	3.42	3.42	3.42	3.42	—
REVENUES					
Property Tax	(1,787)	0	85	0	—
Parking Fees	1,891,199	1,787,597	2,078,272	1,887,597	5.6 %
Parking Fines	998,143	426,000	877,608	526,000	23.5 %
Investment Income	64,406	37,341	105,650	83,170	122.7 %
Parking District - Wheaton Revenues	**2,951,961**	**2,250,938**	**3,061,615**	**2,496,767**	**10.9 %**
DEPARTMENT TOTALS					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Total Expenditures	**23,919,929**	**27,264,977**	**27,173,265**	**28,878,623**	**5.9 %**
Total Full-Time Positions	**53**	**49**	**49**	**49**	**—**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**48.73**	**48.73**	**48.73**	**48.73**	**—**
Total Revenues	**41,015,333**	**37,749,608**	**38,896,184**	**39,872,380**	**5.6 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
PARKING DISTRICT - BETHESDA		
FY24 ORIGINAL APPROPRIATION	**14,394,080**	**20.59**
Changes (with service impacts)		
Enhance: Overnight Security Attendants (Bethesda) [Parking Operations]	237,800	0.00
Enhance: Replacement and Maintenance for Single-Space Meters (Bethesda) [Parking Operations]	140,250	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	113,466	0.00
Increase Cost: Annualization of FY24 Compensation Increases	108,986	0.00
Increase Cost: Replacement Battery for Parking Meters (Bethesda) [Parking Operations]	55,000	0.00
Increase Cost: Janitorial Contract Rate (Bethesda) [Parking Operations]	32,008	0.00
Increase Cost: Parking Enforcement Contract (Bethesda) [Parking Enforcement]	29,201	0.00
Increase Cost: Elevator Contract Rate (Bethesda) [Parking Operations]	23,500	0.00
Increase Cost: Electrical Contract Rate (Bethesda) [Parking Operations]	22,752	0.00
Increase Cost: Security Guard Contract Services (Bethesda) [Parking Operations]	22,571	0.00
Increase Cost: Master Meter Maintenance Contract Increase (Bethesda) [Parking Operations]	18,480	0.00
Increase Cost: Sprinkler and Alarm Contract Rate (Bethesda) [Parking Operations]	7,924	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Parking Services General Administration]	4,926	0.00
Increase Cost: Parking Collections (Bethesda) [Parking Operations]	3,788	0.00
Increase Cost: Increase Debt Service [Parking Operations]	700	0.00
Decrease Cost: Retirement Adjustment	(1,880)	0.00
Decrease Cost: Printing and Mail	(2,189)	0.00
Decrease Cost: Risk Management Adjustment	(2,634)	0.00
Decrease Cost: Lapse Adjustment	(56,809)	0.00
Decrease Cost: Motor Pool Adjustment	(58,345)	0.00
FY25 RECOMMENDED	**15,093,575**	**20.59**
PARKING DISTRICT - SILVER SPRING		
FY24 ORIGINAL APPROPRIATION	**11,227,847**	**24.72**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Enhance: Overnight Security Attendants (Silver Spring) [Parking Operations]	344,400	0.00
Enhance: Replacement and Maintenance for Single-Space Meters (Silver Spring) [Parking Operations]	102,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	118,655	0.00
Increase Cost: Annualization of FY24 Compensation Increases	109,408	0.00
Increase Cost: Janitorial Contract Rate (Silver Spring) [Parking Operations]	43,067	0.00
Increase Cost: Replacement and Maintenance for Single-Space Meters (Silver Spring) [Parking Operations]	40,000	0.00
Increase Cost: Parking Enforcement Contract (Silver Spring) [Parking Enforcement]	25,458	0.00
Increase Cost: Elevator Contract Rate (Silver Spring) [Parking Operations]	25,000	0.00
Increase Cost: Electrical Contract Rate (Silver Spring) [Parking Operations]	22,752	0.00
Increase Cost: Security Guard Contract Services (Silver Spring) [Parking Operations]	16,415	0.00
Increase Cost: Master Meter Maintenance Contract (Silver Spring) [Parking Operations]	13,440	0.00
Increase Cost: Parking Collections (Silver Spring) [Parking Operations]	6,060	0.00
Increase Cost: Sprinkler and Alarm Contract Rate (Silver Spring) [Parking Operations]	5,763	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Parking Services General Administration]	5,310	0.00
Decrease Cost: Risk Management Adjustment	(2,381)	0.00
Decrease Cost: Retirement Adjustment	(3,088)	0.00
Decrease Cost: Motor Pool Adjustment	(36,129)	0.00
Decrease Cost: Lapse Adjustment	(58,479)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(300,000)	0.00
FY25 RECOMMENDED	**11,705,498**	**24.72**

PARKING DISTRICT - WHEATON

FY24 ORIGINAL APPROPRIATION	**1,643,050**	**3.42**
Changes (with service impacts)		
Enhance: Overnight Security Attendants (Wheaton) [Parking Operations]	237,800	0.00
Enhance: Wheaton PLD G13 & G45 Patrol Officers [Parking Operations]	108,826	0.00
Enhance: Replacement and Maintenance for Single-Space Meters (Wheaton) [Parking Operations]	12,750	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	26,612	0.00
Increase Cost: FY25 Compensation Adjustment	18,565	0.00
Increase Cost: Electrical Contract Rate (Wheaton) [Parking Operations]	15,692	0.00
Increase Cost: Parking Enforcement Contract (Wheaton) [Parking Enforcement]	7,488	0.00
Increase Cost: Janitorial Contract Rate (Wheaton) [Parking Operations]	6,791	0.00
Increase Cost: Replacement and Maintenance for Single-Space Meters (Wheaton) [Parking Operations]	5,000	0.00
Increase Cost: Security Guard Contract Services (Wheaton) [Parking Operations]	2,052	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Parking Services General Administration]	1,812	0.00
Increase Cost: Master Meter Maintenance Contract (Wheaton)Increase [Parking Operations]	1,680	0.00
Increase Cost: Parking Collections (Wheaton) [Parking Operations]	1,515	0.00
Increase Cost: Elevator Contract Rate (Wheaton) [Parking Operations]	1,500	0.00
Increase Cost: Sprinkler and Alarm Contract Rate (Wheaton) [Parking Operations]	720	0.00
Decrease Cost: Risk Management Adjustment	(362)	0.00
Decrease Cost: Retirement Adjustment	(804)	0.00
Decrease Cost: Motor Pool Adjustment	(2,168)	0.00
Decrease Cost: Lapse Adjustment	(8,969)	0.00
FY25 RECOMMENDED	**2,079,550**	**3.42**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Parking Enforcement	3,672,654	4.24	3,664,208	3.36
Parking Fixed Costs	3,329,284	0.00	3,329,984	0.00
Parking Operations	19,463,257	39.59	20,934,805	39.59
Parking Services General Administration	799,782	4.90	949,626	5.78
Total	**27,264,977**	**48.73**	**28,878,623**	**48.73**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
PARKING DISTRICT - BETHESDA						
EXPENDITURES						
FY25 Recommended	**15,094**	**15,094**	**15,094**	**15,094**	**15,094**	**15,094**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**57**	**57**	**57**	**57**	**57**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**50**	**50**	**50**	**50**	**50**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**15,094**	**15,201**	**15,201**	**15,201**	**15,201**	**15,201**
PARKING DISTRICT - SILVER SPRING						
EXPENDITURES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
FY25 Recommended	**11,705**	**11,705**	**11,705**	**11,705**	**11,705**	**11,705**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**58**	**58**	**58**	**58**	**58**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**53**	**53**	**53**	**53**	**53**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,705**	**11,816**	**11,816**	**11,816**	**11,816**	**11,816**
PARKING DISTRICT - WHEATON						
EXPENDITURES						
FY25 Recommended	**2,080**	**2,080**	**2,080**	**2,080**	**2,080**	**2,080**
No inflation or compensation change is included in outyear projections.						
Restore One-Time Lapse Increase	**0**	**9**	**9**	**9**	**9**	**9**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**8**	**8**	**8**	**8**	**8**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**2,080**	**2,097**	**2,097**	**2,097**	**2,097**	**2,097**

Transit Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$193,665,417	909.36

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 FY25 Operating Budget for the Division of Transit Services is $193,665,417, an increase of $13,932,870 or 7.75 percent from the FY24 Approved Budget of $179,732,547. Personnel Costs comprise 58.71 percent of the budget for 884 full-time position(s) and nine part-time position(s), and a total of 909.36 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 41.29 percent of the FY25 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 Debt Service in FY25, a transfer of funds from the Mass Transit Fund to the Debt Service Fund of $30,191,320 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

- The Ride On Reimagined study will guide the future direction of the County's transit system through data analysis and community engagement. Goals, outcomes, and performance measures have been established for three priority areas: Safety and Vision Zero; Environment and Climate Resiliency; and Economic Development and Equitable Access. County residents, transit passengers, advocacy groups, and other stakeholders have participated throughout the study's development. Service concepts are expected to be finalized in spring 2024, with service and implementation plans to be completed shortly

thereafter. The implementation plans will include service changes to be phased in over several years.

- The Great Seneca Transit Network will provide frequent transit options and improve mobility and access to crucial jobs in the healthcare, biotech, and educational sectors. The network is being implemented in two phases. The first phase, which includes Ride On Extra service on the new Pink and Lime transit lines, will launch in fall 2024. The Pink route links the busy Shady Grove corridor with Life Sciences Center via Medical Center Drive. The Lime route uses 1-370 to provide an express route to RIO, Crown Farm, and the heart of the Life Science Center.
- A study to develop a zero-emission bus fleet transition plan will be completed in spring 2024 . The plan will contain concrete strategies to reach zero greenhouse gas emissions by 2035 in accordance with the goals outlined in the County's Climate Action Plan. The study includes an evaluation of current and future facilities necessary for the transition to a zero-emission bus fleet. The County continues to purchase zero-emission vehicles, including both battery electric and hydrogen fuel cell buses, to work toward the Climate Action Plan goals.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of employer contacts	11,537	11,906	11,290	11,854	12,447
Number of Call-n-Ride participants	5,610	5,449	5,500	5,590	5,600
Percent of Employer Transportation Demand Management Plans Filed [1]	82%	84%	86%	88%	90%
Non-auto driver mode share in Silver Spring Transportation Management District [2]	53.6%	71.8%	71.8%	67.0%	67.0%

[1] *Due to continuing after-effects on businesses from the Covid-19 pandemic, following up with employers regarding filings of TDM Plans and the related reports continues to be more challenging than in the past. Commuter Services works with employers to complete as many of their filings as possible, but it has not been possible to reach many employers, some of whom have or may have moved or ceased operations. Others have continuing staff shortages and other priorities, making it difficult to assist with completion of TDM Plans and reports.*

[2] *Commuter Surveys are conducted every other year. Figures for intervening years carry forward the results for the prior survey year - - thus NADMS figures will only change at most every other year. The most recent Commuter Survey was conducted in fall 2022 (FY23), with final analysis completed in FY24. Telework was especially high among employees and residents responding during the FY23 survey, resulting in high percentages of NADMS in most TMDs. NADMS is anticipated to be lower in subsequent survey years, due to a reduction in telework and increased return to in-person work post pandemic.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**17,209,822**	**34.83**
Increase Cost: Commuter Survey For Employees & Residents	150,000	0.00
Increase Cost: Pike & Rose Parking Fee Collection	47,000	0.00
Increase Cost: Bethesda Transportation Management District Contract Escalation	38,330	0.00
Increase Cost: Marketing Services Contracts Escalation	27,500	0.00
Increase Cost: White Oak Transportation Management District	20,000	0.00
Increase Cost: Transportation Management District Biennial Reports	20,000	0.00
Increase Cost: North Bethesda Transportation Management District Contract Escalation	18,920	0.00
Increase Cost: TRiPS Commuter Stores Contract Escalation	14,000	0.00
Increase Cost: Metropolitan Washington Council of Governments Grant Increase	7,449	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	5,135	0.00
Re-align: Fare Share Program to Reflect Reduced Utilization	(75,000)	0.00
Re-align: Elimination of Long-Term Vacant Position	(92,981)	(1.00)

FY25 Recommended Changes	Expenditures	FTEs
Decrease Cost: Transportation Services Improvement Fund	(622,394)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	186,059	0.00
FY25 Recommended	**16,953,840**	**33.83**

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 currently has fourteen zero-emission electric buses in service and a procurement is underway for additional zero-emission buses.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Passengers transported (millions)	14.094	14.359	15.356	15.913	16.231
Scheduled Ride On roundtrip circuits missed, in whole or in part, per 1,000 roundtrip circuits	12.8	5.8	5.0	4.8	4.5
On time performance for Ride On buses	85.1%	69.6%	72.0%	74.0%	76.0%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**160,523,230**	**857.78**
Add: Great Seneca Transit Network	3,536,463	27.00
Increase Cost: Bus Operator Overtime	2,425,149	0.00
Increase Cost: Bus Shelter Maintenance Services	1,652,958	0.00
Increase Cost: Restore One Time Lapse Increase	1,121,335	0.00
Increase Cost: Nicholson Court Depot Lease	224,579	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	16,169	0.00
Increase Cost: Routes & Scheduling Software Contract Escalation	7,334	0.00
Increase Cost: Transit System Radio Equipment Maintenance Warranty	1,119	0.00
Re-align: Kids Ride Free to Reflect Reduced Utilization	(100,000)	0.00
Re-align: Service Made Redundant by Great Seneca Transit Network	(125,000)	(1.00)

FY25 Recommended Changes	Expenditures	FTEs
Re-align: Bethesda Circulator Reduction to Reflect Lower Ridership	(262,324)	0.00
Re-align: Seniors Ride Free to Reflect Reduced Utilization	(300,000)	0.00
Re-align: Repurpose Long-Term Vacancies to Address Operational Needs	(1,248,372)	(14.25)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,830,620	0.00
FY25 Recommended	**175,303,260**	**869.53**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,999,495**	**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.	(591,178)	0.00
FY25 Recommended	**1,408,317**	**6.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
MASS TRANSIT					
EXPENDITURES					
Salaries and Wages	84,612,078	78,020,272	86,743,385	86,816,397	11.3 %
Employee Benefits	21,514,103	22,925,248	23,510,674	25,253,581	10.2 %
Mass Transit Personnel Costs	**106,126,181**	**100,945,520**	**110,254,059**	**112,069,978**	**11.0 %**
Operating Expenses	77,041,961	73,558,593	79,506,058	76,326,826	3.8 %
Capital Outlay	0	111,500	111,500	144,230	29.4 %
Mass Transit Expenditures	**183,168,142**	**174,615,613**	**189,871,617**	**188,541,034**	**8.0 %**
PERSONNEL					
Full-Time	854	853	853	869	1.9 %
Part-Time	32	16	16	9	-43.8 %
FTEs	897.51	885.51	885.51	896.26	1.2 %
REVENUES					
Property Tax	182,663,466	190,261,951	193,903,302	208,214,669	9.4 %
Taxi Licensing Fees	43,765	80,000	58,500	80,000	—
Bus Advertising	1,669,912	1,710,000	1,770,000	1,720,000	0.6 %
Motor Pool Charges/Fees	1,703,136	0	450,915	0	—
Other Charges/Fees	3,173,576	2,848,906	3,176,106	3,148,906	10.5 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Parking Fees	810,157	828,704	828,704	828,704	—
Ride On Fare Revenue	3,599,788	8,571,130	3,442,026	4,820,798	-43.8 %
Other Fines/Forfeitures	275	0	900	0	—
Parking Fines	749,966	800,000	800,000	800,000	—
State Aid: Call N' Ride	379,107	379,107	379,107	379,107	—
State Aid: Damascus Fixed Route	303,733	303,733	303,733	607,466	100.0 %
State Aid: Ride On	41,569,489	40,589,000	40,589,000	40,589,000	—
Miscellaneous Revenues	201,108	0	32,392	0	—
Insurance Recoveries	241,331	0	0	0	—
Property Rentals	16,147	0	3,734	0	—
Mass Transit Revenues	**237,124,956**	**246,372,531**	**245,738,419**	**261,188,650**	**6.0 %**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	540,871	1,304,609	1,304,609	1,285,595	-1.5 %
Employee Benefits	165,627	324,580	324,580	351,043	8.2 %
Grant Fund - MCG Personnel Costs	**706,498**	**1,629,189**	**1,629,189**	**1,636,638**	**0.5 %**
Operating Expenses	3,671,964	3,487,745	3,487,745	3,487,745	—
Grant Fund - MCG Expenditures	**4,378,462**	**5,116,934**	**5,116,934**	**5,124,383**	**0.1 %**
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	225,000	1,939,694	1,939,694	1,939,694	—
State Grants	0	3,177,240	3,177,240	3,184,689	0.2 %
Grant Fund - MCG Revenues	**225,000**	**5,116,934**	**5,116,934**	**5,124,383**	**0.1 %**

DEPARTMENT TOTALS

Total Expenditures	**187,546,604**	**179,732,547**	**194,988,551**	**193,665,417**	**7.8 %**
Total Full-Time Positions	**869**	**868**	**868**	**884**	**1.8 %**
Total Part-Time Positions	**32**	**16**	**16**	**9**	**-43.8 %**
Total FTEs	**910.61**	**898.61**	**898.61**	**909.36**	**1.2 %**
Total Revenues	**237,349,956**	**251,489,465**	**250,855,353**	**266,313,033**	**5.9 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
MASS TRANSIT		

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY24 ORIGINAL APPROPRIATION	**174,615,613**	**885.51**
Changes (with service impacts)		
Add: Great Seneca Transit Network [Transit Services]	3,536,463	27.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	4,053,219	0.00
Increase Cost: Annualization of FY24 Compensation Increases	3,752,416	0.00
Increase Cost: Bus Operator Overtime [Transit Services]	2,425,149	0.00
Increase Cost: Bus Shelter Maintenance Services [Transit Services]	1,652,958	0.00
Increase Cost: Restore One Time Lapse Increase [Transit Services]	1,121,335	0.00
Increase Cost: Motor Pool Adjustment	933,479	0.00
Increase Cost: Nicholson Court Depot Lease [Transit Services]	224,579	0.00
Increase Cost: Commuter Survey For Employees & Residents [Community Mobility Services]	150,000	0.00
Increase Cost: Pike & Rose Parking Fee Collection [Community Mobility Services]	47,000	0.00
Increase Cost: Bethesda Transportation Management District Contract Escalation [Community Mobility Services]	38,330	0.00
Increase Cost: Marketing Services Contracts Escalation [Community Mobility Services]	27,500	0.00
Increase Cost: White Oak Transportation Management District [Community Mobility Services]	20,000	0.00
Increase Cost: Transportation Management District Biennial Reports [Community Mobility Services]	20,000	0.00
Increase Cost: North Bethesda Transportation Management District Contract Escalation [Community Mobility Services]	18,920	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Transit Services]	16,169	0.00
Increase Cost: TRiPS Commuter Stores Contract Escalation [Community Mobility Services]	14,000	0.00
Increase Cost: Printing and Mail	8,802	0.00
Increase Cost: Routes & Scheduling Software Contract Escalation [Transit Services]	7,334	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Community Mobility Services]	5,135	0.00
Increase Cost: Transit System Radio Equipment Maintenance Warranty [Transit Services]	1,119	0.00
Re-align: Fare Share Program to Reflect Reduced Utilization [Community Mobility Services]	(75,000)	0.00
Re-align: Elimination of Long-Term Vacant Position [Community Mobility Services]	(92,981)	(1.00)
Re-align: Kids Ride Free to Reflect Reduced Utilization [Transit Services]	(100,000)	0.00
Re-align: Service Made Redundant by Great Seneca Transit Network [Transit Services]	(125,000)	(1.00)
Decrease Cost: Retirement Adjustment	(141,071)	0.00
Re-align: Bethesda Circulator Reduction to Reflect Lower Ridership [Transit Services]	(262,324)	0.00
Decrease Cost: Risk Management Adjustment	(286,687)	0.00
Re-align: Seniors Ride Free to Reflect Reduced Utilization [Transit Services]	(300,000)	0.00
Decrease Cost: Transportation Services Improvement Fund [Community Mobility Services]	(622,394)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(894,657)	0.00
Re-align: Repurpose Long-Term Vacancies to Address Operational Needs [Transit Services]	(1,248,372)	(14.25)
FY25 RECOMMENDED	**188,541,034**	**896.26**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
GRANT FUND - MCG		
FY24 ORIGINAL APPROPRIATION	**5,116,934**	**13.10**
Other Adjustments (with no service impacts)		
Increase Cost: Metropolitan Washington Council of Governments Grant Increase [Community Mobility Services]	7,449	0.00
FY25 RECOMMENDED	**5,124,383**	**13.10**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Community Mobility Services	17,209,822	34.83	16,953,840	33.83
Transit Services	160,523,230	857.78	175,303,260	869.53
Transit Services General Administration	1,999,495	6.00	1,408,317	6.00
Total	**179,732,547**	**898.61**	**193,665,417**	**909.36**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
MASS TRANSIT					
Health and Human Services	General Fund	273,694	0.00	273,694	0.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
MASS TRANSIT						
EXPENDITURES						
FY25 Recommended	**188,541**	**188,541**	**188,541**	**188,541**	**188,541**	**188,541**
No inflation or compensation change is included in outyear projections.						
Transportation Services Improvement Fund Expenditures	**0**	**(4)**	**137**	**283**	**423**	**423**
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**	**2,784**	**2,784**	**2,784**	**2,784**	**2,784**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
MD 355 Bus Rapid Transit	**0**	**0**	**0**	**0**	**39,500**	**40,700**
Estimated budget impact of MD 355 Bus Rapid Transit, which is projected to start service on the segment from Rockville to Germantown in 2029.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Veirs Mill Road Bus Rapid Transit	**0**	**0**	**3,600**	**3,708**	**3,820**	**3,934**
Estimated budget impact of Veirs Mill Road Bus Rapid Transit, which is projected to start service in 2027. Budget impacts are net of anticipated savings from repurposing resources for existing service on the corridor.						
Subtotal Expenditures	**188,541**	**191,321**	**195,062**	**195,316**	**235,068**	**236,382**

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Health and Human Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$511,596,523	2,014.27

JAMES BRIDGERS PH.D., MBA, 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 FY25 Operating Budget for the Department of Health and Human Services is $511,596,523, an increase of $35,186,451 or 7.39 percent from the FY24 Approved Budget of $476,410,072. Personnel Costs comprise 49.60 percent of the budget for 1,803 full-time position(s) and 318 part-time position(s), and a total of 2,014.27 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 50.40 percent of the FY25 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

- Shifts the focus of the Services to End and Prevent Homelessness (SEPH) service area toward prevention services and away

from distribution of Federal funding for emergency rental assistance, as prevention services are more cost effective than shelters or motels. The Federal Emergency Rental Assistance Program (eRAP), which began during the COVID-19 pandemic, ends in FY24. Funding of almost $842,000 is recommended in FY25 for a team within DHHS to work directly with households to help them stay housed.

- Adds funding of $1,900,000 to upgrade the existing enterprise Integrated Case Management system (eICM).
- Provides approximately $3.3 million to support various school health initiatives, including approximately $1.3 million to annualize new school health room staff in community schools, $908,000 for seven new community schools that are expected to be designated in FY25, $580,000 for the opening of a School Based Health Center at South Lake Elementary School, almost $385,000 to cover inflation in school based health center contracts, and $150,000 in additional funding to improve recruitment and retention of bilingual therapists in the Linkages to Learning program.
- Provides $1.5 million general funds to replace an ending Federal grant to continue Mobile Crisis Outreach Team (MCOT) services and expand capacity from five to seven teams. MCOTs are a crucial intervention for individuals with behavioral health issues and prevent unnecessary hospitalizations, interactions with law enforcement, and incarcerations.
- Expands capacity in the dental program to meet increased demand. There are over 750 youth and 450 adults waitlisted for DHHS' dental services. In a promising development for dental care access, Medicaid has recently expanded dental care eligibility to adults ages 19-59, a population that did not previously have access to Medicaid dental coverage. This $860,000 expansion provides essential dental care to the County's most vulnerable residents while offsetting costs with newly available Medicaid revenues. With additional staff, the dental program will be able to reduce its waitlists and improve access to dental services through the Mobile Health Clinic.
- Allocates $800,000 to reduce long-standing waitlists and increase capacity in programs serving vulnerable populations, older adults, and individuals with disabilities. The CE Recommended budget increases capacity for the following programs, each of which have over 150 waitlisted individuals: Adult Protective Services case management ($197,000); Home Care Services ($161,000); and Coordination of Community Services for individuals with intellectual and developmental disabilities ($63,000). The Medicaid Community First Choice Nurse Monitoring program budget increases by $180,000 and is fully offset by revenue. Almost $200,000 is allocated to continue services that were previously made possible with federal funds, including Senior Lunch site at the Silver Spring Recreation and Aquatic Center ($148,000) and prenatal engagement initiatives for vulnerable populations ($50,000).
- Enhances supplemental funding for reimbursements to critical providers, including $697,000 for a 3% increase to the Developmental Disability Provider Supplement and the Adult Medical Day Care Provider Supplement. This budget also includes $112,000 to increase respite care provider reimbursement rates by $2 per hour on average.
- Supports the Health Care for the Uninsured Programs with a $1.8 million (24%) increase for Montgomery Cares reimbursement rates, the second consecutive year of double-digit rate increases. Compared to FY23, the CE recommended FY25 rate increase reimburses providers with $50 more per encounter, an increase of over 66 percent in two years. In addition, the Care for Kids (CFK) programs are supported with an additional $180,000 to improve reproductive health care access, and $140,000 for administrative support to accommodate increased CFK enrollment and ensure clients' Medicaid or insurance providers are properly billed for services rendered.
- Provides additional funding of $300,000 for the Latino Health Initiative for an expanded Community Health Worker program, an expansion of the Welcome Back Center to transition internationally trained health professionals to obtain health care credentials in the County that will help address healthcare workforce shortages, and enhanced funding for communications with this community.
- Provides additional funding of $150,000 for the Asian American Health Initiative to expand the Asian American Center of Excellence Micro-grants program and to increase funds for a multi-lingual health navigation service and a medical interpretation program for Asian American residents.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- DHHS' enterprise Integrated Case Managment (eICM) Modernization system project updates the current DHHS eICM system for improved functionality, support, and cybersecurity. The contractor has been meeting with stakeholders to refine requirements and consolidate an inventory of all enterprise-wide reports applicable across DHHS service areas. In parallel, the contractor has started to design and prototype the new application to obtain early user feedback. The goal is to complete design and prototyping by mid-May 2024 and then start the build phase of the project.
- eICM includes an interface with the Maryland Department of Health CARES system. The CARES system was replaced by the MD THINK Eligibility and Enrollment (E&E) system at the end of 2021. The conversion from CARES to E&E was supposed to be an "as is" conversion but the eICM support team discovered numerous issues with the data sent by E&E. Over the course of the previous year, a significant collaborative effort between the E&E and eICM teams resolved all the data issues. This work involved numerous rounds of requesting data, testing, and then requesting changes in the E&E system to resolve the issues identified in testing.
- QLESS is a lobby management system that was implemented in DHHS' heavily trafficked locations in 2017. The initial implementation focused on serving some programs at some locations. Based on the success of this system in helping programs manage the lobbies, the Department has expanded to nine locations over the past year. Additional functionalities implemented or planned in FY24 include the ability to track service request volumes, virtually queue so clients no longer need to physically enter DHHS spaces, tracking clients by location, enabling individuals to view their place in a queue for services, working with MC311 to queue individuals requesting Office of Eligibility and Support Services (OESS) assistance, installing commercial displays that can easily change content to not only show QLESS information but other HHS priority information for customers, and replacing kiosks at all locations with larger screens for easier sign-in access for customers.
- Licensure and Regulatory (L&R) Services selected the commercial CivicGov software to process applications, receive payment, better communicate with businesses, and combine multiple databases. DHHS Information Technology (IT), L&R, and the vendor have been working with County stakeholders to implement the software and expect to "Go Live" by the end of March 2024. CivicGov will also make processing the applications and payments easier for the County and the almost 4,400 constituents or businesses that will use CivicGov.
- The DHHS Community Connect Application will improve the client experience and increase the efficiency of Case Workers in providing benefits and services to the community, such as reduced foot traffic, increased flexibility, improved document sharing, reduced application intake time, application tracking, screening for other needs, and easier reporting of changes. DHHS is currently in user acceptance and community testing and expects to "Go Live" with the first two phases of implementation in the fourth quarter of FY24. In FY25, the focus will be on development of the provider portal module of the platform which will be aimed at providing improved invoicing and transactions processing related to customer benefits approved by the County.
- DHHS Information Technology team completed the Hyper-Converged Infrastructure (HCI) system project. All HHS applications that were at their end of life for maintenance support were successfully transferred to this newer, more efficient, and secure hardware.
- The Services to End and Prevent Homelessness (SEPH) division worked with DHHS Information Technology to implement additional updates to the online application system for COVID Rent Relief and emergency Rental Assistance Program (CRR and eRAP). FY24 updates included creating duplicate applications to support households with additional funds, updating the reporting capability to more easily respond to data requests, and enhancing data validation and alerts for required fields to improve the accuracy of the applications.

PROGRAM CONTACTS

Contact Mark Hodge of the Department of Health and Human Services at 240.777.1568 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	104,177,133	127,560,972	122,951,671	147,272,518	15.5 %
Employee Benefits	30,963,674	38,029,293	35,655,986	43,228,137	13.7 %
County General Fund Personnel Costs	**135,140,807**	**165,590,265**	**158,607,657**	**190,500,655**	**15.0 %**
Operating Expenses	209,338,057	191,492,843	210,316,434	200,922,728	4.9 %
County General Fund Expenditures	**344,478,864**	**357,083,108**	**368,924,091**	**391,423,383**	**9.6 %**
PERSONNEL					
Full-Time	1,043	1,108	1,108	1,200	8.3 %
Part-Time	305	289	289	287	-0.7 %
FTEs	1,390.25	1,449.94	1,449.94	1,520.09	4.8 %
REVENUES					
Health Inspection: Restaurants	1,935,580	1,870,520	1,881,600	1,881,600	0.6 %
Health Inspections: Living Facilities	279,762	236,815	235,675	235,675	-0.5 %
Health Inspections: Swimming Pools	524,670	577,400	582,480	582,480	0.9 %
Marriage Licenses	240,930	246,960	246,960	246,960	—
Other Licenses/Permits	115,567	111,360	110,885	110,885	-0.4 %
Health and Human Services Fees	1,116,285	1,647,119	1,622,634	1,628,774	-1.1 %
Core Health Services Funding	7,002,804	5,171,831	5,592,428	5,592,428	8.1 %
Federal Financial Participation Reimbursements	16,040,624	16,727,916	17,967,652	17,967,652	7.4 %
Medicaid/Medicare Reimbursement	1,219,290	2,336,505	2,336,505	4,196,517	79.6 %
Other Intergovernmental	6,150,196	5,752,410	5,943,163	5,675,457	-1.3 %
Miscellaneous Revenues	1,125	0	0	0	—
Other Charges/Fees	2,474,063	2,377,100	2,454,078	4,357,743	83.3 %
Other Fines/Forfeitures	7,950	10,450	10,500	10,500	0.5 %
County General Fund Revenues	**37,108,846**	**37,066,386**	**38,984,560**	**42,486,671**	**14.6 %**
OPIOID ABATEMENT					
EXPENDITURES					
Salaries and Wages	0	0	0	511,797	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Employee Benefits	0	0	0	103,476	—
Opioid Abatement Personnel Costs	**0**	**0**	**0**	**615,273**	**—**
Operating Expenses	0	0	0	948,000	—
Opioid Abatement Expenditures	**0**	**0**	**0**	**1,563,273**	**—**
PERSONNEL					
Full-Time	0	0	0	5	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	5.00	—
REVENUES					
Other Intergovernmental	0	0	0	1,563,273	%
Opioid Abatement Revenues	**0**	**0**	**0**	**1,563,273**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	43,623,465	43,512,004	43,512,004	47,657,250	9.5 %
Employee Benefits	12,862,704	14,295,317	14,295,317	14,989,614	4.9 %
Grant Fund - MCG Personnel Costs	**56,486,169**	**57,807,321**	**57,807,321**	**62,646,864**	**8.4 %**
Operating Expenses	92,939,433	61,519,643	61,519,643	55,963,003	-9.0 %
Grant Fund - MCG Expenditures	**149,425,602**	**119,326,964**	**119,326,964**	**118,609,867**	**-0.6 %**
PERSONNEL					
Full-Time	580	614	614	598	-2.6 %
Part-Time	30	30	30	31	3.3 %
FTEs	466.41	498.54	498.54	489.18	-1.9 %
REVENUES					
Other Charges/Fees	61,413	0	0	0	—
Federal Grants	77,254,448	34,153,544	34,153,544	41,476,951	21.4 %
HB669 Social Services State Reimbursement	44,951,579	42,188,713	42,188,713	48,698,232	15.4 %
State Grants	18,643,152	22,517,875	22,517,875	28,283,814	25.6 %
Miscellaneous Revenues	294,133	0	0	150,870	—
American Rescue Plan Act	0	20,466,832	20,466,832	0	-100.0 %
Grant Fund - MCG Revenues	**141,204,725**	**119,326,964**	**119,326,964**	**118,609,867**	**-0.6 %**

DEPARTMENT TOTALS

Total Expenditures	**493,904,466**	**476,410,072**	**488,251,055**	**511,596,523**	**7.4 %**
Total Full-Time Positions	**1,623**	**1,722**	**1,722**	**1,803**	**4.7 %**
Total Part-Time Positions	**335**	**319**	**319**	**318**	**-0.3 %**
Total FTEs	**1,856.66**	**1,948.48**	**1,948.48**	**2,014.27**	**3.4 %**
Total Revenues	**178,313,571**	**156,393,350**	**158,311,524**	**162,659,811**	**4.0 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**357,083,108**	**1,449.94**
Changes (with service impacts)		
Enhance: Food for Service Consolidation Hubs [Admin - Office of the Director]	3,000,000	0.00
Enhance: Emergency Shelter Capacity, Hypothermia Overflow, and Security Services [Homeless Services for Single Adults]	2,865,686	0.00
Enhance: Upgrade Existing Enterprise Integrated Case Management System That is Past End of Technical Support [Admin - Office of the Chief Operating Officer]	1,900,000	0.00
Enhance: Annualization of Dedicated School Health Room Staffing for New Community Schools added in FY24, Partially Offset by State Revenue [School Health Services]	1,271,024	10.00
Enhance: State-Mandated Dedicated Nurses for New Community Schools, Partially Offset by State Revenue [School Health Services]	908,318	6.87
Enhance: Expand Dental Program to Meet Increased Demand (Offset Medicaid Revenues) [Dental Services]	860,012	7.00
Enhance: Prevention Services due to Discontinuation of Federal Emergency Rental Assistance Program (eRAP) [Prevention]	841,966	8.00
Enhance: Operating Budget Impact for Opening of School Based Health Center at South Lake Elementary School	580,364	1.87
Enhance: Office of Eligibility and Support Services (OESS) Navigators - Converts Three Brokers Previously Funded by Grant to Merit Staff to Reduce Wait Times at OESS Offices [Office of Eligibility and Support Services]	304,729	3.00
Enhance: Latino Health Initiative Steering Committee Request for Expanded Community Health Worker Training Program, Welcome Back Center Expansion, and Enhanced Communications [Minority Programs]	300,000	0.00
Enhance: Operating Support for WUMCO Help, Inc. [Admin - Public Health]	232,000	0.00
Enhance: Summer Electronic Benefit Transfer (EBT) Summer and Winter School Break Children's Food Program [Office of Eligibility and Support Services]	211,090	0.00
Enhance: Add Three Peer Support Specialists at Interfaith Works to Address Behavioral Health Needs at Progress Place [Homeless Services for Single Adults]	207,950	0.00
Enhance: Reduce Waitlist for Adult Protective Services Case Management [Assessment & Continuing Care Management Services]	196,756	3.00
Add: Improve Access to Reproductive Health Services in the Care for Kids Program [Health Care for the Uninsured]	180,000	0.00
Enhance: Medicaid Community First Choice Nurse Monitoring Services [Medicaid Funded Long-Term Care Services]	179,800	0.00
Enhance: Increase Home Care Services to Meet Demand and to Serve Clients Experiencing Homelessness [Home Care Services]	160,957	1.00
Enhance: Asian American Health Initiative Request to Expand the Asian American Center of Excellence Micro-Grants and Patient Navigator Programs [Minority Programs]	150,000	0.00
Enhance: Linkages to Learning Bilingual Therapist Contractor Salaries to Improve Recruitment and Retention [Linkages To Learning]	150,000	0.00
Add: Administrative Support to Accommodate Care for Kids Program Enrollment Increases and Billing Capacity [Health Care for the Uninsured]	140,000	0.00
Enhance: Add Two Community Service Aides to Child Welfare Services for Service Delivery and Transportation [Child Welfare Services]	100,793	2.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Enhance: Add Staff to Increase Review Capacity and Assist County Businesses with Attaining Licensure and Complying with Regulations [Licensure and Regulatory Services]	89,167	1.00
Enhance: Increase Services to Meet Increased Demand for the Coordination of Community Services Program [Medicaid Funded Long-Term Care Services]	62,826	1.00
Eliminate: MD Vietnamese Mutual Association Contract [Child & Adolescent School & Community Based Services]	(87,321)	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	9,973,615	0.00
Increase Cost: FY25 Compensation Adjustment	7,746,508	0.00
Restore: FY24 One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	3,801,437	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,648,091	0.00
Increase Cost: FY25 One-time Budget Adjustment to Reflect Higher Than Expected Contractor Services	3,148,261	0.00
Restore: Continue Overflow Sheltering In Motels - One Time Only [Homeless Services for Families]	2,594,416	0.00
Increase Cost: Increase Montgomery Cares Reimbursement Rate to 50 percent of the Cost of Care [Health Care for the Uninsured]	1,800,000	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	1,617,780	0.00
Replace: Continue Mobile Crisis Outreach Team Services After Federal Grant Funding Ends and Increase Capacity from Five to Seven Teams [24-Hours Crisis Center]	1,483,359	6.00
Increase Cost: DHHS Administrative Infrastructure to Administer New Programs and Services and to Ensure Ability to Bill for Revenue - Fully Offset by Revenue	980,902	11.00
Restore: Continuation of Youth Safety Initiative Program Funding [Admin - Children, Youth & Families]	779,292	0.00
Increase Cost: FY25 One-time Budget Adjustment to Reflect Higher Than Expected Overtime	750,000	0.00
Increase Cost: Three Percent Increase to the Developmental Disability Provider Supplement [Community Provider Support]	631,866	0.00
Replace: Ongoing Infectious Disease Prevention, Response, and Community Support [Public Health Emergency Preparedness & Response Program]	595,956	0.00
Increase Cost: Support Cost Increases in Existing School Based Health Center Contracts [School Health Services]	384,915	0.00
Replace: Psychiatric Services in Shelters Previously Funded by Grant [Healthcare for the Homeless]	300,025	0.00
Increase Cost: Language Assistance Services Due to Increased Demand [Equity and Language Access]	252,690	0.00
Replace: Continue Senior Lunch at Silver Spring Recreation and Aquatic Center After One-Time Federal Funding Ends [Area Agency on Aging]	147,875	0.00
Increase Cost: Respite Care Rate Increase [Respite Care]	112,045	0.00
Increase Cost: Final Year of Phased Merit Conversion of Previously Contractual Dental Program Staff [Dental Services]	110,729	5.00
Increase Cost: Printing and Mail	80,355	0.00
Increase Cost: Three Percent Increase to the Adult Medical Day Care Provider Supplement [Assessment & Continuing Care Management Services]	64,743	0.00
Increase Cost: Annualization of FY24 Contractual Staff Conversion	64,693	24.00
Increase Cost: Replace Ending Federal Funding to Ensure Prenatal Program Engagement with Vulnerable Populations [Community Health Services]	48,000	0.00
Technical Adj: Contractual Lactation Specialist Conversion to Merit Staff, Personnel Cost Increase Fully Offset by Operating Expenses Decrease [Community Health Services]	0	1.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Technical Adj: Technical Adjustment for Mid-Year Position Transactions	0	(4.34)
Decrease Cost: Motor Pool Adjustment	(38,043)	0.00
Shift: Transfer Long-term Vacant Position from DHHS Office of Eligibility and Support Services to Office of Labor Relations to Support Countywide Labor and Employee Relations Functions [Office of Eligibility and Support Services]	(64,889)	(1.00)
Re-align: Elimination of Long-Term Vacancy [Admin - Office of the Director]	(73,762)	(0.75)
Shift: Move Tax Supported Charge Backs from Department of Health and Human Services to Office of County Attorney [Child Welfare Services]	(105,175)	(0.50)
Decrease Cost: Retirement Adjustment	(236,153)	0.00
Decrease Cost: Risk Management Adjustment	(259,620)	0.00
Shift: Grant Fund Availability to Replace General Funds for 988 Services [24-Hours Crisis Center]	(320,298)	0.00
Shift: Transfer Food Security Contracts to Office of Food Systems Resilience	(2,238,296)	(1.00)
Decrease Cost: Annualization of FY24 Personnel Costs	(2,890,158)	0.00
Decrease Cost: FY25 One-time Budget Adjustment to Reflect Higher Than Expected Vacant Positions	(3,898,261)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(11,458,740)	(14.00)
FY25 RECOMMENDED	**391,423,383**	**1,520.09**

OPIOID ABATEMENT

FY24 ORIGINAL APPROPRIATION	**0**	**0.00**
Changes (with service impacts)		
Enhance: Annualization of Special Appropriation #24-22 to Continue Opioid Abatement Initiatives and Staff the Office of Prevention and Harm Reduction [Admin - Behavioral Health & Crisis Services]	1,563,273	5.00
FY25 RECOMMENDED	**1,563,273**	**5.00**

GRANT FUND - MCG

FY24 ORIGINAL APPROPRIATION	**119,326,964**	**498.54**
Federal/State Programs		
Add: Federal Grant to Enhance the Detection, Response, and Prevention of Emerging Infectious Diseases	2,433,505	0.00
Add: 988 Crisis Hotline Services Grants	1,317,219	0.00
Add: Maryland Department of Health Grant for School Based Health Centers	1,144,482	0.50
Add: Local Health Departments Health Disparities Grant	548,387	0.00
Add: Strengthening Maryland's Public Health Infrastructure Grant	430,238	1.00
Eliminate: Ending Substance Abuse and Mental Health Services Administration (SAMSHA) Grant for Mobile Crisis Teams	(1,626,380)	0.00
Eliminate: Ending of Emergency Housing Program (EHP) Grant	(2,665,260)	0.00
Eliminate: Ending of Emergency Rental Assistance Program (ERAP) Grant	(14,016,832)	(28.00)
Other Adjustments (with no service impacts)		
Increase Cost: House Bill 669 Grant [Admin - Office of the Director]	6,509,525	13.44
Technical Adj: Miscellaneous Grant Changes [Admin - Office of the Director]	5,208,019	3.70

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY25 RECOMMENDED	**118,609,867**	**489.18**

FUNCTION SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Aging and Disability Services	66,882,925	202.25	73,345,531	211.25
Behavioral Health and Crisis Services	53,321,125	249.35	61,821,484	266.55
Children, Youth and Family Services	120,724,974	618.57	124,956,003	613.98
Public Health Services	105,214,148	581.72	118,980,779	617.96
Services to End and Prevent Homelessness	59,372,899	119.40	49,415,716	117.40
Administration and Support	70,894,001	177.19	83,077,010	187.13
Total	**476,410,072**	**1,948.48**	**511,596,523**	**2,014.27**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	110,653	0.75	122,817	0.75
Police	General Fund	114,397	1.00	132,543	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	1,179,616	12.00	2,586,200	26.00
NDA - Guaranteed Income	General Fund	112,030	1.00	112,030	1.00
	Total	**21,136,499**	**15.25**	**22,573,393**	**29.25**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**391,423**	**391,423**	**391,423**	**391,423**	**391,423**	**391,423**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**1,713**	**1,713**	**1,713**	**1,713**	**1,713**
New positions in the FY25 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Elimination of One-Time Items Recommended in FY25	**0**	**(6,709)**	**(6,709)**	**(6,709)**	**(6,709)**	**(6,709)**
Items recommended for one-time funding in FY25, including overflow sheltering in motels, contract services increase, overtime increase, and lapse increase will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**3,898**	**3,898**	**3,898**	**3,898**	**3,898**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**5,009**	**5,009**	**5,009**	**5,009**	**5,009**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**391,423**	**395,334**	**395,334**	**395,334**	**395,334**	**395,334**
OPIOID ABATEMENT						
EXPENDITURES						
FY25 Recommended	**1,563**	**1,563**	**1,563**	**1,563**	**1,563**	**1,563**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**1,563**	**1,563**	**1,563**	**1,563**	**1,563**	**1,563**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Reduce Waitlist for Adult Protective Services Case Management	168,256	3.00	336,512	3.00
Continue Mobile Crisis Teams Established Through One-Time Federal Grant	1,184,887	2.00	1,498,687	2.00
Office of Eligibility and Support Services (OESS) Navigators - Converts Three Brokers Previously Funded by Grant to Merit Staff to Reduce Wait Times at OESS Offices	276,079	3.00	377,655	3.00
Final Year of Phased Merit Conversion of Previously Contractual Dental Program Staff	387,303	5.00	516,404	5.00
DHHS Administrative Infrastructure to Administer New Programs and Services and to Ensure Ability to Bill for Revenue - Fully Offset by Revenue	875,852	11.00	1,167,803	11.00
Add Two Community Service Aides to Child Welfare Services for Service Delivery and Transportation	100,793	2.00	201,586	2.00
Expand Dental Program to Meet Increased Demand (Offset Medicaid Revenues)	710,012	7.00	942,071	7.00
Increase Home Care Services to Meet Demand and to Serve Clients Experiencing Homelessness	51,407	1.00	102,814	1.00
Increase Services to Meet Increased Demand for the Coordination of Community Services Program	53,276	1.00	106,552	1.00
Contractual Lactation Specialist Conversion to Merit Staff, Personnel Cost Increase Fully Offset by Operating Expenses Decrease	79,915	1.00	106,553	1.00
Add Staff to Increase Review Capacity and Assist County Businesses with Attaining Licensure and Complying with Regulations	89,167	1.00	118,889	1.00
Two New Mobile Crisis Outreach Teams, to Increase Capacity to a Total of Seven Teams	214,772	4.00	429,544	4.00
Total	**4,191,719**	**41.00**	**5,905,070**	**41.00**

Aging and Disability Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$73,345,531	211.25

JAMES BRIDGERS PH.D., MBA, 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 Patrice McGhee, DPA of the HHS - Aging and Disability Services at 240.773.1089 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**96,129**	**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.	408,139	0.00
FY25 Recommended	**504,268**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of ongoing clients in Adult Foster Care - unduplicated annual count [1]	92	96	101	106	110
Assisted Living Services - Percent of clients remaining in community placement (i.e., not entering institutional setting) [2]	94%	96%	95%	95%	95%

[1] *There was a slight increase in new cases in FY23 due to more placements through Adult Protective Services. Twenty-four cases closed from the prior year due to deceased client, transfer to long-term care or nursing facility, relocation out of county, etc. The program projects an*

increase in coming years based on past years' trends.

[2] *Adult Foster Care maintains the least restrictive alternative to institutionalization/nursing facility placement as a goal and has been successful in maintaining a very high percentage of clients in the community, thereby reducing the higher cost of institutional care.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,356,506**	**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.	54,607	1.00
FY25 Recommended	**2,411,113**	**8.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of incoming calls - monthly average [1]	1,464	1,382	1,400	1,425	1,450
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]	94%	95%	95%	95%	95%

[1] *Call volume varies year-to-year but remains within expected range.*

[2] *Surveys are sent with mailings, kept in lobby, and given to clients met in person. In FY23, approximately 500 surveys were distributed and 31 surveys returned.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,168,554**	**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.	519,398	0.00
FY25 Recommended	**1,687,952**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
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 [1]	88%	91%	91%	91%	91%
Ombudsman Services - Percent of complaints resolved and partially resolved [2]	89%	84%	85%	87%	90%

[1] *In FY23, 27 of the program's 56 clients responded to the survey. The increase in performance is likely driven by a higher proportion of clients responding that they have adequate funds for medical care and clothing.*

[2] *Several internal and external factors affected the ability of the Ombudsman Program to resolve complaints in FY23: a decrease in Staff Ombudsmen; a decrease in Volunteer Ombudsmen; and the dissolution of the County's licensing and enforcement agency for nursing homes.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,299,523**	**23.50**

FY25 Recommended Changes	Expenditures	FTEs
Replace: Continue Senior Lunch at Silver Spring Recreation and Aquatic Center After One-Time Federal Funding Ends	147,875	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.	489,645	1.00
FY25 Recommended	**9,937,043**	**24.50**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
New Adult Protective Services Investigations [1]	1,052	966	1,100	1,150	1,200
Number of clients receiving case management services [2]	832	905	950	997	1,046
Percent of seniors and adults with disabilities that avoid institutional placement while receiving case management services [3]	94%	93%	93%	93%	93%
Percent of APS Clients with another investigation within six months (recidivism) [4]	8%	6%	6%	6%	6%

[1] *The Covid-19 pandemic affected the number of APS referrals which fluctuated with the emergency of different variants. The at-risk population served by APS was more reluctant to leave their homes and thus community referral sources were less likely to make referrals. Future projections are based on increased community outreach/education, referrals from Community/Preferred partners and the senior community, along with the official ending of the public health emergency.*

[2] *The increase from FY22 to FY23 is due to clients re-engaging in post-Covid services.*

[3] *The percentage remained stable between FY22 and FY23. No change is anticipated in upcoming years as case management has been effective in assisting clients to remain in the community with supports such as personal care and medical coordination.*

[4] *Adult Protective Services investigations are voluntary for clients with capacity. Therefore, due to self-determination, some clients choose not to follow the program's recommendations, and, as such, rates of recidivism may fluctuate. Six percent is the state's goal, and the program anticipates that the rate will remain at this level.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**11,877,575**	**58.17**
Enhance: Reduce Waitlist for Adult Protective Services Case Management	196,756	3.00
Increase Cost: Three Percent Increase to the Adult Medical Day Care Provider Supplement	64,743	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,236,943	0.58
FY25 Recommended	**13,376,017**	**61.75**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Turnover rate for direct service professionals for developmental disabilities providers [1]	32.9%	28.0%	30.5%	30.5%	30.5%
Number of Clients served by Developmental Disability and Medical Adult Day Care Providers [2]	5,106	5,126	5,275	5,425	5,575

[1] *The program received responses from all 41 providers. Turnover rate has decreased post-pandemic as agencies are more successful in finding*

and retaining staff. Additionally, supplemental County funds are used to pay higher wages. Projections are based on three-year average.

[2] *The program projects that the number of clients served by Developmental Disability providers will increase due to the the impact of the End the Wait Act, which requires the Maryland Department of Health to reduce the waitlist for its waiver programs by 50% over the next few fiscal years.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**21,399,734**	**0.50**
Increase Cost: Three Percent Increase to the Developmental Disability Provider Supplement	631,866	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,201	0.00
FY25 Recommended	**22,033,801**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Placements in Summer Camp Programs [1]	32	50	60	65	70

[1] *The number increased in FY23 as more families felt comfortable having their children return to camp. DHHS anticipates the number will increase over the next few fiscal years.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,164,196**	**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.	188,471	0.00
FY25 Recommended	**3,352,667**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Home Care Services - Number of clients served annually [1]	350	323	339	356	374
Home Care Services - Percent of clients with no unmet personal care needs [2]	70%	61%	70%	75%	80%

[1] *The decrease in the actual number of clients served from FY22 to FY23 was a result of staff shortages, attrition, and an increased number of clients who needed higher levels of care. Future projections are based on an annual increase of 5%.*

[2] *192 surveys were distributed in April 2023 and the program received 69 responses (35.9% response rate.) Unmet needs that clients noted were around transportation, skilled medical care, housing, and financial assistance -- most of which cannot be directly addressed by the program itself.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,148,450**	**14.58**
Enhance: Increase Home Care Services to Meet Demand and to Serve Clients Experiencing Homelessness	160,957	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.	220,254	0.42
FY25 Recommended	**5,529,661**	**16.00**

Medicaid Funded Long-Term Care Services

This program administers and operates Maryland's Long-Term Care Medicaid program, Coordination of Community Services (CCS), 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total number of clients currently served by Nurse Monitoring [1]	2,714	3,003	3,300	3,630	3,993
Average number of Adult Evaluation and Review Service (AERS) assessments assigned per month [2]	273	292	337	350	350
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 [3]	71%	68%	70%	72%	74%

[1] *In FY23, Maryland Department of Health processed new clients faster than in prior years contributing to the 10% increase in clients served. Additionally, the program saw limited client disenrollment with the end of the Public Health Emergency in May 2023.*

[2] *The program increased its capacity to serve more clients in FY23 with additional staff. Three new staff members will each serve an additional 25 clients once fully onboarded.*

[3] *The compliance percentage decreased in FY23 for a variety of reasons including staff turnover (including the significant amount of time it takes to onboard new staff) and delays with getting required documents from providers.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**10,858,800**	**77.00**
Enhance: Medicaid Community First Choice Nurse Monitoring Services	179,800	0.00
Enhance: Increase Services to Meet Increased Demand for the Coordination of Community Services Program	62,826	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,785,179	1.00
FY25 Recommended	**12,886,605**	**79.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of clients served in respite [1]	372	452	360	360	360

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of customers that report a reduction in stress/caregiver burden as a result of receiving respite services [2]	94%	100%	97%	97%	97%

[1] *The number of clients served increased in FY23 due to additional American Rescue Plan Act (ARPA) funds via the Area Agency on Aging. These additional funds are not expected in FY24-26.*

[2] *As of August 2023, 126 surveys were received from the families that received Respite services in FY23 (of 452 total families served).*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,513,458**	**0.00**
Increase Cost: Respite Care Rate Increase	112,045	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	901	0.00
FY25 Recommended	**1,626,404**	**0.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Admin - Aging & Disability Services	96,129	3.00	504,268	3.00
Adult Foster Care	2,356,506	7.00	2,411,113	8.00
Aging & Disability Resource Unit	1,168,554	9.00	1,687,952	9.00
Area Agency on Aging	9,299,523	23.50	9,937,043	24.50
Assessment & Continuing Care Management Services	11,877,575	58.17	13,376,017	61.75
Community Provider Support	21,399,734	0.50	22,033,801	0.50
Community Support Network for People with Disabilities	3,164,196	9.50	3,352,667	9.50
Home Care Services	5,148,450	14.58	5,529,661	16.00
Medicaid Funded Long-Term Care Services	10,858,800	77.00	12,886,605	79.00
Respite Care	1,513,458	0.00	1,626,404	0.00
Total	**66,882,925**	**202.25**	**73,345,531**	**211.25**

Behavioral Health and Crisis Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$61,821,484	266.55

JAMES BRIDGERS PH.D., MBA, 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, Health and Human Services 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 Grace Pedersen of the Office of Management and Budget at 240.773.1088 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of students identified by schools to be at risk who were referred to the Crisis Center [1]	1,684	1,630	1,800	1,850	1,850
Number of walk-in contacts [2]	5,869	5,180	6,000	6,200	6,400

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of students identified by schools to be at risk that are stabilized utilizing community resources without hospital intervention	89%	89%	85%	85%	85%

[1] *The program projects increased need in coming years due to growing overdose and mental health-related issues in middle schools and high schools.*

[2] *FY23 outcome remains high post-pandemic, in conjunction with the expansion of Crisis Center staff and services. The decrease from FY22 reflects the stabilization of need after a surge post-pandemic in FY22.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**12,266,620**	**68.40**
Replace: Continue Mobile Crisis Outreach Team Services After Federal Grant Funding Ends and Increase Capacity from Five to Seven Teams	1,483,359	6.00
Add: 988 Crisis Hotline Services Grants	1,317,219	0.00
Shift: Grant Fund Availability to Replace General Funds for 988 Services	(320,298)	0.00
Eliminate: Ending Substance Abuse and Mental Health Services Administration (SAMSHA) Grant for Mobile Crisis Teams	(1,626,380)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(276,548)	2.00
FY25 Recommended	**12,843,972**	**76.40**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total number of unduplicated clients served [1]	2,576	3,171	3,234	3,299	3,365
Percent of clients referred keeping first appointment with community provider [2]	77%	74%	75%	76%	77%

[1] *The program saw an increase in the unduplicated client count through expansion of its programming into parole and probation offices as well as homeless shelters. The program is in the midst of taking its services into the community to work with the client population that has the most needs.*

[2] *FY23 outcome is in line with historic levels prior to the pandemic. There are many factors that can contribute to a decrease in clients showing up to an appointment, including transportation, incarceration, and transient population, but most referrals continue to show up.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,670,340**	**29.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	453,170	1.00
FY25 Recommended	**4,123,510**	**30.00**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**202,163**	**4.00**
Enhance: Annualization of Special Appropriation #24-22 to Continue Opioid Abatement Initiatives and Staff the Office of Prevention and Harm Reduction	1,563,273	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.	681,701	0.00
FY25 Recommended	**2,447,137**	**9.00**

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 Maryland 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of clients served [1]	264	253	275	275	275
Percent of clients showing improvement in functioning and decreased symptoms - BASIS 24 Scale [2]	60%	49%	60%	60%	60%

[1] *The slight decrease in number of clients served is due to personnel shortages in FY23 which the unit is working to fill for FY24.*

[2] *Decline in performance affected by a 30% increase in number of clients assessed in FY23 from FY22, alongside increased acuity among clients.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,802,006**	**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.	14,588	1.00
FY25 Recommended	**1,816,594**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total number of unduplicated clients served [1]	1,704	1,603	1,800	1,800	1,800
STEER - Percent of individuals who engage in treatment as evidenced by attending the first treatment appointment [2]	53%	68%	70%	70%	70%
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 [3]	88%	70%	75%	75%	75%
Percent of clients who successfully graduate from Mental Health Court [4]	85%	78%	80%	80%	80%

[1] *The slight decline in FY23 client count is due to the FY22 surge in client needs brought by the recovery from the pandemic. The FY23 figure shows client needs starting to stabilize but still is much higher than the volume seen in pre-pandemic years.*

[2] *Through increased efforts of experienced peer support specialists, FY23 saw improved outcomes for STEER clients served who are connected to the appropriate level of treatment. STEER program outcome exceeds national trends for this type of program.*

[3] *The decline in FY23 may be due to staff shortages in JAS and lack of community-based accessible treatment and housing resources that would engage the inmates released from jail to prevent incarceration.*

[4] *The decline in successful graduates may be due to staff shortages and barriers to obtaining services such as Assertive Community Treatment or proper housing services that would have assisted clients who were decompensating.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,772,080**	**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.	1,647,370	1.00
FY25 Recommended	**5,419,450**	**29.00**

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 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of grants managed and contracts monitored [1]	101	104	115	115	115
Percent of contracts meeting LBHA contract monitoring requirements as it relates to invoices processed on a timely basis	98%	98%	99%	99%	99%
Number of Rx drug pounds collected at drug take back events	2,054	1,982	2,060	2,163	2,225

[1] *The increase in FY23 is due to an increase in grant funding.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**13,325,458**	**23.65**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,749,293	0.50

FY25 Recommended Changes	Expenditures	FTEs
FY25 Recommended	**16,074,751**	**24.15**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of unduplicated clients served [1]	592	462	550	550	550
Percent of clients who showed symptom reduction at post-test or upon discharge [2]	72%	67%	67%	67%	67%

[1] *In FY23, the program experienced staff shortages as well as more severe presentations in youth - both of which decreased capacity to open new cases. Clinic staff are being trained in group psychotherapy to be able to see more youth in need of mental health services in the coming year.*

[2] *The client population served in FY23 had more severe presentations and acuity than in previous years, contributing to lower rates of symptom reduction.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,608,083**	**29.75**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	353,069	0.50
FY25 Recommended	**7,961,152**	**30.25**

Specialty Behavioral Health Services

Specialty Behavioral Health Services is comprised of the Adult Drug Court Treatment Program, the Medication Assisted Treatment Program (MAT), and the Urine Monitoring Program. The Drug Court program delivers Outpatient and Intensive Outpatient levels of care, in addition to psychiatric interventions and medication assisted treatment. The MAT program works with opioid use disorders and alcohol disorders and delivers methadone, buprenorphine, and naltrexone therapies. The urine monitoring program is an onsite Urinalysis Collection Program which monitors for substance use within these programs, the Mental Health Court program, Child Welfare, and Probation and Parole.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of Specialty Behavioral Health Services clients served (Outpatient, Intensive Outpatient Program, Medication Assisted treatment Program, and Adult Drug Court) [1]	211	178	200	210	220

[1] *Adult Drug Court admits 95%+ of the referrals from the Circuit Court so the decline in referrals likely led to the decline in client count in FY23. Another factor contributing to the slight decline in FY23 client count is personnel shortage. The program will see increased capacity in FY24.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,588,637**	**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.	317,439	2.00
FY25 Recommended	**3,906,076**	**26.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of new Partner Abuse victims served [1]	1,258	1,639	1,803	1,983	2,181
Number of Partner Abuse victim clients waiting for counseling service (monthly average) [2]	37	17	15	10	5
Percent of clients receiving therapy that demonstrate improvement on a domestic violence rating scale [3]	97%	98%	99%	100%	100%

[1] *In FY23, there was an overwhelming demand for services combined with an increase in the severity and complexity of violence, resulting in a 30% increase in client count from FY22. The projections are based on a 10% increase from FY23 considering the trend of increasing demand for services.*

[2] *In FY23, as the program continued to stabilize its workforce and overcome the limited staffing issue encountered in previous fiscal years, the accessibility of clinical services increased and the waitlist decreased significantly. The projections have been adjusted down to reflect the program's increased capacity.*

[3] *The program continues to see improved symptom reduction in clients served in FY23 due to operating more domestic violence groups and offering services both in person and via Zoom to meet the clients' needs.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,721,571**	**29.55**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	227,580	(1.80)
FY25 Recommended	**6,949,151**	**27.75**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**364,167**	**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.	(84,476)	0.00
FY25 Recommended	**279,691**	**2.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
24-Hours Crisis Center	12,266,620	68.40	12,843,972	76.40
Access To Behavioral Health Services	3,670,340	29.00	4,123,510	30.00
Admin - Behavioral Health & Crisis Services	202,163	4.00	2,447,137	9.00

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Adult Behavioral Health Services	1,802,006	11.00	1,816,594	12.00
Adult Forensic Services	3,772,080	28.00	5,419,450	29.00
Local Behavioral Health Authority	13,325,458	23.65	16,074,751	24.15
Outpatient Behavioral Health Services - Child	7,608,083	29.75	7,961,152	30.25
Specialty Behavioral Health Services	3,588,637	24.00	3,906,076	26.00
Trauma Services	6,721,571	29.55	6,949,151	27.75
Treatment Services	364,167	2.00	279,691	2.00
Total	**53,321,125**	**249.35**	**61,821,484**	**266.55**

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Children, Youth and Family Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$124,956,003	613.98

JAMES BRIDGERS PH.D., MBA, 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,491,941**	**22.30**
Restore: Continuation of Youth Safety Initiative Program Funding	779,292	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(5,335,139)	(9.50)
FY25 Recommended	**2,936,094**	**12.80**

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 support, mentoring, skill building and mental health services, family services, and community empowerment efforts.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of families served by Cluster Projects	401	402	400	400	400
Number of families receiving ongoing services in East County Opportunity Zone (ECOZ) [1]	N/A	83	80	80	80
Percent of families completing surveys that are satisfied with services [2]	84%	97%	85%	85%	85%

[1] *In FY23, this metric changed to focus on East County coordination services, as the Kresge-funded East County Opportunity Zones project ended. The metric is solely focused on ongoing care coordination services, rather than also including one-time services as it had under the grant-funded program. The program projects stable staffing levels, referrals, and service intensity in coming years.*

[2] *FY23 percentage is based on 250 survey responses (189 youth + 61 adults). Percentages over time are not fully comparable because the mix and number of programs represented changes. The projection of 85% is based on previous years' average data adjusted to reflect service characteristics.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,841,318**	**14.00**
Eliminate: MD Vietnamese Mutual Association Contract	(87,321)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	588,517	2.00
FY25 Recommended	**7,342,514**	**16.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of families authorized to receive a childcare subsidy [1]	1,518	1,634	1,960	2,156	2,156
Percent of Childcare Benefit Dollars Paid [2]	79%	79%	81%	81%	81%

[1] *Projections based on expectations that expanded eligibility criteria will continue to increase participation in subsidy in the short term, which will level off in the future.*

[2] *This measure reflects invoices processed through July 2023. Please note that the percentage may increase as the program continues to receive and process FY23 invoices for payment. The projected amount for FY24-26 is based on an average of the last 3 years.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,933,711**	**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.	35,703	0.00
FY25 Recommended	**1,969,414**	**6.00**

Child Welfare Services

This program provides protective, rehabilitative, and supportive services for children who are maltreated and 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of children served in foster care [1]	484	451	532	516	506
Number of families receiving in-home services [2]	267	233	263	268	262
Number of newly accepted cases (IR, AR, and non-CPS) [3]	2,736	2,679	2,749	2,724	2,719
Percent of children living in family settings [4]	77%	79%	78%	77%	78%
Percent of children 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]	100%	92%	95%	96%	96%

[1] *Numbers reflect total number of children served in foster care during the fiscal year rather than a monthly average or point-in-time count. The decrease in children served in foster care is attributed to enhanced efforts to involve relatives and kin throughout the life of the cases, which shortens involvement with child welfare. Projections are based on five-year historical average.*

[2] *Numbers reflect total number of families receiving in-home services during the fiscal year rather than a monthly average or point-in-time count. The drop in number of families receiving in-home services from FY22 to FY23 is attributed to enhanced efforts to involve relatives and kin throughout out the life of the cases, which shortens involvement with child welfare. Projections are based on five-year historical average.*

[3] *Numbers reflect total number of newly accepted investigation (IR), alternative response (AR), and non-Child Protective Services (CPS) cases during the fiscal year rather than a monthly average or point-in-time count. Projections are based on five-year historical average.*

[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-private, pre-adoptive, emergency home, and trial home visit. Projections based on five-year historical average.*

[5] *Percentage reflects annual average of children receiving Family Preservation (Consolidated or IFPS) services in a 12-month period that did not have an indicated or unsubstantiated finding within 12 months of the Family Preservation case closure. The 8 percentage point drop from FY22 to FY23 is due to 18 children with an abuse or neglect finding within one year after receiving services. Projections based on five-year historical average.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**29,276,834**	**209.65**
Enhance: Add Two Community Service Aides to Child Welfare Services for Service Delivery and Transportation	100,793	2.00
Shift: Move Tax Supported Charge Backs from Department of Health and Human Services to Office of County Attorney	(105,175)	(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.	2,539,097	0.22
FY25 Recommended	**31,811,549**	**211.37**

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) which is 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 oversees several contractual services including community-based pre-kindergarten, home visiting, and family support.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of children served by the Infants and Toddlers program [1]	5,416	6,250	6,375	6,503	6,633
Percent of customers satisfied with Early Childhood Mental Health [2]	89%	100%	100%	100%	100%

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
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]	19%	40%	50%	60%	75%
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]	10%	12%	20%	30%	50%

[1] *The increase in the number of children served by the Infants & Toddler Program between FY22 and FY23 is attributed to the lingering impact of the pandemic. Parents felt more comfortable accessing public services in FY23 to seek support for their children's development.*

[2] *79 individuals received surveys, of which 10 individuals responded. Every parent receives a survey and responses are not mandatory. Projections are based on the goal of 100% satisfaction.*

[3] *The large increase between FY22 and FY23 is due to 2 factors: Maryland State Department of Education reduced its EXCELS backlog, and child care providers generally increased their attention to quality after the pandemic. New financial incentives are expected to spur gains in this measure.*

[4] *Low numbers on this measure are due to persistent low enrollment numbers at family child care programs, limiting available funds for investment in accreditation. Family child care programs qualify for financial incentives that are anticipated to increase this measure over time.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**12,794,086**	**46.83**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	694,322	(0.50)
FY25 Recommended	**13,488,408**	**46.33**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of clients completing surveys reporting satisfaction with services received [1]	96%	98%	97%	97%	97%
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]	95%	89%	90%	90%	90%

[1] *FY23 percentage based on 633 surveys completed. Only one adult member per household responds to the survey. Projections are based on the average of the past 3 fiscal years.*

[2] *FY23 results based on results from 199 youth.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**14,305,487**	**9.00**
Enhance: Linkages to Learning Bilingual Therapist Contractor Salaries to Improve Recruitment and Retention	150,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	348,667	0.00
FY25 Recommended	**14,804,154**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
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%	282%	268%	264%	260%
Number of SNAP Applications Approved [2]	20,589	20,557	20,000	20,000	20,000
Temporary Cash Assistance (TCA) job retention rate 90 days [3]	96%	94%	94%	94%	94%

[1] *Value for base year (FY05) is 12,927. OESS saw an increased number of applications filed by refugees and asylees, undocumented customers with eligible children, Medicare eligible customers, customers applying due to the economy, and customers that were not eligible for SNAP due to ending of the pandemic.*

[2] *Number of applications approved is expected to remain relatively stable.*

[3] *Retention rate has remained consistently high. The target for this measure, based on the contract agreement, is 80%.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**33,442,599**	**273.79**
Enhance: Office of Eligibility and Support Services (OESS) Navigators - Converts Three Brokers Previously Funded by Grant to Merit Staff to Reduce Wait Times at OESS Offices	304,729	3.00
Enhance: Summer Electronic Benefit Transfer (EBT) Summer and Winter School Break Children's Food Program	211,090	0.00
Shift: Transfer Long-term Vacant Position from DHHS Office of Eligibility and Support Services to Office of Labor Relations to Support Countywide Labor and Employee Relations Functions	(64,889)	(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.	3,260,251	(0.31)
FY25 Recommended	**37,153,780**	**275.48**

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 Upcounty and Downcounty 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of youth in safe, supervised PYDI programming [1]	3,519	6,271	6,922	7,344	7,344
Percent of clients who are satisfied with the Youth Opportunity Centers and Wellness Centers and would recommend to others [2]	98%	98%	98%	98%	98%

[1] *This measure includes all types of engagement, including enrollments, one-time interactions such as events, activities, and referrals, and longer-term and continuous youth-serving supports. Note this is not a unique count of youths and may contain duplicates. FY23 increase reflects the expanded program capacity with the opening of Wellness Centers.*

[2] *Projections based on current trends.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**14,638,998**	**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.	811,092	0.00
FY25 Recommended	**15,450,090**	**37.00**

REALIGNED PROGRAMS

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

Children's Opportunity Fund

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
FY25 Recommended	**0**	**0.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Admin - Children, Youth & Families	7,491,941	22.30	2,936,094	12.80
Child & Adolescent School & Community Based Services	6,841,318	14.00	7,342,514	16.00
Child Care Subsidies	1,933,711	6.00	1,969,414	6.00
Child Welfare Services	29,276,834	209.65	31,811,549	211.37
Children's Opportunity Fund	0	0.00	0	0.00
Early Childhood Services	12,794,086	46.83	13,488,408	46.33
Linkages To Learning	14,305,487	9.00	14,804,154	9.00
Office of Eligibility and Support Services	33,442,599	273.79	37,153,780	275.48
Positive Youth Development	14,638,998	37.00	15,450,090	37.00
Total	**120,724,974**	**618.57**	**124,956,003**	**613.98**

Public Health Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$118,980,779	617.96

JAMES BRIDGERS PH.D., MBA, 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 Nina Ashford, DrPH, MPH 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,487,386**	**13.00**
Add: Local Health Departments Health Disparities Grant	548,387	0.00
Enhance: Operating Support for WUMCO Help, Inc.	232,000	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.	(181,171)	2.00
FY25 Recommended	**10,086,602**	**15.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total number of new and repeat clients who undergo colonoscopies (CRF-Funded) [1]	172	222	220	220	220
Total number of people encountered at outreach events [2]	1,645	2,062	2,000	2,000	2,000
Number of participants in smoking cessation program [3]	596	340	450	450	450
Percent of new clients who undergo colonoscopies [4]	75%	75%	75%	75%	75%
Percent of clients reached who completed smoking cessation program [5]	43%	25%	50%	50%	50%

[1] *The number of clients undergoing colonoscopies increased between FY22 and FY23. The number of screenings performed is anticipated to remain about the same as residents resume scheduling elective procedures post-Covid.*

[2] *As community events began to resume post Covid, there were higher attendance rates at outreach events for education and recruitment.*

[3] *During the pandemic, there was a reduction in the number of participants in smoking cessation classes. Increased tobacco use during this time has been associated with coping strategies and mental health. As many users switch to the use of vaping products, a continued decrease in participation rates is likely as the public continues to be educated on vaping products being equally as harmful and addictive as cigarettes.*

[4] *The number of new clients undergoing colonoscopies remained stable between FY22 and FY23. The program anticipates an increase in coming years as clients resume scheduling elective procedures.*

[5] *Since the pandemic, participation rates in smoking cessation programs have continued to decline. Even with the transition to virtual platforms, the trend continues.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,191,767**	**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.	298,443	1.00
FY25 Recommended	**1,490,210**	**6.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of rabies investigations that occur in Montgomery County annually by Disease Control Program [1]	693	764	760	740	720
Percent of babies born to Hepatitis B infected mothers who complete the recommended protocol [2]	99%	99%	99%	99%	99%
Percent of contacts of smear positive clients diagnosed with latent TB who start preventative treatment [3]	98%	95%	95%	95%	95%
Percent of customers satisfied with STD Services [4]	N/A	98%	98%	98%	98%

[1] *Investigations increased in FY23, possibly due to changes in resident activities related to increased purchases of pets during the pandemic and subsequent disruption in pet vaccination schedules, etc.*

[2] *The program successfully reached out to all known infected mothers and 99% of their newborns completed the vaccine regimen within one year of age. It is anticipated that the program will continue to reach all known infected mothers.*

[3] *Decrease in percentage from FY22 to FY23 was possibly due to the increased volume of contacts and large community investigation screenings. The program anticipates this performance to remain stable over the next fiscal year.*

[4] *42 survey respondents in FY23 represent 21% of total patients with kept appointments in May/June. The program expects this level of satisfaction to continue in the future.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**15,987,847**	**85.80**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,034,988	4.00
FY25 Recommended	**17,022,835**	**89.80**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of pregnant women screened and enrolled in a Managed Care Organization (MCO) for prenatal services [1]	1,696	1,773	2,000	2,000	2,000
Percent of repeat Maternity Partnership patients who do not delay subsequent pregnancy by 18 months or more (Close Child Spacing) [2]	2%	3%	N/A	N/A	N/A
Percent of healthy birth weight babies (greater than or equal to 2,500 grams) born to pregnant women in the Maternity Partnership Program [3]	98%	96%	N/A	N/A	N/A
Percent of Infant at Risk referrals that receive a contact by the Area Health Center staff within 10 days [4]	77%	82%	90%	90%	90%

[1] *The number of screenings is expected to rise significantly in FY24 due to the Healthy Babies Equity Act that will add about another 1,000 to the Medicaid rolls.*

[2] *Percentages of repeat pregnancies within 18 months remains low. The Maternity Partnership Program ended in FY23.*

[3] *This data has come from the hospitals where the babies were born and the metric has remained stable. The Maternity Partnership Program ended in FY23.*

[4] *Clients have been harder to contact post-pandemic and are less likely to want a Community Health Nurse in their home. Additionally, the transient nature of the client population makes it challenging to ensure follow up.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,835,573**	**63.75**
Increase Cost: Replace Ending Federal Funding to Ensure Prenatal Program Engagement with Vulnerable Populations	48,000	0.00
Technical Adj: Contractual Lactation Specialist Conversion to Merit Staff, Personnel Cost Increase Fully Offset by Operating Expenses Decrease	0	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(623,385)	0.50
FY25 Recommended	**9,260,188**	**65.25**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of pediatric dental referrals to outside pediatric specialist [1]	25	33	40	50	60
Percent of appointments that are missed/cancelled [2]	23%	15%	30%	30%	30%
Dental Services - Percent of children that complete their dental treatment plan [3]	30%	39%	45%	50%	55%
Number of pediatric encounters seen by pediatric specialist in house (excluding preventive treatment) [4]	1,933	2,544	3,000	3,000	3,000

[1] *The number of pediatric dental referrals to outside pediatric specialists increased from 25 in FY22 to 33 in FY23 (an increase of 32%). Reasons for this include that there were more children in general treated by the dental program overall: 2,237 in FY22 compared to 2,691 in FY23 (an increase of 20%). The program added 0.2 FTE in-house pediatric dentist staff, increasing in-house pediatric dental services to 0.6 FTE. With the end of the Covid pandemic, there are more patients with more severe oral health and medical conditions requiring advanced specialty dental care and children requiring more advanced behavior management than can be provided in-house. This number will more than likely continue to increase as preventative dental services will be provided in MCPS schools this fall and are able to identify more children in need of oral health care.*

[2] *A 30% missed/no show rate is what is expected in dental safety-net clinics. The dental program has been working hard to decrease the number of appointments missed by patients. New front desk staff were hired who are more familiar with the dental industry and are able to complete daily appointment confirmations and patient scheduling more efficiently.*

[3] *The percentage increase is due to the addition of another pediatric dentist providing an additional day of pediatric dental services. Pediatric dental services are now provided 3 days per week.*

[4] *Please note that the pediatric dentists have been performing more atraumatic restorative dental procedures that align with value-based care. This is very different than traditional dentistry as it focuses more on minimally invasive dentistry, preventative treatment, and dental caries management. This approach is recommended in public health dentistry and has become more widely accepted and recommended during Covid. Recent studies suggest this approach has the potential to reduce the number of children requiring operating room services in publicly-funded dental programs.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,079,138**	**26.00**
Enhance: Expand Dental Program to Meet Increased Demand (Offset Medicaid Revenues)	860,012	7.00
Increase Cost: Final Year of Phased Merit Conversion of Previously Contractual Dental Program Staff	110,729	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.	391,666	0.00
FY25 Recommended	**5,441,545**	**38.00**

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 disabling conditions needing specialty diagnostic, medical, and surgical treatment.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of low income uninsured County adults who received primary care at one of the participating clinics [1]	21,940	22,693	29,148	29,148	29,148
Number of encounters - Montgomery Cares [2]	52,261	61,007	72,000	72,000	72,000
Percent of Care for Kids clients who access Oral Health Services [3]	28%	31%	35%	35%	35%
Percent of vulnerable populations that have a primary care visit - Adults [4]	35%	35%	35%	35%	35%
Percent of vulnerable populations that have a primary care visit - Children [5]	35%	65%	52%	52%	52%

[1] *The increase projected in FY24 is due to anticipated utilization rates returning to pre-pandemic levels.*

[2] *Encounters increased from FY22-FY23 due to visits returning to pre-pandemic numbers. The number of eligible patients is expected to increase*

in FY24 due to the increase in the immigrant population and the addition of two new Montgomery Cares clinics.

[3] *Increased percentages for FY22-23 and projections for FY24-FY26 are due to an increase in encounters/return to pre-pandemic levels.*

[4] *Following the pandemic, performance has remained stable, and program anticipates same level of performance in coming fiscal years.*

[5] *This calculation has been updated from previous years reporting to account for transition of staff and as a way to more accurately represent this data point. Due to the pandemic, numbers have greatly fluctuated. The Covid-19 pandemic affected clinics' service delivery methods and patient behaviors in accessing services in FY21 and FY22; FY23 saw an increase in performance with the end of the public health emergency.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**17,404,129**	**4.00**
Increase Cost: Increase Montgomery Cares Reimbursement Rate to 50 percent of the Cost of Care	1,800,000	0.00
Add: Improve Access to Reproductive Health Services in the Care for Kids Program	180,000	0.00
Add: Administrative Support to Accommodate Care for Kids Program Enrollment Increases and Billing Capacity	140,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	369,542	1.00
FY25 Recommended	**19,893,671**	**5.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of community health outcome and social determinants of health indicators tracked [1]	250	250	250	250	250
Number of presentations accepted or invited to conferences/meetings to communicate health statistics and research findings [2]	1	3	2	2	2
Expansion of the knowledge base on community health outcomes for improved decision making as measured by the number of foundational public health surveillance/research reports/publications released [3]	3	1	1	1	1

[1] *The program does not anticipate any change to the number of community health outcomes and social determinants of health indicators tracked in the coming years, unless there are major changes to how or what health assessments are conducted or standard processes for improving population health change.*

[2] *The number of abstracts and presentations submitted is impacted by team's workload and responsibilities related to other projects. All potential submissions also require DHHS leadership approval.*

[3] *There were fewer reports in FY23 than FY22 due to limited availability of updated data from the State. The program has published and released statistical reports for most health topics and outcomes over the years, but will look to expand to new topics. Prior reports will be updated with more recent data as possible.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**779,706**	**4.00**
Add: Federal Grant to Enhance the Detection, Response, and Prevention of Emerging Infectious Diseases	2,433,505	0.00
Add: Strengthening Maryland's Public Health Infrastructure Grant	430,238	1.00

FY25 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.	(125,199)	0.00
FY25 Recommended	**3,518,250**	**5.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of routine inspections of food service facilities [1]	5,720	5,459	6,000	6,250	6,500
Percent of mandated inspections completed [2]	65%	61%	66%	69%	72%
Percent of swimming pools found to be in compliance upon regular inspection	92%	92%	93%	94%	95%
Percent of food service facilities not having a critical violation upon routine inspection [3]	74%	67%	70%	72%	74%

[1] *Drop in service between FY22 and FY23 was due to vacancies and time spent training new employees.*

[2] *Drop in service between FY22 and FY23 was due to staff vacancies and time spent training new employees.*

[3] *Program estimates the drop in service may be due to a lack of oversight carried over from Covid and vacancies.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,977,108**	**39.00**
Enhance: Add Staff to Increase Review Capacity and Assist County Businesses with Attaining Licensure and Complying with Regulations	89,167	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.	(668,913)	(6.00)
FY25 Recommended	**4,397,362**	**34.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of individuals who participated in a Public Health Emergency Preparedness trainings and exercises [1]	850	1,006	1,000	1,000	1,000

[1] *FY20-FY23 numbers influenced by Covid-19 activities.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,026,976**	**7.80**
Replace: Ongoing Infectious Disease Prevention, Response, and Community Support	595,956	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,487,669)	0.00
FY25 Recommended	**2,135,263**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Immunizations administered to students at SHS Immunization Center and SBHWCs [1]	19,342	19,181	20,000	20,500	21,000
Percent of students that return to class and are ready to learn after a health room visit [2]	87%	81%	85%	85%	85%

[1] *Immunizations remained stable between FY22 and FY23. The program anticipates there will be a slight increase in coming years due to increased student enrollment.*

[2] *About 15% of students who visit a health room are sent home. This number has little variance from year to year regardless of the number of students enrolled or who visits the health room.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**38,444,518**	**333.37**
Enhance: Annualization of Dedicated School Health Room Staffing for New Community Schools added in FY24, Partially Offset by State Revenue	1,271,024	10.00
Add: Maryland Department of Health Grant for School Based Health Centers	1,144,482	0.50
Enhance: State-Mandated Dedicated Nurses for New Community Schools, Partially Offset by State Revenue	908,318	6.87
Increase Cost: Support Cost Increases in Existing School Based Health Center Contracts	384,915	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	3,581,596	1.37
FY25 Recommended	**45,734,853**	**352.11**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Admin - Public Health	9,487,386	13.00	10,086,602	15.00
Cancer & Tobacco Prevention	1,191,767	5.00	1,490,210	6.00
Communicable Disease & Epidemiology	15,987,847	85.80	17,022,835	89.80

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Community Health Services	9,835,573	63.75	9,260,188	65.25
Dental Services	4,079,138	26.00	5,441,545	38.00
Health Care for the Uninsured	17,404,129	4.00	19,893,671	5.00
Health Planning and Epidemiology	779,706	4.00	3,518,250	5.00
Licensure and Regulatory Services	4,977,108	39.00	4,397,362	34.00
Public Health Emergency Preparedness & Response Program	3,026,976	7.80	2,135,263	7.80
School Health Services	38,444,518	333.37	45,734,853	352.11
Total	**105,214,148**	**581.72**	**118,980,779**	**617.96**

Services to End and Prevent Homelessness

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$49,415,716	117.40

JAMES BRIDGERS PH.D., MBA, 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 Christine Hong of the HHS - Services to End and Prevent Homelessness at 240.777.1179 or Deborah Lambert of the Office of Management and Budget at 240.777.2794 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Admin - Services to End and Prevent Homelessness

This program provides leadership and direction for the administration of Services to End and Prevent Homelessness and advises the Interagency Commission on Homelessness (ICH) and Montgomery County Continuum of Care (CoC).

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**962,338**	**6.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,510	0.00
FY25 Recommended	**963,848**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of homeless individuals with a completed vulnerability assessment (Using the VI-SPDAT) to determine housing placement [1]	1,028	982	1,004	970	932
Coordinated Entry: Days from housing program assignment to housed [2]	93	119	106	90	76
Percent of homeless households with a completed vulnerability assessment (using the VI-SPDAT) to determine housing placement [3]	67%	79%	72%	78%	85%

[1] *The number of individuals with completed assessments decreased in FY23 because of less client engagement due to staff turnovers in emergency shelters.*

[2] *The housing rental market increased which made it harder to find affordable units. Coordinated entry is looking at both permanent supportive housing and rapid rehousing clients. In addition, rental application requirements were more restrictive in accepting program clients as tenants. The program projects these two conditions will continue into FY24 and is working to strengthen landlord relationships, recruit new landlords, and ensure the housing locator team is equipped with necessary trainings.*

[3] *In FY23, homeless services staff pushed for the completion of up-to-date assessments for clients, resulting in an uptick of assessments completed. There were also more households exiting emergency shelters, which allowed the program to assign incoming households to case managers. In the coming fiscal years, a newly hired social worker will be conducting regular assessment training to ensure all case managers are equipped to complete timely and accurate assessments.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,671,802**	**8.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(205,709)	1.00
FY25 Recommended	**1,466,093**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of individuals receiving primary care services through Healthcare 4 the Homeless (Key Collaborative Medicine) [1]	202	403	463	486	510
Number of hospital transfers from year-round shelters (based on 911 emergency calls) [2]	395	689	586	557	529

[1] *In FY23, the program saw an increase in the number of homeless individuals, most of whom have significant medical and psychiatric conditions. There has also been an increase in the number of uninsured clients with chronic issues and terminal illnesses that require specialists.*

[2] *The increase in the number of clients in FY23 brought a greater number of individuals with psychiatric conditions and an increased number of emergency petitions. There has been an increase in overdoses. The program anticipates that numbers will decrease as it places greater focus on education and training on emergency services and works closely with shelter staff to utilize primary care on site more efficiently.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,059,076**	**5.00**
Replace: Psychiatric Services in Shelters Previously Funded by Grant	300,025	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	204,100	0.00

FY25 Recommended Changes	Expenditures	FTEs
FY25 Recommended	**2,563,201**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of individuals as part of a family unit experiencing homelessness for the first time [1]	428	473	563	473	433
Average length of stay in days by homeless families in emergency shelter [2]	50	66	91	79	67
Percent of households returning to homelessness [3]	13%	9%	13%	10%	7%

[1] *The increase in families experiencing homelessness is due to an increase in evictions and limited Rapid Rehousing capacity. Families are losing access to housing without access to additional financial resources that were made available during the public health emergency, so the number of individuals in need of Family Emergency Shelter is expected to increase in FY24. In FY25 and FY26, the program expects to have greater capacity to house clients and expand prevention work to gradually decrease family inflow.*

[2] *The program experienced an increase in evictions and put-outs alongside very limited Rapid Rehousing (RRH) capacity. Families are losing housing without access to additional financial resources made available during Covid, so the number of individuals in need of Family Emergency Shelter is expected to increase in FY24. In FY25 and FY26, the program anticipates greater capacity to house clients and further prevention efforts to gradually decrease family inflow.*

[3] *FY23 performance improved due to the continuous supportive services provided by Permanent Supportive Housing programs and other innovative permanent housing options to ensure clients remain housed. The availability of federal eviction prevention funding associated with the COVID public health emergency also helped people maintain housing and prevent return to homelessness.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,753,707**	**3.00**
Restore: Continue Overflow Sheltering In Motels - One Time Only	2,594,416	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.	(1,790,617)	0.00
FY25 Recommended	**6,557,506**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of homeless single adults counted during Annual Point in Time Count [1]	408	625	590	531	478
Length of time homeless in days for adults in emergency shelter, outreach, or transitional housing [2]	164	215	194	174	157
Percent of positive exits to permanent housing from street outreach, emergency shelter, or transitional shelter [3]	47%	48%	52%	56%	60%

[1] *Several factors contributed to the increase in FY23: the end of the pandemic-related moratorium on evictions; high-income requirements imposed by landlords; and high rents alongside client barriers such as no income, poor credit, and/or criminal history. The program projects a decreasing trend in coming fiscal years due to a new grant from the U.S. Department of Housing and Urban Development to house unsheltered persons and a partnership with the State to get more permanent supportive housing slots.*

[2] *The increase in length of time is likely due to high-income requirements imposed by landlords and high rents alongside client barriers such as no income, poor credit, and/or criminal history. Performance is also affected by turnover among staff for direct service providers and inadequate access to behavioral health services.*

[3] *The increase in the percent of positive exits in FY23 is due to increased housing options including rapid rehousing, up to 12-month rental assistance subsidy, light-touch case management, and other rental assistance programs.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**13,384,837**	**2.00**
Enhance: Emergency Shelter Capacity, Hypothermia Overflow, and Security Services	2,865,686	0.00
Enhance: Add Three Peer Support Specialists at Interfaith Works to Address Behavioral Health Needs at Progress Place	207,950	0.00
Eliminate: Ending of Emergency Housing Program (EHP) Grant	(2,665,260)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	266,405	1.00
FY25 Recommended	**14,059,618**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Housing Initiative Program: Number of clients served [1]	923	936	963	983	1000
Housing Initiative Program: Days from housing program assignment (to accepted) to housed [2]	123	103	220	90	60
Percent of households who retain permanent housing after 12 months [3]	74%	71%	73%	77%	80%
Percent decrease in acuity score, measuring the severity of presenting issues impacting housing stability [4]	27%	27%	31%	29%	33%

[1] *Program capacity is gradually increasing with additional Housing Initiative Program subsidies.*

[2] *FY23 performance improved due to the continued efforts of the Housing Initiative Program staff to house clients and ensure that clients have all the necessary documentation prior to searching for housing units. The program anticipates in coming fiscal years increased rents and more restrictive rental application requirements will contribute to a growing wait in transition from assignment to housed. SEPH programs are working to strengthen landlord relationships, recruit new landlords, and ensure the housing locator team is equipped with the necessary trainings to house clients.*

[3] *Performance decreased alongside landlords' more restrictive policies around lease violations. Clients need a more intensive supportive survey to remain housed. Rents also increased more than expected due to inflation, with amounts above county's allowable rent payment standards. As a result, the Housing Initiative Program had to relocate some clients.*

[4] *The program had a minor expansion in the beginning of FY23 that will have a positive effect on acuity, but anticipates it will take approximately a year to see its effects. Due to the expansion, HIP providers hired more direct service staff. The program also hired a social worker who will conduct regular assessment training to ensure all case managers are equipped to complete timely and accurate assessments.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,118,726**	**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.	240,489	3.00

FY25 Recommended Changes	Expenditures	FTEs
FY25 Recommended	**2,359,215**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Dollars brought into the continuum from non-County funds [1]	$35,017,603	$8,130,512	$5,766,676	$4,791,667	$4,791,667
Number of individuals with lived experience participating as ICH Commissioner or on committees [2]	8	5	11	11	11
Number of total homeless individuals counted during the Annual Point in Time Count [3]	581	894	819	753	693

[1] *There was no additional Covid grant funding in FY23.*

[2] *The current 5 committee members are actively recruiting additional members to get the committee membership to 11 in FY24. The Interagency Committee on Homelessness (ICH) full commission has two terms (3 years each, a total of 6 years), but the ICH committees do not have a set term of service. In FY23, the committee had multiple recruiting events but was not successful in getting consistent membership due to several barriers both the committee members and people with lived experiences face.*

[3] *In FY23, homelessness increased due to many factors, including: fewer housing vacancies, higher rents, continued denials due to criminal and/or credit background issues, increased evictions, growing ineligibility for federal Emergency Rental Assistance Program funds, and increasing usage of County shelters by clients from neighboring jurisdictions.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,000**	**0.00**
FY25 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Permanent Supportive Housing: Number of clients served [1]	2,262	2,300	2,420	2,540	2,660
Permanent Supportive Housing: Days from housing program assignment (to accepted) to housed [2]	266	107	187	247	307
Percent of households who retain permanent housing after 12 months [3]	99%	98%	98%	98%	98%
Percent of clients retaining permanent housing	98%	98%	98%	98%	98%
Percent of people that graduate from the program [4]	19%	14%	10%	12%	13%

[1] *Permanent supportive housing programs expanded in FY23, increasing the number of clients served. Programs are balancing meeting full capacity with current staff capacity. The stable increase in coming fiscal years accounts for new permanent supportive housing units becoming*

available and full staffing, as well as accounting for the rate of matriculation. New programs and their units take months to years to become fully functioning once approved.

[2] *FY23 performance improved due to the continued efforts of the permanent supportive housing (PSH) staff to house clients and ensure that clients have all the necessary documentation prior to searching for housing units. The improvement is also because of the more thorough data clean-up efforts carried out by the HMIS team and the PSH providers to enter the housing move-in date correctly. The program anticipates an increase in time until housed due to continued challenges housing individuals with any criminal-related barriers to housing.*

[3] *The program expects continued high rates of permanent housing retention due to the supportive services provided that assist clients in maintaining housing by proactively resolving issues that arise. Higher levels of evictions and higher rent do not affect Permanent Supportive Housing (PSH) as much as other programs. PSH staff have relationships with PSH landlords; thus, any issues that arise are solved through mediation and evictions are not necessary. Also, the continued supportive services unique to PSH prevent these issues from occurring.*

[4] *Numbers are expected to remain low unless more Move On vouchers or low income housing programs become available.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,719,969**	**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.	(690,855)	0.00
FY25 Recommended	**5,029,114**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Households receiving emergency grants to prevent eviction/homelessness (County and State funds) [1]	6,632	3,700	6,600	5,600	4,600
Percent of households who received prevention assistance and within 12 months enter the homeless continuum [2]	2.0%	2.7%	3.5%	2.5%	2.5%

[1] *The number of households decreased in FY23 due to more restrictive Covid rent relief criteria. The program expects the number of households to increase in FY24 with the expansion of Covid rent relief eligibility and an increase in evictions.*

[2] *The increase in FY23 is due to an increase in evictions and changes to the eligibility requirements for Covid rent relief which, in turn, decreased the number of households receiving support to prevent them from entering the homeless continuum.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**10,881,929**	**57.00**
Enhance: Prevention Services due to Discontinuation of Federal Emergency Rental Assistance Program (eRAP)	841,966	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.	1,719,405	4.79
FY25 Recommended	**13,443,300**	**69.79**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Rapid Rehousing: Number of clients served [1]	966	833	858	884	911
Cost per positive exit [2]	$18,480	$4,785	$6,700	$7,000	$7,300
Percent of households with increased income since entering rapid rehousing [3]	24%	31%	33%	35%	36%
Percent of exits to permanent housing [4]	83%	79%	80%	82%	83%

[1] *The program anticipates an increase in the number of clients served due to increased staff and full development of new programs. While certain RRH programs are funded, they are still in their infancy and finalizing logistics. Once finalized, programs will be able to serve more clients.*

[2] *In FY23, the program exited fewer clients than in the past due to decreased capacity and staff.*

[3] *Career Catchers are working with rapid rehousing providers and hope the employment landscape will soon expand for entry-level workers. Additionally, case managers should have more access to SOAR certification in order to help clients gain social security benefits.*

[4] *Performance has remained relatively stable. The program anticipates Rapid Rehousing providers will become fully staffed such that clients will become more self-sufficient and integrated into the community.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,918,992**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	162,855	6.00
FY25 Recommended	**2,081,847**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of unique households with an active rental subsidy during the year [1]	911	806	943	1,071	1,200
Percent of clients who utilized housing stabilization services (HSS) within a year after receiving rental assistance (RAP) [2]	45%	27%	27%	26%	25%

[1] *Despite having funding, RAP enrollment continues to slow down due to clients no longer meeting RAP eligibility criteria. Although referral numbers continue to rise, current participants that are being reviewed during recertification are no longer eligible. For FY24, the updated eligibility requirements have allowed for additional referrals along with the expansion of other housing benefits.*

[2] *FY23 is based on cases initiated in FY22 due to a one-year lag in the metric. The decrease in FY23 is likely due to clients relying on available Covid funding rather than HSS. Additional appropriate housing options and resources were also carefully considered at move in which allowed clients to maintain housing stability. Program projects similar performance in FY24 as FY23 since there are no major programmatic changes and the same financial resources.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**14,897,523**	**33.50**
Eliminate: Ending of Emergency Rental Assistance Program (ERAP) Grant	(14,016,832)	(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.	7,283	2.21
FY25 Recommended	**887,974**	**7.71**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Admin - Services to End and Prevent Homelessness	962,338	6.00	963,848	6.00

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Coordinated Entry	1,671,802	8.90	1,466,093	9.90
Healthcare for the Homeless	2,059,076	5.00	2,563,201	5.00
Homeless Services for Families	5,753,707	3.00	6,557,506	3.00
Homeless Services for Single Adults	13,384,837	2.00	14,059,618	3.00
Housing Initiative Program	2,118,726	2.00	2,359,215	5.00
Interagency Commission on Homelessness	4,000	0.00	4,000	0.00
Permanent Supportive Housing	5,719,969	2.00	5,029,114	2.00
Prevention	10,881,929	57.00	13,443,300	69.79
Rapid Rehousing	1,918,992	0.00	2,081,847	6.00
Rental Assistance Program	14,897,523	33.50	887,974	7.71
Total	**59,372,899**	**119.40**	**49,415,716**	**117.40**

Administration and Support

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$83,077,010	187.13

JAMES BRIDGERS PH.D., MBA, 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 Mark Hodge of the HHS - Administration and Support at 240.777.1568 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**317,136**	**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.	266,468	1.00
FY25 Recommended	**583,604**	**4.00**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**31,259,722**	**96.81**
Enhance: Upgrade Existing Enterprise Integrated Case Management System That is Past End of Technical Support	1,900,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	4,828,785	5.69
FY25 Recommended	**37,988,507**	**102.50**

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).

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**10,165,792**	**31.38**
Increase Cost: House Bill 669 Grant	6,509,525	13.44
Technical Adj: Miscellaneous Grant Changes	5,208,019	3.70
Enhance: Food for Service Consolidation Hubs	3,000,000	0.00
Re-align: Elimination of Long-Term Vacancy	(73,762)	(0.75)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(10,505,263)	(14.14)
FY25 Recommended	**14,304,311**	**33.63**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
The number of residents who receive free tax preparation services through the CAA VITA program [1]	1,463	1,946	2,022	2,400	2,400

[1] *The increasing trend is due to both capacity and demand. During the pandemic, a law enabled residents to file for both State and Federal returns. Program capacity is dependent on staffing and volunteers; cuts in either will affect the number of residents the program can serve in a given year.*

FY25 Recommended Changes	Expenditures	FTEs

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,978,595**	**15.20**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(255,599)	0.00
FY25 Recommended	**5,722,996**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of referrals made for Multilingual Health Navigation Line/Interpretation Services [1]	35,895	33,362	30,500	30,500	30,500
Total number of interpretations provided over the phone by our phone interpretation vendor to DHHS staff in order to serve LEP clients [2]	23,400	28,239	28,500	29,000	29,500
Percent of clients satisfied with services for Multilingual Health Navigation Line/interpretation services [3]	98%	99%	98%	99%	99%
Percent of clients able to access services upon referral [4]	94%	87%	90%	90%	90%
Percent of participants of Equity Workshop who will be able to apply behaviors learned [5]	97%	98%	98%	98%	98%

[1] *The decrease in the numbers from FY22 to FY23 may be related to the reduction in the number of calls on referrals to Covid-19 related services.*

[2] *The fluctuation in use of telephonic interpretation over the past few years was affected by the pandemic: In FY21, at the height of Covid, these services were in high use. In FY22, with many Covid programs no longer funded, there was a decrease in usage. In FY23, utilization increased due to greater familiarity with accessing language resources, increased staffing across DHHS, and more frequent use of virtual communication. We expect usage in the coming years to be on par with FY23, with a slight increase each year.*

[3] *Metric reflects satisfaction with services provided by CASA (contract with Latino Health Initiative) and Cross Cultural Infotech (contract with Asian American Health Initiative.) In FY23, there were 978 survey respondents across both programs. FY24-FY26 projections are based on percentages of satisfied clients from FY21-FY23.*

[4] *There was a decline in this measure due to the complex nature of the needs presented by clients and a lack of programs that could satisfy those needs. For example, this year, the Asian language navigation line started serving Afghani clients, who had urgent needs for housing or immediate cash assistance. Due to service limitations or client ineligibility, some clients were not able to access the service they were seeking. FY24-FY26 projections are based on percentages of satisfied clients from FY21-FY23.*

[5] *In FY23, the survey was distributed to 201 workshop participants and received 139 responses. FY23 performance likely increased due to the return of in-person workshops, where participants seem to be more engaged in the content than in virtual sessions.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,260,302**	**2.00**
Increase Cost: Language Assistance Services Due to Increased Demand	252,690	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	65,286	0.00
FY25 Recommended	**1,578,278**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of children in full-day program [1]	540	540	540	540	648
Percent of children in full-day program [2]	83%	83%	83%	83%	100%
Percent of Head Start eligible children served by the Montgomery County Head Start Program [3]	41%	41%	41%	41%	41%
Percent of 3-year olds with demonstrated school readiness [4]	75%	83%	87%	87%	87%
Percent of 4-year olds with demonstrated school readiness [5]	84%	83%	87%	87%	87%

[1] *The federal 5-year program goals were established in FY21 to serve 648 children. Of these 648, 540 are full-time, and the program expects to continue at full capacity. The program hopes that in FY26, when the new project period starts, all 648 slots will be funded for full-time participation.*

[2] *The current Head Start 5-year project period ends in FY25 and funds full day for 540 of the 648 participating children. In the next five-year project period in FY26, program anticipates receiving funds to enroll all 648 slots full time.*

[3] *Program estimates 1,580 applications are received per year. The number served by the program has consistently remained at 648, per the approved project period funding from FY21 through FY25.*

[4] *Head Start children returned to uninterrupted in-person learning. Consistency in curriculum instruction may have impacted the increase in readiness for kindergarten.*

[5] *MCPS instituted a new curriculum to promote more rigerous instruction and learning for the Pre-K program that may have resulted in the slight decrease in school readiness assessment of children.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,896,061**	**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.	(141,299)	0.00
FY25 Recommended	**4,754,762**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of individuals served by the Minority Health Initiatives & Program [1]	65,983	185,274	161,507	131,328	131,161
Percent of clients satisfied with services provided by the Minority Health Initiatives & Program [2]	96%	96%	93%	93%	93%
Average percent of respondents who expressed increased confidence due to community capacity building activities [3]	90%	86%	85%	87%	90%
Average percent increase in wages from time participants entered program until hired as health professionals [4]	134%	161%	155%	160%	160%
Percent of clients who improved A1C blood sugar level test at 3-month follow up (diabetes management/prevention) [5]	97%	75%	75%	75%	75%

[1] *FY23 experienced a significant increase from past years as it includes individuals served through contracts and large programs such as LHI's Por Nuestra Salud y Bienestar Program and AAHI's Healthy Communities Fund. Additionally, the increase is also due to more regular in-person*

community outreach events and the return of larger health events held by the MHIP such as LHI's Ama Tu Vida, AAHI's AAPI Heritage Month Celebration, and AAHP's Community Day. With Covid-19 activities winding down, the program anticipates a decrease in the number of clients served in the future.

[2] *The decrease in satisfaction can be attributed to the fact that this data is now being collected from more programs and from contractors or grantees, some of which are still building their capacity to implement health and wellness programs. In FY23, 666 surveys were distributed and programs received 552 responses in total. FY24-FY26 projections are based on percentages of satisfied clients from FY21-FY23.*

[3] *There was a decrease in this measure for several reasons. First, some of the programs implemented this year were new and experimental. Second, this measure includes outcomes from the Healthy Communities Fund grant. This was the first year that this data was collected from grantees and they are still getting acclimated to collecting this data.*

[4] *The annual average increase in wages includes three participants' career advancement securing RN jobs from an average of $16.42 per hour when entering the program to an average of $42.83 per hour when hired as RNs.*

[5] *In FY23, there were 129 enrolled Diabetes Self-Management Education (DSME) participants with A1Cs. Of those, 97 reached the goal of some reduction in A1C. This may increase or decrease at the 6, and/or 9-month mark but usually increases in percentage lowering A1C.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**17,016,393**	**26.00**
Enhance: Latino Health Initiative Steering Committee Request for Expanded Community Health Worker Training Program, Welcome Back Center Expansion, and Enhanced Communications	300,000	0.00
Enhance: Asian American Health Initiative Request to Expand the Asian American Center of Excellence Micro-Grants and Patient Navigator Programs	150,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	678,159	1.00
FY25 Recommended	**18,144,552**	**27.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Admin - Office of Community Affairs	317,136	3.00	583,604	4.00
Admin - Office of the Chief Operating Officer	31,259,722	96.81	37,988,507	102.50
Admin - Office of the Director	10,165,792	31.38	14,304,311	33.63
Community Action Agency	5,978,595	15.20	5,722,996	15.20
Equity and Language Access	1,260,302	2.00	1,578,278	2.00
Head Start	4,896,061	2.80	4,754,762	2.80
Minority Programs	17,016,393	26.00	18,144,552	27.00
Total	**70,894,001**	**177.19**	**83,077,010**	**187.13**

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Community Use of Public Facilities

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$11,440,573	31.07

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 FY25 Operating Budget for the Office of Community Use of Public Facilities is $11,440,573, an increase of $301,237 or 2.70 percent from the FY24 Approved Budget of $11,139,336. Personnel Costs comprise 35.51 percent of the budget for 30 full-time position(s) and one part-time position(s), and a total of 31.07 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 64.49 percent of the FY25 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

- Complete a fee study analysis to determine whether a fee adjustment is necessary for permitting purposes and to perform the required level of service.
- Continue coordination efforts with Montgomery County agencies, Montgomery County Collaboration Council and local municipalities, to improve access and availability of programs and resources to support low-income at-risk children and youth during out of school time.
- Expand programming at the Silver Spring Civic Building with the addition of a Program Specialist position.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Awarded $80,000 from the Safe Summer Initiative grant from the State of Maryland to create and support opportunities for at-risk youth. Funding supported the Fee Facility Assistance Program (FFAP), Community Access Program (CAP), and Out of School Time programs.
- Developed partnerships with Collaboration Council, WorkForce Montgomery, Latin American Youth Council, and local municipalities in support of increasing out of school activities for children and youths.
- Continue expansion of outreach efforts and marketing strategies to inform the public about the permitting process by incorporating media campaigns, workshops, CUPF newsletters, and website content.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

Measure	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Program Measures					
Hours of paid school use [1]	335,637	580,957	589,672	598,517	607,494
Percent of school, field, and government building users satisfied with the reservation process [2]	95.2%	89.7%	95.0%	95.0%	95.0%
Number of groups awarded a subsidy for facility fees through either the Facility Fee Assistance Program (FFAP) or the Community Access Program (CAP) [3]	122	118	90	90	90
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%	100%	100%	100%	100%
Hours of paid school field use [5]	55,880	52,409	54,243	56,955	59,803
Hours of paid use for government buildings	1,632	2,640	2,772	2,911	3,059
Hours of paid community use in Silver Spring Civic Building at Veterans Plaza	11,629	9,625	10,106	10,611	11,142
Hours of free use for government buildings	40,644	24,065	24,306	24,549	24,794

[1] *CUPF returned to pre-pandemic hours of use in FY23 and hopes to continue to increase at a rate of 1.5% for FY24 and beyond.*

[2] *In FY23, 976 customers responded to CUPF's 5 Star Survey. CUPF went through a software transition in FY23 which might have contributed to the slight decrease in the satisfaction survey. The department expects users to be more satisfied as they become more familiar with the new software.*

[3] *In FY23, 42 groups were awarded FFAP through the special appropriation through CARES funding and 17 groups were awarded through traditional funding. There were 59 groups awarded through CAP funding. In FY24, CUPF had an additional $20,000 for FFAP and $20,000 for CAP funding through a state funded grant.*

[4] *All FY23 applicants for Fee Facility Award Program and Community Access Program were granted subsidy awards. For FY24 and beyond, CUPF is projecting to maintain a 100% applicant approval rate.*

[5] *In 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. For FY23, the County Council appropriated an additional $125,000 for FFAP funding. For FY24, CUPF is projecting a modest 3.5% increase. For FY25 and FY26, CUPF is projecting a gradual 5% increase in use.*

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, MCPS 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. Additionally, 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 administration for community use operations, including financial processes and budgeting for the Community Use Enterprise Fund.

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COMMUNITY USE OF PUBLIC FACILITIES					
EXPENDITURES					
Salaries and Wages	2,330,556	2,931,903	2,584,715	3,151,608	7.5 %
Employee Benefits	615,563	835,714	668,814	910,657	9.0 %
Community Use of Public Facilities Personnel Costs	**2,946,119**	**3,767,617**	**3,253,529**	**4,062,265**	**7.8 %**
Operating Expenses	4,565,783	7,371,719	6,727,957	7,378,308	0.1 %
Community Use of Public Facilities Expenditures	**7,511,902**	**11,139,336**	**9,981,486**	**11,440,573**	**2.7 %**
PERSONNEL					
Full-Time	29	29	29	30	3.5 %
Part-Time	1	1	1	1	—
FTEs	30.27	30.27	30.27	31.07	2.6 %
REVENUES					
Facility Rental Fees	8,892,323	11,900,248	10,328,637	11,104,248	-6.7 %
Investment Income	208,732	46,260	342,400	269,530	482.6 %
Community Use of Public Facilities Revenues	**9,101,055**	**11,946,508**	**10,671,037**	**11,373,778**	**-4.8 %**
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	125,000	0	0	0	—
Grant Fund - MCG Expenditures	**125,000**	**0**	**0**	**0**	**—**
PERSONNEL					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%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	125,000	0	0	0	—
Grant Fund - MCG Revenues	**125,000**	**0**	**0**	**0**	**—**
DEPARTMENT TOTALS					
Total Expenditures	**7,636,902**	**11,139,336**	**9,981,486**	**11,440,573**	**2.7 %**
Total Full-Time Positions	**29**	**29**	**29**	**30**	**3.4 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**30.27**	**30.27**	**30.27**	**31.07**	**2.6 %**
Total Revenues	**9,226,055**	**11,946,508**	**10,671,037**	**11,373,778**	**-4.8 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COMMUNITY USE OF PUBLIC FACILITIES		
FY24 ORIGINAL APPROPRIATION	**11,139,336**	**30.27**
Changes (with service impacts)		
Enhance: Additional Program Specialist I expand programming at the Silver Spring Civic Building [Community Access to Public Space]	74,473	1.00
Eliminate: Seasonal Temp Charges [Community Access to Public Space]	(10,000)	(0.20)
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	154,200	0.00
Increase Cost: Annualization of FY24 Compensation Increases	153,777	0.00
Increase Cost: Motor Pool Adjustment	6,269	0.00
Increase Cost: Printing and Mail	320	0.00
Decrease Cost: Retirement Adjustment	(9,314)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(32,863)	0.00
Decrease Cost: Lapse Adjustment	(35,625)	0.00
FY25 RECOMMENDED	**11,440,573**	**31.07**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COMMUNITY USE OF PUBLIC FACILITIES						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
EXPENDITURES						
FY25 Recommended	**11,441**	**11,441**	**11,441**	**11,441**	**11,441**	**11,441**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**25**	**25**	**25**	**25**	**25**
New positions in the FY25 budget are generally assumed to be filled at least three months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
Restore One-Time Lapse Increase	**0**	**36**	**36**	**36**	**36**	**36**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**92**	**92**	**92**	**92**	**92**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**11,441**	**11,594**	**11,594**	**11,594**	**11,594**	**11,594**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Additional Program Specialist I expand programming at the Silver Spring Civic Building	74,473	1.00	99,297	1.00
Total	**74,473**	**1.00**	**99,297**	**1.00**

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Public Libraries

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$53,332,301	384.61

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 FY25 Operating Budget for the Department of Public Libraries is $53,332,301, an increase of $3,647,972 or 7.34 percent from the FY24 Approved Budget of $49,684,329. Personnel Costs comprise 79.96 percent of the budget for 247 full-time position(s) and 187 part-time position(s), and a total of 384.61 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 20.04 percent of the FY25 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

- Adds $360,000 in FY25 funding to begin the revitalization of World Languages collections, beginning with purchases in Spanish and Chinese, evenly distributed.
- Adds $315,240 in MCPL's FY25 collection acquisitions budget to meet demand for digital materials through the Hoopla platform for ebooks, eaudiobooks, emagazines, emusic, and evideo.
- Provides $125,000 in additional FY25 funding for the department's training budget to provide more robust training and professional development opportunities to employees within the department in support of the department's Strategic Plan.
- Complete and deploy a branded outreach van to create an outdoor pop-up library experience in any safe location, provide wireless internet access, and visit housing communities, childcare centers, recreation centers, senior centers, and group homes. In 2024, the Outreach Team will continue expanding its mission of public service beyond the library's physical walls with the launch of the first all-electric mobile library outreach info vehicle in Maryland. The need for the Outreach Team to bring the library to the people was not just about a new delivery model for library resources and services but also the agility and efficiency to target specific zip codes, housing communities, age groups, and ethnic backgrounds that were disproportionately impacted by the pandemic.
- Participate in the Maryland pilot cohort of the "Building Equity-Based Summers" project in partnership with the Maryland State Library Agency (MSLA) and Insitute for Museum and Library Services.
- Renovate and create Makerspaces/Digital Media Labs at multiple MCPL locations in support of digital equity and digital literacy. The Teen Studio at Rockville is a part of a connected library approach MCPL is taking toward Teen Services.
- Implement the MCPL Teen Gaming Initiative (MCPL TGI). This initiative encourages teens to learn more about potential workforce opportunities in STEAM (Science, Technology, Engineering, Arts, and Mathematics), focusing explicitly on the hard scientific, technological, engineering, or mathematical skills to drive progress, create new concepts, and solve complex problems.
- Develop partnerships with selected county non-profits in support of the 2024 Summer Reading Challenge. Past non-profits who have worked with MCPL include *Montgomery County Animal Services and Adoption Center*, *Friends of Montgomery County Animals*, *Manna Food Center*, *Montgomery Parks Foundation,* and others.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Expanded LaunchPad tablet collection to encourage early digital literacy and kindergarten readiness.
- Established Teen Advisory Boards at 17 branch libraries and one virtual board.

- Grew Summer Reading Challenge! program to highest participation level in eight years.
- Created a Facilities Master Plan in partnership with the Department of General Services and an architect and engineering firm which will guide decision making for maintenance, upgrades, renovation, and new construction of MCPL facilities throughout the County for the next three years.
- Refreshed and re-opened the Potomac Library on April 15, 2023.
- Installed security cameras and badge access readers at 21 locations to make MCPL a safer space for staff and the public.
- Automated Branch Newsletters: MCPL worked with our newsletter vendor to develop custom code that populates events from our calendar into individual branch newsletters on a rolling month cycle. This automation then sends a custom branch-specific newsletter highlighting MCPL programs and services to all MCPL cardholders based on their selected home branch location. This automation has increased MCPL's marketing reach by 21-fold, without adding any additional work to the Digital Strategies Unit.
- Implementation of CollectionHQ with a new tool to improve diversity, equity, and inclusion in MCPL's Library Collections.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 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 Assistant Directors are responsible for programming, outreach, community partnerships, facilities maintenance, ADA compliance/oversight, emergency management/COOP, workplace safety, technology management, data and performance analytics, collection management, digital strategies, the department's budget, contracts, and procurement.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,237,213**	**23.00**
Enhance: Increase Department Staff Training Budget	125,000	0.00
Shift: Mid-Year Reclassification of a Manager III to a Program Manager II and Move Program Manager II to Administration Program (Human Resources Unit)	113,091	1.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	4,618	0.00
Shift: Move Budgeted Lapse from Branch Budget to Systemwide Budget for Clarity and Consistency	(293,690)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	74,190	0.00
FY25 Recommended	**3,260,422**	**24.00**

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, wireless hotspots, and 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, eaudiobooks, and streaming services. It 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total library collection use [1]	11,616, 463	11,447,283	12,458,873	13,108,969	13,642,200
Library electronic database usage	1,065,725	3,447,727	3,968,959	4,291,945	4,584,732
Number of library visits [2]	2,540,098	3,393,124	3,773,689	3,919,267	4,016,170
Number of public computer sessions	112,731	164,108	207,200	239,540	265,964
Attendance at library programs [3]	73,677	189,168	253,000	288,000	314,000
Active library users [4]	97,185	130,931	151,000	165,000	176,000
Number of participants in early literacy programming [5]	22,763	54,465	60,000	64,200	68,000

[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, eaudiobooks, and similar electronic materials. The Potomac Library was closed for renovation from May 2, 2022 to April*

15, 2023, which would account for the slight reduction in circulation in FY23.

[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] *Numbers represent onsite and virtual program attendees.*

[4] *"Active user" is a registered MCPL borrower who has used their library card at least once within the 12 month period from current date of data search. These users are associated with a Montgomery County ZIP code.*

[5] *"Early Literacy Programming" comprises the number of attendees at Storytimes. 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. Programming continued to be held virtually through FY21, and in-person early literacy programming resumed May 1, 2022.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**46,256,008**	**361.11**
Enhance: Increase World Languages Collection	360,000	0.00
Enhance: Increase Collection Acquisitions Budget to Meet Demand for Digital Materials	315,240	0.00
Shift: Move Budgeted Lapse from Branch Budget to Systemwide Budget for Clarity and Consistency	293,690	0.00
Shift: Move Workforce and Business Development Program to Library Services to the Public Program	191,108	1.00
Increase Cost: Increase in Grant Award for Deaf Culture Digital Library	93,213	0.00
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY25 Capital Improvements Program to FY25 Operating Budget	47,511	0.00
Technical Adj: Chargeback of Part-Time Library Associate to Department of Corrections and Rehabilitation Previously Lapsed	0	(0.50)
Decrease Cost: Mid-Year Conversion of a Library Associate from Part-Time to Full-Time and Abolish a Part-Time Library Assistant I Position at Long Branch Library	(8,479)	0.00
Decrease Cost: Mid-Year Conversion of a Library Assistant I from Part-Time to Full-Time and Abolish a Part-Time Library Assistant I at Germantown Library	(13,295)	0.00
Decrease Cost: Discontinue World Book Encyclopedia in Print Which is Duplicated in its Entirety by MCPL's Electronic Resources Collection	(20,000)	0.00
Decrease Cost: Mid-Year Reclassification of One Part-Time Library Associate II to a Full-Time Library Associate and Abolish One Part-Time Librarian I at Kensington Park Library	(23,350)	0.00
Decrease Cost: Mid-Year Combinations of Two Part-Time Library Assistant I's to Create One Full-Time Library Assistant I at Little Falls, Aspen Hill, and Olney Libraries	(43,436)	0.00
Decrease Cost: Discontinue Maintenance Contract on Bibliotheca Self-Checkout Machines Which Will Be Maintained by MCPL Information Technology Staff	(46,668)	0.00
Shift: Mid-Year Reclassification of a Manager III to a Program Manager II and Move Program Manager II to Administration Program (Human Resources Unit)	(148,607)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	2,818,944	0.00
FY25 Recommended	**50,071,879**	**360.61**

REALIGNED PROGRAMS

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

Workforce and Business Development

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Attendees at business and workforce development programs	1,436	2,704	2,800	3,100	3,400
Active partnerships with workforce and business development organizations	15	19	20	21	22

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**191,108**	**1.00**
Shift: Move Workforce and Business Development Program to Library Services to the Public Program	(191,108)	(1.00)
FY25 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	24,731,814	29,588,774	28,540,812	31,505,655	6.5 %
Employee Benefits	8,095,442	10,079,873	9,579,706	10,867,440	7.8 %
County General Fund Personnel Costs	**32,827,256**	**39,668,647**	**38,120,518**	**42,373,095**	**6.8 %**
Operating Expenses	9,695,402	9,750,082	9,750,082	10,563,606	8.3 %
County General Fund Expenditures	**42,522,658**	**49,418,729**	**47,870,600**	**52,936,701**	**7.1 %**
PERSONNEL					
Full-Time	231	239	239	245	2.5 %
Part-Time	207	199	199	187	-6.0 %
FTEs	401.40	382.91	382.91	382.41	-0.1 %
REVENUES					
Library Fees	590	400	600	600	50.0 %
State Reimbursement: Library Operations	3,717,214	3,776,281	3,776,281	3,852,227	2.0 %
State Reimbursement: Library Staff Retirement	1,362,453	1,344,000	1,344,000	1,344,000	—
Miscellaneous Revenues	349,356	325,000	305,000	325,000	—
Parking Fees	50,262	50,400	50,400	50,400	—
County General Fund Revenues	**5,479,875**	**5,496,081**	**5,476,281**	**5,572,227**	**1.4 %**
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	112,088	176,287	176,287	212,808	20.7 %
Employee Benefits	35,602	51,834	51,834	58,629	13.1 %
Grant Fund - MCG Personnel Costs	**147,690**	**228,121**	**228,121**	**271,437**	**19.0 %**
Operating Expenses	202,940	37,479	37,479	124,163	231.3 %
Grant Fund - MCG Expenditures	**350,630**	**265,600**	**265,600**	**395,600**	**48.9 %**
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	(72,208)	0	0	0	—
State Grants	320,560	265,600	265,600	395,600	48.9 %
Grant Fund - MCG Revenues	**248,352**	**265,600**	**265,600**	**395,600**	**48.9 %**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
DEPARTMENT TOTALS					
Total Expenditures	**42,873,288**	**49,684,329**	**48,136,200**	**53,332,301**	**7.3 %**
Total Full-Time Positions	**233**	**241**	**241**	**247**	**2.5 %**
Total Part-Time Positions	**207**	**199**	**199**	**187**	**-6.0 %**
Total FTEs	**403.60**	**385.11**	**385.11**	**384.61**	**-0.1 %**
Total Revenues	**5,728,227**	**5,761,681**	**5,741,881**	**5,967,827**	**3.6 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**49,418,729**	**382.91**
Changes (with service impacts)		
Enhance: Increase World Languages Collection [Library Services to the Public]	360,000	0.00
Enhance: Increase Collection Acquisitions Budget to Meet Demand for Digital Materials [Library Services to the Public]	315,240	0.00
Enhance: Increase Department Staff Training Budget [Administration]	125,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	1,805,614	0.00
Increase Cost: Annualization of FY24 Compensation Increases	1,727,097	0.00
Shift: Move Budgeted Lapse from Branch Budget to Systemwide Budget for Clarity and Consistency [Library Services to the Public]	293,690	0.00
Shift: Move Workforce and Business Development Program to Library Services to the Public Program [Library Services to the Public]	191,108	1.00
Shift: Mid-Year Reclassification of a Manager III to a Program Manager II and Move Program Manager II to Administration Program (Human Resources Unit) [Administration]	113,091	1.00
Increase Cost: Retirement Adjustment	77,962	0.00
Shift: Annual Costs for Software License Renewals and Maintenance Agreements from FY25 Capital Improvements Program to FY25 Operating Budget [Library Services to the Public]	47,511	0.00
Increase Cost: Motor Pool Adjustment	19,700	0.00
Increase Cost: Printing and Mail	8,123	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	4,618	0.00
Technical Adj: Chargeback of Part-Time Library Associate to Department of Corrections and Rehabilitation Previously Lapsed [Library Services to the Public]	0	(0.50)
Decrease Cost: Mid-Year Conversion of a Library Associate from Part-Time to Full-Time and Abolish a Part-Time Library Assistant I Position at Long Branch Library [Library Services to the Public]	(8,479)	0.00
Decrease Cost: Mid-Year Conversion of a Library Assistant I from Part-Time to Full-Time and Abolish a Part-Time Library Assistant I at Germantown Library [Library Services to the Public]	(13,295)	0.00
Decrease Cost: Discontinue World Book Encyclopedia in Print Which is Duplicated in its Entirety by MCPL's Electronic Resources Collection [Library Services to the Public]	(20,000)	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Mid-Year Reclassification of One Part-Time Library Associate II to a Full-Time Library Associate and Abolish One Part-Time Librarian I at Kensington Park Library [Library Services to the Public]	(23,350)	0.00
Decrease Cost: Mid-Year Combinations of Two Part-Time Library Assistant I's to Create One Full-Time Library Assistant I at Little Falls, Aspen Hill, and Olney Libraries [Library Services to the Public]	(43,436)	0.00
Decrease Cost: Discontinue Maintenance Contract on Bibliotheca Self-Checkout Machines Which Will Be Maintained by MCPL Information Technology Staff [Library Services to the Public]	(46,668)	0.00
Shift: Mid-Year Reclassification of a Manager III to a Program Manager II and Move Program Manager II to Administration Program (Human Resources Unit) [Library Services to the Public]	(148,607)	(1.00)
Shift: Move Workforce and Business Development Program to Library Services to the Public Program [Workforce and Business Development]	(191,108)	(1.00)
Shift: Move Budgeted Lapse from Branch Budget to Systemwide Budget for Clarity and Consistency [Administration]	(293,690)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(782,149)	0.00
FY25 RECOMMENDED	**52,936,701**	**382.41**

GRANT FUND - MCG

FY24 ORIGINAL APPROPRIATION	**265,600**	**2.20**
Other Adjustments (with no service impacts)		
Increase Cost: Increase in Grant Award for Deaf Culture Digital Library [Library Services to the Public]	93,213	0.00
Increase Cost: Annualization of FY24 Personnel Costs	36,787	0.00
FY25 RECOMMENDED	**395,600**	**2.20**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	3,237,213	23.00	3,260,422	24.00
Library Services to the Public	46,256,008	361.11	50,071,879	360.61
Workforce and Business Development	191,108	1.00	0	0.00
Total	**49,684,329**	**385.11**	**53,332,301**	**384.61**

CHARGES TO OTHER DEPARTMENTS

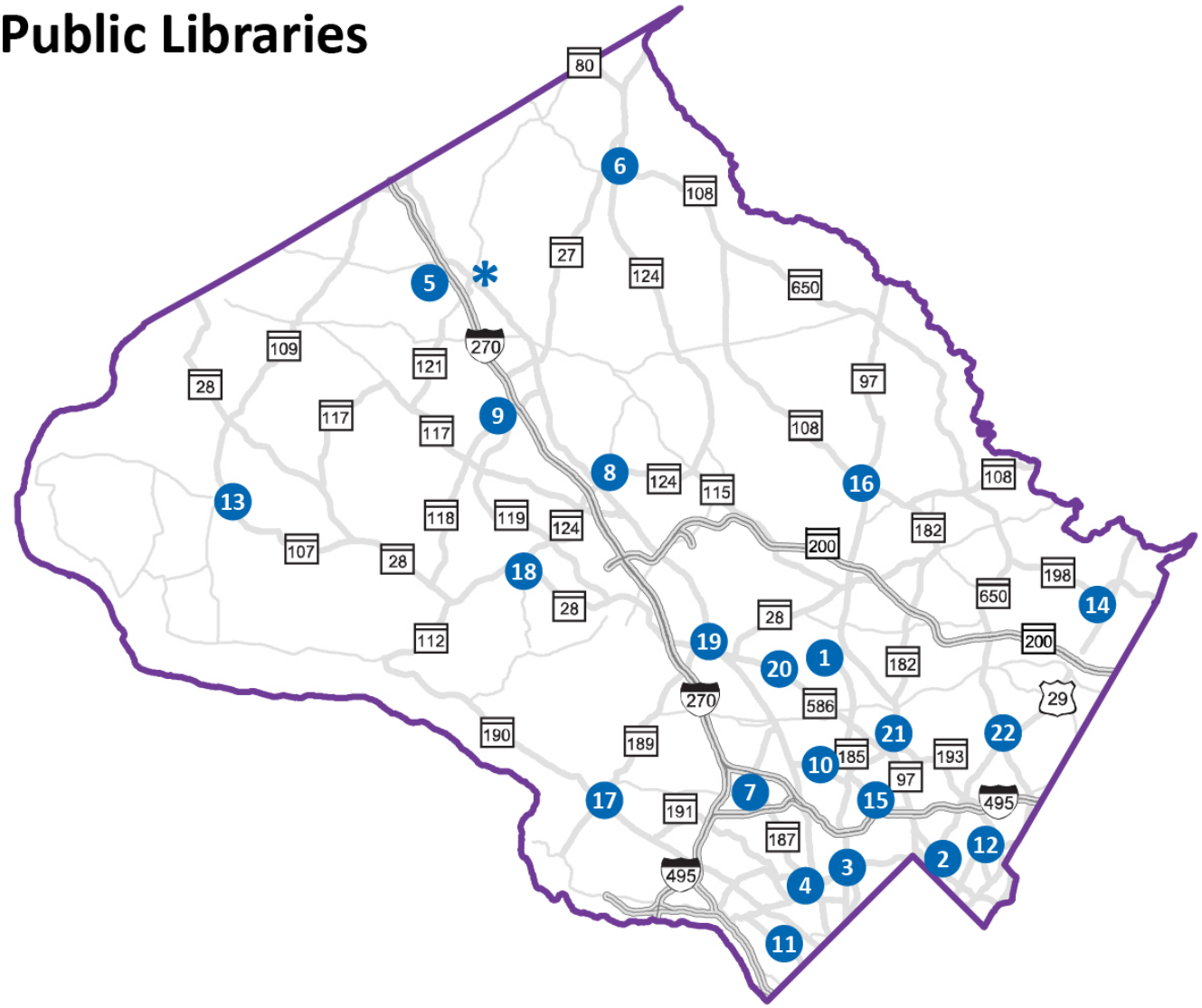
Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Correction and Rehabilitation	General Fund	233,893	1.70	310,326	2.20

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**52,937**	**52,937**	**52,937**	**52,937**	**52,937**	**52,937**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**835**	**835**	**835**	**835**	**835**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**52,937**	**53,772**	**53,772**	**53,772**	**53,772**	**53,772**

Montgomery County, Maryland
Public Libraries



1 Aspen Hill
2 Brigadier General Charles E. McGee
3 Chevy Chase
4 Connie Morella
5 Correctional Facility
6 Damascus
7 Davis
8 Gaithersburg
9 Germantown
10 Kensington Park
11 Little Falls
12 Long Branch
13 Maggie Nightingale
14 Marilyn J. Praisner
15 Noyes Library for Young Children
16 Olney
17 Potomac
18 Quince Orchard
19 Rockville Memorial
20 Twinbrook
21 Wheaton
22 White Oak
* Clarksburg (Proposed)

Recreation

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$64,759,678	601.54

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 FY25 Operating Budget for the Department of Recreation is $64,759,678, an increase of $5,050,017 or 8.46 percent from the FY24 Approved Budget of $59,709,661. Personnel Costs comprise 60.35 percent of the budget for 190 full-time position(s) and no part-time position(s), and a total of 601.54 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 39.65 percent of the FY25 budget.

The Debt Service for the Recreation Fund is appropriated in the Debt Service Fund and is, therefore, not displayed in this section. To pay for the Debt Service, a transfer of funds from the Recreation Fund to the Debt Service Fund of $10,953,480 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 (EBB) services and expand existing out of school time programming with the addition of two new sites: Eastern and Benjamin Banneker Middle Schools.
- Aquatics division launched free youth water polo clinics to residents in the Long Branch and Upper County outdoor pool areas to provide an opportunity to increase engagement in water sports that are traditionally not available in the area. Aquatics

offered water safety lessons at outdoor pools to engage patrons in safe practices around water.

- Increased financial assistance available to qualified residents from $200 to $400 per person per calendar year in an effort to make more Recreation programming available to County residents that receive social services from other County agencies.
- Funding for the Senior BBQ Bonanza Engagement Event and expansion of senior programming at various senior centers to include access to multi-lingual programs and culturally diverse celebrations and events. Continue to develop programming that will cater to the "working seniors or semi-retired seniors" with selected programs offered during various times in the evenings or weekends, during non-traditional senior center hours.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Youth Development Accomplishments/Innovations:

  - National Association of Counties (NACo) awards won across the department.
  - Launch of Teens Day Out - school year and summer programming for middle schoolers on days out of school.
  - Launch of Teen Summer Camp - full-day summer camp program for middle schoolers at two locations.
  - Teen Mental Health First Aid - partnered with local organization Global Sustainable Partnerships to offer the first in-state program/curriculum/certification for youth.

  Collaborations and Partnerships:

  - Buckets & Beats - Youth Block Party in partnership with County Councilmember Kate Stewart's office and other County departments/agencies and community partners (September 2023).
  - Investigative Team Program - afterschool partnership with Montogomery County Police Department (MCPD) within RecXtra programs (March 2023).

- Countywide Accomplishments:

  - NACo awards for HerTime2Shine Volleyball Leagues and Kids Day Out/Teens Day Out.
  - Expansion of youth sports opportunities to include:
    - Two locations (Wheaton and Damascus) for Youth Flag Football with 694 enrollments over six seasons.
    - Four locations (East County, Ross Boddy, Plum Gar, and White Oak) for HerTime2Shine Volleyball with 3,908 enrollments over nine seasons.
    - Enrichment program in summer camps for youth lacrosse with 1,992 enrollments over one summer.
    - Launched the Department of Recreation's first Cricket Program in the East County, serving 33 youth.
  - Established the County's first Sports Advisory Committee. Screened over 100 applications, and the committee met for the first time in June 2023.

- Modernized the Recreation Insider Newsletter and Rec Bulletin to streamline program information, services, events, and activities calendar. In addition, launched the first Department of Recreation's podcast which provides educational content and information to a wider audience.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of administrative services transactions [1]	22,000	18,566	26,010	26,530	27,061
Number of human resources transactions	2,272	2,150	2,836	2,892	2,950
Number of seasonal employees	2,000	2,271	2,112	2,070	2,111
Percent of allocated recreation financial assistance dollars used [2]	46%	61%	65%	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 continues to rise.*

[2] *The Department continues to make RecAssist program modifications to address factors impacting use such as logistical/registration constraints for families, program awareness and outreach, and competing financial priorities. In FY24, the Department increased the amount awarded to individuals from $200 to $400 to help cover a greater percentage of program costs and to reduce competing financial priorities which may prevent*

or limit participation in programs which are known to have positive quality of life and health impacts.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**12,666,710**	**49.93**
Technical Adj: Restore One-Time Lapse Increase	241,000	0.00
Increase Cost: Elder Affairs Grant Fund	126,977	3.68
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	99,606	0.00
Increase Cost: Premium Increase for Rental Car Insurance	60,000	0.00
Increase Cost: White Oak Field Maintenance	2,120	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	221,066	0.00
FY25 Recommended	**13,417,479**	**53.61**

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, five indoor aquatics facilities, and one spray park and supports operations at Piney Branch Elementary School pool.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Revenue generated by aquatics programs [1]	$6,434,924	$8,096,874	$8,137,358	$8,178,045	$8,218,935
Percent of total aquatics programs capacity enrolled	63.2%	63.9%	65.2%	66.5%	67.8%

[1] *Our aquatics facilities continue to be a community asset offering health and wellness benefits, life-saving swim skill development, recreational and competitive swimming, heat relief, and serving as an affordable summer oasis for families. The Department anticipates increased use of aquatics facilities, however, it's important to note that this measure may be influenced by future expanded subsidies, price adjustments, and major facility repairs and/or renovations. It's important to note that FY22 (summer 2021) continued to be impacted by COVID as compared to FY23 (summer 2022).*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**10,921,644**	**144.39**
Add: Funding for Rental Pool Space for FY25	390,187	0.00
Increase Cost: Aquatics Custodial Services Contract Escalation	189,420	0.00
Increase Cost: Chlorine Contract Escalation	59,870	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,195,485	4.00
FY25 Recommended	**12,756,606**	**148.39**

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, 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of participants registered in countywide recreation programs	N/A	29,754	30,349	30,956	31,575
Percent of recreation customers who report having a disability [1]	0.81%	N/A	0.84%	0.86%	0.88%
Percent of planned countywide recreation programs completed [2]	77.60%	89.43%	91.22%	93.04%	94.90%

[1] *Due to the migration of registration software systems, the Department could not recreate the methodology used previously to retrieve the data associated with this measure and is working with IT staff on a future solution. Individuals with disabilities face significantly greater barriers to access. It's the Department's mission to ensure programs, opportunities and services are universally accessible. Looking forward the Department looks to improve in this area through its "Program Access," an inclusive companion support program which enables participation in traditional recreation programs. It's notable to mention this measure is based on participant's self-reporting or identifying as having a disability.*

[2] *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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**8,699,568**	**80.57**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	927,922	2.00
FY25 Recommended	**9,627,490**	**82.57**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of recreation facility bookings	2,557	3,721	2,660	2,713	2,767
Percent of planned programs in recreation centers completed	72.2%	94%	75.11%	76.61%	78.14%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,583,261**	**126.68**
Re-align: Increase to the Non-Tax Appropriation Budget to reflect projected expenditures	1,100,000	0.00

FY25 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.	(799,078)	(4.00)
FY25 Recommended	**9,884,183**	**122.68**

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 and 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of senior meals served	51,826	61,911	53,919	54,998	56,098
Number of senior program registrants 55 or older	15,006	28,331	28,898	29,476	30,065

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,753,976**	**34.39**
Enhance: Funding for Senior Programming	100,891	0.00
Add: Senior BBQ Bonanza Engagement Event	72,213	0.08
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(18,200)	(2.00)
FY25 Recommended	**3,908,880**	**32.47**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of participants registered in youth development programs [1]	8,300	11,041	11,433	11,662	11,895
Average daily attendance in youth development programs [2]	58.70%	46.20%	74.46%	75.95%	77.47%
Percent of youth development program participants who attend 11 or more sessions	56.74%	56.56%	56.10%	57.22%	58.37%

[1] *Our youth programs play a critical role in post COVID recovery because they are the environmental container where young people acquire developmental assets necessary for resilience. Restoring connections with youth is among our top priorities. The Department has seen a strong recovery, returning to pre-COVID participation numbers.*

[2] *Several factors consistently impeded attendance rates including addition of new after-school program sites and overall school attendance rates. New programs often impact average daily attendance due to the time required for these initiatives to gain momentum and visibility within the community, underscoring the importance of implementing long-term programs with sustainable results over time. The Department implemented several new long-term programs in FY23. Additionally, there continue to be ongoing concerns regarding public health and attendance participation post-COVID, as the school system continues to battle with chronic absenteeism. Restoring connections with youth and families continues to be*

among our top priorities.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**14,084,502**	**155.81**
Enhance: Excel Beyond the Bell Programming- Expansion to Two New Sites	355,533	3.25
Enhance: Expansion of RecZone Programming	190,929	2.76
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	534,076	0.00
FY25 Recommended	**15,165,040**	**161.82**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
RECREATION					
EXPENDITURES					
Salaries and Wages	23,023,642	30,221,446	29,524,444	32,361,846	7.1 %
Employee Benefits	4,528,682	5,881,507	5,591,246	6,437,880	9.5 %
Recreation Personnel Costs	**27,552,324**	**36,102,953**	**35,115,690**	**38,799,726**	**7.5 %**
Operating Expenses	19,492,398	19,852,612	19,827,612	20,978,879	5.7 %
Recreation Expenditures	**47,044,722**	**55,955,565**	**54,943,302**	**59,778,605**	**6.8 %**
PERSONNEL					
Full-Time	182	189	189	190	0.5 %
Part-Time	1	0	0	0	—
FTEs	569.98	587.36	587.36	593.45	1.0 %
REVENUES					
Property Tax	49,584,641	64,112,132	65,408,988	67,698,473	5.6 %
Facility Rental Fees	569,503	120,000	120,000	120,000	—
Recreation Fees	4,581,855	4,500,000	4,500,000	4,090,187	-9.1 %
Miscellaneous Revenues	111,464	75,000	75,000	75,000	—
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	—
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	—
Recreation Revenues	**54,847,463**	**68,052,364**	**69,349,220**	**71,228,892**	**4.7 %**
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	4,702,269	3,600,000	4,725,351	4,700,000	30.6 %
Recreation Non-Tax Supported Expenditures	**4,702,269**	**3,600,000**	**4,725,351**	**4,700,000**	**30.6 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Recreation Fees	7,631,021	8,100,000	8,100,000	8,100,000	—
Investment Income	30,200	3,100	3,100	3,100	—
Recreation Non-Tax Supported Revenues	**7,661,221**	**8,103,100**	**8,103,100**	**8,103,100**	**—**

GRANT FUND - MCG

EXPENDITURES					
Salaries and Wages	130,596	143,145	143,145	261,099	82.4 %
Employee Benefits	15,490	10,951	10,951	19,974	82.4 %
Grant Fund - MCG Personnel Costs	**146,086**	**154,096**	**154,096**	**281,073**	**82.4 %**
Operating Expenses	250,000	0	0	0	—
Grant Fund - MCG Expenditures	**396,086**	**154,096**	**154,096**	**281,073**	**82.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	4.41	4.41	4.41	8.09	83.5 %
REVENUES					
Federal Grants	288,555	154,096	154,096	281,073	82.4 %
Grant Fund - MCG Revenues	**288,555**	**154,096**	**154,096**	**281,073**	**82.4 %**

DEPARTMENT TOTALS

Total Expenditures	**52,143,077**	**59,709,661**	**59,822,749**	**64,759,678**	**8.5 %**
Total Full-Time Positions	**182**	**189**	**189**	**190**	**0.5 %**
Total Part-Time Positions	**1**	**0**	**0**	**0**	**—**
Total FTEs	**574.39**	**591.77**	**591.77**	**601.54**	**1.7 %**
Total Revenues	**62,797,239**	**76,309,560**	**77,606,416**	**79,613,065**	**4.3 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
RECREATION		
FY24 ORIGINAL APPROPRIATION	**55,955,565**	**587.36**
Changes (with service impacts)		
Add: Funding for Rental Pool Space for FY25 [Aquatics]	390,187	0.00
Enhance: Excel Beyond the Bell Programming- Expansion to Two New Sites [Youth Development]	355,533	3.25
Enhance: Expansion of RecZone Programming [Youth Development]	190,929	2.76
Enhance: Funding for Senior Programming [Senior Adult Programs]	100,891	0.00
Add: Senior BBQ Bonanza Engagement Event [Senior Adult Programs]	72,213	0.08

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	1,213,396	0.00
Increase Cost: Annualization of FY24 Compensation Increases	904,979	0.00
Technical Adj: Restore One-Time Lapse Increase [Administration]	241,000	0.00
Increase Cost: Aquatics Custodial Services Contract Escalation [Aquatics]	189,420	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	123,500	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	99,606	0.00
Increase Cost: Premium Increase for Rental Car Insurance [Administration]	60,000	0.00
Increase Cost: Chlorine Contract Escalation [Aquatics]	59,870	0.00
Increase Cost: Overtime Adjustment	57,107	0.00
Increase Cost: Printing and Mail	6,879	0.00
Increase Cost: White Oak Field Maintenance [Administration]	2,120	0.00
Decrease Cost: Motor Pool Adjustment	(15,494)	0.00
Decrease Cost: Lapse Adjustment	(45,715)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(47,256)	0.00
Decrease Cost: Risk Management Adjustment	(67,791)	0.00
Decrease Cost: Retirement Adjustment	(68,334)	0.00
FY25 RECOMMENDED	**59,778,605**	**593.45**
RECREATION NON-TAX SUPPORTED		
FY24 ORIGINAL APPROPRIATION	**3,600,000**	**0.00**
Other Adjustments (with no service impacts)		
Re-align: Increase to the Non-Tax Appropriation Budget to reflect projected expenditures [Recreation Community & Neighborhood Centers]	1,100,000	0.00
FY25 RECOMMENDED	**4,700,000**	**0.00**
GRANT FUND - MCG		
FY24 ORIGINAL APPROPRIATION	**154,096**	**4.41**
Other Adjustments (with no service impacts)		
Increase Cost: Elder Affairs Grant Fund [Administration]	126,977	3.68
FY25 RECOMMENDED	**281,073**	**8.09**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	12,666,710	49.93	13,417,479	53.61
Aquatics	10,921,644	144.39	12,756,606	148.39

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Countywide Programs	8,699,568	80.57	9,627,490	82.57
Recreation Community & Neighborhood Centers	9,583,261	126.68	9,884,183	122.68
Senior Adult Programs	3,753,976	34.39	3,908,880	32.47
Youth Development	14,084,502	155.81	15,165,040	161.82
Total	**59,709,661**	**591.77**	**64,759,678**	**601.54**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
RECREATION					
Community Use of Public Facilities	Community Use of Public Facilities	33,826	0.20	36,262	0.20
CIP	Capital Fund	76,971	0.50	80,168	0.50
	Total	**110,797**	**0.70**	**116,430**	**0.70**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
RECREATION						
EXPENDITURES						
FY25 Recommended	**59,779**	**59,779**	**59,779**	**59,779**	**59,779**	**59,779**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**27**	**27**	**27**	**27**	**27**
New positions in the FY25 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 FY25	**0**	**(447)**	**(447)**	**(447)**	**(447)**	**(447)**
Items recommended for one-time funding in FY25, including funding for pool rental space and overtime, will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**46**	**46**	**46**	**46**	**46**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**518**	**518**	**518**	**518**	**518**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**59,779**	**59,923**	**59,923**	**59,923**	**59,923**	**59,923**
RECREATION NON-TAX SUPPORTED						
EXPENDITURES						
FY25 Recommended	**4,700**	**4,700**	**4,700**	**4,700**	**4,700**	**4,700**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**4,700**	**4,700**	**4,700**	**4,700**	**4,700**	**4,700**

ANNUALIZATION OF FULL PERSONNEL COSTS

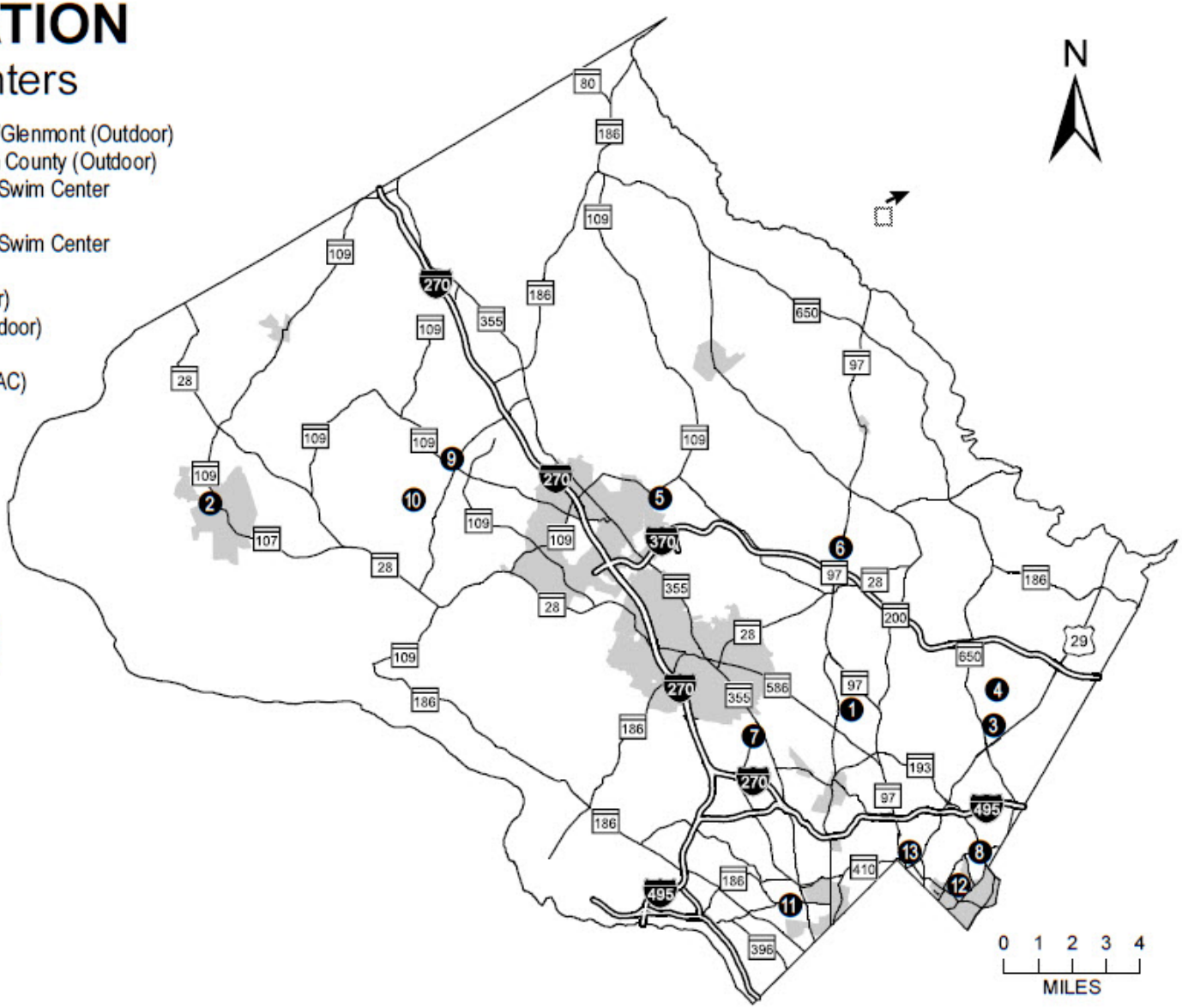
	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Excel Beyond the Bell Programming- Expansion to Two New Sites	183,033	3.25	209,671	3.25
Total	**183,033**	**3.25**	**209,671**	**3.25**

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
N
0 1 2 3 4
MILES
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

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Agriculture

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$1,455,952	5.90

MIKE SCHEFFEL, 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 FY25 Operating Budget for the Office of Agriculture is $1,455,952, an increase of $95,610 or 7.03 percent from the FY24 Approved Budget of $1,360,342. Personnel Costs comprise 62.31 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 37.69 percent of the FY25 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**

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The OAG is partnering with the County's Business Center to participate in the procurement of a customer relationship management (CRM) system in the hopes of having a more efficient way to track and report its work.
- The OAG is currently working with the Department of Technology and Enterprise Business Solutions to update/convert its forms and applications from PDF documents to seamless docs that can be completed and submitted online.
- The OAG is partnering with the Institute for Local Self-Reliance and the University of Maryland Extension Master Gardner Program on the installation of a Composting Education Hub that will be used to train gardeners and farmers on how to properly compost food scraps.

PROGRAM CONTACTS

Contact Jacqueline Arnold of the Office of Agriculture at 301.590.2859 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 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 collaborates with its partner agencies, which are all co-located at the Agricultural History Farm Park in Derwood to provide seamless one-stop client interactions and program offerings. 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Technical assistance contacts with farmers [1]	2,117	1,964	2,164	1,964	2,164
Acres of land under easements inspected by Agricultural Services	5,292	2,481	2,500	2,500	2,500
Percent of easement acres under most restrictive easement disallowing development	32%	34%	36%	36%	38%
Percent of participants who learned or benefitted from Agricultural Services event, training, or farm tour	100%	100%	100%	100%	100%

[1] *FY23 is less than FY22 because the fuel energy tax relief program applications are administered every two years. There are typically 200+ businesses.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**931,650**	**5.00**
Shift: Weed Control from the Department of Transportation to the Office of Agriculture	32,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	3,540	0.00
Decrease Cost: Turnover Savings	(32,593)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	61,139	0.00
FY25 Recommended	**995,736**	**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 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Soil conservation contacts with farmers and landowners to provide technical assistance	1,283	1,113	1,200	1,200	1,200
Water quality plans completed	43	96	96	96	96
Percent of interagency site visits coordinated within one business day of agricultural complaint	100%	100%	100%	100%	100%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**172,803**	**0.90**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,743	0.00
FY25 Recommended	**187,546**	**0.90**

University of Maryland-Extension (UMD-Extention)

The Montgomery County Extension Office serves as the non-formal outreach and education arm of the University of Maryland. This agency is funded cooperatively through local, State, and Federal governments to make nonformal education accessible to all Montgomery County residents. Adults, families, and youth are the primary audiences Extension programs serve across four major program areas: Agriculture and Food Systems; Family and Consumer Science; Environment and Natural Resources; and 4-H Positive Youth Development. Educational programs for farmers include raising crops and livestock, protecting the environment through good agriculture practices (GAP) and nutrient management planning, farm and business management, reducing farm stress (financial, emotional, and physical wellbeing), marketing commodities, and integrated pest management (IPM). Programs for families include home horticulture, financial literacy, and nutrition education. 4-H youth programs focus on healthy living and nutrition, leadership development, civic engagement, public speaking, and agricultural programs to learn how to care for, raise, and show livestock. The Close Encounters with Agriculture (CEWA) program engages over 3,000 4th grade students annually, from across Montgomery County, to learn about Agriculture through a hands-on learning experience at the Agricultural History Farm Park. Extension Office faculty and staff engage and rely upon a large network of over 2,000 volunteers to support facilitation of program delivery. Over 100,000 information requests are received annually and UME faculty, staff, and volunteers help to field and respond to these inquiries with research-based solutions. Outreach education efforts are facilitated through one-on-one consultations, telephone assistance, responses to internet inquiries, classes and workshops, field days, website, radio, television, and print media publications.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Nutrient management plans completed	84	75	50	60	70
4-H youth development program participants	311	507	507	507	507
Average pre- to post-test score increase of Close Encounters with Agriculture participants on agriculture, nutrition, and the environment	50%	49%	50%	50%	50%
Percent of Food Supplement Nutrition Education youth participants who try new healthy food	93%	42%	42%	46%	46%
Percent of participants who purchase produce they learn about from Food Supplement Nutrition Education farmers market programming	92%	92%	92%	92%	92%

FY25 Recommended Changes	Expenditures	FTEs

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**255,889**	**0.00**
Increase Cost: University of Maryland Extension Annualization Process	16,781	0.00
FY25 Recommended	**272,670**	**0.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	459,077	688,198	677,745	715,014	3.9 %
Employee Benefits	130,427	177,676	185,075	192,254	8.2 %
County General Fund Personnel Costs	**589,504**	**865,874**	**862,820**	**907,268**	**4.8 %**
Operating Expenses	330,147	494,468	494,456	548,684	11.0 %
County General Fund Expenditures	**919,651**	**1,360,342**	**1,357,276**	**1,455,952**	**7.0 %**
PERSONNEL					
Full-Time	10	10	10	10	—
Part-Time	1	0	0	0	—
FTEs	5.15	5.90	5.90	5.90	—
REVENUES					
Other Intergovernmental	107,572	63,064	63,064	63,064	—
Miscellaneous Revenues	10,632	0	0	0	—
County General Fund Revenues	**118,204**	**63,064**	**63,064**	**63,064**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**1,360,342**	**5.90**
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	32,493	0.00
Shift: Weed Control from the Department of Transportation to the Office of Agriculture [Agricultural Services]	32,000	0.00
Increase Cost: Annualization of FY24 Compensation Increases	31,053	0.00
Increase Cost: University of Maryland Extension Annualization Process [University of Maryland-Extension (UMD-Extention)]	16,781	0.00
Increase Cost: Annualization of FY24 Personnel Costs	14,434	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Agricultural Services]	3,540	0.00
Increase Cost: Motor Pool Adjustment	1,784	0.00
Increase Cost: Printing and Mail	111	0.00
Decrease Cost: Retirement Adjustment	(3,993)	0.00
Decrease Cost: Turnover Savings [Agricultural Services]	(32,593)	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
FY25 RECOMMENDED	**1,455,952**	**5.90**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Agricultural Services	931,650	5.00	995,736	5.00
Soil Conservation	172,803	0.90	187,546	0.90
University of Maryland-Extension (UMD-Extention)	255,889	0.00	272,670	0.00
Total	**1,360,342**	**5.90**	**1,455,952**	**5.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Environmental Protection	Water Quality Protection	507,482	3.10	587,973	3.10
CIP	Capital Fund	128,397	1.00	137,646	1.00
	Total	**635,879**	**4.10**	**725,619**	**4.10**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**1,456**	**1,456**	**1,456**	**1,456**	**1,456**	**1,456**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**13**	**13**	**13**	**13**	**13**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**1,456**	**1,469**	**1,469**	**1,469**	**1,469**	**1,469**

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Economic Development Fund

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$3,469,168	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 FY25 Operating Budget for the Economic Development Fund is $3,469,168, an increase of $13,429 or 0.39 percent from the FY24 Approved Budget of $3,455,739. Personnel Costs comprise 5.67 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 94.33 percent of the FY25 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 Nadia Khan of the Department of Finance at 240.777.2011 or Julie Knight of the Office of Management and Budget at 240.777.2760 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, Cybersecurity Investor Incentive Program, 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. The 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 Cybersecurity Investor Incentive Program grants are awarded to qualified businesses who receive a final tax credit from the State of Maryland's Cybersecurity Investment Incentive Tax Credit Program. Investors in Montgomery County-based cybersecurity companies that are certified to receive cybersecurity 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 that the recipient receives from the Maryland Cybersecurity Investment Tax Credit Program, 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
ECONOMIC DEVELOPMENT FUND					
EXPENDITURES					
Salaries and Wages	133,296	145,434	159,495	156,082	7.3 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Employee Benefits	34,312	37,830	34,885	40,611	7.4 %
Economic Development Fund Personnel Costs	**167,608**	**183,264**	**194,380**	**196,693**	**7.3 %**
Operating Expenses	2,747,439	3,272,475	3,771,505	3,272,475	—
Economic Development Fund Expenditures	**2,915,047**	**3,455,739**	**3,965,885**	**3,469,168**	**0.4 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	1.00	1.00	1.00	1.00	—
REVENUES					
Loan Payments	350,056	375,000	375,000	375,000	—
Investment Income	37,209	55,000	55,000	55,000	—
Economic Development Fund Revenues	**387,265**	**430,000**	**430,000**	**430,000**	**—**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
ECONOMIC DEVELOPMENT FUND		
FY24 ORIGINAL APPROPRIATION	**3,455,739**	**1.00**
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	7,218	0.00
Increase Cost: FY25 Compensation Adjustment	6,211	0.00
FY25 RECOMMENDED	**3,469,168**	**1.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
ECONOMIC DEVELOPMENT FUND						
EXPENDITURES						
FY25 Recommended	**3,469**	**3,469**	**3,469**	**3,469**	**3,469**	**3,469**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**3**	**3**	**3**	**3**	**3**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**3,469**	**3,472**	**3,472**	**3,472**	**3,472**	**3,472**

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Housing and Community Affairs

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$79,154,027	127.00

SCOTT BRUTON, 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 FY25 Operating Budget for the Department of Housing and Community Affairs is $79,154,027, an increase of $2,394,485 or 3.12 percent from the FY24 Approved Budget of $76,759,542. Personnel Costs comprise 21.90 percent of the budget for 133 full-time position(s) and no part-time position(s), and a total of 127.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses and Debt Service account for the remaining 78.10 percent of the FY25 budget.

DHCA expects the total signed agreements for affordable housing projects through the Payment in Lieu of Taxes (PILOT) program to abate $24 million in taxes in FY25.

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 $160.5 million in funding to produce and preserve affordable housing units in Montgomery County. This funding commitment includes the allocation of $13.5 million in the Montgomery Housing Initiative (MHI) Fund, $97 million in the Affordable Housing Acquisition and Preservation CIP project, and a total of $50 million in FY24 and FY25 in the Nonprofit Preservation Fund CIP.
- Provide $56 million in new resources for the Montgomery Housing Initiative Fund to continue various programs and projects dedicated to creating and preserving affordable housing, and related services. The funding will provide for the renovation of distressed housing, creation of housing units for special needs residents, rental assistance and rapid rehousing, homeless prevention and relocation assistance, homeowner downpayment assistance, home accessibility rehabilitation, services to the "Building Neighborhoods to Call Home", "Housing First" programs, and the creation of mixed-income housing.
- Provide funds for the new Rent Stabilization Program to be fully operational in FY25. This program establishes maximum allowable rent increases to stabilize rents in the County while ensures landlords can earn a fair return on their investment.
- Provide annualized funding to support the implementation and enforcement of Bill 22-23 Short-term Residential Rental reassigned from the Department of Health and Human Services to the Department of Housing and Community Affairs (DHCA). The funding allows for improvement of the licensing application processes and enhancement of required housing inspections. The funding sources come from the adjusted licensing fees that allow the program to be self-supporting.
- Restructure DHCA's organizational functions by creating a new "Rental Housing" Division to support more synergy and collaboration between the Office of Landlord and Tenant Affairs (OLTA) and the Rent Stabilization Program, realigning some programs among different divisions for more effective operations, and adding needed staffing to close operational gaps and enhance service delivery.
- Create a Manager II position to manage the new Rental Housing Division to ensure rent stabilization mandates are fully implemented and integrated with other relevant services and functions across the department.
- Increase licensing fees on multifamily rental units and other housing types to align with the fees charged by surrounding jurisdictions and offset staffing needs. The revenue generated from the licensing fees will be utilized to directly support programmatic operations and improve service delivery in Licensing and Registration, Code Enforcement, Landlord-Tenant Mediation, Rent Stabilization, and the Short-term Residential Rental programs.
- Add one Program Manager II position in the Common Ownership Communities (COC) Program to manage and administer the Revitalization for Troubled and Distressed Common Ownership Communities CIP. This new loan program will help COC communities to address needed capital improvements and avoid loss or displacement of housing units, particularly for low-income homeowners.
- Add one Program Manager II position in the Asset Management unit to provide loan servicing and monitoring for the new COC loan program, as well as multifamily housing loan projects funded with additional resources in the Montgomery Housing Initiative Fund and the new Nonprofit Preservation Fund.
- Add one Manager III and a Program Specialist position in the Licensing and Regulation Program to resolve chronic service gaps, increase revenue collection, and enhance the department's capacity to ensure that all rental housing and common ownership communities comply with the County's licensing requirements.
- Add one Housing Code Inspector in the Code Enforcement unit to implement re-inspections for those troubled and at-risk properties as required in Executive Regulation 2-17.
- Add one Program Manager I position in the Office of Landlord-Tenant Affairs (OLTA) to administer and coordinate all service requests, reduce the backlog as required by County codes, and provide additional support and coordination for the new Rent Stabilization Program.
- Add one Program Manager I position in the Affordable Housing Program to review purchase applications for Moderately Priced Dwelling Units (MPDU), provide training and oversight to developers after the MPDU purchase, and collaborate with

other agencies to support development of senior housing in the County.

- 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 FY25. These developments would preserve or produce a total of 655 units, including 357 affordable units.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- DHCA's Moderately Priced Dwelling Unit (MPDU) program continues to generate new affordable units throughout the County. During FY23, the MPDU program generated 378 new MPDUs offered either for sale (43 units) or for rent (335 units).
- DHCA's Multifamily Housing Development team successfully closed thirteen residential real estate loan transactions in FY23. Montgomery County provided more than $96 million towards these developments. These transactions preserved, rehabilitated, or produced 975 units of affordable housing at an average cost of $98,847 per unit throughout the County.
- The Focused Neighborhood Assistance (FNA) program provides financial and technical assistance to improve the quality of life, safety, and welfare of their residents. Construction was substantially completed in FY23 for the Grover's Forge, Center Stage, Walker's Choice, and The Hamptons neighborhoods of Montgomery Village. All these communities will benefit from new LED lighting and site improvements. Additionally, the FNA program advanced a drainage and landscaping improvement project in the Wedgewood neighborhood and a lighting and common area improvement plan for the Montclair neighborhood.
- Historically, the Code Enforcement team completes an average of 28,000 site visits and responds to 10,000 service requests annually. In FY23, the team completed 40,970 site visits and responded to more than 9,600 service requests.
- DHCA's Code Enforcement unit continues to implement a contract established in 2003 with the City of Takoma Park to inspect the City's residential rental facilities. This agreement was established to ensure the protection of the health, safety and welfare of persons residing in over 500 residential rental facilities and 3,200 rental units within the City of Takoma Park.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Asset Management - Loan repayments billed / received	$47,141,999	$36,076,199	$76,852,485	$6,234,060	$6,421,081
Number of affordable housing units managed under DHCA Rental Agreements	961	1,269	1,800	1,800	1,800
Department MC311 Service Requests (SR)	22,909	23,681	24,391	23,660	22,950
Department MC311 Service Request success rate	89.8%	83.8%	86.3%	88.9%	91.6%
NACo Awards earned	1	0	1	1	1

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,535,552**	**13.70**
Increase Cost: Operating Expenses to Reflect the Debt Service Transfer for the Housing Capital Improvements Program and the Housing Opportunities Commission Production Fund	861,080	0.00
Increase Cost: Adjust Operating Expenses to Reflect Delta Between the FY24 and FY25 General Fund Transfer	417,029	0.00
Add: Two Information Technology Positions for the Implementation of Bill 15-23 - Rent Stabilization and Bill 22-23 - Short-Term Residential Rental Programs	287,442	2.00
Shift: Manager II Transferred from the Office of Human Resources to Support Strategic Initiatives and New Programming	229,205	1.00
Add: One Program Manager II Position to Support Operational and Increased Loan Servicing Needs	98,693	1.00
Enhance: On-going Information Technology Operating Expense for Software Licenses and Maintenance Needs for the Short-Term Residential Rental Portal.	95,172	0.00
Enhance: On-going Information Technology Expense to Maintain and Monitor the Case Management System and Rental Portal	81,957	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	65,931	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	16,168	0.00
Decrease Cost: Miscellaneous Operating Expenses	(15,682)	0.00
Shift: Tax-Supported Charge Backs to the Office of County Attorney	(114,438)	(0.50)
Decrease Cost: Adjust Other Revenue Sources in the Housing Initiative Fund	(515,649)	0.00
Decrease Cost: Rental Assistance Program Due to Decreased Recordation Tax Premium Estimates	(992,764)	0.00
Decrease Cost: Housing Opportunities Commission (HOC) Production Fund Contributions to the Housing Initiative Fund	(1,228,750)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,804,741	3.40
FY25 Recommended	**3,625,687**	**20.60**

Affordable Housing Programs

This program oversees the creation, selection, and oversight of inclusionary affordable housing units. It primarily enforces Chapter 25A of the County Code to ensure that both rental and sale Moderately Priced Dwelling Units (MPDUs) are provided. The housing units produced are marketed at controlled prices, which makes them affordable to moderate-income households. Additional single-family housing programs are also overseen by this program to provide energy efficiency solutions and savings, and home accessibility rehabilitation.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of moderately priced dwelling units agreed upon to be constructed for future occupancy	288	783	300	300	300
Affordable Housing Program - Number of MC311 Service Requests	1,780	1,462	1,500	1,545	1,591
Affordable Housing Program - Percent of MC311 Service Requests meeting service length agreement	97.0%	96.0%	97.0%	99.9%	100.0%

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of moderately priced dwelling units produced and available for occupancy	249	327	300	309	318
Number of housing units improved/rehabilitated	24	25	50	52	53

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,138,019**	**6.50**
Enhance: One Program Manager I Position to Provide Support for Increased Demand in the Moderately Priced Dwelling Units (MPDUs) Program	92,073	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.	50,998	(0.50)
FY25 Recommended	**1,281,090**	**7.00**

Common Ownership Community Program

The Office of Common Ownership Communities (OCOC) is committed to providing owners, tenants, residents, boards of directors, and management companies of self-governing residential communities with information, assistance, and impartial dispute resolution programs that improve the quality of life in the community, strengthen the self-governing community structure, and enhance the value of residential property in community associations." The OCOC enforces Chapter 10B, Common Ownership Communities of the Montgomery County Code.

The OCOC 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
COC Program Customer Service - Number of MC311 Service Requests	802	886	760	760	760
COC Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	99.5%	93.5%	99.0%	99.0%	99.0%
Percent of Commission on Common Ownership Communities (CCOC) cases resolved prior to a hearing	58.0%	55.0%	46.0%	46.0%	46.0%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,011,332**	**6.15**
Enhance: One Investigator III Position to Comply with County Mandates and Meet Increased Service Demand	92,560	1.00
Decrease Cost: Miscellaneous Operating Expenses	(4,000)	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.	94,103	0.00
FY25 Recommended	**1,193,995**	**7.15**

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 persons with low incomes.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of contracts awarded and monitored	22	21	23	22	22
Funding awarded to CDBG public service contracts	$630,000	$625,000	$630,000	$660,000	$660,000
CDBG public service contract compliance rate	100%	100%	100%	100%	100%
CDBG public service contract non-housing beneficiaries [1]	$23,220	$6,277	$1,022	$1,000	$1,000

[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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,346,977**	**6.70**
Technical Adj: Realign Budget Allocation Between PC and OE to Meet the Estimated Grant Amount	113,914	0.00
Add: Community Bridges, Inc. - Community Bridges Alumnae Program	45,000	0.00
Add: Community Reach of Montgomery County, Inc. - Mansfield Kaseman Health Clinic	45,000	0.00
Add: Homes Not Borders, Inc. - Home Set Ups and Moving Up Fund for Refugees and Migrants	40,000	0.00
Add: Collegiate Directions, Inc. - Career Mentoring Initiative	40,000	0.00
Add: Montgomery Housing Partnership, Inc. - MHP's Workforce Development Program	40,000	0.00
Add: United Way of the National Capital Area - Community Schools Model	40,000	0.00
Add: Mobile Medical Care, Inc. - Keeping Focused on Diabetic Eye Health	36,734	0.00
Add: Arts for the Aging, Inc. - Sustaining Health Equity Through the Participatory Arts	35,733	0.00
Add: Ayuda, Inc. - Domestic Violence & Family Law Survivors Program	35,000	0.00
Add: EveryMind, Inc. - Case Manager: Rep Payee and Friendly Visitor	35,000	0.00
Add: Latino Economic Development Corporation - LEDC Tenant Services and Eviction Prevention	34,920	0.00
Add: Horizons Greater Washington, Inc. - HGW School Year Saturday Academy - Montgomery County	34,108	0.00
Add: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program (REAP)	33,000	0.00
Add: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Service (SAFES)	32,533	0.00
Add: Food and Friends, Inc. - Improving the Lives and Health of the Most Vulnerable	32,115	0.00
Add: Community FarmShare LLC - Farm to Family Nutrition Access	29,965	0.00
Add: Germantown Cultural Arts Center, Inc. - Beyond BlackRock: Positive Youth Development Arts Outreach Programming	25,000	0.00
Add: Liberty's Promise, Inc. - Helping the Immigrant Youth of Montgomery County Succeed	25,000	0.00
Add: Bethesda African Cemetery Coalition, Inc. - The Bridge That Carried Us Over: Education for the 21st Century	20,892	0.00
Increase Cost: Takoma Park Code Enforcement Contract	16,877	0.00
Eliminate: One Vacant Lapsed Position to Better Align the Division Personnel Complement	0	(0.30)
Decrease Cost: Abolish Two Vacant Lapsed Positions to Better Realign Personnel Complement	0	(1.40)
Decrease Cost: Community Development Block Grant (CDBG) Adjustments	(660,000)	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.	(1,358,029)	0.00
FY25 Recommended	**8,119,739**	**5.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of Housing Code Enforcement inspections	28,185	41,142	42,376	43,648	44,957
Housing Code Enforcement Program Customer Service - Number of MC311 Service Requests	10,220	6,107	6,290	6,479	6,673
Housing Code Enforcement Program Customer Service - Percent of MC311 Service Requests meeting service length agreement	76.4%	76.3%	78.6%	80.9%	83.3%
Code Enforcement - Number of violations per unit	2.12	2.24	2.31	2.38	2.45
Code Enforcement - Average severity of violations per unit	2.6	2.1	2.2	2.2	2.3

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,454,198**	**39.50**
Add: Two Housing Code Inspectors and Associated Operating Expenses for Implementation of the Short-Term Residential Rental Program (Bill 22-23)	365,109	2.00
Enhance: One Housing Code Inspector III Position to Meet County Mandates for the Re-inspection Program	150,354	1.00
Decrease Cost: Miscellaneous Operating Expenses	(16,180)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	371,596	0.00
FY25 Recommended	**6,325,077**	**42.50**

Housing Development

This program provides management and oversight to support activities withing the housing division including single- and multifamily housing programs. In addition to oversight of the affordable housing and multifamily housing programs, Housing Administration also oversees downpayment assistance programs, the creation of new affordable housing initiatives, and tax abatement PILOTs.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Affordable housing units produced in the production pipeline	961	406	718	740	762
Number of affordable housing units in the preservation pipeline	521	719	1,612	1,660	1,710
Cost per unit of affordable housing units preserved [1]	$ 40,874	$177,218	$230,383	$299,498	$389,348
Cost per unit of affordable housing units produced [2]	$45,744	$142,377	$146,648	$151,048	$155,579
Percent of affordable units created or preserved serving households under 50% AMI [3]	33.0%	30.0%	30.0%	30.9%	31.8%

[1] *The significant cost increase per affordable unit being preserved in FY23 reflects the overall economic changes associated with inflationary adjustments, higher construction costs, and local tax policy changes.*

[2] *Average cost per unit fluctuates with the type of project financed. The significant cost increase per unit being produced for FY23 reflects the overall economic changes associated with inflationary adjustments, higher construction costs, and local tax policy changes.*

[3] *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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**443,491**	**3.95**
Decrease Cost: Miscellaneous Operating Expenses	(1,000)	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.	(176,437)	(2.00)
FY25 Recommended	**266,054**	**1.95**

Landlord-Tenant Mediation

The Office of Landlord-Tenant Affairs (OLTA) is charged with informing the public of the general rights and responsibilities of tenants and landlords and helping resolve disputes amicably, free of charge, without having to go through the District Court process. Landlord-Tenant enforces Chapter 29, Landlord-Tenant Relations of the Montgomery County Code, along with parts of Title 8, Landlord-Tenant of the Real Property Article, Annotated Code of Maryland, the State of Maryland Landlord-Tenant law.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of Landlord Tenant mediations	845	937	1,014	1,044	1,076
Landlord Tenant Affairs Program - Number of MC311 Service Requests	7,783	12,938	12,958	12,978	12,998
Landlord Tenant Affairs Program - Percent of MC311 Service Requests meeting service length agreement	99.7%	99.3%	99.0%	99.0%	99.0%
Percent of landlord/tenant cases mediated successfully (not referred to the Commission)	97.0%	96.1%	95.0%	95.0%	95.0%
Number of evictions prevented due to Landlord & Tenant Affairs' intervention	153	287	315	315	315

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,010,286**	**10.00**
Enhance: One Program Manager I Position to Support Increased Service Demand in the Office of Landlord-Tenant Mediation Division	92,073	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.	499,004	0.00
FY25 Recommended	**2,601,363**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Licensing and Registration Program - Number of MC311 Service Requests	4,211	6,786	6,990	7,199	7,415
Licensing and Registration Program - Percent of MC311 Service Requests meeting service length agreement	99.9%	64.8%	80.0%	90.0%	100.0%
Number of rental licenses issued	110,421	109,266	112,544	115,920	119,398

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**486,925**	**3.20**
Add: Two Program Specialists for the Implementation of the Short-Term Residential Rental Program (Bill 22-23)	232,428	2.00
Add: One Manager III Position to Close Operational Gaps in the Licensing and Registration Unit and Increase Revenue Generation	113,633	1.00
Enhance: One Program Specialist II Position to Close Operational Gaps within Licensing and Registration and Increase Revenue Collection	86,053	1.00
Enhance: Enforcement of the Single-Family Survey and Licensing Registration	79,160	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.	14,599	0.00
FY25 Recommended	**1,012,798**	**7.20**

Multi-Family Housing Programs

This program creates, preserves, and rehabilitates affordable multi-family housing units. This section provides funding to supplement rents through rental agreements, negotiates Payments In Lieu of Taxes (PILOTS), reviews and approves rental building sales through the Right of First Refusal (ROFR) program, and negotiates and completes loans to create or preserve affordable units. Loans are made to the Housing Opportunities Commission (HOC), nonprofit organizations, property owners, and for-profit developers.

Major funding for these projects is provided from the Montgomery Housing Initiative Fund and other County Funds, 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of affordable housing units produced	250	406	418	431	444
Number of affordable housing units preserved	700	604	620	641	660
Ratio of non-County dollars leveraged to County dollars in affordable housing projects	7.05	4.40	5.00	5.15	5.30

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**52,933,836**	**8.90**
Decrease Cost: Miscellaneous Operating Expenses	(1,000)	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.	(1,028,251)	0.00
FY25 Recommended	**51,904,585**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Focused Neighborhood Assistance Activity (expenditures) [1]	$198,276	$317,080	$828,355	$600,000	$600,000
Facade Program - Private dollars leveraged	$0	$0	$630,000	$1,235,000	$1,000,000
Focused Neighborhood Assistance Active projects	3	3	3	3	3
Focused Neighborhood Assistance beneficiaries	1,565	1,583	1,583	850	700
Facade Program - Number of businesses benefited	0	0	9	80	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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,398,926**	**7.60**
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.	501,983	(0.90)
FY25 Recommended	**1,899,409**	**6.70**

Rent Stabilization

This program implements Bill 15-23 Landlord-Tenant Relations- Rent Stabilization which was enacted by the Montgomery County Council on July 18, 2023, and signed into law by the Montgomery County Executive on July 24, 2023. The program will ensure the implementation and compliance of all aspects of the rent stabilization law and regulations, including but not limited to: determining annual rent increase limits for rent stabilized properties and enforcing compliance with these limits; enforcing landlord compliance with limits on fees charged to tenants; managing the application processes for and implementation of fair return, capital improvement, and substantial rehabilitation petitions for rent increases above annual limits; overseeing exemptions for rental properties from rent stabilization requirements; conducting community outreach to educate landlords and tenants about the rent stabilization law and regulations; responding to service inquiries and troubleshooting service problems related to the compliance with the rent stabilization law and regulations; investigating and enforcing remedies for noncompliance with the rent stabilization law and regulations; and enforcing landlord reporting requirements under the rent stabilization law and regulations.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
Add: Eight Positions and Associated Operating Expenses to Fully Implement the Rent Stabilization Program (Bill 15-23)	1,008,534	8.00
Add: One Manager II Position (Division Chief) for Overall Managerial Responsibilities for the New Rent Stabilization Unit	122,940	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(207,244)	0.00
FY25 Recommended	**924,230**	**9.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Salaries and Wages	5,878,659	6,858,762	6,847,290	9,232,997	34.6 %
Employee Benefits	1,621,525	1,935,550	1,808,276	2,572,799	32.9 %
County General Fund Personnel Costs	**7,500,184**	**8,794,312**	**8,655,566**	**11,805,796**	**34.2 %**
Operating Expenses	1,880,054	1,831,406	2,391,616	2,289,123	25.0 %
Capital Outlay	229	0	0	0	—
County General Fund Expenditures	**9,380,467**	**10,625,718**	**11,047,182**	**14,094,919**	**32.6 %**
PERSONNEL					
Full-Time	110	112	112	133	18.8 %
Part-Time	0	0	0	0	—
FTEs	65.65	69.25	69.25	90.45	30.6 %
REVENUES					
Landlord-Tennant Fees	6,586,131	7,487,350	7,487,350	11,263,722	50.4 %
Common Ownership Community Fees	753,447	1,024,705	1,024,705	998,378	-2.6 %
Other Charges/Fees	(7,370)	41,500	41,500	76,155	83.5 %
Other Fines/Forfeitures	46,802	9,000	9,000	96,000	966.7 %
Miscellaneous Revenues	(1,144)	6,500	6,500	4,000	-38.5 %
Board of Appeals Fees	0	0	0	35,620	—
Other Licenses/Permits	0	3,000	3,000	657,500	—
County General Fund Revenues	**7,377,866**	**8,572,055**	**8,572,055**	**13,131,375**	**53.2 %**

MONTGOMERY HOUSING INITIATIVE

EXPENDITURES					
Salaries and Wages	1,504,470	2,455,037	2,062,961	2,664,181	8.5 %
Employee Benefits	369,241	626,902	563,695	713,155	13.8 %
Montgomery Housing Initiative Personnel Costs	**1,873,711**	**3,081,939**	**2,626,656**	**3,377,336**	**9.6 %**
Operating Expenses	105,126,699	54,205,753	58,429,555	52,818,763	-2.6 %
Montgomery Housing Initiative Expenditures	**107,000,410**	**57,287,692**	**61,056,211**	**56,196,099**	**-1.9 %**
PERSONNEL					
Full-Time	1	1	1	2	100.0 %
Part-Time	0	0	0	0	—
FTEs	18.05	22.15	22.15	23.15	4.5 %
REVENUES					
Land Sale Proceeds	2,261,429	0	0	0	—
Commitment Fee	0	200,000	502,086	200,000	—
Asset Management Fee	0	70,200	70,200	70,200	—
MHI Transfer Tax	105,630	100,000	0	100,000	—
Recordation Tax	16,855,617	23,879,590	20,330,037	22,886,826	-4.2 %
Loan Payments	6,479,251	3,300,000	20,017,003	3,300,000	—
Miscellaneous Revenues	151,808	75,006	75,006	75,006	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
MPDU Revenues	1,064,998	1,970,000	1,970,000	1,970,000	—
Other Financing Sources	71,480	54,510	0	0	-100.0 %
Investment Income	5,162,141	4,043,580	4,043,580	4,043,580	—
MPDU Alternative Payments	0	360,000	360,000	0	-100.0 %
HOC Contributions	5,736	4,978,750	3,808,542	3,750,000	-24.7 %
Montgomery Housing Initiative Revenues	**32,158,090**	**39,031,636**	**51,176,454**	**36,395,612**	**-6.8 %**

GRANT FUND - MCG

EXPENDITURES

Salaries and Wages	1,680,781	1,869,393	1,869,393	1,731,263	-7.4 %
Employee Benefits	423,249	392,108	392,108	419,246	6.9 %
Grant Fund - MCG Personnel Costs	**2,104,030**	**2,261,501**	**2,261,501**	**2,150,509**	**-4.9 %**
Operating Expenses	16,986,431	6,584,631	6,584,631	6,712,500	1.9 %
Capital Outlay	55,984	0	0	0	—
Grant Fund - MCG Expenditures	**19,146,445**	**8,846,132**	**8,846,132**	**8,863,009**	**0.2 %**

PERSONNEL

Full-Time	(1)	(1)	(1)	(2)	100.0 %
Part-Time	0	0	0	0	—
FTEs	20.50	14.80	14.80	13.40	-9.5 %

REVENUES

Federal Grants	10,925,770	6,930,829	6,930,829	6,900,829	-0.4 %
Other Intergovernmental	422,630	285,303	285,303	302,180	5.9 %
State Grants	1,115,424	630,000	630,000	660,000	4.8 %
Loan Payments	3,631,536	1,000,000	1,000,000	1,000,000	—
Investment Income	1,353,280	0	0	0	—
Grant Fund - MCG Revenues	**17,448,640**	**8,846,132**	**8,846,132**	**8,863,009**	**0.2 %**

DEPARTMENT TOTALS

Total Expenditures	**135,527,322**	**76,759,542**	**80,949,525**	**79,154,027**	**3.1 %**
Total Full-Time Positions	**110**	**112**	**112**	**133**	**18.8 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**104.20**	**106.20**	**106.20**	**127.00**	**19.6 %**
Total Revenues	**56,984,596**	**56,449,823**	**68,594,641**	**58,389,996**	**3.4 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**10,625,718**	**69.25**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Changes (with service impacts)		
Add: Eight Positions and Associated Operating Expenses to Fully Implement the Rent Stabilization Program (Bill 15-23) [Rent Stabilization]	1,008,534	8.00
Add: Two Housing Code Inspectors and Associated Operating Expenses for Implementation of the Short-Term Residential Rental Program (Bill 22-23) [Housing Code Enforcement]	365,109	2.00
Add: Two Information Technology Positions for the Implementation of Bill 15-23 - Rent Stabilization and Bill 22-23 - Short-Term Residential Rental Programs [Administration]	287,442	2.00
Add: Two Program Specialists for the Implementation of the Short-Term Residential Rental Program (Bill 22-23) [Licensing and Registration]	232,428	2.00
Enhance: One Housing Code Inspector III Position to Meet County Mandates for the Re-inspection Program [Housing Code Enforcement]	150,354	1.00
Add: One Manager II Position (Division Chief) for Overall Managerial Responsibilities for the New Rent Stabilization Unit [Rent Stabilization]	122,940	1.00
Add: One Manager III Position to Close Operational Gaps in the Licensing and Registration Unit and Increase Revenue Generation [Licensing and Registration]	113,633	1.00
Enhance: On-going Information Technology Operating Expense for Software Licenses and Maintenance Needs for the Short-Term Residential Rental Portal. [Administration]	95,172	0.00
Enhance: One Investigator III Position to Comply with County Mandates and Meet Increased Service Demand [Common Ownership Community Program]	92,560	1.00
Enhance: One Program Manager I Position to Support Increased Service Demand in the Office of Landlord-Tenant Mediation Division [Landlord-Tenant Mediation]	92,073	1.00
Enhance: One Program Manager I Position to Provide Support for Increased Demand in the Moderately Priced Dwelling Units (MPDUs) Program [Affordable Housing Programs]	92,073	1.00
Enhance: One Program Specialist II Position to Close Operational Gaps within Licensing and Registration and Increase Revenue Collection [Licensing and Registration]	86,053	1.00
Enhance: On-going Information Technology Expense to Maintain and Monitor the Case Management System and Rental Portal [Administration]	81,957	0.00
Enhance: Enforcement of the Single-Family Survey and Licensing Registration [Licensing and Registration]	79,160	0.00
Eliminate: One Vacant Lapsed Position to Better Align the Division Personnel Complement [Grants Administration - Federal Programs]	0	(0.30)
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	445,143	0.00
Increase Cost: Annualization of FY24 Compensation Increases	369,631	0.00
Shift: Manager II Transferred from the Office of Human Resources to Support Strategic Initiatives and New Programming [Administration]	229,205	1.00
Increase Cost: Annualization of FY24 Lapsed Positions	211,950	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	16,168	0.00
Increase Cost: Printing and Mail	2,603	0.00
Decrease Cost: Miscellaneous Operating Expenses [Housing Development]	(1,000)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Multi-Family Housing Programs]	(1,000)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Neighborhood Revitalization]	(1,500)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Common Ownership Community Program]	(4,000)	0.00
Decrease Cost: Retirement Adjustment	(8,178)	0.00
Decrease Cost: Miscellaneous Operating Expenses [Administration]	(15,682)	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Decrease Cost: Miscellaneous Operating Expenses [Housing Code Enforcement]	(16,180)	0.00
Decrease Cost: Motor Pool Adjustment	(36,394)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(42,590)	0.00
Shift: Tax-Supported Charge Backs to the Office of County Attorney [Administration]	(114,438)	(0.50)
Decrease Cost: Annualization of FY24 Personnel Costs	(464,025)	0.00
FY25 RECOMMENDED	**14,094,919**	**90.45**

MONTGOMERY HOUSING INITIATIVE

FY24 ORIGINAL APPROPRIATION	**57,287,692**	**22.15**
Changes (with service impacts)		
Add: One Program Manager II Position to Support Operational and Increased Loan Servicing Needs [Administration]	98,693	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Operating Expenses to Reflect the Debt Service Transfer for the Housing Capital Improvements Program and the Housing Opportunities Commission Production Fund [Administration]	861,080	0.00
Increase Cost: Adjust Operating Expenses to Reflect Delta Between the FY24 and FY25 General Fund Transfer [Administration]	417,029	0.00
Increase Cost: FY25 Compensation Adjustment	120,272	0.00
Increase Cost: Annualization of FY24 Compensation Increases	90,870	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	65,931	0.00
Decrease Cost: Retirement Adjustment	(2,186)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(6,119)	0.00
Decrease Cost: Adjust Other Revenue Sources in the Housing Initiative Fund [Administration]	(515,649)	0.00
Decrease Cost: Rental Assistance Program Due to Decreased Recordation Tax Premium Estimates [Administration]	(992,764)	0.00
Decrease Cost: Housing Opportunities Commission (HOC) Production Fund Contributions to the Housing Initiative Fund [Administration]	(1,228,750)	0.00
FY25 RECOMMENDED	**56,196,099**	**23.15**

GRANT FUND - MCG

FY24 ORIGINAL APPROPRIATION	**8,846,132**	**14.80**
Federal/State Programs		
Add: Community Bridges, Inc. - Community Bridges Alumnae Program	45,000	0.00
Add: Community Reach of Montgomery County, Inc. - Mansfield Kaseman Health Clinic	45,000	0.00
Add: Homes Not Borders, Inc. - Home Set Ups and Moving Up Fund for Refugees and Migrants	40,000	0.00
Add: Montgomery Housing Partnership, Inc. - MHP's Workforce Development Program	40,000	0.00
Add: United Way of the National Capital Area - Community Schools Model	40,000	0.00
Add: Collegiate Directions, Inc. - Career Mentoring Initiative	40,000	0.00
Add: Mobile Medical Care, Inc. - Keeping Focused on Diabetic Eye Health	36,734	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Add: Arts for the Aging, Inc. - Sustaining Health Equity Through the Participatory Arts	35,733	0.00
Add: Ayuda, Inc. - Domestic Violence & Family Law Survivors Program	35,000	0.00
Add: EveryMind, Inc. - Case Manager: Rep Payee and Friendly Visitor	35,000	0.00
Add: Latino Economic Development Corporation - LEDC Tenant Services and Eviction Prevention	34,920	0.00
Add: Horizons Greater Washington, Inc. - HGW School Year Saturday Academy - Montgomery County	34,108	0.00
Add: Community Reach of Montgomery County, Inc. - Rockville Emergency Assistance Program (REAP)	33,000	0.00
Add: Korean Community Service Center of Greater Washington, Inc. - Strengthening Asian Families through Empowerment and Service (SAFES)	32,533	0.00
Add: Food and Friends, Inc. - Improving the Lives and Health of the Most Vulnerable	32,115	0.00
Add: Community FarmShare LLC - Farm to Family Nutrition Access	29,965	0.00
Add: Germantown Cultural Arts Center, Inc. - Beyond BlackRock: Positive Youth Development Arts Outreach Programming	25,000	0.00
Add: Liberty's Promise, Inc. - Helping the Immigrant Youth of Montgomery County Succeed	25,000	0.00
Add: Bethesda African Cemetery Coalition, Inc. - The Bridge That Carried Us Over: Education for the 21st Century	20,892	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]	113,914	0.00
Increase Cost: Takoma Park Code Enforcement Contract [Grants Administration - Federal Programs]	16,877	0.00
Decrease Cost: Abolish Two Vacant Lapsed Positions to Better Realign Personnel Complement [Grants Administration - Federal Programs]	0	(1.40)
Decrease Cost: Annualization of FY24 Personnel Costs	(113,914)	0.00
Decrease Cost: Community Development Block Grant (CDBG) Adjustments [Grants Administration - Federal Programs]	(660,000)	0.00
FY25 RECOMMENDED	**8,863,009**	**13.40**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	2,535,552	13.70	3,625,687	20.60
Affordable Housing Programs	1,138,019	6.50	1,281,090	7.00
Common Ownership Community Program	1,011,332	6.15	1,193,995	7.15
Grants Administration - Federal Programs	9,346,977	6.70	8,119,739	5.00
Housing Code Enforcement	5,454,198	39.50	6,325,077	42.50
Housing Development	443,491	3.95	266,054	1.95
Landlord-Tenant Mediation	2,010,286	10.00	2,601,363	11.00
Licensing and Registration	486,925	3.20	1,012,798	7.20
Multi-Family Housing Programs	52,933,836	8.90	51,904,585	8.90
Neighborhood Revitalization	1,398,926	7.60	1,899,409	6.70
Rent Stabilization	0	0.00	924,230	9.00

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Total	**76,759,542**	**106.20**	**79,154,027**	**127.00**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
COUNTY GENERAL FUND					
Permitting Services	Permitting Services	118,842	1.00	124,587	1.00
Recycling and Resource Management	Solid Waste Disposal	776,562	5.50	849,898	5.50
CIP	Capital Fund	179,460	1.70	200,300	1.40
	Total	**1,074,864**	**8.20**	**1,174,785**	**7.90**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**14,095**	**14,095**	**14,095**	**14,095**	**14,095**	**14,095**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**2,124**	**2,124**	**2,124**	**2,124**	**2,124**
New positions in the FY25 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 FY25	**0**	**(273)**	**(273)**	**(273)**	**(273)**	**(273)**
Items recommended for one-time funding in FY25, including one-time operating expenses for new positions, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**208**	**208**	**208**	**208**	**208**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**14,095**	**16,154**	**16,154**	**16,154**	**16,154**	**16,154**
MONTGOMERY HOUSING INITIATIVE						
EXPENDITURES						
FY25 Recommended	**56,196**	**56,196**	**56,196**	**56,196**	**56,196**	**56,196**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**123**	**123**	**123**	**123**	**123**
New positions in the FY25 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 FY25	**0**	**(5)**	**(5)**	**(5)**	**(5)**	**(5)**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Items recommended for one-time funding in FY25, including one-time operating expenses for new positions, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**61**	**61**	**61**	**61**	**61**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**56,196**	**56,375**	**56,375**	**56,375**	**56,375**	**56,375**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
One Program Manager I Position to Provide Support for Increased Demand in the Moderately Priced Dwelling Units (MPDUs) Program	85,940	1.00	114,576	1.00
One Housing Code Inspector III Position to Meet County Mandates for the Re-inspection Program	85,940	1.00	114,576	1.00
One Program Manager I Position to Support Increased Service Demand in the Office of Landlord-Tenant Mediation Division	85,940	1.00	114,576	1.00
One Manager III Position to Close Operational Gaps in the Licensing and Registration Unit and Increase Revenue Generation	107,250	1.00	142,996	1.00
One Program Specialist II Position to Close Operational Gaps within Licensing and Registration and Increase Revenue Collection	79,920	1.00	106,554	1.00
One Investigator III Position to Comply with County Mandates and Meet Increased Service Demand	92,560	1.00	123,410	1.00
One Program Manager II Position to Support Operational and Increased Loan Servicing Needs	92,560	1.00	123,410	1.00
Total	**630,110**	**7.00**	**840,098**	**7.00**

FY25-30 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Montgomery Housing Initiative							
FISCAL PROJECTIONS	FY24 APPROVED	FY24 ESTIMATE	FY25 REC	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION
ASSUMPTIONS								
Indirect Cost Rate	17.96%	17.96%	19.96%	19.96%	19.96%	19.96%	19.96%	19.96%
CPI (Fiscal Year)	2.1%	2.9%	2.1%	2.2%	2.2%	2.2%	2.3%	2.3%
Investment Income Yield	5.0%	5.3%	4.8%	4.0%	4.0%	4.0%	3.5%	3.3%
BEGINNING FUND BALANCE	15,555,321	10,965,827	14,249,457	2,359,800	1,373,700	357,900	30,900	31,900
REVENUES								
Taxes	23,979,590	20,330,037	22,986,826	25,090,587	26,213,429	27,154,193	28,990,239	30,330,879
Charges For Services	5,048,950	3,878,742	3,820,200	5,071,758	5,073,301	5,074,884	5,076,576	5,078,330
Miscellaneous	10,003,096	26,967,675	9,588,586	9,588,586	9,588,586	9,588,586	9,588,586	9,588,586
Subtotal Revenues	39,031,636	51,176,454	36,395,612	39,750,931	40,875,316	41,817,663	43,655,401	44,997,795
INTERFUND TRANSFERS (Net Non-CIP)	13,548,323	13,548,323	14,705,832	8,710,562	6,108,952	4,283,052	3,278,352	1,273,052
Transfers To Debt Service Fund	(19,155,600)	(19,155,600)	(18,294,520)	(24,289,790)	(26,891,400)	(28,717,300)	(29,722,000)	(31,727,300)
MHI HOC Housing Production Fund	(5,771,000)	(5,771,000)	(5,119,500)	(7,172,100)	(7,170,300)	(7,168,800)	(7,172,900)	(7,172,300)
MHI Property Acquisition	(13,384,600)	(13,384,600)	(13,175,020)	(17,117,690)	(19,721,100)	(21,548,500)	(22,549,100)	(24,555,000)
Transfers To The General Fund	(553,516)	(553,516)	(674,116)	(674,116)	(674,116)	(674,116)	(674,116)	(674,116)
Indirect Costs	(553,516)	(553,516)	(674,116)	(674,116)	(674,116)	(674,116)	(674,116)	(674,116)
Transfers From The General Fund	33,257,439	33,257,439	33,674,468	33,674,468	33,674,468	33,674,468	33,674,468	33,674,468
From General Fund	33,257,439	33,257,439	33,674,468	33,674,468	33,674,468	33,674,468	33,674,468	33,674,468
TOTAL RESOURCES	68,135,280	75,690,604	65,350,901	50,821,293	48,357,968	46,458,615	46,964,653	46,302,747
PSP OPER. BUDGET APPROP/ EXP'S.								
Operating Budget	(3,525,390)	(37,609,211)	(3,826,919)	(3,826,919)	(3,826,919)	(3,826,919)	(3,826,919)	(3,826,919)
Debt Service: Other (Non-Tax Funds only)	(54,510)	(54,510)	0	0	0	0	0	0
Rental Assistance Program (RAP)	(23,879,590)		(22,886,826)	(25,090,587)	(26,213,429)	(27,154,193)	(28,990,239)	(30,330,879)
Affordable Housing Loans	(13,946,104)	(23,392,490)	(13,534,323)	(4,429,552)	(1,703,231)	972,529	2,477,042	4,662,607
HHS Housing Programs	(9,706,200)		(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)	(9,706,200)
Neighborhoods to Call Home	(1,875,899)		(1,932,731)	(1,932,731)	(1,932,731)	(1,932,731)	(1,932,731)	(1,932,731)
HARP (Design for Life)	(300,000)		(309,100)	(309,100)	(309,100)	(309,100)	(309,100)	(309,100)
Homeownership Assistance Program	(4,000,000)	n/a	(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	(57,287,693)	(61,056,211)	(56,196,099)	(49,447,593)	(48,000,068)	(46,427,715)	(46,932,753)	(46,269,847)
OTHER CLAIMS ON FUND BALANCE	(7,937,288)	(384,936)	(6,795,002)	0	0	0	0	0
TOTAL USE OF RESOURCES	(65,224,981)	(61,441,147)	(62,991,101)	(49,447,593)	(48,000,068)	(46,427,715)	(46,932,753)	(46,269,847)
YEAR END FUND BALANCE	2,910,299	14,249,457	2,359,800	1,373,700	357,900	30,900	31,900	32,900
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	4.3%	18.8%	3.6%	2.7%	0.7%	0.1%	0.1%	0.1%

Assumptions:

1. Approximately $63 million, including $56.2 million in new funding, will be allocated in this fund to support the acquisition and preservation of affordable housing units, renovation of distressed housing, creation of housing units for special needs residents and mixed-income housing, first-time homeowner downpayment assistance, rental assistance, and a variety of services for permanent supportive housing and community development.
2. A total of $113.2 million will be funded through the FY25-30 CIP Budget in support of affordable housing, including $97 million for the Affordable Housing Acquisition and Preservation CIP Project# 760100, $15 million for the Nonproift Preservation Fund CIP Project# 762301, and $1.23 million to create a new revolving loan program for the Revitalization of Troubled and Distressed Common Ownership Communities CIP Project# 762504.
3. A supplemental Request totaling $19.999 million in loan repayments for the Nonprofit Preservation Fund CIP Project#762301 was introduced by the Council on February 27, 2024.
4. 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, usage, inflation, future labor agreements, and other factors not assumed here.
2. Operating budget includes personnel costs, contracts for homeownership education, and miscellaneous expenses for consultants, technology upgrades and loan asset monitoring.

AFFORDABLE HOUSING SUPPORT SUMMARY						
Funding Sources	**FY23 Approved Budget**	**Total County Resources (FY08 - FY23)**	**Avg Resources FY08-FY23**	**FY24 Approved Budget**	**FY25 Recommended Budget**	**Notes**
Operating Budget Expenditures						
DHCA - MHI Operating Budget	49,090,423	490,734,501	29,442,939	49,681,692	56,196,099	
DHCA - MHI Debt Service (interest only)	4,787,383	45,954,897	2,744,501	7,225,931	5,771,000	**MHI Debt Service Interest in FY25 includes the Taxable Housing Certificates issued for HOC Production Fund.**
HHS - General Fund - Housing Programs	30,962,294	184,818,260	10,257,064	46,931,755	30,587,717	**Clients Served**
HOC - Non-Departmental Account	7,633,168	101,652,350	6,267,945	7,972,501	8,295,315	
Total Operating Budget	**92,473,268**	**823,160,008**	**48,712,449**	**111,811,879**	**100,850,131**	
Affordable Housing Acquisition and Preservation Project (CIP)		-				
MHI		4,775,000	397,917		65,000,000	
HIF Revolving Loan Program	14,896,000	198,430,000	12,235,600	19,277,000	17,355,000	
Loan Repayment Proceeds (actual)	21,854,000	98,800,507	5,129,767	2,723,000	4,645,000	
G.O. Bonds		-	-			
Recordation Tax Premium	-	4,544,540	504,949	10,000,000	10,000,000	
DHCA - Affordable Housing Acquisition and Preservation Project (CIP) - Total	**36,750,000**	**306,550,047**	**18,268,233**	**32,000,000**	**97,000,000**	
Nonprofit Preservation Fund					**50,000,000**	**Include $35 million FY24 supplemental pending Council approval**
Affordable Housing Opportunity Fund (CIP)	**6,000,000**	**20,000,000**	20,000,000	-	-	
Preservation of Naturally Occurring Affordable Housing (NOAH) Fund	**40,000,000**	**40,000,000**	-	-	-	
DHCA - Payment in Lieu of Taxes (Non-HOC PILOTs)	20,624,755	**212,105,511**	12,765,384	20,624,755	24,037,676	
DHCA - Payment in Lieu of Taxes (HOC PILOTs)	10,593,592	**146,024,396**	9,028,720	11,123,275	10,829,436	
DGS - Discounted Land Value	1,500,000	**57,790,913**	8,041,559	-		
Total Affordable Housing Support	**206,441,615**	**1,605,630,876**	**116,816,345**	**175,559,909**	**282,717,243**	

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Permitting Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$45,389,509	250.03

RABBIAH SABBAKHAN, DIRECTOR

MISSION STATEMENT

The Department of Permitting Services' (DPS) primary mission is to ensure the health, safety, sustainability and economic vitality of residents, businesses, communities and the built environment in Montgomery County. This is accomplished by accurate, consistent and timely review and issuance of submittal documents and permits and extensive outreach. DPS conducts prompt and thorough inspections for residential, commercial, land development, zoning and code compliance and responds to service requests and emergencies.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Department of Permitting Services is $45,389,509, an increase of $3,726,613 or 8.94 percent from the FY24 Approved Budget of $41,662,896. Personnel Costs comprise 80.73 percent of the budget for 244 full-time position(s) and no part-time position(s), and a total of 250.03 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 19.27 percent of the FY25 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

- Two new positions will be responsible for developing data analytics, customer and internal facing tools, and assisting with code development. This requires in-depth knowledge and understanding of how the energy code, green code, and general DPS functions interact with the Climate Action Plan.

- Plan review staff will absorb responsibility for reviewing plans related to Streetlights, Signs and Markings and Mobile Cranes, historically reviewed by MCDOT. This change is in line with the "One Stop Shop" model and will eliminate conflicts with review comments and result in faster permit issuance. One reviewer will be responsible for the entire public right-of-way construction plan set.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Adoption of 2021 IBC, IECC, IEBC, IgCC, 2020 NEC and 2021 NFPA Codes (Building, Energy, Existing Building, Green Building, Electrical & Fire Codes), 2021 International Residential Code (IRC) and the 2020 National Electric Code (NEC).
- Upgrade electronics plans submission system to improve system reliability, scalability, collaboration, security, and performance.
- Adopted and implemented the Compliance Engine application to better protect county residents and businesses with enhanced, proactive fire prevention related to maintenance and testing compliance of fire protection systems in buildings.
- Permitting Services' Podcast is an archive of topics featured on social media platforms that include news releases that raise awareness, feature subject-matter experts, and discuss a variety of topics that promote innovation and outreach within the community.
- Reinstituted the Residential Fast Track program with the goal of significantly shortening the issuance time (1 day) for small residential projects.

PROGRAM CONTACTS

Contact Barbara Suter of the Department of Permitting Services at 240.777.6244 or Justine Jones of the Office of Management and Budget at 240.777.2627 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of screenings passed with fewer than 2 returns to the customer	98%	98%	95%	95%	95%
Percent of inspections passed - all divisions	85%	84%	85%	85%	85%
Percent of customers satisfied with DPS services [1]	91%	75%	77%	77%	77%

[1] *A new customer survey process was implemented in FY23, resulting in more customers receiving the survey and a much higher response rate.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**10,758,484**	**25.13**
Increase Cost: Increase in Utilities/Maintenance/Parking	260,664	0.00
Increase Cost: Increase IT Maintenance and Support	223,849	0.00
Increase Cost: Transfer Fiscal Assistant to Central Services Unit	209,826	2.00
Increase Cost: Operating Expenses for Wheaton Office Building	15,040	0.00
Decrease Cost: Eliminated One Term Imaging Operator	(74,928)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	198,821	0.00
FY25 Recommended	**11,591,756**	**26.13**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of permits receiving final approvals [1]	10,868	6,747	6,800	6,800	6,800
Commercial Permits - Percent of inspections completed on the scheduled day	98.2%	98.3%	98.0%	98.0%	98.0%
Percent of plans receiving a complete first review within 22 business days	89.5%	86.0%	90.0%	90.0%	90.0%

[1] *The calculation method was revised in FY23, resulting in a lower number than the previous year.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,416,598**	**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.	1,008,432	0.00
FY25 Recommended	**8,425,030**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of applications processed (at intake) by permit technicians [1]	51,124	50,247	50,000	50,000	50,000
Percent of screenings completed (plans ready for review) within 2 business days	73%	83%	75%	75%	75%
Percent of customers satisfied with DPS Customer Service Division	97%	98%	95%	95%	95%

[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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,950,527**	**43.90**
Decrease Cost: Transfer Fiscal Assistant to Central Services Unit	(209,826)	(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.	223,163	0.00
FY25 Recommended	**4,963,864**	**41.90**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total number of public right of way permits issued (roadside trees, driveways, plats, et al.)	3,478	3,790	3,400	3,400	3,400
Number of Sediment Control inspections completed	18,959	20,646	19,500	19,500	19,500
Number of roadside tree plan reviews	1,796	1,615	1,450	1,450	1,450
Percent of Sediment Control inspections that pass inspection indicating a compliant site	95.6%	96.4%	95.0%	95.0%	95.0%
Successful Maryland Department of the Environment (MDE) Delegation of Review of Sediment Control and Storm-Water Management [1]	Yes	N/A	Yes	N/A	Yes

[1] *Sediment Control Delegation reviews are performed biennially.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,619,215**	**53.00**
Re-align: Transfer Plan Reviewer Position from Residential to Land Programs	128,180	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.	850,218	0.00
FY25 Recommended	**8,597,613**	**54.00**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of service requests completed within 3 business days	92.1%	95.0%	95.0%	95.0%	95.0%
Percent of commercial establishments in compliance with the Fire Code	78.5%	86.3%	78.0%	78.0%	78.0%
Number of inspections performed by Residential and Fire Code Compliance FCC inspectors	69,820	66,171	63,000	63,000	63,000
Number of residential plan reviews performed	9,491	9,761	9,500	9,500	9,500
Residential Permits - Percent of inspections completed on the scheduled day	99.4%	99.1%	99.0%	99.0%	99.0%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,547,188**	**46.00**
Enhance: New Permitting & Code Compliance Inspector	149,221	1.00
Enhance: New Plan Reviewer Position	91,706	1.00
Re-align: Transfer Plan Reviewer Position from Residential to Land Programs	(128,180)	(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.	564,938	0.00
FY25 Recommended	**7,224,873**	**47.00**

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 ensure compliance of M-NCPPC certified site plan projects. Division Permit Specialists perform zoning reviews of plan applications prior to permit issuance, monitor applicant adherence to M-NCPPC certified site plans and provide direct staff support to the Sign Review Board, M-NCPPC Development Review Committee, Predesign Consultation Services and the Tower

Committee - Transmission Facilities Coordination Group. Division Field Staff inspect for compliance with M-NCPPC certified site plan projects, and Conditional Uses/Special Exceptions. Moreover, ensure zoning ordinance compliance through scheduled inspections, investigations of constituent complaints and when necessary, issue civil citations, and enforce the orders issued by the Hearing Examiner, Board of Appeals, District Court, Circuit Court, and Maryland Court of Special Appeals.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of zoning and fire department access reviews	32,427	29,614	29,500	29,500	29,500
Percent of MNCPPC active site plans in compliance every 10 business days	94%	96%	95%	95%	95%
Percent of Zoning service requests started and responded to the customer within 2 business days	87%	87%	90%	90%	90%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**4,370,884**	**29.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	215,489	0.00
FY25 Recommended	**4,586,373**	**29.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
PERMITTING SERVICES					
EXPENDITURES					
Salaries and Wages	23,921,076	26,110,430	26,468,836	28,874,053	10.6 %
Employee Benefits	6,336,763	7,009,753	7,053,082	7,766,717	10.8 %
Permitting Services Personnel Costs	**30,257,839**	**33,120,183**	**33,521,918**	**36,640,770**	**10.6 %**
Operating Expenses	8,012,290	8,542,713	7,669,802	8,748,739	2.4 %
Permitting Services Expenditures	**38,270,129**	**41,662,896**	**41,191,720**	**45,389,509**	**8.9 %**
PERSONNEL					
Full-Time	243	243	243	244	0.4 %
Part-Time	0	0	0	0	—
FTEs	249.03	249.03	249.03	250.03	0.4 %
REVENUES					
Building Permits	25,859,436	25,865,408	23,209,504	26,757,490	3.4 %
Electrical Permits and Licenses	4,805,962	4,907,130	4,211,095	4,500,000	-8.3 %
Fire Code Enforcement Permits	2,381,418	2,548,228	2,444,585	2,354,099	-7.6 %
Grading/Storm Drains/Paving/Driveway Permits	4,513,455	4,075,018	3,852,835	4,400,000	8.0 %
Occupancy Permits	568,645	498,435	557,467	578,272	16.0 %
Other Licenses/Permits	313,141	314,662	768,790	482,194	53.2 %
Sediment Control Permits	3,143,285	2,798,592	3,327,604	3,437,873	22.8 %
Sign Permits	188,992	197,600	191,739	205,983	4.2 %
Special Exception Fee	204,809	189,052	189,052	203,782	7.8 %
Stormwater Mgmt and Water Quality Plan Fee	286,171	248,396	206,372	209,117	-15.8 %
Well and Septic	577,457	315,194	246,663	498,893	58.3 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Automation Enhancement Fee	59	0	0	0	—
Other Charges/Fees	2,233,264	1,600,479	1,511,207	1,690,858	5.6 %
Other Fines/Forfeitures	54,683	27,543	115,969	86,275	213.2 %
Investment Income	1,998,370	2,595,390	3,278,130	2,580,520	-0.6 %
Mechanical Construction Permit	1,900,114	1,680,824	2,151,660	2,146,150	27.7 %
Information Requests	0	136,533	114,825	116,634	-14.6 %
Permitting Services Revenues	**49,029,261**	**47,998,484**	**46,377,497**	**50,248,140**	**4.7 %**

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	275	0	0	0	—
Grant Fund - MCG Expenditures	**275**	**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	(2,960)	0	0	0	—
Grant Fund - MCG Revenues	**(2,960)**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**38,270,404**	**41,662,896**	**41,191,720**	**45,389,509**	**8.9 %**
Total Full-Time Positions	**243**	**243**	**243**	**244**	**0.4 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**249.03**	**249.03**	**249.03**	**250.03**	**0.4 %**
Total Revenues	**49,026,301**	**47,998,484**	**46,377,497**	**50,248,140**	**4.7 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
PERMITTING SERVICES		
FY24 ORIGINAL APPROPRIATION	**41,662,896**	**249.03**
Changes (with service impacts)		
Enhance: New Permitting & Code Compliance Inspector [Residential Construction & Fire Code Compliance]	149,221	1.00
Enhance: New Plan Reviewer Position [Residential Construction & Fire Code Compliance]	91,706	1.00
Other Adjustments (with no service impacts)		

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Annualization of FY24 Compensation Increases	1,484,518	0.00
Increase Cost: FY25 Compensation Adjustment	1,360,908	0.00
Increase Cost: Lapse Adjustment	452,204	0.00
Increase Cost: Increase in Utilities/Maintenance/Parking [Administration]	260,664	0.00
Increase Cost: Increase IT Maintenance and Support [Administration]	223,849	0.00
Increase Cost: Transfer Fiscal Assistant to Central Services Unit [Administration]	209,826	2.00
Increase Cost: Annualization of FY24 Personnel Costs	169,206	0.00
Re-align: Transfer Plan Reviewer Position from Residential to Land Programs [Land Development]	128,180	1.00
Increase Cost: Operating Expenses for Wheaton Office Building [Administration]	15,040	0.00
Increase Cost: Printing and Mail	2,685	0.00
Decrease Cost: Retirement Adjustment	(34,394)	0.00
Decrease Cost: Risk Management Adjustment	(65,560)	0.00
Decrease Cost: Eliminated One Term Imaging Operator [Administration]	(74,928)	(1.00)
Re-align: Transfer Plan Reviewer Position from Residential to Land Programs [Residential Construction & Fire Code Compliance]	(128,180)	(1.00)
Decrease Cost: Elimination of One-Time Items Approved in FY24	(150,000)	0.00
Decrease Cost: Motor Pool Adjustment	(158,506)	0.00
Decrease Cost: Transfer Fiscal Assistant to Central Services Unit [Customer Support & Outreach]	(209,826)	(2.00)
FY25 RECOMMENDED	**45,389,509**	**250.03**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	10,758,484	25.13	11,591,756	26.13
Commercial Building Construction	7,416,598	52.00	8,425,030	52.00
Customer Support & Outreach	4,950,527	43.90	4,963,864	41.90
Land Development	7,619,215	53.00	8,597,613	54.00
Residential Construction & Fire Code Compliance	6,547,188	46.00	7,224,873	47.00
Zoning and Code Compliance	4,370,884	29.00	4,586,373	29.00
Total	**41,662,896**	**249.03**	**45,389,509**	**250.03**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
PERMITTING SERVICES						
EXPENDITURES						
FY25 Recommended	**45,390**	**45,390**	**45,390**	**45,390**	**45,390**	**45,390**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**64**	**64**	**64**	**64**	**64**
New positions in the FY25 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 FY25	**0**	**(521)**	**(521)**	**(521)**	**(521)**	**(521)**
Items recommended for one-time funding in FY25, including a vehicle purchase and a decrease in lapse, will be eliminated from the base in the outyears.						
Labor Contracts	**0**	**684**	**684**	**684**	**684**	**684**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**45,390**	**45,617**	**45,617**	**45,617**	**45,617**	**45,617**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Plan Reviewer Position	86,106	1.00	116,451	1.00
New Permitting & Code Compliance Inspector	76,967	1.00	110,907	1.00
Total	**163,073**	**2.00**	**227,358**	**2.00**

FY25-30 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Permitting Services						
FISCAL PROJECTIONS	FY24 ESTIMATE	FY25 REC	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	17.96%	**19.96%**	19.96%	19.96%	19.96%	19.96%	19.96%
CPI (Fiscal Year)	2.9%	**2.2%**	2.3%	2.3%	2.2%	2.3%	2.3%
Investment Income Yield	5.3%	**4.3%**	3.3%	3.0%	3.0%	3.0%	3.0%
Enterprise Fund Stabilization Factor (EFSF)	1.05	**1.05**	0.63	1.02	1.09	1.10	1.10
BEGINNING FUND BALANCE	**43,443,228**	**41,808,123**	**38,481,980**	**16,186,587**	**11,899,147**	**11,247,702**	**11,345,869**
REVENUES							
Licenses & Permits	41,357,366	**45,773,853**	46,812,921	47,884,936	48,943,193	50,044,416	51,180,424
Charges For Services	1,626,032	**1,807,492**	1,848,522	1,890,854	1,932,642	1,976,126	2,020,984
Fines & Forfeitures	115,969	**86,275**	88,233	90,254	92,249	94,325	96,466
Miscellaneous	3,278,130	**2,580,520**	1,951,280	1,801,180	1,801,180	1,801,180	1,801,180
Subtotal Revenues	**46,377,497**	**50,248,140**	**50,700,956**	**51,667,224**	**52,769,264**	**53,916,047**	**55,099,054**
EFSF Fee Increaae			**(18,858,920)**	**(1,413,746)**	**1,724,665**	**2,144,761**	**2,193,447**
INTERFUND TRANSFERS (Net Non-CIP)	**(6,820,882)**	**(8,184,774)**	**(8,322,569)**	**(8,322,569)**	**(8,321,274)**	**(8,322,310)**	**(8,321,829)**
Transfers To Debt Service Fund	(872,497)	(871,276)	(872,571)	(872,571)	(871,276)	(872,312)	(871,831)
Wheaton Redevelopment	(872,497)	(871,276)	(872,571)	(872,571)	(871,276)	(872,312)	(871,831)
Transfers To The General Fund	(5,948,385)	(7,313,498)	(7,449,998)	(7,449,998)	(7,449,998)	(7,449,998)	(7,449,998)
Indirect Costs	(5,948,385)	(7,313,498)	(7,449,998)	(7,449,998)	(7,449,998)	(7,449,998)	(7,449,998)
TOTAL RESOURCES	**82,999,843**	**83,871,489**	**80,860,367**	**59,531,242**	**56,347,137**	**56,841,439**	**58,123,094**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(41,191,720)	**(45,389,509)**	(45,588,109)	(45,991,599)	(46,597,349)	(47,413,579)	(48,446,929)
Labor Agreement	n/a	**0**	(683,870)	(683,870)	(683,870)	(683,870)	(683,870)
Annualizations and One-Time	n/a	**n/a**	457,119	457,119	457,119	457,119	457,119
Subtotal PSP Oper Budget Approp / Exp's	**(41,191,720)**	**(45,389,509)**	**(45,814,860)**	**(46,218,350)**	**(46,824,100)**	**(47,640,330)**	**(48,673,680)**
TOTAL USE OF RESOURCES	**(41,191,720)**	**(45,389,509)**	**(45,814,860)**	**(46,218,350)**	**(46,824,100)**	**(47,640,330)**	**(48,673,680)**
YEAR END FUND BALANCE	**41,808,123**	**38,481,980**	**16,186,587**	**11,899,147**	**11,247,702**	**11,345,869**	**11,642,861**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**50.4%**	**45.9%**	**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 year revenues and fund balance may vary based on changes to the Enterprise Fund Stabilization Factor (EFSF), future labor agreements, and other factors.
2. The fund balance policy is 15 to 20 percent of total resources.

Environmental Protection

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$46,713,516	133.69

JON I. MONGER, 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 FY25 Operating Budget for the Department of Environmental Protection is $46,713,516, an increase of $3,699,694 or 8.60 percent from the FY24 Approved Budget of $43,013,822. Personnel Costs comprise 35.30 percent of the budget for 130 full-time position(s) and one part-time position(s), and a total of 133.69 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 64.70 percent of the FY25 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 $10,388,020 is required in FY25 for Water Quality Protection Bonds and long-term financing offered by the State of Maryland.

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

- Enhance efforts to combat climate change by adding funds to build out the County's electric vehicle charging infrastructure, assist under-resourced building owners comply with Building Energy Performance Standards (BEPS) with subsidized energy audits, and contractual support to help low-income residents access federal incentives and tax credits newly-available under the Inflation Reduction Act. A position and operating funds are added to develop a solar power strategic plan as well.

- Increase funding for Clean Water Montgomery grants (previously Watershed Grants), which earn credit toward the County's MS4 permit on private property.
- Create new positions for inspections and maintenance of stormwater management facilities throughout the County, including for environmental site designs, above ground structures, and tree plantings.
- Add funds to implement a ban on the sale and use of gas-powered leaf blowers, including outreach to affected retailers and lawn care companies, and to fund an electric leaf blower rebate program.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- The Energy, Climate, and Compliance Division developed and issued Executive Regulations to implement the BEPS Law, a cornerstone County climate policy. DEP also onboarded new BEPS staff and is expanding the software platform to manage benchmarking data to accommodate the expanded scope of the Law.
- Expand the Charge Montgomery program plan for the expansion of electric vehicle (EV) charging infrastructure across Montgomery County. This program helps the County educate and engage with the public on EV charging, including a survey and GIS map to visualize current and future charging station locations relative to points of interest and equity census tracts.
- Through its Montgomery Energy Connection program, DEP launched Electrify MC pilot program, a residential electrification help desk and direct incentives to encourage residents to switch from fossil fuels to efficient electric options in their home, in advance of the incentives that will be available through the Inflation Reduction Act.
- The DEP Communications and Public Engagement team led and participated in more than 80 community events to inform and educate the public about DEP practices and ways the public can help address climate change and reduce, reuse, and recycle more. In order to meet the needs of the entire County, the department held events in and with frontline communities that are traditionally underserved.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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, oversight of operational programs at the County's Integrated Solid Waste Management System (ISWMS), and communications and public engagement.

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.

The Office is responsible for operating and capital budget development, revenue generation from the Water Quality Protection Charge and Solid Waste Fees, 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 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,935,693**	**9.70**
Shift: Move Position from Gneral Fund to Water Quality Protection Fund	75,865	0.50
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	11,509	0.00
Increase Cost: Arlington ACCS contract	1,731	0.00
Re-align: Elimination of Long-Term Vacancy (General Fund)	(51,053)	(0.40)
Re-align: Elimination of Long-Term Vacancy (Water Quality Protection Fund)	(51,053)	(0.40)
Shift: Realign Positions Based on Workload	(188,678)	(1.25)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	311,170	0.90
FY25 Recommended	**2,045,184**	**9.05**

Energy, Climate and Compliance

The Energy, Climate, and Compliance Division develops and implements policies and programs focused on reducing greenhouse

gas emissions and enhancing the resilience of the County in the face of a changing climate, and enforces County laws and regulations related to air and water pollution, illegal dumping, noise control, and other environmental laws. The Division engages with, and provides programs for, residential and commercial properties related to energy efficiency and the use of renewable energy, including the Benchmarking Law and Building Energy Performance Standards; engages with County residents through Montgomery Energy Connection to provide customized education on the benefits of energy efficiency, availability of energy-related programs, and opportunities for energy assistance; promotes the adoption of electric and other low-emission vehicles; advocates for energy policies at the State and Federal level that support the County's climate goals; and works to ensure that the needs of underserved communities that will feel the impacts of climate change more acutely are considered in all aspects of the Division's work. In addition, the Division works with other County departments and agencies, community-based organizations, and others to increase their capacity to develop and implement climate solutions as part of their operations.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of commercial buildings in compliance with the building benchmarking law [1]	91%	85%	89%	87%	86%
Average days to close environmental cases	34	36	33	34	34
Percent of customers rating themselves as satisfied with DEP's response to environmental complaints	82%	86%	83%	84%	84%

[1] *Amendments to the benchmarking law doubled the number of covered buildings in FY 23.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,578,248**	**21.01**
Add: Bill 18-22 Implementation for Electric Leaf Blower Incentive Program	625,000	0.00
Add: New Position and Operating Support for Solar Strategic Plan Development (Senior Planning Specialist)	345,354	1.00
Add: Energy Audits for Under-Resourced Buildings Subject to BEPS	275,000	0.00
Add: Inflation Reduction Act Incentive Energy Ambassadors	200,000	0.00
Add: Technical Support and Incentives for Electric Vehicle Community Charging Infrastructure Deployment	200,000	0.00
Decrease Cost: Reduce Contractual Support for Climate Communications and Data	(97,968)	0.00
Shift: Transfer Position to Office of Grants Management to Increase Climate Grants Capacity	(114,576)	(1.00)
Re-align: One-time Adjustment to General Climate Program Funding for Capacity	(136,345)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	303,985	0.00
FY25 Recommended	**7,178,698**	**21.01**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of stormwater management triennial inspections completed [1]	94%	99.6%	99%	100%	100%
Percent of stormwater management facility maintenance work orders completed	82%	85%	85%	90%	100%

[1] *Does not include triennial inspections of BMPs on Single Family Residential (SFR) properties, which are covered under a separate inspection program.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**35,499,881**	**102.78**
Increase Cost: Maintenance and Inspections for Growing Best Management Practice Inventory	858,357	0.00
Increase Cost: Support for M-NCPPC Water Quality Efforts	182,568	0.00
Enhance: Clean Water Montgomery Grant	150,000	0.00
Enhance: Bag Tax Outreach	100,000	0.00
Enhance: New Position for Above Ground Maintenance Split with Capital Budget (Construction Representative III)	69,404	0.50
Increase Cost: Office of Agriculture Chargeback	67,777	0.00
Increase Cost: Follow-up Inspections for the Tree Montgomery Program	67,000	0.00
Shift: Adjust Position from General Fund to Water Quality Protection Fund	36,948	0.25
Increase Cost: Information Technology Support Contract	31,300	0.00
Enhance: New Vehicle for Reclassed Position Within the Environmental Site Design Program	30,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	28,622	0.00
Enhance: New Position for Tree Montgomery and MS4 Inspections (Construction Representative II)	17,092	1.00
Increase Cost: Department of Transportation Chargeback	7,046	0.00
Increase Cost: Adjustment to Wheaton Office Building Expenses	6,659	0.00
Increase Cost: Agreements with Metropolitan Council of Governments	2,557	0.00
Decrease Cost: Dept. of Finance Chargeback	(15,057)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	349,480	(0.90)
FY25 Recommended	**37,489,634**	**103.63**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	1,816,289	2,981,983	2,493,547	3,218,762	7.9 %
Employee Benefits	450,149	792,133	635,808	825,702	4.2 %
County General Fund Personnel Costs	**2,266,438**	**3,774,116**	**3,129,355**	**4,044,464**	**7.2 %**
Operating Expenses	5,062,645	5,309,731	5,604,731	6,658,811	25.4 %
County General Fund Expenditures	**7,329,083**	**9,083,847**	**8,734,086**	**10,703,275**	**17.8 %**
PERSONNEL					
Full-Time	61	64	64	63	-1.6 %
Part-Time	0	0	0	0	—
FTEs	25.64	31.65	31.65	30.00	-5.2 %
REVENUES					
Other Licenses/Permits	13,275	20,000	20,000	20,000	—
Other Charges/Fees	114,800	60,400	60,400	60,400	—
Other Fines/Forfeitures	20,273	15,000	15,000	15,000	—
Tree Canopy	654,250	1,500,000	1,500,000	1,500,000	—
County General Fund Revenues	**802,598**	**1,595,400**	**1,595,400**	**1,595,400**	**—**
WATER QUALITY PROTECTION FUND					
EXPENDITURES					
Salaries and Wages	7,389,471	8,884,109	8,357,478	9,519,933	7.2 %
Employee Benefits	2,135,085	2,785,666	2,611,303	2,924,749	5.0 %
Water Quality Protection Fund Personnel Costs	**9,524,556**	**11,669,775**	**10,968,781**	**12,444,682**	**6.6 %**
Operating Expenses	20,660,749	22,260,200	22,260,200	23,565,559	5.9 %
Water Quality Protection Fund Expenditures	**30,185,305**	**33,929,975**	**33,228,981**	**36,010,241**	**6.1 %**
PERSONNEL					
Full-Time	60	65	65	67	3.1 %
Part-Time	1	1	1	1	—
FTEs	96.84	101.84	101.84	103.69	1.8 %
REVENUES					
Bag Tax	2,904,096	2,500,000	2,500,000	2,700,000	8.0 %
Water Quality Protection Charge	45,003,919	45,794,760	45,794,760	49,639,440	8.4 %
Investment Income	1,409,687	1,266,820	2,241,260	1,987,000	56.8 %
Other Charges/Fees	369,929	47,500	47,500	47,500	—
Water Quality Protection Fund Revenues	**49,687,631**	**49,609,080**	**50,583,520**	**54,373,940**	**9.6 %**
GRANT FUND - MCG					
EXPENDITURES					

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	**0**	**0**	**0**	**0**	**—**
Operating Expenses	239,395	0	0	0	—
Grant Fund - MCG Expenditures	**239,395**	**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	118,855	0	0	0	—
Federal Grants	123,423	0	0	0	—
Grant Fund - MCG Revenues	**242,278**	**0**	**0**	**0**	**—**

DEPARTMENT TOTALS

Total Expenditures	**37,753,783**	**43,013,822**	**41,963,067**	**46,713,516**	**8.6 %**
Total Full-Time Positions	**121**	**129**	**129**	**130**	**0.8 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**122.48**	**133.49**	**133.49**	**133.69**	**0.1 %**
Total Revenues	**50,732,507**	**51,204,480**	**52,178,920**	**55,969,340**	**9.3 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**9,083,847**	**31.65**
Changes (with service impacts)		
Add: Bill 18-22 Implementation for Electric Leaf Blower Incentive Program [Energy, Climate and Compliance]	625,000	0.00
Add: New Position and Operating Support for Solar Strategic Plan Development (Senior Planning Specialist) [Energy, Climate and Compliance]	345,354	1.00
Add: Energy Audits for Under-Resourced Buildings Subject to BEPS [Energy, Climate and Compliance]	275,000	0.00
Add: Technical Support and Incentives for Electric Vehicle Community Charging Infrastructure Deployment [Energy, Climate and Compliance]	200,000	0.00
Add: Inflation Reduction Act Incentive Energy Ambassadors [Energy, Climate and Compliance]	200,000	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Personnel Costs	409,309	0.00
Increase Cost: FY25 Compensation Adjustment	177,148	0.00
Increase Cost: Annualization of FY24 Compensation Increases	153,955	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	57,753	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Motor Pool Adjustment	15,529	0.00
Increase Cost: Retirement Adjustment	15,497	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration]	11,509	0.00
Increase Cost: Printing and Mail	6,355	0.00
Re-align: Elimination of Long-Term Vacancy (General Fund) [Administration]	(51,053)	(0.40)
Decrease Cost: Reduce Contractual Support for Climate Communications and Data [Energy, Climate and Compliance]	(97,968)	0.00
Shift: Transfer Position to Office of Grants Management to Increase Climate Grants Capacity [Energy, Climate and Compliance]	(114,576)	(1.00)
Re-align: One-time Adjustment to General Climate Program Funding for Capacity [Energy, Climate and Compliance]	(136,345)	0.00
Shift: Realign Positions Based on Workload [Administration]	(188,678)	(1.25)
Decrease Cost: Lapse Adjustment	(284,361)	0.00
FY25 RECOMMENDED	**10,703,275**	**30.00**

WATER QUALITY PROTECTION FUND

FY24 ORIGINAL APPROPRIATION	**33,929,975**	**101.84**
Changes (with service impacts)		
Enhance: Clean Water Montgomery Grant [Watershed Restoration]	150,000	0.00
Enhance: Bag Tax Outreach [Watershed Restoration]	100,000	0.00
Enhance: New Position for Above Ground Maintenance Split with Capital Budget (Construction Representative III) [Watershed Restoration]	69,404	0.50
Enhance: New Vehicle for Reclassed Position Within the Environmental Site Design Program [Watershed Restoration]	30,000	0.00
Enhance: New Position for Tree Montgomery and MS4 Inspections (Construction Representative II) [Watershed Restoration]	17,092	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Maintenance and Inspections for Growing Best Management Practice Inventory [Watershed Restoration]	858,357	0.00
Increase Cost: FY25 Compensation Adjustment	356,627	0.00
Increase Cost: Annualization of FY24 Compensation Increases	321,743	0.00
Increase Cost: Annualization of FY24 Personnel Costs	203,910	0.00
Increase Cost: Support for M-NCPPC Water Quality Efforts [Watershed Restoration]	182,568	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	133,993	0.00
Shift: Move Position from Gneral Fund to Water Quality Protection Fund [Administration]	75,865	0.50
Increase Cost: Office of Agriculture Chargeback [Watershed Restoration]	67,777	0.00
Increase Cost: Follow-up Inspections for the Tree Montgomery Program [Watershed Restoration]	67,000	0.00
Shift: Adjust Position from General Fund to Water Quality Protection Fund [Watershed Restoration]	36,948	0.25
Increase Cost: Information Technology Support Contract [Watershed Restoration]	31,300	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Watershed Restoration]	28,622	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: Department of Transportation Chargeback [Watershed Restoration]	7,046	0.00
Increase Cost: Adjustment to Wheaton Office Building Expenses [Watershed Restoration]	6,659	0.00
Increase Cost: Printing and Mail	3,998	0.00
Increase Cost: Agreements with Metropolitan Council of Governments [Watershed Restoration]	2,557	0.00
Increase Cost: Arlington ACCS contract [Administration]	1,731	0.00
Decrease Cost: Retirement Adjustment	(12,880)	0.00
Decrease Cost: Dept. of Finance Chargeback [Watershed Restoration]	(15,057)	0.00
Re-align: Elimination of Long-Term Vacancy (Water Quality Protection Fund) [Administration]	(51,053)	(0.40)
Decrease Cost: Motor Pool Adjustment	(54,329)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(70,000)	0.00
Decrease Cost: Lapse Adjustment	(469,612)	0.00
FY25 RECOMMENDED	**36,010,241**	**103.69**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	1,935,693	9.70	2,045,184	9.05
Energy, Climate and Compliance	5,578,248	21.01	7,178,698	21.01
Watershed Restoration	35,499,881	102.78	37,489,634	103.63
Total	**43,013,822**	**133.49**	**46,713,516**	**133.69**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
WATER QUALITY PROTECTION FUND					
CIP	Capital Fund	2,627,566	18.40	2,912,717	18.90

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**10,703**	**10,703**	**10,703**	**10,703**	**10,703**	**10,703**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**32**	**32**	**32**	**32**	**32**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
New positions in the FY25 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 FY25	**0**	**(394)**	**(394)**	**(394)**	**(394)**	**(394)**
Items recommended for one-time funding in FY25, including for funds for a pilot program for outreach surrounding federal energy incentives, implementing a electric leaf blower incentive program, and development of a solar strategic plan, will be eliminated from the base in the outyears. A one-time reduction to climate programs accounting for prior year capacity is restored as well.						
Electric Leaf Blower Incentive Program and Outreach	**0**	**(80)**	**(430)**	**(550)**	**(550)**	**(550)**
Restore One-Time Lapse Increase	**0**	**284**	**284**	**284**	**284**	**284**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**79**	**79**	**79**	**79**	**79**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**10,703**	**10,624**	**10,274**	**10,154**	**10,154**	**10,154**
WATER QUALITY PROTECTION FUND						
EXPENDITURES						
FY25 Recommended	**36,010**	**36,010**	**36,010**	**36,010**	**36,010**	**36,010**
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**41**	**41**	**41**	**41**	**41**
New positions in the FY25 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 FY25	**0**	**(110)**	**(110)**	**(110)**	**(110)**	**(110)**
Items recommended for one-time funding in FY25, including outreach regarding the County's bag tax program and vehicles for three new positions, will be eliminated from the base in the outyears.						
Restore One-Time Lapse Increase	**0**	**470**	**470**	**470**	**470**	**470**
Restores in FY26 the one-time lapse increase made in the FY25 budget.						
Labor Contracts	**0**	**177**	**177**	**177**	**177**	**177**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**36,010**	**36,588**	**36,588**	**36,588**	**36,588**	**36,588**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Position for Above Ground Maintenance Split with Capital Budget (Construction Representative III)	44,404	0.50	59,071	0.50

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
New Position for Tree Montgomery and MS4 Inspections (Construction Representative II)	80,092	1.00	105,958	1.00
New Position and Funding for Solar Strategic Plan Development (Senior Planning Specialist)	95,354	1.00	127,291	1.00
Total	**219,850**	**2.50**	**292,320**	**2.50**

FY24-30 PUBLIC SERVICES PROGRAM: FISCAL PLAN							
FISCAL PROJECTIONS	FY24 Estimate	FY25 CE Rec	FY26 Projection	FY27 Projection	FY28 Projection	FY29 Projection	FY30 Projection
ASSUMPTIONS							
Indirect Cost Rate	17.96%	19.96%	19.96%	19.96%	19.96%	19.96%	19.96%
CPI (Fiscal Year)	2.94%	2.19%	2.27%	2.29%	2.21%	2.25%	2.27%
Investment Income Yield	5.32%	4.30%	3.25%	3.00%	3.00%	3.00%	3.00%
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)	$126.00	$136.50	$147.00	$157.50	$168.00	$178.50	$189.00
Target Debt Service Coverage Ratio	1.25	1.25	1.25	1.25	1.25	1.25	1.25
BEGINNING FUND BALANCE	**20,104,923**	**16,655,431**	**4,057,150**	**2,637,388**	**4,993,337**	**7,007,956**	**6,146,651**
REVENUES							
Charges For Services	45,794,760	49,639,440	53,484,120	57,328,800	61,119,880	64,964,560	68,809,240
Bag Tax Receipts	2,500,000	2,700,000	2,700,000	2,700,000	2,500,000	2,500,000	2,500,000
Miscellaneous	2,288,760	2,034,500	1,706,520	1,698,120	1,697,030	1,490,840	1,387,740
Subtotal Revenues	**50,583,520**	**54,373,940**	**57,890,640**	**61,726,920**	**65,316,910**	**68,955,400**	**72,696,980**
INTERFUND TRANSFERS (Net Non-CIP)	**(12,262,031)**	**(12,871,980)**	**(13,638,980)**	**(16,407,160)**	**(20,884,400)**	**(26,740,300)**	**(28,638,310)**
Transfers To General Fund	(2,095,891)	(2,483,960)	(2,583,810)	(2,586,590)	(2,584,580)	(2,586,860)	(2,587,490)
Transfers to Debt Service Fund (Non-Tax)	(10,166,140)	(10,388,020)	(11,055,170)	(13,820,570)	(18,299,820)	(24,153,440)	(26,050,820)
WQPF Required Debt Service	(9,222,900)	(9,446,100)	(10,111,850)	(12,877,250)	(17,357,900)	(23,210,400)	(25,108,300)
TOTAL RESOURCES	**58,426,412**	**58,157,391**	**48,308,810**	**47,957,148**	**49,425,847**	**49,223,056**	**50,205,321**
CIP CURRENT REVENUE APPROPRIATION	**(8,542,000)**	**(18,090,000)**	**(8,736,000)**	**(6,000,000)**	**(5,483,000)**	**(6,109,000)**	**(5,137,000)**
PSP OPER. BUDGET APPROP / EXP'S.							
Operating Budget	(33,228,981)	(36,010,241)	(36,935,422)	(36,963,811)	(36,934,890)	(36,967,405)	(36,976,432)
FFIs (Future Fiscal Impacts) Requested & Projected							
CPI - OE Adjustment			(534,938)	(549,382)	(530,509)	(551,623)	(557,485)
Elimination of one-time Items			110,000	110,000	110,000	110,000	110,000
CPI - PC Adjustment			(282,494)	(296,439)	(286,391)	(297,792)	(300,957)
Annualizations of New Positions			(40,533)	(40,533)	(40,533)	(40,533)	(40,533)
Labor Contracts			(177,216)	(177,216)	(177,216)	(177,216)	(177,216)
Subtotal PSP Oper Budget Approp / Exp's	**(33,228,981)**	**(36,010,241)**	**(36,935,422)**	**(36,963,811)**	**(36,934,890)**	**(36,967,405)**	**(36,976,432)**
TOTAL USE OF RESOURCES	**(41,770,981)**	**(54,100,241)**	**(45,671,422)**	**(42,963,811)**	**(42,417,890)**	**(43,076,405)**	**(42,113,432)**
ACFR YEAR END FUND BALANCE	**16,655,431**	**4,057,150**	**2,637,388**	**4,993,337**	**7,007,956**	**6,146,651**	**8,091,889**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**28.5%**	**7.0%**	**5.5%**	**10.4%**	**14.2%**	**12.5%**	**16.1%**
NET REVENUE	**15,258,648**	**15,879,739**	**18,371,408**	**22,176,519**	**25,797,440**	**29,401,135**	**33,133,058**
DEBT SERVICE COVERAGE RATIO	**1.65**	**1.68**	**1.82**	**1.72**	**1.49**	**1.27**	**1.32**

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 FY30 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 FY25-30 are included in the fiscal plan, as well as anticipated debt payments for loans issued to the Maryland-National 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.

Recycling and Resource Management

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$154,860,183	117.90

JON I. MONGER, 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 FY25 Operating Budget for the Recycling and Resource Management is $154,860,183, an increase of $12,209,190 or 8.56 percent from the FY24 Approved Budget of $142,650,993. Personnel Costs comprise 10.38 percent of the budget for 76 full-time position(s) and one part-time position(s), and a total of 117.90 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 89.62 percent of the FY25 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 funds and a position to implement zero waste initiatives that divert material from the traditional waste stream, like food scraps collection and processing and expanding the type of materials that can be recycled.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- Added a low-speed, high-torque shredder to reduce the size of yard trim material at the yard trim facility. While the average throughput per hour is lower than the high-speed, horizontal grinders, this unit has significantly more uptime and burns about 60% less fuel. The Material Management Section is focused on selecting capital equipment to increase operating efficiency and reduce operating and maintenance costs at both the grinding operation and the compost facility.
- Implemented the Tire Tracking Application that allows staff to quickly gather and store necessary customer information along with the number of tires dropped off so that when that customer returns, their license is scanned and their record quickly appears, reducing the process time significantly. Previously, contractors at the transfer station would manually write down customer vehicle registration numbers and the amount of tires they dropped off in a ledger. Residents can drop off up to five tires a year.
- Added unattended vehicle processing at the recycling scale house that does not require an employee to process. Custom built transaction kiosks were installed so that drivers can now process themselves in less than 20 seconds without a scale attendant being present. Lift gates were also installed that will raise automatically when the transaction is complete.

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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

PROGRAM DESCRIPTIONS

Administration and Support

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, oversight of operational programs for the County's Integrated Solid Waste Management System (ISWMS), and communications and public engagement.

The Office provides strategic direction and support on IT systems and infrastructure for departmental operations and programs, and 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 the Departments of 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 WSSC Water.

The Office is responsible for operating and capital budget development, revenue generation from the Water Quality Protection Charge and Solid Waste Fees, 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 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 the department's 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**8,413,739**	**40.80**
Increase Cost: Anticipated Debt Service for Capital Projects	1,820,000	0.00
Increase Cost: Information Technology Support Costs	150,740	0.00
Shift: Realign Positions Based on Workload (Disposal Fund)	34,501	0.50
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	5,493	0.00
Increase Cost: Chargeback from Department of Housing and Community Affairs	1,650	0.00
Decrease Cost: Adjustment to Dept. of Finance Chargeback	(800)	0.00
Decrease Cost: Chargeback from Department of Finance	(1,640)	0.00
Decrease Cost: Adjustment to Wheaton Office Building Expenses	(4,524)	0.00
Re-align: Elimination of Long-Term Vacancy (Collection Fund)	(6,382)	(0.05)
Re-align: Elimination of Long-Term Vacancy (Disposal Fund)	(19,145)	(0.15)
Shift: Realign Positions Based on Workload (Collection Fund)	(43,345)	(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.	143,608	0.25
FY25 Recommended	**10,493,895**	**41.10**

Disposal

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Renewable energy in the form of electricity is generated and sold into the competitive energy market. This program also includes costs for related operations at the Transfer Station and for the transportation of waste from the Transfer Station to the RRF. Also, it provides for the operation of the receiving, processing, and shipping facility for municipal solid waste generated within the County.

In addition, the program provides for the rail shipment of ash residue from the RRF to Fulton Rail Yard near Richmond, Virginia, where it is unloaded and transported by truck to the Old Dominion Landfill, a contracted landfill where the ash is processed for further metals removal and recycling. Ash is beneficially reused as alternate daily cover and road base within the lined areas of the Old Dominion Landfill. This program also provides for the shipment of non-processible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities, rubble landfills, or other contracted landfills. It provides for the operation of a satellite drop-off site at the Poolesville Highway Services Depot and funds the proper disposal of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

The program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include managing landfill gas through collection and flaring, 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 and the post-closure passive amenities that will benefit the community.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of tons of County-wide yard trim and leaves collected	155,966	166,578	166,122	164,550	167,395
Number of tons of County-wide Commingled Recycling collected	33,821	33,701	35,886	34,828	35,153
Number of tons of County-wide Mixed Paper collected	107,310	113,695	106,598	110,267	111,289
Number of tons of County-wide Food Waste collected	4,386	8,822	9,000	9,000	9,000
Number of tons of County-wide Household Hazardous Waste collected	3,598	3,615	3,432	3,583	3,579
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Residential, single family, and townhouse communities	210,791	197,838	205,697	206,832	205,524

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**62,185,279**	**21.65**
Add: Zero Waste Program and Project Management (Program Manager II)	3,095,355	1.00
Increase Cost: Operations of the Resource Recovery Facility	2,794,222	0.00
Increase Cost: Operations of the Transfer Station	94,560	0.00
Shift: Realign Positions Based on Workload (Disposal Fund)	49,857	0.25
Increase Cost: Oaks Landfill Maintenance	45,895	0.00
Increase Cost: Gude Landfill Maintenance	35,899	0.00
Decrease Cost: Out-of-County Haul Program Adjustments	(22,463)	0.00
Decrease Cost: Maintenance of Site 2 Property	(63,698)	0.00
Decrease Cost: Household Hazardous Waste Program	(126,452)	0.00
Decrease Cost: Removal of Recurring Dickerson Master Plan Funding from FY24	(332,738)	0.00
Shift: Oaks Landfill Leachate Plant Improvements to Capital Budget	(850,000)	0.00

FY25 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.	693,161	2.75
FY25 Recommended	**67,598,877**	**25.65**

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 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 outlined in 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 goals. 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).

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of tons of Municipal Solid Waste accepted at the Transfer Station: Commercial and multi-family buildings	257,706	299,282	253,220	272,601	277,760
Number of business site visits to provide guidance and recycling support	3,144	6,619	10,000	10,000	10,000
Number of Multi-Family Building site visits to provide guidance and recycling support	1,038	2,653	2,500	2,500	2,500
Average number of refuse collections missed per week, not picked up within 24 hours	13	12	11	11	11
Average number of recycling collections missed per week, not picked up within 24 hours [1]	58	25	33	30	30

[1] *Recycling misses were higher in FY22 because a new contractor took over five areas, resulting in a temporary spike in misses.*

FY25 Recommended Changes	Expenditures	FTEs

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**72,051,975**	**54.15**
Increase Cost: Residential Recycling Collection Program	1,918,931	0.00
Increase Cost: Yard Trim Composting Equipment	1,827,906	0.00
Increase Cost: Residential Refuse Collection Program	902,523	0.00
Increase Cost: Recycling Center Operations	70,000	0.00
Increase Cost: Food Waste Reduction Effort	22,940	0.00
Increase Cost: Multifamily and Commercial Recycling Programs	8,662	0.00
Increase Cost: Recycling Outreach and Volunteers	6,175	0.00
Increase Cost: Paper Recycling Program	6,028	0.00
Shift: Realign Positions Based on Workload (Collection Fund)	(13,798)	0.00
Shift: Realign Positions Based on Workload (Disposal Fund)	(17,807)	0.00
Decrease Cost: Yard Trim Outreach	(46,125)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	30,001	(3.00)
FY25 Recommended	**76,767,411**	**51.15**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
SOLID WASTE DISPOSAL					
EXPENDITURES					
Salaries and Wages	9,020,528	10,089,242	9,683,877	11,051,142	9.5 %
Employee Benefits	2,343,920	2,881,410	2,758,680	3,174,601	10.2 %
Solid Waste Disposal Personnel Costs	**11,364,448**	**12,970,652**	**12,442,557**	**14,225,743**	**9.7 %**
Operating Expenses	135,628,787	115,628,349	115,628,349	123,782,286	7.1 %
Capital Outlay	3,053,765	2,685,199	2,685,199	2,718,863	1.3 %
Debt Service Other	0	0	0	1,820,000	—
Solid Waste Disposal Expenditures	**150,047,000**	**131,284,200**	**130,756,105**	**142,546,892**	**8.6 %**
PERSONNEL					
Full-Time	73	76	76	72	-5.3 %
Part-Time	1	1	1	1	—
FTEs	101.53	104.52	104.52	106.12	1.5 %
REVENUES					
Other Licenses/Permits	13,265	14,129	12,000	12,000	-15.1 %
Other Charges/Fees	221,896	155,994	188,000	188,000	20.5 %
Sale of Recycled Materials	5,500,101	6,566,067	5,323,744	5,718,424	-12.9 %
Solid Waste Disposal Fees/Operating Revenues	26,737,595	34,454,679	31,677,433	33,700,024	-2.2 %
Systems Benefit Charge	88,010,709	88,528,968	87,737,275	93,688,265	5.8 %
Other Fines/Forfeitures	25,211	43,195	15,000	15,000	-65.3 %
Miscellaneous Revenues	18,204,617	103,913	95,000	95,000	-8.6 %
Property Rentals	5,852	1,128	5,000	5,000	343.3 %
Investment Income	3,880,707	5,045,640	6,169,940	5,469,990	8.4 %

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
Solid Waste Disposal Revenues	**142,599,953**	**134,913,713**	**131,223,392**	**138,891,703**	**2.9 %**
SOLID WASTE COLLECTION					
EXPENDITURES					
Salaries and Wages	1,099,443	1,405,341	1,318,029	1,449,944	3.2 %
Employee Benefits	240,615	378,476	355,788	398,447	5.3 %
Solid Waste Collection Personnel Costs	**1,340,058**	**1,783,817**	**1,673,817**	**1,848,391**	**3.6 %**
Operating Expenses	9,223,599	9,582,976	9,582,976	10,464,900	9.2 %
Solid Waste Collection Expenditures	**10,563,657**	**11,366,793**	**11,256,793**	**12,313,291**	**8.3 %**
PERSONNEL					
Full-Time	4	4	4	4	—
Part-Time	0	0	0	0	—
FTEs	12.08	12.08	12.08	11.78	-2.5 %
REVENUES					
Systems Benefit Charge	11,749,529	14,882,400	14,830,560	14,963,680	0.5 %
Investment Income	(128,113)	102,960	203,690	180,580	75.4 %
Miscellaneous Revenues	0	0	10,000	0	—
Solid Waste Collection Revenues	**11,621,416**	**14,985,360**	**15,044,250**	**15,144,260**	**1.1 %**
DEPARTMENT TOTALS					
Total Expenditures	**160,610,657**	**142,650,993**	**142,012,898**	**154,860,183**	**8.6 %**
Total Full-Time Positions	**77**	**80**	**80**	**76**	**-5.0 %**
Total Part-Time Positions	**1**	**1**	**1**	**1**	**—**
Total FTEs	**113.61**	**116.60**	**116.60**	**117.90**	**1.1 %**
Total Revenues	**154,221,369**	**149,899,073**	**146,267,642**	**154,035,963**	**2.8 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
SOLID WASTE DISPOSAL		
FY24 ORIGINAL APPROPRIATION	**131,284,200**	**104.52**
Changes (with service impacts)		
Add: Zero Waste Program and Project Management (Program Manager II) [Disposal]	3,095,355	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Operations of the Resource Recovery Facility [Disposal]	2,794,222	0.00
Increase Cost: Residential Recycling Collection Program [Materials and Collection]	1,918,931	0.00
Increase Cost: Yard Trim Composting Equipment [Materials and Collection]	1,827,906	0.00
Increase Cost: Anticipated Debt Service for Capital Projects [Administration and Support]	1,820,000	0.00
Increase Cost: Annualization of FY24 Compensation Increases	523,262	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY25 Compensation Adjustment	506,608	0.00
Increase Cost: Information Technology Support Costs [Administration and Support]	150,740	0.00
Increase Cost: Operations of the Transfer Station [Disposal]	94,560	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	88,331	0.00
Increase Cost: Recycling Center Operations [Materials and Collection]	70,000	0.00
Shift: Realign Positions Based on Workload (Disposal Fund) [Disposal]	49,857	0.25
Increase Cost: Oaks Landfill Maintenance [Disposal]	45,895	0.00
Increase Cost: Gude Landfill Maintenance [Disposal]	35,899	0.00
Shift: Realign Positions Based on Workload (Disposal Fund) [Administration and Support]	34,501	0.50
Increase Cost: Food Waste Reduction Effort [Materials and Collection]	22,940	0.00
Increase Cost: Multifamily and Commercial Recycling Programs [Materials and Collection]	8,662	0.00
Increase Cost: Recycling Outreach and Volunteers [Materials and Collection]	6,175	0.00
Increase Cost: Paper Recycling Program [Materials and Collection]	6,028	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Administration and Support]	5,493	0.00
Increase Cost: Printing and Mail	2,887	0.00
Increase Cost: Chargeback from Department of Housing and Community Affairs [Administration and Support]	1,650	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(14)	0.00
Decrease Cost: Chargeback from Department of Finance [Administration and Support]	(1,640)	0.00
Decrease Cost: Adjustment to Wheaton Office Building Expenses [Administration and Support]	(4,524)	0.00
Decrease Cost: Motor Pool Adjustment	(5,328)	0.00
Decrease Cost: Retirement Adjustment	(5,857)	0.00
Shift: Realign Positions Based on Workload (Disposal Fund) [Materials and Collection]	(17,807)	0.00
Re-align: Elimination of Long-Term Vacancy (Disposal Fund) [Administration and Support]	(19,145)	(0.15)
Decrease Cost: Out-of-County Haul Program Adjustments [Disposal]	(22,463)	0.00
Decrease Cost: Yard Trim Outreach [Materials and Collection]	(46,125)	0.00
Decrease Cost: Maintenance of Site 2 Property [Disposal]	(63,698)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY24	(120,000)	0.00
Decrease Cost: Household Hazardous Waste Program [Disposal]	(126,452)	0.00
Decrease Cost: Risk Management Adjustment	(231,419)	0.00
Decrease Cost: Removal of Recurring Dickerson Master Plan Funding from FY24 [Disposal]	(332,738)	0.00
Shift: Oaks Landfill Leachate Plant Improvements to Capital Budget [Disposal]	(850,000)	0.00
FY25 RECOMMENDED	**142,546,892**	**106.12**

SOLID WASTE COLLECTION

FY24 ORIGINAL APPROPRIATION	**11,366,793**	**12.08**
Other Adjustments (with no service impacts)		
Increase Cost: Residential Refuse Collection Program [Materials and Collection]	902,523	0.00
Increase Cost: Annualization of FY24 Compensation Increases	70,223	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Increase Cost: FY25 Compensation Adjustment	60,563	0.00
Increase Cost: Printing and Mail	44	0.00
Decrease Cost: Adjustment to Dept. of Finance Chargeback [Administration and Support]	(800)	0.00
Decrease Cost: Retirement Adjustment	(926)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(1,761)	0.00
Re-align: Elimination of Long-Term Vacancy (Collection Fund) [Administration and Support]	(6,382)	(0.05)
Shift: Realign Positions Based on Workload (Collection Fund) [Materials and Collection]	(13,798)	0.00
Decrease Cost: Risk Management Adjustment	(19,843)	0.00
Shift: Realign Positions Based on Workload (Collection Fund) [Administration and Support]	(43,345)	(0.25)
FY25 RECOMMENDED	**12,313,291**	**11.78**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration and Support	8,413,739	40.80	10,493,895	41.10
Disposal	62,185,279	21.65	67,598,877	25.65
Materials and Collection	72,051,975	54.15	76,767,411	51.15
Total	**142,650,993**	**116.60**	**154,860,183**	**117.90**

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY24 Total$	FY24 FTEs	FY25 Total$	FY25 FTEs
SOLID WASTE DISPOSAL					
General Services	General Fund	389,899	0.00	417,192	0.00
Parking District Services	Bethesda Parking	75,299	0.00	80,570	0.00
Parking District Services	Silver Spring Parking	145,893	0.00	156,105	0.00
Parking District Services	Wheaton Parking	14,119	0.00	15,107	0.00
Alcohol Beverage Services	Liquor	20,210	0.00	21,624	0.00
	Total	**645,420**	**0.00**	**690,598**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
SOLID WASTE DISPOSAL						
EXPENDITURES						
FY25 Recommended	**142,547**	**142,547**	**142,547**	**142,547**	**142,547**	**142,547**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY25	**0**	**32**	**32**	**32**	**32**	**32**
New positions in the FY25 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**	**258**	**258**	**258**	**258**	**258**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**142,547**	**142,837**	**142,837**	**142,837**	**142,837**	**142,837**
SOLID WASTE COLLECTION						
EXPENDITURES						
FY25 Recommended	**12,313**	**12,313**	**12,313**	**12,313**	**12,313**	**12,313**
No inflation or compensation change is included in outyear projections.						
Labor Contracts	**0**	**33**	**33**	**33**	**33**	**33**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**12,313**	**12,346**	**12,346**	**12,346**	**12,346**	**12,346**

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY25 Recommended		FY26 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Zero Waste Program and Project Management (Program Manager II)	95,355	1.00	127,292	1.00
Total	**95,355**	**1.00**	**127,292**	**1.00**

SOLID WASTE ENTERPRISE FUND

RATES AND FISCAL PROJECTIONS FOR FY25-30

Assumptions:

- In FY25, the County Executive recommends the following solid waste system service charges:

  Single-Family: $310.92
  Multi-Family: $19.12
  Non-Residential: $631.31
  (Medium category)

- Refuse collection services are maintained at their current levels, with the annual collection charge not increasing. The Refuse Collection Charge will remain unchanged at $160.00/household for FY25.

- The disposal fee for municipal solid waste received at the Transfer Station (known as the "Tipping Fee") will remain at $70/ton. Construction and demolition material and waste material delivered in open-top roll-off boxes will remain at $84/ton. Tipping fees for concrete rubble known as DOT demolition material will remain at $70/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.

FY25 - FY30 Solid Waste Refuse Collection: Net Asset Balance and Collection Charge Calculation

	FY24 Estimated	FY25 Projection	FY26 Projection	FY27 Projection	FY28 Projection	FY29 Projection	FY30 Projection
ASSUMPTIONS							
Indirect Cost Rate	17.96%	19.96%	19.96%	19.96%	19.96%	19.96%	19.96%
CPI (Fiscal Year)	2.11%	2.18%	2.21%	2.23%	2.34%	2.33%	2.33%
Number of Households (mid-FY)	92,968	93,523	94,227	95,078	95,929	96,781	97,632
Charge Per Household	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**	**$ 160.00**
Percent Rate Increase (Decrease)	25.98%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Beginning Cash	1,830,637	4,482,720	6,139,750	6,386,000	6,611,249	7,364,503	7,783,859
Revenues	15,034,250	15,144,260	15,227,090	15,362,490	15,498,550	15,616,130	15,742,920
Expenses	(11,256,793)	(12,313,291)	(13,791,147)	(13,931,045)	(14,322,210)	(14,755,919)	(15,190,576)
Transfers	(325,374)	(373,939)	(389,693)	(406,196)	(423,086)	(440,855)	(459,466)
Loan Payoff	(800,000)	(800,000)	(800,000)	(800,000)			
Ending Cash Balance	4,482,720	6,139,750	6,386,000	6,611,249	7,364,503	7,783,859	7,876,737
BEGINNING NET ASSETS	(2,149,454)	1,312,629	3,769,659	4,815,909	5,841,158	6,594,412	7,013,768
REVENUES							
Charges for Services	14,830,560	14,963,680	15,076,320	15,212,480	15,348,640	15,484,960	15,621,120
Investment Income (per Dept. of Finance)	203,690	180,580	150,770	150,010	149,910	131,170	121,800
Miscellaneous	10,000						
Subtotal Revenues	**15,044,250**	**15,144,260**	**15,227,090**	**15,362,490**	**15,498,550**	**15,616,130**	**15,742,920**
INTERFUND TRANSFERS (Net Non-CIP)	**(325,374)**	**(373,939)**	**(389,693)**	**(406,196)**	**(423,086)**	**(440,855)**	**(459,466)**
TOTAL RESOURCES	**12,569,422**	**16,082,950**	**18,607,056**	**19,772,203**	**20,916,622**	**21,769,687**	**22,297,222**
OPERATING BUDGET APPROP/EXPENSES							
Personnel Costs	(1,673,817)	(1,848,391)	(1,927,317)	(2,009,999)	(2,094,620)	(2,183,642)	(2,276,883)
Labor Contract Adjustments			(33,101)	(33,101)	(33,101)	(33,101)	(33,101)
Refuse Collection Contracts	(9,179,338)	(10,091,229)	(11,449,159)	(11,498,227)	(11,796,727)	(12,133,045)	(12,466,066)
Other Operating Costs	(403,638)	(373,671)	(381,569)	(389,717)	(397,761)	(406,131)	(414,524)
Subtotal PSP Oper. Budget Approp / Exp.	**(11,256,793)**	**(12,313,291)**	**(13,791,147)**	**(13,931,045)**	**(14,322,210)**	**(14,755,919)**	**(15,190,576)**
TOTAL USE OF RESOURCES	**(11,256,793)**	**(12,313,291)**	**(13,791,147)**	**(13,931,045)**	**(14,322,210)**	**(14,755,919)**	**(15,190,576)**
YEAR END - NET ASSETS*	**1,312,629**	**3,769,659**	**4,815,909**	**5,841,158**	**6,594,412**	**7,013,768**	**7,106,646**
End-of-Year Net Assets as a % of Resources	**10.4%**	**23.4%**	**25.9%**	**29.5%**	**31.5%**	**32.2%**	**31.9%**

FY25-30 DIVISION OF RECYCLING AND RESOURCE MANAGEMENT							
FISCAL PROJECTIONS	ESTIMATED FY24	PROJECTED FY25	PROJECTED FY26	PROJECTED FY27	PROJECTED FY28	PROJECTED FY29	PROJECTED FY30
Single-Family Charges ($/Household)	293.26	310.92	330.86	348.43	366.14	383.34	401.25
% change in rate from previous year	1.8%	6.0%	6.4%	5.3%	5.1%	4.7%	4.7%
Multi-Family Charges ($/Dwelling Unit)	18.04	19.12	19.59	20.13	21.68	22.89	24.54
% change in rate from previous year	1.2%	6.0%	2.4%	2.8%	7.7%	5.6%	7.2%
Nonresidential Charges (medium "category" charge)	627.68	631.31	647.14	662.40	680.21	726.74	790.02
% change in rate from previous year	-5.6%	0.6%	2.5%	2.4%	2.7%	6.8%	8.7%

OPERATIONS CALCULATION

REVENUES							
Disposal Fees	33,531,187	35,069,408	34,949,707	34,812,019	34,670,172	34,454,443	34,234,380
Charges for Services/SBC	74,555,806	81,178,225	87,142,843	92,703,188	98,709,205	105,742,122	113,543,228
Miscellaneous	16,966,458	17,174,073	17,432,866	17,696,142	17,963,927	18,236,306	18,513,681
Investment Income	6,169,940	5,469,990	4,567,100	4,543,990	4,540,980	3,973,360	3,689,550
Subtotal Revenues	**131,223,391**	**138,891,696**	**144,092,516**	**149,755,340**	**155,884,284**	**162,406,232**	**169,980,838**
INTERFUND TRANSFERS	**(121,216)**	**(248,326)**	**(319,367)**	**(753,895)**	**(787,232)**	**(466,518)**	**(529,351)**
EXPENDITURES							
Personnel Costs	(12,442,557)	(14,225,743)	(14,833,182)	(15,469,526)	(16,120,793)	(16,805,926)	(17,523,542)
Operating Expenses	(115,628,349)	(125,602,286)	(132,653,555)	(136,105,641)	(141,900,265)	(148,094,928)	(154,198,174)
Capital Outlay	(2,685,199)	(2,718,863)	(3,174,043)	(1,466,932)	(1,276,795)	(2,415,183)	(1,915,184)
Subtotal Expenditures	**(130,756,105)**	**(142,546,892)**	**(150,660,780)**	**(153,042,099)**	**(159,297,853)**	**(167,316,038)**	**(173,636,899)**
CURRENT RECEIPTS TO CIP	**(729,599)**	**(4,000,000)**	**(2,640,000)**	**(750,000)**			
ANNUALIZATION OF POSITIONS			**(31,937)**	**(31,937)**	**(31,937)**	**(31,937)**	**(31,937)**
POTENTIAL FUTURE EXP. - LABOR CONTRACTS FFI			**(257,920)**	**(257,920)**	**(257,920)**	**(257,920)**	**(257,920)**
PAYOUT OF GUDE REMEDIATION	**26,761,403**	**10,687,000**	**5,858,000**	**748,000**			
PAYOUT OF CLOSURE COSTS (Non-CIP)	**2,334,284**	**2,388,417**	**2,445,229**	**2,503,929**	**2,562,087**	**2,622,674**	
CY ACCRUED CLOSURE COSTS	**(50,582)**	**(53,300)**	**(55,378)**	**(57,234)**	**(61,413)**	**(62,636)**	
NET CHANGE	**28,661,575**	**5,118,595**	**(1,569,638)**	**(1,885,815)**	**(1,989,984)**	**(3,106,143)**	**(4,475,268)**

CASH POSITION

ENDING CASH & INVESTMENTS							
Unrestricted Cash	39,103,514	29,976,975	17,673,350	12,736,691	8,351,682	5,549,838	3,952,424
Restricted Cash	39,658,231	43,178,178	47,733,895	49,230,979	50,312,796	48,830,933	47,249,210
Subtotal Cash & Investments	**78,761,745**	**73,155,153**	**65,407,245**	**61,967,670**	**58,664,478**	**54,380,771**	**51,201,634**
RESERVE & LIABILITY REQUIREMENTS							
Management Reserve	(29,318,102)	(30,195,371)	(30,691,687)	(31,995,178)	(33,665,841)	(34,982,687)	(34,982,687)
Debt Service Reserve		(1,820,000)	(5,723,000)	(5,722,000)	(5,721,000)	(5,720,000)	(5,720,000)
Renewal & Replacement Reserve	(4,847,655)	(4,953,335)	(5,062,803)	(5,175,703)	(5,296,814)	(5,420,231)	(5,546,522)
Stability Reserve	(5,492,473)	(6,209,472)	(6,256,405)	(6,338,097)	(5,629,140)	(2,708,015)	(1,000,000)
Subtotal Reserve Requirements	**(39,658,230)**	**(43,178,178)**	**(47,733,895)**	**(49,230,978)**	**(50,312,795)**	**(48,830,933)**	**(47,249,209)**
Closure/Postclosure Liability	(12,607,986)	(10,272,869)	(7,883,019)	(5,436,323)	(2,935,649)	(375,611)	
Gude Remediation Liability	(17,293,000)	(6,606,000)	(748,000)				
Subtotal Reserve & Liability Requirements	**(69,559,216)**	**(60,057,047)**	**(56,364,914)**	**(54,667,301)**	**(53,248,444)**	**(49,206,544)**	**(47,249,209)**
CASH & INVESTMENTS OVER/(UNDER) RESERVE & LIABILITY REQUIREMENTS	**9,202,529**	**13,098,106**	**9,042,331**	**7,300,369**	**5,416,034**	**5,174,227**	**3,952,425**

Net Assets

ENDING NET ASSETS	108,796,635	116,634,422	117,981,463	116,990,376	116,064,192	115,279,350	115,257,649
Less: Reserve Requirements	**(39,658,230)**	**(43,178,178)**	**(47,733,895)**	**(49,230,978)**	**(50,312,795)**	**(48,830,933)**	**(47,249,209)**
NET ASSETS OVER/(UNDER) RESERVE REQUIREMENTS	**69,138,405**	**73,456,244**	**70,247,568**	**67,759,398**	**65,751,397**	**66,448,417**	**68,008,440**

FY25 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.

2. **Classification of Service Charges** - There are five basic categories of service charges:

   Base Systems Benefit Charge - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

   Incremental Systems Benefit Charge - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

   Disposal Charges - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

   Leaf Vacuuming Charge - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

   Refuse Collection Charge - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	Base Systems Benefit	**Incremental Systems Benefit**	**Disposal Charge**	**Leaf Vacuuming Charge**	**Refuse Collection Charge**
Unincorporated Single-Family	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
Incorporated Single-Family	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
Incorporated Multi-family	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Unincorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
Incorporated Non-Residential	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

FY25 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		0.79873	$ 55.91	$ 31.98	$ 223.03	$ 160.00	$ 123.67	$ 594.59
Outside Leaf Vacuuming District	$ 70.00		0.79873	$ 55.91	$ 31.98	$ 223.03	$ 160.00		$ 470.92
Incorporated					$ 31.98				$ 31.98
SUBDISTRICT B SINGLE-FAMILY**									
Incorporated					$ 31.98				$ 31.98
Inside Leaf Vacuuming District									
Unincorporated	$ 70.00		0.79873	$ 55.91	$ 31.98	$ 223.03		$ 123.67	$ 434.59
Outside Leaf Vacuuming District									
Unincorporated	$ 70.00		0.79873	$ 55.91	$ 31.98	$ 223.03			$ 310.92
MULTI-FAMILY RESIDENTIAL**									
Incorporated					$ 7.09	$ 12.03			$ 19.12
Unincorporated									
Outside Leaf Vacuuming District					$ 7.09	$ 12.03			$ 19.12
Inside Leaf Vacuuming District					$ 7.09	$ 12.03		$ 4.61	$ 23.73
NONRESIDENTIAL - $/2,000 SQ. FT. * **									
Code Reference									
Waste Generation Categories									
Low					$ 83.44	$ 42.82			$ 126.26
Medium Low					$ 250.32	$ 128.47			$ 378.79
Medium					$ 417.20	$ 214.11			$ 631.31
Medium High					$ -	$ -			
High					$ 750.96	$ 385.40			$ 1,136.36

OTHER FY25 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) $70.00 / disposal ton
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity per Section 48-32(c)(2): $0.00/disposal ton	Solid Waste Service Charges (Section 48-32(a)(2)): Paper and Commingled Containers $0.00 / ton Solid Waste Service Charges (Section 48-32(b)(2)): All Yard Trim received at the Transfer Station (weighing > 500 pounds/load) $46.00 / ton
Waste delivered in open-top roll-off box and declared C& $ 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.

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Alcohol Beverage Services

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$74,604,653	432.30

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 Montgomery County Government.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Alcohol Beverage Services is $74,604,653, an increase of $3,865,076 or 5.46 percent from the FY24 Approved Budget of $70,739,577. Personnel Costs comprise 62.98 percent of the budget for 347 full-time position(s) and 121 part-time position(s), and a total of 432.30 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 37.02 percent of the FY25 budget.

In FY25, Alcohol Beverage Services will transfer $31.3 million to the General Fund and make $8.6 million in debt service payments on Liquor Control Revenue Bonds for a total contribution of $39.9 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

- A Zero-Carbon Emissions transition plan will calculate the impact of electrification, route analysis, and identify the most efficient strategy to simultaneously reduce the department's carbon footprint and purchase the most cost-effective vehicles.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ABS updated all store point of sale register systems to remove technology barriers and enable ABS to expand is potential by adding services such as curbside pickup, buy online, pick up in store, and queue line checkout.
- ABS leveraged its direct import capacity to become the exclusive Mid-Atlantic seller of the distinctive Domaine de Galuval wines from the RhIne Valley.

PROGRAM CONTACTS

Contact Courtney Orsini of the Alcohol Beverage Services at 240.777.1921 or Justine Jones of the Office of Management and Budget at 240.777.2627 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Total sales overall	$317,986,604	$316,054,561	$317,634,834	$319,223,008	$320,819,123
Gross profit	$99,972,839	$98,909,943	$101,306,930	$101,813,465	$102,322,532

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Transfer to General Fund [1]	$35,501,037	$39,353,888	$39,129,492	$36,798,530	$34,792,223

[1] *The FY23 General Fund transfer includes a $3.1 million increase due to a $9.5 million increase in net income. A similar transfer increase is projected for FY24. For FY25 and FY26, projections reflect stabilized revenues post-pandemic.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**15,938,681**	**29.20**
Increase Cost: Mid-Year Position Creations - Loss Prevention	325,575	3.00
Increase Cost: IT and POS Contracts	210,828	0.00
Enhance: Zero Emissions Fleet Study	200,000	0.00
Increase Cost: Mid-Year Position Creation - Term Position	2,000	0.50
Increase Cost: Mid-Year Position Creation - Customer Outreach	926	0.10
Decrease Cost: Decrease in Debt Service Cost from FY24 to FY25	(62,100)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,902,326	11.50
FY25 Recommended	**18,518,236**	**44.30**

Delivery Operations

This program includes the distribution of distilled spirits, wine, and beer to licensed establishments and County retail stores.

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of unique licensees that ordered items (monthly average)	811	841	841	841	841
Number of items shipped to customers - licensees only	3,997,126	4,006,221	4,006,221	4,006,221	4,006,221
Percent of items shipped on time and intact - licensees only	95.0%	95.4%	95.5%	95.5%	95.5%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,728,591**	**74.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	322,563	0.00
FY25 Recommended	**8,051,154**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Number of valid licensed businesses registered with ABS	1,036	1,032	1,037	1,042	1,047
Number of annual alcohol compliance checks to minors (under 21)	149	219	400	400	400
Number of licensed business inspections	3,645	3,898	4,000	4,050	4,100

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of licensees that fail compliance checks (Number of establishments that fail / Number of total compliance checks)	33.0%	36.0%	25.0%	20.0%	15.0%

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,232,618**	**12.39**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	183,454	1.00
FY25 Recommended	**2,416,072**	**13.39**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Same store sales year over year	$139,955,596	$136,547,591	$137,230,329	$137,916,481	$138,606,063
Average licensee satisfaction score from annual survey - Retail Operations (scale of 1-5) [1]	3.6	4.0	4.0	4.0	4.0

[1] *The Annual Licensee Customer Satisfaction Survey (FY22-FY23) has had a response rate of 8-12%. The Department has committed to increasing the response rate through active outreach to licensees in FY24-FY25.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**33,736,344**	**211.78**
Increase Cost: Retail Store Leases	170,266	0.00
Eliminate: Transfer Position to OHR	(47,438)	(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.	965,424	(4.50)
FY25 Recommended	**34,824,596**	**206.78**

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Percent of shipped items returned	0.4%	0.4%	0.4%	0.4%	0.4%
Percent of items shipped on time and intact - stock products - licensees only	94.9%	95.8%	95.6%	95.6%	95.6%
Percent of items shipped on time and intact - special order products - licensees only	96.9%	90.2%	94.6%	94.6%	94.6%
Average licensee satisfaction score from annual survey - Wholesale Operations (scale of 1-5) [1]	3.5	4.1	4.1	4.1	4.1

[1] *The Annual Licensee Customer Satisfaction Survey (FY22-FY23) has had a response rate of 8-12%. The Department has committed to increasing the response rate through active outreach to licensees in FY24-FY25.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**11,103,343**	**101.33**
Increase Cost: Mid-Year Position Creation - Reclassification	44,320	0.50

FY25 Recommended Changes	Expenditures	FTEs
Shift: Long-term Vacant Position to OHR to Support Countywide Human Resources Efforts	(51,552)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(301,516)	(8.00)
FY25 Recommended	**10,794,595**	**93.83**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
LIQUOR CONTROL					
EXPENDITURES					
Salaries and Wages	28,437,505	32,200,207	31,557,484	34,999,290	8.7 %
Employee Benefits	9,255,336	11,094,710	10,415,062	11,986,007	8.0 %
Liquor Control Personnel Costs	**37,692,841**	**43,294,917**	**41,972,546**	**46,985,297**	**8.5 %**
Operating Expenses	23,379,292	18,690,270	19,979,571	18,927,066	1.3 %
Capital Outlay	0	100,800	100,800	100,800	—
Debt Service Other	8,232,140	8,653,590	8,653,590	8,591,490	-0.7 %
Liquor Control Expenditures	**69,304,273**	**70,739,577**	**70,706,507**	**74,604,653**	**5.5 %**
PERSONNEL					
Full-Time	334	341	341	347	1.8 %
Part-Time	127	130	130	121	-6.9 %
FTEs	428.80	428.70	428.70	432.30	0.8 %
REVENUES					
Liquor Licenses	1,792,112	1,206,955	1,206,955	1,206,955	—
Other Licenses/Permits	78,810	117,600	117,600	117,600	—
Other Charges/Fees	13,680	23,887	23,887	23,887	—
Other Fines/Forfeitures	204,025	63,383	63,383	63,383	—
Liquor Sales	99,471,081	101,306,930	100,572,201	102,583,645	1.3 %
Miscellaneous Revenues	83,701	809,235	809,235	0	-100.0 %
Investment Income	242,462	616,390	385,260	312,920	-49.2 %
Bag Tax	7,283	0	0	0	—
Health Inspection: Restaurants	(10,293)	0	0	0	—
Liquor Control Revenues	**101,882,861**	**104,144,380**	**103,178,521**	**104,308,390**	**0.2 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
LIQUOR CONTROL		
FY24 ORIGINAL APPROPRIATION	**70,739,577**	**428.70**
Changes (with service impacts)		
Enhance: Zero Emissions Fleet Study [Administration]	200,000	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Eliminate: Transfer Position to OHR [Retail Sales Operations]	(47,438)	(0.50)
Other Adjustments (with no service impacts)		
Increase Cost: FY25 Compensation Adjustment	1,990,357	0.00
Increase Cost: Annualization of FY24 Compensation Increases	1,793,126	0.00
Increase Cost: Mid-Year Position Creations - Loss Prevention [Administration]	325,575	3.00
Increase Cost: IT and POS Contracts [Administration]	210,828	0.00
Increase Cost: Retail Store Leases [Retail Sales Operations]	170,266	0.00
Increase Cost: Annualization of FY24 Lapsed Positions	53,265	0.00
Increase Cost: Mid-Year Position Creation - Reclassification [Warehouse Operations]	44,320	0.50
Increase Cost: Printing and Mail	8,546	0.00
Increase Cost: Retirement Adjustment	6,566	0.00
Increase Cost: Mid-Year Position Creation - Term Position [Administration]	2,000	0.50
Increase Cost: Mid-Year Position Creation - Customer Outreach [Administration]	926	0.10
Shift: Long-term Vacant Position to OHR to Support Countywide Human Resources Efforts [Warehouse Operations]	(51,552)	0.00
Decrease Cost: Decrease in Debt Service Cost from FY24 to FY25 [Administration]	(62,100)	0.00
Decrease Cost: Risk Management Adjustment	(86,982)	0.00
Decrease Cost: Motor Pool Adjustment	(265,862)	0.00
Decrease Cost: Annualization of FY24 Personnel Costs	(426,765)	0.00
FY25 RECOMMENDED	**74,604,653**	**432.30**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Administration	15,938,681	29.20	18,518,236	44.30
Delivery Operations	7,728,591	74.00	8,051,154	74.00
Licensure, Regulation and Education	2,232,618	12.39	2,416,072	13.39
Retail Sales Operations	33,736,344	211.78	34,824,596	206.78
Warehouse Operations	11,103,343	101.33	10,794,595	93.83
Total	**70,739,577**	**428.70**	**74,604,653**	**432.30**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
LIQUOR CONTROL						
EXPENDITURES						
FY25 Recommended	**74,605**	**74,605**	**74,605**	**74,605**	**74,605**	**74,605**
No inflation or compensation change is included in outyear projections.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
Elimination of One-Time Items Recommended in FY25	**0**	**(202)**	**(202)**	**(202)**	**(202)**	**(202)**
Items recommended for one-time funding in FY25, including a Zero Emission Fleet Study and term staffing, will be eliminated from the base in the outyears.						
Debt Service	**0**	**342**	**1,929**	**1,927**	**1,932**	**(1,726)**
Debt service estimates include Liquor Control Revenue Bonds, Master Lease Agreements for Forklifts, Delivery Trucks, and ERP system.						
Labor Contracts	**0**	**937**	**937**	**937**	**937**	**937**
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	**74,605**	**75,682**	**77,269**	**77,267**	**77,272**	**73,614**

FY25-30 PUBLIC SERVICES PROGRAM: FISCAL PLAN	Alcohol Beverage Services						
FISCAL PROJECTIONS	FY24 ESTIMATE	FY25 REC	FY26 PROJECTION	FY27 PROJECTION	FY28 PROJECTION	FY29 PROJECTION	FY30 PROJECTION
ASSUMPTIONS							
Indirect Cost Rate	10.00%	**10.00%**	10.00%	10.00%	10.00%	10.00%	10.00%
CPI (Fiscal Year)	2.9%	**2.2%**	2.3%	2.3%	2.2%	2.3%	2.3%
Investment Income Yield	5.3%	**4.3%**	3.3%	3.0%	3.0%	3.0%	3.0%
BEGINNING FUND BALANCE	**13,212,492**	**8,335,014**	**4,973,221**	**2,748,222**	**2,670,362**	**3,887,552**	**7,045,165**
REVENUES							
Licenses & Permits	1,324,555	**1,324,555**	1,354,623	1,385,644	1,416,267	1,448,133	1,481,006
Charges For Services	23,887	**23,887**	24,429	24,988	25,540	26,115	26,708
Fines & Forfeitures	63,383	**63,383**	64,822	66,306	67,771	69,296	70,869
Miscellaneous	101,766,696	**102,896,565**	105,897,764	109,049,399	112,314,329	115,677,206	119,140,970
Subtotal Revenues	**103,178,521**	**104,308,390**	**107,341,638**	**110,526,337**	**113,823,907**	**117,220,750**	**120,719,553**
INTERFUND TRANSFERS (Net Non-CIP)	**(34,629,492)**	**(31,298,530)**	**(30,292,223)**	**(30,292,223)**	**(30,292,223)**	**(30,792,223)**	**(34,792,223)**
Transfers To The General Fund	(34,629,492)	(31,298,530)	(30,292,223)	(30,292,223)	(30,292,223)	(30,792,223)	(34,792,223)
Indirect Costs	(4,329,492)	(4,698,530)	(4,792,223)	(4,792,223)	(4,792,223)	(4,792,223)	(4,792,223)
Earnings Transfer	(30,300,000)	(26,600,000)	(25,500,000)	(25,500,000)	(25,500,000)	(26,000,000)	(30,000,000)
TOTAL RESOURCES	**81,761,521**	**81,344,874**	**82,022,636**	**82,982,336**	**86,202,046**	**90,316,079**	**92,972,495**
CIP CURRENT REVENUE APPROP.	**(2,720,000)**	**(1,767,000)**	**(3,161,000)**	**(1,734,000)**	**(2,421,000)**	**(1,597,000)**	**0**
PSP OPER. BUDGET APPROP/ EXP'S.							
Operating Budget	(62,052,917)	**(66,013,163)**	(66,445,093)	(67,322,653)	(68,640,123)	(70,415,363)	(72,662,833)
Debt Service: Other (Non-Tax Funds only)	(8,653,590)	**(8,591,490)**	(8,933,390)	(10,520,390)	(10,518,440)	(10,523,620)	(6,865,480)
Labor Agreement	n/a	**0**	(936,931)	(936,931)	(936,931)	(936,931)	(936,931)
Annualizations and One-Time	n/a	**n/a**	202,000	202,000	202,000	202,000	202,000
Subtotal PSP Oper Budget Approp / Exp's	**(70,706,507)**	**(74,604,653)**	**(76,113,414)**	**(78,577,974)**	**(79,893,494)**	**(81,673,914)**	**(80,263,244)**
TOTAL USE OF RESOURCES	**(73,426,507)**	**(76,371,653)**	**(79,274,414)**	**(80,311,974)**	**(82,314,494)**	**(83,270,914)**	**(80,263,244)**
YEAR END FUND BALANCE	**8,335,014**	**4,973,221**	**2,748,222**	**2,670,362**	**3,887,552**	**7,045,165**	**12,709,251**
END-OF-YEAR RESERVES AS A PERCENT OF RESOURCES	**10.2%**	**6.1%**	**3.4%**	**3.2%**	**4.5%**	**7.8%**	**13.7%**

Assumptions:
1. The assumptions 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 fee 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 cash balance.
3. Operating expenditures grow with CPI.
4. Net profit growth is estimated at 3.0% per year.

Cable Television Communications Plan

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$6,556,970	0.00

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 Montgomery 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 FY25 Operating Budget for the Office of Broadband Programs is $6,556,970, a decrease of $7,505,043 or 53.37 percent from the FY24 Approved Budget of $14,062,013. Personnel Costs comprise 0.00 percent of the budget for no full-time position(s) and no part-time position(s), and a total of 0.00 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 100.00 percent of the FY25 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 $2.36 million in FY25. This reduction is relative to the FY24 Approved Budget and includes mid-year reductions. Beginning in FY25, the Cable Fund revenue is expected to decrease every year by between seven and twelve percent.

In FY25, the County Executive decided to move critical programs out of the Cable Fund and into the Department of Technology Services and Enterprise Business Solutions (TEBS), Montgomery County Council, Office of Public Information (PIO), Department of

Transportation (DOT), and Office of the County Attorney. These shifts will refocus the core mission of the Cable Fund on Public, Educational, and Governmental (PEG) services.

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

- Simplify and streamline the Cable Fund by shifting programs out of the Cable Fund to refocus on core Public, Education, and Government (PEG) functions to reduce complexity.
- Develop a strategic innovation plan in partnership with Connect Montgomery Alliance (CoMo) to create a new Connect Montgomery Network focused on serving the information needs of the County's diverse 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 FY24 estimates reflect funding based on the FY24 Approved Budget. The FY25 and FY26 figures are performance targets based on the FY25 Recommended Budget and funding for comparable service levels in FY26.

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,005,221**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	34,068	0.00
Reduce: CoMo Reduction for Operating Expenses	(26,356)	0.00
Reduce: CoMo PEG Equipment Reduction	(311,307)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(34,277)	0.00
FY25 Recommended	**667,349**	**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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Hours of first-run locally produced and acquired Montgomery College MC-ITV programming [1]	314	317	390	450	500
Hours of Montgomery College student-assisted original programming [2]	94	106	150	180	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.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
FY25 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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26

Program Performance Measures	Actual FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Hours of first run locally produced, block, and acquired Montgomery County Public Schools (MCPS) ITV programming [1]	242	203	211	220	229

[1] *In-person production stories were reduced due to covid restrictions.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
FY25 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.*

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 FY22	Actual FY23	Estimated FY24	Target FY25	Target FY26
Hours of Montgomery Community Media (MCM) volunteer effort in creating public access programming [1]	1,312	884	946	1,022	1,114

[1] *MCM facilities were closed to volunteers in FY21 and part of FY22 due to COVID-19.*

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,045,462**	**0.00**
Reduce: MCM Reduction	(188,378)	0.00
FY25 Recommended	**2,857,084**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,296,819**	**0.00**
Decrease Cost: Municipal Reduction	(264,283)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1	0.00
FY25 Recommended	**3,032,537**	**0.00**

REALIGNED PROGRAMS

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

Media - PIO, Council, M-NCPPC

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,492,594**	**8.09**
Shift: PIO positions to General Fund	(607,241)	(4.09)
Shift: Council Positions to General Fund	(823,230)	(3.80)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(62,123)	(0.20)
FY25 Recommended	**0**	**0.00**

OBP Community Engagement

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,206,367**	**5.00**
Shift: Community Engagement to TEBS General Fund	(1,195,306)	(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.	(11,061)	0.00
FY25 Recommended	**0**	**0.00**

OBP Community Technology

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,605,280**	**5.50**
Shift: County Attorney Community Technology Position to General Fund	(115,298)	(0.50)
Shift: Community Technology to General Fund	(1,481,166)	(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.	(8,816)	0.00
FY25 Recommended	**0**	**0.00**

OBP Digital Equity (Cable Fund)

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**697,488**	**1.00**
Shift: Digital Equity from Cable Fund to TEBS General Fund	(711,972)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	14,484	0.00
FY25 Recommended	**0**	**0.00**

OBP Fibernet (CF)

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,712,782**	**4.75**
Shift: DOT Chargeback to General Fund	(106,135)	(0.75)
Decrease Cost: Cable Fund Salary Adjustment Reduction	(339,634)	0.00
Shift: FiberNet Personnel to TEBS General Fund	(1,325,698)	(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.	58,685	0.00
FY25 Recommended	**0**	**0.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
CABLE TELEVISION					
EXPENDITURES					
Salaries and Wages	2,468,417	3,146,520	2,713,326	0	-100.0 %
Employee Benefits	624,118	744,711	649,626	0	-100.0 %
Cable Television Personnel Costs	**3,092,535**	**3,891,231**	**3,362,952**	**0**	**-100.0 %**
Operating Expenses	9,374,080	10,170,782	10,170,201	6,556,970	-35.5 %
Cable Television Expenditures	**12,466,615**	**14,062,013**	**13,533,153**	**6,556,970**	**-53.4 %**
PERSONNEL					
Full-Time	19	14	14	0	-100.0 %
Part-Time	0	0	0	0	—
FTEs	29.55	24.34	24.34	0.00	-100.0 %
REVENUES					
Franchise Fees	13,005,112	12,704,332	12,409,291	11,586,334	-8.8 %
Other Charges/Fees	1,192,527	0	0	0	—
PEG Capital Revenue	3,456,033	4,484,207	4,621,008	4,326,625	-3.5 %
PEG Operating Revenue	3,104,601	3,138,392	2,824,569	2,625,175	-16.4 %
Tower Application Fees	148,000	250,000	250,000	250,000	—
Miscellaneous Revenues	0	1,000,000	1,000,000	1,000,000	—
Investment Income	71,909	167,490	114,330	117,960	-29.6 %
Cable Television Revenues	**20,978,182**	**21,744,421**	**21,219,198**	**19,906,094**	**-8.5 %**

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
CABLE TELEVISION		
FY24 ORIGINAL APPROPRIATION	**14,062,013**	**24.34**
Changes (with service impacts)		
Reduce: CoMo Reduction for Operating Expenses [Connect Montgomery Alliance]	(26,356)	0.00
Reduce: MCM Reduction [Montgomery Community Media]	(188,378)	0.00
Reduce: CoMo PEG Equipment Reduction [Connect Montgomery Alliance]	(311,307)	0.00

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY24 Compensation Increases	167,771	0.00
Increase Cost: FY25 Compensation Adjustment	129,167	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts [Connect Montgomery Alliance]	34,068	0.00
Technical Adj: Annualization of FY24 Personnel Costs	0	(0.20)
Decrease Cost: Printing and Mail	(3,258)	0.00
Decrease Cost: Retirement Adjustment	(8,996)	0.00
Shift: DOT Chargeback to General Fund [OBP Fibernet (CF)]	(106,135)	(0.75)
Shift: County Attorney Community Technology Position to General Fund [OBP Community Technology]	(115,298)	(0.50)
Decrease Cost: Municipal Reduction [Municipal Support]	(264,283)	0.00
Decrease Cost: Cable Operating Reduction	(327,791)	0.00
Decrease Cost: Cable Fund Salary Adjustment Reduction [OBP Fibernet (CF)]	(339,634)	0.00
Shift: PIO positions to General Fund [Media - PIO, Council, M-NCPPC]	(607,241)	(4.09)
Shift: Digital Equity from Cable Fund to TEBS General Fund [OBP Digital Equity (Cable Fund)]	(711,972)	(1.00)
Shift: Council Positions to General Fund [Media - PIO, Council, M-NCPPC]	(823,230)	(3.80)
Shift: Community Engagement to TEBS General Fund [OBP Community Engagement]	(1,195,306)	(5.00)
Shift: FiberNet Personnel to TEBS General Fund [OBP Fibernet (CF)]	(1,325,698)	(4.00)
Shift: Community Technology to General Fund [OBP Community Technology]	(1,481,166)	(5.00)
FY25 RECOMMENDED	**6,556,970**	**0.00**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Connect Montgomery Alliance	1,005,221	0.00	667,349	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	1,492,594	8.09	0	0.00
Montgomery Community Media	3,045,462	0.00	2,857,084	0.00
Municipal Support	3,296,819	0.00	3,032,537	0.00
OBP Community Engagement	1,206,367	5.00	0	0.00
OBP Community Technology	1,605,280	5.50	0	0.00
OBP Digital Equity (Cable Fund)	697,488	1.00	0	0.00
OBP Fibernet (CF)	1,712,782	4.75	0	0.00
Total	**14,062,013**	**24.34**	**6,556,970**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
CABLE TELEVISION						
EXPENDITURES						
FY25 Recommended	**6,557**	**6,557**	**6,557**	**6,557**	**6,557**	**6,557**
No inflation or compensation change is included in outyear projections.						
Subtotal Expenditures	**6,557**	**6,557**	**6,557**	**6,557**	**6,557**	**6,557**

Non-Departmental Accounts

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$343,923,965	56.06

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 FY25, 50 NDAs are funded. One new NDA is established: BioHub Maryland at Montgomery County.

BUDGET OVERVIEW

The total recommended FY25 Operating Budget for the Non-Departmental Accounts is $343,923,965, a decrease of $6,180,287 or 1.77 percent from the FY24 Approved Budget of $350,104,252. Personnel Costs comprise 3.02 percent of the budget for 27 full-time position(s) and no part-time position(s), and a total of 56.06 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 96.98 percent of the FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**6,649,029**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	199,471	0.00
FY25 Recommended	**6,848,500**	**0.00**

BioHub Maryland at Montgomery County

BioHub Maryland at Montgomery County will be a state-of-the-art, multifunctional life sciences training facility, complementing existing training and education offered at Montgomery College and Universities at Shady Grove, which will use the National Institute of Bioprocessing Research and Training (NIBRT) biopharmaceutical manufacturing training and research. This training will be used to provide individuals, including veterans and members of disadvantaged communities, with the skills and knowledge they need to enter the life sciences field, to upskill the current life sciences workforce to excel further in this sector. Life sciences is the largest high-tech industry in Montgomery County. Currently, there are more vacancies than job candidates. This training will help to fill a critical need for these employers.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
Add: Startup Costs for the BioHub Maryland at Montgomery County	562,436	0.00
FY25 Recommended	**562,436**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**49,665**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,150**	**0.00**
Reduce: Operating Expenses During Off Cycle Year	(1,000)	0.00
FY25 Recommended	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**728,387**	**0.00**
Enhance: Ongoing Community Engagement and Research Activities	88,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	24,492	0.00
FY25 Recommended	**840,879**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**486,500**	**0.00**
Add: External Consultant Support	230,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	1,844	0.00
FY25 Recommended	**718,344**	**0.00**

Climate Response

This program supports the County's mission to provide an effective and efficient transportation system to ensure the safe and convenient movement of persons, bicycles and vehicles throughout the County in response to winter snow storms and severe wind/rain events.

Budgeted funds for this program support the costs for the Department of Transportation and Department of General Services when actual expenditures exceed their individual snow removal and storm cleanup budgeted amounts, which is a circumstance that occurs every year.

The snow removal and storm cleanup program is an integral part of coordinating the response to emergencies and severe weather events through the preparation, active response, and post storm/emergency cleanup. Tasks performed during these operations include snow pretreatment, roadway snow removal, sidewalk snow removal, salt application, post snow storm street sweeping, wind and rain storm debris removal, and immediate emergency repairs to damaged and unsafe infrastructure. Emergency operations often require rapid deployment of resources to clear debris/snow to ensure all transportation systems are passable for emergency first responders and the travelling public. During emergency events, this program operates the Storm Operations Center which monitors and coordinates real-time activities County-wide with Fire and Rescue, Police, Emergency Management and Homeland Security, local utility companies, and other County agencies and local jurisdictions as needed. The primary goal for the emergency response component of this program is to keep the County residents and traveling public safe, while providing reliable access to the extensive transportation network. Emergency operations under this program are funded by approximately 50 percent of the programs proposed budget. Actual annual costs associated 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,884,990**	**0.00**
FY25 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. During FY24, the Office of Grants Management facilitated a re-competition of all funding remaining within the Community Grants NDA with winners receiving multi-year awards. These reforms are the culmination of years of engagement between the nonprofit community and County government. Re-competing programs within the Community Grants budget was an important step in reforming our grants process to be fairer, more equitable, and to address new and evolving community needs.

The continuing social and economic impacts of the COVID-19 pandemic, emergence of new nonprofits providing new kinds of services or targeting new County communities, national trends in the nonprofit sector that negatively impact County nonprofits, and unprecedented direct nonprofit funding opportunities from the federal government require a significant investment in the

County's most critical partners. To meet these challenges and opportunities, the Community Grants NDA, more than doubles the amount of previously approved funding to support the institutional capabilities of the County's nonprofit partners ($3.2 million).

Funding of $400,000 for Place Based Management Grants using the Main Streets USA model has been shifted into the Community Engagement Cluster base-budget.

The $10,920,201 within the Community Grants NDA will support:

- Continuing funding for Multi-Year Community Grants Awards: $6,508,128 will maintain second-year funding commitments for multi-year Community Grants awarded in FY24.
- Nonprofit Technical Assistance and Management Support Grants: $2 million will be available to strengthen County nonprofit organizations with a prioritization of organizations based in underserved communities.
- Nonprofit Incubators: $1 million will be available to pilot sustained, innovative, accessible, and community-based developmental and shared services support for emerging nonprofit organizations with the potential to serve the County's most hard-to-reach and underserved communities.
- Community Projects Fund Grants: $1.2 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. The budget recommends a $200,000 increase over FY24 to mentor, train, and coach small and emerging organizations as they implement these starter grants and projects.
- Three Percent Inflationary Increase for Nonprofit Partners: The budget includes a three percent increase to all continuing grants to nonprofit partners funded through the Community Grants NDA.
- The Capital Budget Cost Sharing: MCG Project (CIP#720601) also includes $2,500,000 for Arts Facility Capital Grants and Cost Sharing Community Capital Grants. These funds will be prioritized to match State Bond Bills with the remaining funds awarded through a competitive process.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**11,617,948**	**0.00**
Decrease Cost: Elimination of One-Time Items Approved in FY24	(11,617,948)	0.00
Enhance: Community Projects Fund (Small Grants)	1,200,000	0.00
Enhance: Nonprofit Incubator	1,000,000	0.00
Enhance: Nonprofit Technical Assistance and Management Support Grants	2,000,000	0.00
Increase Cost: Continuing Funding for Multi-Year Community Grants Award	6,508,128	0.00
Increase Cost: Three Percent Inflationary Adjustment for Continuing Grant Awards	212,073	0.00
FY25 Recommended	**10,920,201**	**0.00**

Compensation and Employee Benefit Adjustments

This NDA contains a General Fund appropriation and a non-tax appropriation, and provides funding for certain personnel costs related to adjustments in employee and retiree benefits; pay-for-performance awards for employees in the Management Leadership Service, Police Leadership Service, and non-represented employees; deferred compensation management; and unemployment insurance.

Non-Qualified Retirement Plan: This provides funding for that portion of a retiree's benefit payment that exceeds the Internal Revenue Code's §415 limits on payments from a qualified retirement plan. Payment of these benefits from the County's Employees' Retirement System (ERS) would jeopardize the qualified nature of the County's ERS. The amount in this NDA will vary based on future changes in the Consumer Price Index (CPI) affecting benefit payments, new retirees with a non-qualified level of benefits, and changes in Federal law governing the level of qualified benefits.

Deferred Compensation Management: These costs are for management expenses required for administration of the County's Deferred Compensation program. Management expenses include legal and consulting fees, office supplies, printing and postage, and County staff support.

Management Leadership Service Performance-Based Pay Awards: In FY99, the County implemented the Management Leadership Service (MLS), which includes high-level County employees with responsibility for developing and implementing policy and managing County programs and services. The MLS was formed for a number of reasons, including improving the quality and effectiveness of service delivery through management training, performance accountability, and appropriate compensation; providing organizational flexibility to respond to organizational needs; allowing managers to seek new challenges; and developing and encouraging a government-wide perspective among the County's managers. In FY19, the County implemented the Police Leadership Service (PLS) to include lieutenants and captains in the Department of Police. MLS and PLS employees are not eligible for service increments. Performance-Based awards for MLS and PLS employees are funded in FY25.

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**9,781,173**	**1.12**
Increase Cost: FY25 Compensation Adjustment	626,675	0.00
Increase Cost: Montgomery County Employee Retirement Plans Administrative Support	4,965	0.05
Decrease Cost: Retirement Adjustment	(2,086)	0.00
Shift: Move Tax Supported Charge Backs from NDA Comp & Benefit Adj. to OCA	(17,945)	(0.10)
Decrease Cost: Annualization of FY24 Compensation Increases	(6,085,773)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	29,128	(0.16)
FY25 Recommended	**4,336,137**	**0.91**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,196,819**	**0.00**
Add: Agritourism Marketing and Business Development Position	100,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	65,905	0.00
FY25 Recommended	**2,362,724**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**602,195**	**1.00**
Increase Cost: FY25 Compensation Adjustment	7,533	0.00
Decrease Cost: Biennial Management Audit	(50,000)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	7,244	0.00
FY25 Recommended	**566,972**	**1.00**

Consolidated Retiree Health Benefit Trust - College

This NDA provides consolidated funding for Montgomery College's contribution to the Retiree Health Benefits Trust.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**62,251,472**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(3,145,211)	0.00
FY25 Recommended	**59,106,261**	**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).

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**74,728**	**0.00**
Increase Cost: Membership Dues - NACO	1,805	0.00
FY25 Recommended	**76,533**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**13,801,195**	**0.00**
Enhance: Microsoft Enterprise Agreement	1,520,042	0.00
Shift: Defender for Endpoint from TEBS	739,000	0.00
Increase Cost: DCM Seat Service Contract	121,440	0.00
FY25 Recommended	**16,181,677**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**11,178,526**	**12.00**
Increase Cost: FY25 Compensation Adjustment	60,884	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	30,000	0.00
Shift: Existing Expense from Operating Expense to Personnel Cost to Reflect Addition of Fourteen Merit Staff Positions That Will Support the Early Care and Education Initiative	0	14.00
Decrease Cost: Retirement Adjustment	(9,066)	0.00
FY25 Recommended	**11,260,344**	**26.00**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**20,000,000**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**28,020**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**51,438,503**	**0.00**
Increase Cost: Additional Cost for Increased Claims Expense	1,840,970	0.00
Decrease Cost: Utilization of OPEB Trust Funds, per FY25 OPEB Valuation	(8,886,000)	0.00
FY25 Recommended	**44,393,473**	**0.00**

Guaranteed Income

Begun in FY22, 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. In FY25 the remaining program participants will be off-boarded and the program will be evaluated.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,298,345**	**1.00**
Reduce: Guaranteed Income Expenses	(2,068,495)	0.00
FY25 Recommended	**1,229,850**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**166,860**	**0.00**
Enhance: County 250th Anniversary Project - The Unfinished Revolution	30,000	0.00
Enhance: County 250th Anniversary Project - The Black Resistance Oral History Initiative	20,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	5,006	0.00
FY25 Recommended	**221,866**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**62,089**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**7,972,501**	**0.00**
Increase Cost: Incremental FY25 Compensation, Health and Retirement Benefits	322,814	0.00
FY25 Recommended	**8,295,315**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
FY25 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 Center of Excellence in Shady Grove, a partnership between the National Institutes of Technology, the State of Maryland, and Montgomery County.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,659,874**	**5.00**
Shift: Direct Business Technical Support and Educational Programming from MCEDC NDA to Incubator Programs NDA	1,800,000	0.00
Shift: Innovation Manager Cost from Business Center Team to Incubator Programs NDA	147,795	1.00

FY25 Recommended Changes	Expenditures	FTEs
Increase Cost: Utilities, Facility Services	62,135	0.00
Increase Cost: FY25 Compensation Adjustment	6,249	0.00
Decrease Cost: Retirement Adjustment	(9,279)	0.00
Shift: Program Manager II position from Incubator Programs NDA to Small Business Support Services NDA	(127,633)	(1.00)
Shift: Fiscal and Policy Analyst III Position from Incubator Programs NDA to CEX	(188,102)	(1.00)
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,340	0.00
FY25 Recommended	**4,385,379**	**4.00**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**431,510**	**0.15**
Increase Cost: FY25 Compensation Adjustment	1,076	0.00
Decrease Cost: Retirement Adjustment	(344)	0.00
FY25 Recommended	**432,242**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,000**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,860,798**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	55,824	0.00
FY25 Recommended	**1,916,622**	**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. In FY25, there is sufficient fund balance available for use.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
FY25 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 FY25, approximately 78 leased facilities are budgeted. The inventory of leases is constantly shifting as new leases are added and existing leases are terminated.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**18,056,606**	**0.00**
Add: New Lease for Board of Elections - N. Frederick Ave, Warehouse	167,393	0.00
Increase Cost: Reconciliation - Charges for Lease at 8528 Anniversary Circle	70,035	0.00
Add: New Lease for Wheaton Urban District - 2610 University Blvd, Wheaton	19,650	0.00
FY25 Recommended	**18,313,684**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,382,054**	**13.00**
Add: Asian American and Pacific Islander Community Liaison	88,904	1.00
Increase Cost: FY25 Compensation Adjustment	71,559	0.00
Enhance: Miscellaneous Operating Expenses	40,000	0.00
Decrease Cost: Retirement Adjustment	(5,399)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	157,322	0.00
FY25 Recommended	**2,734,440**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,957,533**	**0.00**
FY25 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 community organizations for 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 and instructors throughout the County. 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,277,032**	**0.00**
Enhance: MCAEL Operating and Grant Expenses	207,361	0.00
FY25 Recommended	**2,484,393**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,950,000**	**0.00**
Shift: Direct Business Technical Support and Educational Programming from MCEDC NDA to Incubator Programs NDA	(1,947,795)	0.00
FY25 Recommended	**4,002,205**	**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 Chief Labor Relations Officer, Director of Finance, and Director of 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
FY25 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, although the final appropriation is subject to Council approval.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**18,647,957**	**0.00**
Enhance: Adjustment to Department of Finance Energy Tax Projection	478,229	0.00
FY25 Recommended	**19,126,186**	**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.

FY25 Recommended Changes	Expenditures	FTEs

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
Shift: Sheriff's Office Vehicles	1,200,000	0.00
Increase Cost: Vehicles for Department of General Services Facility Maintenance	324,609	0.00
FY25 Recommended	**1,524,609**	**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.

Expedited Bill 2-22 established that municipalities are to 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 municipalities with transportation, police, crossing guards, and park maintenance services. Specifically, as the exact payment amount for a current year cannot be determined until County books are closed, reimbursements are based on the final audited cost of performing eligible services during the fiscal period two years prior to the budget year. The amounts included in the FY25 budget for this program reflect a 100 percent implementation of the phased-in payment schedule established by the new law.

Payments to Municipalities - FY25 Recommended		
Municipality	**FY25 Payment**	
Brookeville	$	17,097
Chevy Chase, Sec. III	$	62,474
Chevy Chase View	$	87,284
Chevy Chase Village	$	328,994
Town of Chevy Chase	$	267,134
Drummond	$	9,755
Friendship Heights	$	118,938
Gaithersburg	$	4,850,098
Garrett Park	$	102,508
Glen Echo	$	40,305
Kensington	$	297,660
Laytonsville	$	58,429
Martin's Additions	$	56,735
North Chevy Chase	$	53,397
Oakmont	$	6,931
Poolesville	$	596,512
Rockville	$	8,458,002
Somerset	$	118,520
Takoma Park	$	5,210,940
Washington Grove	$	94,986
Total	**$**	**20,836,701**
This does not include the estimated Municipalities Speed Camera Allocation of $129,344		

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**18,894,482**	**0.00**
Increase Cost: FY25 Required Increase, Including Annualization of Supplemental 24-50	2,071,563	0.00
FY25 Recommended	**20,966,045**	**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 accommodates both training costs and trial board days for board and committee members. The operations of the Police Accountability Board and the Administrative Charging Committee are independent of all Montgomery County law enforcement agencies and leadership.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**509,222**	**2.00**
Enhance: Special Legal Counsel	200,000	0.00

FY25 Recommended Changes	Expenditures	FTEs
Add: Trial Board Days	37,500	0.00
Increase Cost: Annual Salary Adjustments	29,843	0.00
Increase Cost: FY25 Compensation Adjustment	10,178	0.00
Add: Trial Board Member Training	2,000	0.00
FY25 Recommended	**788,743**	**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; and
- 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**20,000**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**
Add: Increase Funding to Reflect the Recommendation of the Public Elections Fund Committee to Provide $1 Million in Additional Funding for the Fund Before the Next Election	333,000	0.00
FY25 Recommended	**333,000**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,000**	**0.00**
FY25 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 $70.4 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 FY24, the County General Fund fully funded the pay-as-you-go amount, funding in excess of the ADC by $17.4 million, as the pay-as-you-go amount was determined to be in excess of the ADC, and the prefunding contributions were budgeted at $62.3 million for the MCPS Consolidated Trust. No prefunding amount was required for Montgomery County Government or the MC Consolidated Trust.

In December 2023, the County Council passed Resolution No. 20-337, establishing an updated OPEB funding policy. The actuarial valuation used for the FY25 budget resulted in an ADC that was $8.9 million less than the pay-as-you-go amount, and the FY25 budget assumes the utilization of this $8.9 million for payment of a portion of the County's retiree health insurance claims.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**0**	**0.00**

FY25 Recommended Changes	Expenditures	FTEs
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**26,469,813**	**0.00**
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,817,942)	0.00
FY25 Recommended	**24,651,871**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**422,300**	**0.00**
Increase Cost: Contribution to City of Rockville	4,600	0.00
FY25 Recommended	**426,900**	**0.00**

Skills for the Future

The Skills for the Future Non-Departmental Account was established in May 2019 to provide funding for high-quality Science, Technology, Engineering, Arts, and Mathematics (STEAM) programming in both academic and recreational settings to low-income youth. The intent of this funding is to build a pipeline of technical talent that will ensure equitable access to high-paying jobs and allow Montgomery County to continue to offer one of the best educated work forces in the world. The Department of Recreation administers these funds that will provide experiential learning engagement opportunities that give low-income youth access to STEAM programming.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**284,774**	**0.00**
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	8,543	0.00
FY25 Recommended	**293,317**	**0.00**

Small Business Support Services

This NDA provides funding to support and augment the Business Center Team'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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**1,485,000**	**0.00**
Shift: Positions from Business Center Team to Small Business Support Services NDA	662,911	5.00
Shift: Non-Competitive Contracts from CEX to Small Business Support Services NDA	137,000	0.00
Shift: Program Manager II Position from Incubator Programs NDA to Small Business Support Services NDA	127,633	1.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	41,613	0.00
Increase Cost: FY25 Compensation Adjustment	22,190	0.00
FY25 Recommended	**2,476,347**	**6.00**

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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**60,756**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,565,615**	**0.00**
FY25 Recommended	**3,565,615**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**172,416**	**0.00**

FY25 Recommended Changes	Expenditures	FTEs
Increase Cost: Takoma Park Library FY25 Increase	11,674	0.00
FY25 Recommended	**184,090**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**5,086,126**	**0.00**
FY25 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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**3,700,000**	**0.00**
Enhance: Full Funding of $5 million for FY25	1,300,000	0.00
Enhance: Restoration of Lease Payments from FY24	1,300,000	0.00
FY25 Recommended	**6,300,000**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**225,000**	**0.00**
Decrease Cost: Funding Reduction for FY25	(225,000)	0.00
FY25 Recommended	**0**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**201,944**	**1.00**
Add: Safe Streets 4 All Grant	160,000	0.00
Increase Cost: FY25 Compensation Adjustment	5,273	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	6,665	0.00
FY25 Recommended	**373,882**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**27,490,751**	**0.00**
Increase Cost: Working Families Income Supplement Increase	632,771	0.00
FY25 Recommended	**28,123,522**	**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.

FY25 Recommended Changes	Expenditures	FTEs
FY24 Approved	**2,014,594**	**0.00**
Enhance: WorkSource programming at the Montgomery County Correctional Facility	199,000	0.00
Restore: Coding Our Way Funding Removed from FY24 Budget	158,000	0.00
Increase Cost: Three Percent Inflationary Adjustment to Non-Profit Service Provider Contracts	60,438	0.00
Enhance: Expand Summer RISE program	10,000	0.00
FY25 Recommended	**2,442,032**	**0.00**

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,358,633	11,287,818	9,243,802	7,812,581	-30.8 %
Employee Benefits	592,355	1,059,711	820,815	1,561,382	47.3 %
County General Fund Personnel Costs	**2,950,988**	**12,347,529**	**10,064,617**	**9,373,963**	**-24.1 %**
Operating Expenses	301,032,297	316,756,723	328,651,965	313,390,002	-1.1 %
County General Fund Expenditures	**303,983,285**	**329,104,252**	**338,716,582**	**322,763,965**	**-1.9 %**
PERSONNEL					
Full-Time	23	23	23	27	17.4 %
Part-Time	0	0	0	0	—
FTEs	45.34	36.27	36.27	56.06	54.6 %
REVENUES					
Conference Center - Rental Income	319,130	319,100	319,100	319,100	—
Miscellaneous Revenues	7,725	431,171	431,171	431,171	—
Property Rentals	3,359,969	3,900,000	3,500,000	3,500,000	-10.3 %
Conference Center - Net Proceeds	2,310,976	1,750,000	2,500,000	2,500,000	42.9 %
County General Fund Revenues	**5,997,800**	**6,400,271**	**6,750,271**	**6,750,271**	**5.5 %**
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	33,312,275	20,000,000	20,000,000	20,160,000	0.8 %
Grant Fund - MCG Expenditures	**33,312,275**	**21,000,000**	**21,000,000**	**21,160,000**	**0.8 %**
PERSONNEL					
Full-Time	0	0	0	0	—

BUDGET SUMMARY

	Actual FY23	Budget FY24	Estimate FY24	Recommended FY25	%Chg Bud/Rec
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	—
Federal Grants	33,320,511	0	0	0	—
Grant Fund - MCG Revenues	**33,320,511**	**20,000,000**	**20,000,000**	**20,000,000**	**—**

DEPARTMENT TOTALS

Total Expenditures	**337,295,560**	**350,104,252**	**359,716,582**	**343,923,965**	**-1.8 %**
Total Full-Time Positions	**23**	**23**	**23**	**27**	**17.4 %**
Total Part-Time Positions	**0**	**0**	**0**	**0**	**—**
Total FTEs	**45.34**	**36.27**	**36.27**	**56.06**	**54.6 %**
Total Revenues	**39,318,311**	**26,400,271**	**26,750,271**	**26,750,271**	**1.3 %**

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Arts and Humanities Council	6,649,029	0.00	6,848,500	0.00
BioHub Maryland at Montgomery County	0	0.00	562,436	0.00
Boards, Committees and Commissions	49,665	0.00	49,665	0.00
Charter Review Commission	1,150	0.00	150	0.00
Children's Opportunity Alliance (COA)	728,387	0.00	840,879	0.00
Climate Change Planning	486,500	0.00	718,344	0.00
Community Grants	11,617,948	0.00	10,920,201	0.00
Compensation and Employee Benefit Adjustments	9,781,173	1.12	4,336,137	0.91
Conference and Visitors Bureau	2,196,819	0.00	2,362,724	0.00
Conference Center	602,195	1.00	566,972	1.00
Consolidated Retiree Health Benefit Trust - College	0	0.00	0	0.00
Consolidated Retiree Health Benefit Trust - MCPS	62,251,472	0.00	59,106,261	0.00
County Associations	74,728	0.00	76,533	0.00
Device Client Management	13,801,195	0.00	16,181,677	0.00
Early Care and Education	11,178,526	12.00	11,260,344	26.00
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	51,438,503	0.00	44,393,473	0.00
Guaranteed Income	3,298,345	1.00	1,229,850	1.00
Historical Activities	166,860	0.00	221,866	0.00
Homeowners' Association Road Maintenance Reimburse	62,089	0.00	62,089	0.00
Housing Opportunities Commission	7,972,501	0.00	8,295,315	0.00

PROGRAM SUMMARY

Program Name	FY24 APPR Expenditures	FY24 APPR FTEs	FY25 REC Expenditures	FY25 REC FTEs
Inauguration and Transition	0	0.00	0	0.00
Incubator Programs	2,659,874	5.00	4,385,379	4.00
Independent Audit	431,510	0.15	432,242	0.15
Interagency Technology, Policy, and Coordination Commission	3,000	0.00	3,000	0.00
KID Museum	1,860,798	0.00	1,916,622	0.00
Labor Management Relations Committee	0	0.00	0	0.00
Leases	18,056,606	0.00	18,313,684	0.00
Legislative Branch Communications Outreach	2,382,054	13.00	2,734,440	14.00
Metro Washington Council of Governments	1,957,533	0.00	1,957,533	0.00
Montgomery Coalition for Adult English Literacy	2,277,032	0.00	2,484,393	0.00
Montgomery County Economic Development Corporation	5,950,000	0.00	4,002,205	0.00
Montgomery County Employee Retirement Plans	0	0.00	0	0.00
Montgomery County Green Bank	18,647,957	0.00	19,126,186	0.00
Motor Pool Fund Contribution	0	0.00	1,524,609	0.00
Payments to Municipalities	18,894,482	0.00	20,966,045	0.00
Police Accountability Board	509,222	2.00	788,743	2.00
Prisoner Medical Services	20,000	0.00	20,000	0.00
Public Elections Fund	0	0.00	333,000	0.00
Public Technology, Inc.	5,000	0.00	5,000	0.00
UM 3 - Institute for Health Computing	3,700,000	0.00	6,300,000	0.00
Universities at Shady Grove	225,000	0.00	0	0.00
Retiree Health Benefits Trust	0	0.00	0	0.00
Risk Management (General Fund)	26,469,813	0.00	24,651,871	0.00
Rockville Parking District	422,300	0.00	426,900	0.00
Skills for the Future	284,774	0.00	293,317	0.00
Climate Response	2,884,990	0.00	2,884,990	0.00
Small Business Support Services	1,485,000	0.00	2,476,347	6.00
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
Takoma Park Library Annual Payments	172,416	0.00	184,090	0.00
Telecommunications	5,086,126	0.00	5,086,126	0.00
Vision Zero	201,944	1.00	373,882	1.00
Working Families Income Supplement	27,490,751	0.00	28,123,522	0.00
WorkSource Montgomery, Inc	2,014,594	0.00	2,442,032	0.00
Total	**350,104,252**	**36.27**	**343,923,965**	**56.06**

Utilities

RECOMMENDED FY25 BUDGET	FULL TIME EQUIVALENTS
$27,175,650	0.00

DAVID DISE, DIRECTOR

MISSION STATEMENT

The goals of the County Government relating to utility consumption are to manage the expanding demand for energy and to develop new energy supply sources that achieve the County's Climate Action Plan goal of zero greenhouse gas emissions by 2035.
These goals can be accomplished by:

- Using energy efficiently in County facilities;
- Developing multiple sources of green energy; and
- Transitioning the County's vehicle fleet to non-carbon fuel sources.

The Department of General Services manages the payment for over 1,500 separately metered utility accounts for County facilities, streetlights, and traffic control signalized intersections.

BUDGET OVERVIEW

The FY25 Recommended budget for the tax-supported Utilities NDA is $27,175,650, an increase of $2,899,447 or 11.9 percent from the FY24 Approved budget of $24,276,203. Allocation of these utilities expenditures is approximately: electricity, 59.2 percent; natural gas, 8.6 percent; and water and sewer, 8.0 percent. Renewable energy and other expenses total 24.2 percent.

The FY25 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 $90,754,126, which includes the entire bi-county area of WSSC Water.

The FY25 Recommended tax supported budget for utilities, including both the General Fund NDA ($27,175,650) and the other tax supported funds ($4,604,165), is $31,779,815, an increase of $2,899,447 or 10.0 percent above the FY24 Approved utilities budget. The FY25 Recommended Budget for non-tax supported utilities expenditures is $4,010,152, an increase of $4,038 over the FY24

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.

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 Utilities NDA also includes expenses for consultant support, energy accounting software, utility performance management data analytics, and microgrids and resiliency hubs. Microgrids and resiliency hubs provide a lower carbon supply of electricity along with resilient facilities that can provide continual service to the community during major grid outages. Montgomery County leads the region in the implementation of these resilient, clean-energy facilities, with recent projects including solar microgrids at Scotland Recreation Center, Public Safety Headquarters, Montgomery County Correctional Facility, the Brookville Maintenance Facility "Brookville Smart Bus Depot," and the Animal Services and Adoption Center. Planning projects include a solar microgrid that will power green hydrogen production to support a zero-carbon emissions transit fleet, and additional resiliency hubs to support underserved communities and provide electric vehicle charging capabilities across the County.

Additionally, the Department of General Services implements programs that maximize the efficient use of energy at County facilities by initiating operational strategies, energy-efficient equipment replacements, and advanced software management controls that minimize the County's carbon footprint.

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 Pooja Kapoor 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 FY23	Budget FY24	Estimate FY24	Recommended FY25	%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	31,317,837	24,276,203	37,193,248	27,175,650	11.9 %
County General Fund Expenditures	**31,317,837**	**24,276,203**	**37,193,248**	**27,175,650**	**11.9 %**
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—

FY25 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY24 ORIGINAL APPROPRIATION	**24,276,203**	**0.00**
Changes (with service impacts)		
Enhance: Resiliency Hub Projects [Utilities]	2,769,825	0.00
Other Adjustments (with no service impacts)		
Increase Cost: Solid Waste Charge [Utilities]	129,622	0.00
FY25 RECOMMENDED	**27,175,650**	**0.00**

FUNDING PARAMETER ITEMS

CE RECOMMENDED ($000S)

Title	FY25	FY26	FY27	FY28	FY29	FY30
COUNTY GENERAL FUND						
EXPENDITURES						
FY25 Recommended	**27,176**	**27,176**	**27,176**	**27,176**	**27,176**	**27,176**
No inflation or compensation change is included in outyear projections.						
Resiliency Hub and Microgrid Payments	**0**	**5,902**	**5,877**	**5,755**	**6,023**	**6,302**
These payments fund resiliency hub and solar microgrid projects and County facilities. In the future, a portion of these costs for bus depot microgrids will be charged to the Transit budget where there will also be offsetting fuel cost savings.						
Subtotal Expenditures	**27,176**	**33,078**	**33,053**	**32,931**	**33,199**	**33,478**

EXPENDITURES BY DEPARTMENT/AGENCY						
	ACTUAL FY22	ACTUAL FY23	APPROVED FY24	RECOMMENDED FY25	CHANGE BUD/REC	% CHANGE BUD/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Facilities	17,421,249	22,540,470	18,385,506	21,284,953	2,899,447	15.8%
Traffic Signals and Streetlighting	8,200,127	8,837,958	5,890,697	5,890,697	0	0.0%
GENERAL FUND NDA EXPENDITURES	**25,621,376**	**31,378,428**	**24,276,203**	**27,175,650**	**2,899,447**	**11.94%**
OTHER TAX SUPPORTED OPERATIONS						
Transit Services	348,776	394,588	201,200	201,200	0	0.0%
Recreation	3,476,877	4,025,538	4,402,965	4,402,965	0	0.0%
SUBTOTAL	3,825,654	4,420,126	4,604,165	4,604,165	0	0.0%
TOTAL TAX SUPPORTED	**29,447,030**	**35,798,554**	**28,880,368**	**31,779,815**	**2,899,447**	**10.04%**
COUNTY GOVERNMENT NON-TAX SUPPORTED OPERATIONS						
Fleet Management Services	1,056,813	1,034,901	1,230,392	1,230,392	0	0.0%
Parking Districts	1,692,968	1,938,135	1,863,700	1,863,700	0	0.0%
Alcohol Beverage Services	599,589	655,074	725,810	725,810	0	0.0%
Environmental Protection (Recycling and Resource Management)	229,435	251,929	186,212	190,250	4,038	2.2%
TOTAL NON-TAX SUPPORTED	**3,578,805**	**3,880,040**	**4,006,114**	**4,010,152**	**4,038**	**0.10%**
SUMMARY - COUNTY GOVERNMENT						
TOTAL TAX SUPPORTED	29,447,030	35,798,554	28,880,368	31,779,815	2,899,447	10.0%
TOTAL NON-TAX SUPPORTED	3,578,805	3,880,040	4,006,114	4,010,152	4,038	0.1%
TOTAL COUNTY GOVERNMENT	**33,025,834**	**39,678,593**	**32,886,482**	**35,789,967**	**2,903,485**	**8.83%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Montgomery County Public Schools	40,373,425	45,144,284	44,240,672	49,222,447	4,981,775	11.3%
Montgomery College	6,813,343	7,615,499	10,031,715	9,562,387	(469,328)	-4.7%
Washington Suburban Sanitary Commission	21,306,181	22,126,073	27,629,784	27,593,091	(36,693)	-0.1%
M-NCPPC	4,016,865	4,099,560	4,140,555	4,376,201	235,646	5.7%
TOTAL OTHER AGENCIES EXPENDITURES	**72,509,814**	**78,985,416**	**86,042,726**	**90,754,126**	**4,711,400**	**5.48%**
TOTAL UTILITIES EXPENDITURES	**105,535,648**	**118,664,009**	**118,929,208**	**126,544,093**	**7,614,885**	**6.40%**

EXPENDITURES BY ENERGY SOURCE						
	ACTUAL FY22	ACTUAL FY23	APPROVED FY24	RECOMMENDED FY25	CHANGE BUDGET/REC	% CHANGE BUDGET/REC
COUNTY GOVERNMENT TAX SUPPORTED OPERATIONS						
NON-DEPARTMENTAL ACCOUNT						
Electricity	20,241,364	22,465,444	15,864,862	16,093,020	228,158	1.4%
Water & Sewer	2,359,672	2,603,797	2,171,092	2,171,092	0	0.0%
Fuel Oil	26,267	68,000	33,833	33,833	0	0.0%
Natural Gas	2,971,518	3,210,112	2,347,045	2,347,045	0	0.0%
Propane	18,671	24,424	16,872	16,872	0	0.0%
Renewable Energy	0	1,182,702	228,158	0	(228,158)	-100.0%
Other	562,972	1,823,949	3,614,341	6,513,788	2,899,447	80.2%
GENERAL FUND NDA EXPENDITURES	**26,180,465**	**31,378,428**	**24,276,203**	**27,175,650**	**2,899,447**	**11.94%**
OTHER TAX SUPPORTED OPERATIONS						
Electricity	2,378,602	2,799,866	2,707,598	2,707,598	0	0.0%
Water & Sewer	596,597	799,446	674,957	674,957	0	0.0%
Fuel Oil	0	0	9,628	9,628	0	0.0%
Natural Gas	749,640	740,269	616,679	616,679	0	0.0%
Propane	55,967	36,679	57,910	57,910	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	44,847	43,864	537,393	537,393	0	0.0%
SUBTOTAL	3,825,654	4,420,126	4,604,165	4,604,165	0	0.0%
TOTAL TAX SUPPORTED	**30,006,119**	**35,798,554**	**28,880,368**	**31,779,815**	**2,899,447**	**10.04%**
NON-TAX SUPPORTED OPERATIONS						
Electricity	2,847,815	3,122,763	3,368,689	3,370,486	1,797	0.1%
Water & Sewer	244,415	297,809	224,341	225,171	830	0.4%
Fuel Oil	1,090	1,008	4,289	4,382	93	2.2%
Natural Gas	398,335	389,485	358,727	358,977	250	0.1%
Propane	0	0	1,040	1,040	0	0.0%
Renewable Energy	0	0	0	0	0	0.0%
Other	87,150	68,974	49,028	50,096	1,068	2.2%
TOTAL NON-TAX SUPPORTED	**3,578,805**	**3,880,040**	**4,006,114**	**4,010,152**	**4,038**	**0.10%**
SUMMARY - COUNTY GOVERNMENT						
Electricity	25,467,781	28,388,074	21,941,149	22,171,104	229,955	1.0%
Water & Sewer	3,200,684	3,701,053	3,070,390	3,071,220	830	0.0%
Fuel Oil	27,357	69,008	47,750	47,843	93	0.2%
Natural Gas	4,119,494	4,339,867	3,322,451	3,322,701	250	0.0%
Propane	74,638	61,103	75,822	75,822	0	0.0%
Renewable Energy	0	1,182,702	228,158	0	(228,158)	-100.0%
Other	694,969	1,936,788	4,200,762	7,101,277	2,900,515	69.0%
TOTAL COUNTY GOVERNMENT	**33,584,923**	**39,678,593**	**32,886,482**	**35,789,967**	**2,903,485**	**8.83%**
OUTSIDE AGENCIES TAX AND NON-TAX SUPPORTED OPERATIONS						
Electricity	55,939,642	60,723,795	63,363,897	66,208,909	2,845,012	4.5%
Water & Sewer	7,075,353	8,804,997	8,718,318	9,354,566	636,248	7.3%
Fuel Oil	131,120	58,415	185,650	88,150	(97,500)	-52.5%
Natural Gas	8,699,075	8,748,495	12,745,325	14,281,723	1,536,398	12.1%
Propane	240,718	193,734	318,283	323,356	5,073	1.6%
Renewable Energy	175,440	196,711	233,715	219,884	(13,831)	-5.9%
Other	248,466	259,269	477,538	277,538	(200,000)	0.0%
SUBTOTAL	**72,509,814**	**78,985,416**	**86,042,726**	**90,754,126**	**4,711,400**	**5.48%**
TOTAL UTILITIES EXPENDITURES						
Electricity	81,407,423	89,111,869	85,305,046	88,380,013	3,074,967	3.6%
Water & Sewer	10,276,037	12,506,050	11,788,708	12,425,786	637,078	5.4%
Fuel Oil	158,477	127,423	233,400	135,993	(97,407)	-41.7%
Natural Gas	12,818,569	13,088,362	16,067,776	17,604,424	1,536,648	9.6%
Propane	315,356	254,837	394,105	399,178	5,073	1.3%
Renewable Energy	175,440	1,379,413	461,873	219,884	(241,989)	-52.4%
Other	943,435	2,196,057	4,678,300	7,378,815	2,700,515	57.7%
TOTAL UTILITIES EXPENDITURES	**106,094,737**	**118,664,009**	**118,929,208**	**126,544,093**	**7,614,885**	**6.40%**

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, Christine Hong of the Department of Health and Human Services at 240.777.1179 or Anita Aryeetey of the Office of Management and Budget at 240.777.2784 for more information.

FY25 RECOMMENDED BUDGET

The FY25 Recommended Budget includes approximately $251.4 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: Multi-family 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, providing technical assistance to the governing bodies of homeowner/condominium; 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; and 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.
- Administer the Home Accessibility Rehabilitation Program (HARP) by partnering with Rebuilding Together and Habitat for Humanity to install accessibility improvements for senior and/or disabled homeowners or their residents 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.
- Continue to partner with 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 replace outdated 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 to preserve existing affordable units and 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 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 those units' affordability.
- 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.
- Partner with the Housing Opportunities Commission (HOC) to implement the new Nonprofit Preservation Fund to provide funding for acquisition and preservation of existing affordable housing units in the County.
- Protect lower-income residents by working with property owners through County-supported rental agreements to preserve affordable rents.
- 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.
- Conduct court ordered inspections for enforcement and adoption and foster care home inspections.
- Investigate potential code violations in residential and commercial properties and performs 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 based on complaints received. In addition, performs inspection and enforcement to administer Chapter 48 of the County Code, Solid Waste and Chapter 58 of the County Code, Residential Weeds and Rubbish.
- 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.
- Educate residents and property owners about their rights and responsibilities in the area of property maintenance as per the following chapters within Montgomery County's Code.

Licensing and Regulation

- Issue annual rental license to condominiums, single-family homes, multi-family units, accessory dwelling units, and short-term residential rentals to ensure rental properties comply with County regulations and requirements.
- Conduct an annual Single-family and Multi-family 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.
- Register common ownership communities throughout Montgomery County.

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.
- Facilitate a complaint process where landlords and tenants can file complaints and have access to mediations and present complaints to 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.
- Calculate and publish the annual voluntary rent guidelines per County Code to help both public agencies and the real estate industry correlate inflationary pressures to rent increases 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.
- Through technical assistance and guidance on community governance, it improves the quality of life in the communities. It also strengthens the self-governing community structure and enhances property values.
- Structure a "revolving loan fund" to provide incentives for those troubled and distressed COCs. The loan program is intended to require the completion of a capital needs assessment study and provide financial assistance to address critical emergent needs, potential evacuation and/or condemnation situations encountered by the COCs.

Rental Assistance Program - HPRA (Homeless Prevention and Relocations Assistance)

- Provide financial assistance and supportive services referral to eligible individuals and families who are at imminent risk of homeless 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 DHHS, 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.
- Facilitates certification process for tenant associations interested in exercising their Right of First Refusal upon receipt of Notification of Sale.
- Ensure that tenant's rights and tenant's associations rights are upheld when landlords demolish at least one third of the units in a rental property, rehabilitate the rental housing or conduct any other action that would displace at least one third of the tenants at a rental property.

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 area 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.

Rent Stabilization

- Determine annual rent increase limits for rent stabilized properties and enforce compliance with these limits.
- Enforce landlord compliance with limits on fees charged to tenants.
- Manage the application processes for and implementation of fair return, capital improvement, and substantial rehabilitation petitions for rent increases above annual limits.
- Oversee exemptions for rental properties from rent stabilization requirements.
- Conduct community outreach to educate landlords and tenants about the rent stabilization law and regulations.
- Respond to service inquiries and troubleshoot service problems related to compliance with the rent stabilization law and regulations.
- Investigate and enforce remedies for noncompliance with the rent stabilization law and regulations.
- Enforce landlord reporting requirements under the rent stabilization law and regulations.

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, rental assistance, energy assistance, homeless diversion, emergency shelter and street outreach, 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 equitable access to available housing matches. Households are quickly identified, assessed for, referred, and connected to housing and assistance based on their assessed needs and vulnerability.

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 services. 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 housing location services and 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 more vulnerable households with disabilities. All programs use a Housing First approach that offers housing without preconditions such as sobriety, absence of criminal record, treatment compliance, or participation in services.

Prevention/Housing Stabilization Services

- Prevention/Housing Stabilization Services provides conflict resolution, mediation, financial assistance, housing location, and case management to County residents at risk of 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 avoid a return to homelessness. The core components of the rapid rehousing program are housing location, move-in and rent assistance, case management, and employment services. The goal of the

program is to help people overcome any barriers to obtaining housing quickly, increase income, and support self-sufficiency to stay housed. Rapid rehousing 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 fixed income. Monthly assistance is provided, and renewable every 12 months to bridge the gap between available income and housing costs.

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 Recommended FY25-30 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, 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 FY25 Recommended Operating Budget Tax-Supported		
Department	**Project/Program**	**FY25 Recommended**
Housing and Community Affairs		
	Housing Code Enforcement	5,217,926
	Affordable Housing - MPDU	452,643
	Multifamily Housing Program	248,246
	Tenant and Landlord Mediation	1,805,573
	Licensing and Regulations	1,012,798
	Common Ownership Communities	1,193,995
	Neighborhood Revitalization	511,855
	Rent Stabilization	924,230
	Administration	2,335,983
	Multi-family Housing Program - Housing Production & Preservation	17,379,242
	Affordable Housing - Homeowner Downpayment Assistance	4,000,000
	Affordable Housing - Home Accessibility Rehabilitation Program (HARP)	309,100
	Housing First (HHS)	9,706,200
	HHS Permanent Supportive Housing - $4,454,888	
	HHS Prevention - $1,191,556	
	HHS Rapid Rehousing - $1,524,532	
	HHS Housing Initiative Program - Rental Subsidies, Client Costs, and Administration - $2,535,224	
	Rental Assistance Program (RAP)	22,868,826
	DHCA RAP - $6,805,503	
	DHCA Homeless Prevention and Relocation Assistance (HPRA) - $467,276	
	HHS RAP - $7,827,330	
	HHS Housing Initiative Progam - Rental Subsidies - $4,726,942	
	HOC RAP - $3,041,774	
	Neighborhood Revitalization - Neighborhood to Call Home	1,932,731
	Affordable Housing Acquisition and Preservation CIP	97,000,000
	Nonprofit Preservation Fund CIP	15,000,000
	Revitalization for Troubled and Distressed Common Ownership Communities	1,230,000
Sub-total, Housing and Community Affairs		**183,129,348**
Health and Human Services		
	Admin - Services to End and Prevent Homelessness	963,854
	Coordinated Entry	1,466,103
	Healthcare for the Homeless	2,563,206
	Homeless Services for Families	6,557,509
	Homeless Services for Single Adults	13,697,021
	Housing Initiative Program	2,359,220
	Interagency Commission on Homelessness	4,000
	Permanent Supportive Housing	4,757,504
	Prevention	11,038,762
	Rapid Rehousing	1,368,810
	Rental Assistance Program	887,982
Sub-total, Health and Human Services		**45,663,971**
Housing Opportunities Commission		
	Supplemental Funds for Deeply Subsidized HOC Owned Units Improvements CIP Project	1,250,000
	NDA - Housing Opportunities Commission	8,295,315
Sub-total, Housing Opportunities Commission		**9,545,315**
Total Tax-Supported		**238,338,634**
Total Non-Tax Supported		**13,019,206**
Grand Total		**251,357,839**

Affordable Housing Services FY25 Recommended Operating Budget Non-Tax-Supported		
Department	**Project/Program**	**FY25 Recommended**
Housing and Community Affairs		
	CDBG - Housing Acquisition and Preservation	1,259,353
	CDBG - Community Public Services with Nonprofit Organizations	660,000
	CDBG - Group Home Rehabilitation	800,000
	CDBG - Facility Planning/Administration	1,050,000
	CDBG - Focused Neighborhood Assistance	1,000,000
	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	302,180
	Weatherization/Energy Efficiency Program	404,334
Sub-total, Housing and Community Affairs		**9,267,343**
Health and Human Services		
	Homeless Services for Single Adults	362,600
	Permanent Supportive Housing	271,612
	Prevention	2,404,608
	Rapid Rehousing	713,043
Sub-total, Health and Human Services		**3,751,863**
Total Non-Tax Supported		**13,019,206**

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Climate Change

LINKAGE TO COUNTY RESULTS AREAS

- A Greener County
- A Growing Economy
- Thriving Youth and Families
- Effective, Sustainable Government

PROGRAM CONTACTS

Contact Sarah Kogel-Smucker, Climate Change Officer, at 240.777.2502; Jon I. Monger, Director of the Department of Environmental Protection, at 240.777.7781; or Richard H. Harris, Office of Management and Budget, at 240.777.2795 for more information.

Expanding Climate Investments

Since the release of the County's Climate Action Plan in 2021, the County has added $168.8 million in investments in climate action programs and initiatives. The vast majority of these investments carry into this year's "base budget" and continue to fund key climate actions for this coming year. New climate investments this year total $77.6 million, including a supplemental appropriation for electric buses. With new and continued investments combined, overall, the County Executive's Recommended FY25 Operation Budget dedicates $365.0 million to climate change efforts.

What's New for FY25

The County's FY25 budget for climate initiatives provides new resources that supplement the climate resources provided in the FY24 budget. (To review the FY24 climate budget, visit: https://www.montgomerycountymd.gov/OMB/Resources/Files/omb/pdfs/FY24/psp_pdf/75-FY2024-APPR_ClimateChange.pdf).

Support Clean Energy Efforts

- A new Solar Technical Program Manager position for the Department of Environmental Protection (DEP) will 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 solar effort includes rooftop solar on residential and commercial properties, ground-mounted solar installations, community solar in various configurations, and utility scale solar.
- Funding to develop a Solar Strategic Plan will provide the consultant support DEP needs to research and prepare a roadmap for the County to follow. This plan will serve as the blueprint for the County's work to expand solar deployment to decarbonize the energy supply in support of meeting the County's climate change goals. This plan will serve as an actionable roadmap to overcome the barriers to equitably installing more solar in Montgomery County.

Support Greenhouse Gas Reduction from Buildings

- Funding for energy audits in under-resourced buildings subject to Building Energy Performance Standards (BEPS) will

enable DEP to advance equitable building decarbonization. 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 develop a long-range plan that may be necessary to meet BEPS requirements. This funding will enable BEPS-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.

- Funding to expand DEP's "Energy Ambassadors" program will enable the County to capitalize on once-in-a-lifetime funding for climate and energy upgrades through the Federal Inflation Reduction Act and the Bipartisan Infrastructure Law. DEP will augment the successful Montgomery Energy Connection program with additional partner capacity. The department will support trusted messengers as "Energy Ambassadors" to broaden and deepen community outreach about Federal rebates and incentives. DEP will prioritize outreach to disadvantaged and overburdened communities.
- Two new positions will allow the Department of Permitting Services (DPS) to address changes to the energy conservation code and implementation of the Climate Action Plan that require increased time for mechanical plan reviews and increased inspections. These positions will ensure timely review and inspection for new energy codes that reduce greenhouse gas emissions from new construction.

Support Climate Change Solutions in the Transportation Sector

- Operational funds for The Great Seneca Transit Network (GSTN) will provide frequent transit options, improving mobility and access to crucial jobs in the healthcare, biotech, and education sectors. GSTN will improve transit equity by connecting riders to jobs, healthcare providers, and medical facilities without auto use, advancing the reduction of reliance on cars in the County. Shifting more transit trips to mass transit is a key component of the Climate Action Plan.
- Increased funds to purchase additional zero emission County vehicles will allow the Department of General Services (DGS) to accelerate the County's elimination of fossil fuel vehicles in the County fleet.
- Funding will support technical assistance and incentives for public charging infrastructure on private property in locations that advance the County's electric vehicle (EV) infrastructure and equity goals. The funding will support electrical capacity and feasibility studies, charging equipment, electrical upgrades, and installation labor, as well as administrative costs for implementation contractors. This may additionally be used to leverage State or Federal investments in the County's charging infrastructure.
- To begin the transition of the Alcohol Beverages Services (ABS) delivery truck fleet to zero emissions, DGS will receive funds for a study to recommend mitigation strategies. The study will further conduct a route analysis to determine the correct size of the ABS fleet and identify the most efficient strategy to provide the existing service with the lowest overall cost of ownership to the County. The results will be used to model a zero-emission vehicle replacement plan and provide a template for an infrastructural plan to meet the ABS future electrification needs.

Accelerate Nature-based Carbon Sequestration

- DEP will gain one new position, Construction Representative II, to conduct inspections as part of the Tree Montgomery Program and to maintain credit for planting these trees under the County's stormwater management MS4 permit. The Tree Montgomery Program has planted over 11,000 trees to date.
- The Department of Transportation (DOT) is gaining funds to accelerate tree and stump removal and tree pruning, allowing new trees to be planted in their place.

Support Zero Waste Efforts

- DEP is gaining two new Zero Waste planning 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. The unit will also evaluate the effectiveness of the new efforts.
- DEP is also gaining funds to build the County's capacity for new zero waste efforts, including: closing the Resource Recovery Facility (RRF), residential food scraps collection, food scraps processing (aerobic or anaerobic digestion), Save-As-You-Throw pilot program, and new processing technologies at the Transfer Station.

Increase the County's Resilience to Weather Events

- To become more resilient to the effects of climate change and power County buildings through solar energy, the County is gaining new funds for the Resiliency Hub Project. This project includes Brookville Bus Depot, Public Safety Headquarters, Animal Shelter, Montgomery County Correctional Facility and the Equipment Maintenance and Transit Operations Center. This funding will avoid delays in construction, maintain service, and guarantee equipment will always be operational.

Accelerating Implementation of the Climate Action Plan

- The Climate Change Planning Non-Departmental Account (NDA) is gaining funds for increased stakeholder engagement and a vigorous public outreach campaign to help residents and businesses reduce their emissions and adapt to climate hazards. The Climate Change Planning NDA will also be used to accelerate departmental Climate Action Plan implementation, using external consultant support to assist with technical analysis of greenhouse gas reduction benefits and of heavy-duty fleet electrification, and with 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.

Ongoing Work of County Departments Funded through the Operating Budget

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. CUPF seeks continuous reduction in paper use by utilizing online forms and digital processes.

Department of Correction and Rehabilitation (DOCR)

DOCR recently installed several recycling stations inside the department's facilities. Informational signs are posted encouraging the participation of both inmates and staff members in the endeavor. The Montgomery County Correctional Facility (MCCF) hosts on its' grounds the largest solar panel installation in the County. The Pre-Release Center has completed numerous energy efficient upgrades to the 42-year-old building in efforts to reduce operational costs. Diversion community service work crews remove debris/waste, work crews have painted electric car ports at County facilities, and they have also used green chemicals to remove graffiti throughout the County.

Department of Environmental Protection

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 Montgomery Energy Connection, a Pepco-Exelon 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 Tree Montgomery, a program that plants shade trees for property owners, free of charge. Additional programs for tree planting are implemented in partnership with DOT. DEP also administers the RainScapes program which provides rebates to properties that 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 supports 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. In addition, the capital budget programs significant funding to address flooding throughout the County starting in FY26.

Department of General Services

DGS is the lead department in greening the County's buildings, fleets, and many of its operations. DGS initiatives include: generating solar, combined heat and power, and other low emissions energy on County facilities; reducing fuel consumption through green fleet operations; building high performance green buildings; continually improving energy efficiency of existing buildings; and clean energy purchasing. DGS leads the initiative to transition to a zero emissions fleet of County vehicles and buses and development of the charging infrastructure necessary to make this transition.

Office of Grants Management (OGM)

OGM supports DEP, DGS, DOT, other departments, and the overall administration in pursuing climate change related grant opportunities to achieve the County's climate change goals. OGM is coordinating the County's effort to secure once-in-generation federal climate funds available through the Federal Inflation Reduction Act and Bipartisan Infrastructure Law.

Department of Health and Human Services (DHHS)

In response to the COVID-19 pandemic, DHHS has built community resiliency via the establishment and support of public-facing HUBs within the County. Through focus on the social determinants of health impacts, the minority programs at DHHS are keenly aware of the impact of climate change on communities of color, and are committed to better incorporating climate and the environment into their work.

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. LHI will use the findings from these community conversations to develop program activities that address climate and the environment directly, including plans to convene county environmental stakeholders and decision-makers to discuss the processes, results, and findings of the community feedback collected and identify concrete action steps to better inform, educate, and mobilize Montgomery County Latinos around environmental protection and climate change issues.

Department of Housing and Community Affairs (DHCA)

To help increase the resiliency of County residents and to reduce the consumption of energy, the Affordable Housing program is working with DEP to revise DHCA's single-family energy improvement program to include electrification for low-income homeowners. Through this program, residents are able to purchase energy efficient appliances and convert from

gas to electric appliances. Additionally, the Affordable Housing program helps to administer the Montgomery County Homeowner Energy Efficiency Program. This program supports energy efficiency upgrades for eligible County homeowners.

The Grants Administration team supports several programs in the Department that address climate change issues through the use of federal Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) funds. CDBG money is contributed to Neighborhood Revitalization projects for such things as stormwater management and LED common area lighting installation. CDBG is also used for Group Homes to install energy efficient appliances and LED lighting. CDBG and HOME assist multifamily and single-family housing projects with similar improvements. The Code Enforcement program is helping to reduce greenhouse gas emissions by replacing gasoline and diesel vehicles with hybrid or all electric vehicles.

The Code Enforcement program also helps to increase the resiliency of County residents through their inspection process where they identify violations such as faulty HVAC systems, stoves, and windows that help reduce energy consumption. Additionally, violations related to gutters, downspouts, and storm drains help to reduce flooding and stormwater runoff.

Office of Human Resources

The Office of Human Resources administers the County's Telework Policy to encourage County 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 is exploring multiple greenhouse gas reduction avenues through amendments to the 2021 International Energy Conservation Code (IECC). These include electrification of commercial buildings, onsite energy generation requirements, onsite storage, increased stringency in greenhouse gas/energy reductions through energy modeling and mechanical system performance measures, and increases in commissioning requirements.

DPS recently adopted the 2018 International Green Construction Code (IgCC) which promotes total building and site improvement through site development, energy efficiency, material selection, commissioning, resiliency, and indoor air quality improvements. Through administration of our sediment control and public right of way permits, the program helps preserve or replace tree canopy on private property and trees within the public right of way impacted by construction activity.

Department of Transportation

DOT 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 Bicycle and Pedestrian Priority Areas (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. DOT 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.

OAG also promotes programs and practices that are designed to help sequester carbon in the soil. Conservation Tillage, Conservation Cover, Pasture Management, and Annual Cover Crops provide avenues to increase organic matter in the soil. 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 to restaurants and other businesses. 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 departments and 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 effects 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.

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. The Office of Procurement has lowered resource consumption through the digitization of County contracting.

Public Libraries (MCPL)

MCPL provides many educational opportunities to our customers regarding environmentally responsible choices along with several resources to help them "go green" including:

- MCPL's Summer Reading program partnered with the Chesapeake Bay foundation to offer children (participants) a chance to help preserve the Chesapeake Bay watershed, clean up the Chesapeake Bay, and provide healthy habitats for Chesapeake Bay animals by completing reading missions;
- a contemporary conversation program with Elizabeth Kolbert, staff writer for The New Yorker and author of the Pulitzer Prize-winning The Sixth Extinction, about the topic of climate change and how we can make impacts through our habits and decisions;
- lending out thermal cameras, which allows customers to inspect homes with infrared technology using their smartphone to find insulation, heating, and water problems in the home;
- partnering with Montgomery Energy Connection to host on a light bulb exchange program; and

- library branches that had prominent displays about energy savings for the month of October, which is Energy Action Month.

Additionally, MCPL has implemented several climate change initiatives in its branches and for staff. For example, every branch has recycling receptacles in both the public and staff areas, and policies and procedures are in place to reduce the use of paper and other materials and resources.

Climate Change Efforts in the County Executive's FY25 Recommended Budget

The chart below details the budget numbers associated with the initiatives and programs discussed in this chapter. The CE's recommended budget dedicates $365.0 million to climate change efforts.

FY25 CE Recommended						
Department	Program	GF	Other Operating Funds	CIP	RideOn	Non-County
Community Use of Public Fac.	Energy Management of Montgomery County Public Schools Facilities		$122,536			
	Total Emergency Management and Homeland Security		**$122,536**			
Office of Agriculture	Agricultural Business Development Specialist Position	$111,932				
	Cover Crop Program		$70,000			
	Soil Amendment Program	$14,000				
	Subtotal Office of Agriculture	**$125,932**	**$70,000**			
	Total Office of Agriculture	**$195,932**				
County Executive's Office	Climate Change Officer	$21,825	$146,064			
	Subtotal County Executive's Office	**$21,825**	**$146,064**			
	Total County Executive's Office	**$167,889**				
Climate Change Planning NDA	Climate Action Plan Implementation	$488,344				
	Additional External Consultant Support -- New FY25	$230,000				
	Total Climate Change Planning NDA	**$718,344**				
Emergency Management	Staff and programs on hazard mitigation and climate adaptation planning	$316,813				
	Total Emergency Management and Homeland Security	**$316,813**				
Department of Environmental Protection	Planning and implementation of Countywide Flood Management -- New FY25			$5,733,000		
	Implementation of Electric Leaf Blower Incentive Program -- FY24 Supplemental and New -- FY25	$1,120,000				
	Inflation Reduction Act Incentive Energy Ambassadors -- New FY25	$200,000				
	Technical Support and Incentives for EV Community Charging -- New FY25	$200,000				
	Solar Strategic Plan Development and Staffing -- New FY25	$345,354				
	Energy Audits for Under Resourced Buildings Subject to BEPS -- New FY25	$275,000				
	Building Decarbonization and Outreach Programs Operating Funds	$2,386,000				
	Clean Energy Programs Support	$300,000				
	Zero-Emission Vehicles (ZEV) Program Operating Funds	$50,000				
	Equitable Resilience and Inclusive Engagement	$363,103				
	Tree Montgomery Program	$1,613,602	$697,358			
	County Recycling Programs		$68,075,161			
	Staff focused on climate efforts	$4,791,658				
	Subtotal Environmental Protection	**$11,644,717**	**$68,772,519**	**$5,733,000**		
	Total Environmental Protection	**$86,150,236**				
Department of General Services	Solar Resiliency Hubs -- New FY25	$2,769,825				
	Solar Resiliency Hubs -- Base Budget	$2,488,455				
	Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses -- New FY25[1]	$4,137,000				
	Green Fleet: DGS is pursuing an all-electric fleet of County vehicles and buses -- Base Budget[1]	$7,146,000				
	Office of Energy and Sustainability: Ensures County operations are environmentally sensitive and integrates sustainability into County decision making	$794,159		$450,000		
	Subtotal General Services	**$17,335,439**	**$0**	**$450,000**		
	Total General Services	**$17,785,439**				
Office of Grants Management	Climate-focused Grants Position	$118,538				
	Total Emergency Management and Homeland Security	**$118,538**				

FY25 CE Recommended						
Department	Program	GF	Other Operating Funds	CIP	RideOn	Non-County
Green Bank NDA	Transfer to Montgomery County Green Bank	$19,126,186				
	Total Montgomery County Green Bank NDA	**$19,126,186**				
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[2]					$404,334
	Total Housing and Community Affairs					**$404,334**
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		$1,315,784			
	Total Permitting Services		**$1,315,784**			
Department of Transportation	Chesapeake Bay Trust Urban Street Trees Grant					$66,274
	Ongoing Urban Forest Efforts	$6,461,206		$3,348,000		
	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	$1,543,514				
	Green Fleet: Electric bus replacements			$12,400,000		
	Green Fleet: Electric bus replacements -- FY24 Supplemental[3]			$46,024,000		
	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		$5,380,098			
	RideOn Bus service, including express bus programs				$163,378,364	
	Subtotal Transportation	**$8,004,720**	**$5,380,098**	**$61,772,000**	**$163,378,364**	**$66,274**
	Total Transportation	**$238,601,456**				
Countywide Total	**Subtotal Montgomery County**	**$57,412,514**	**$75,807,001**	**$67,955,000**	**$163,378,364**	**$470,608**
	Total Montgomery County (CIP and PSP)	**$365,023,487**				

[1]Vehicle replacement funds are estimated based on the total budget and how many vehicles are likely to be low- or no-emission vehicles. The kinds of vehicles purchased are subject to availability.

[2]Department of Housing and Community Affairs figure is the balance of multi-year funding.

[3]The FY24 supplemental for electric buses is intended to last through FY26.

Economic Development

LINKAGE TO COUNTY RESULTS AREAS:

A Growing Economy, Thriving Youth and Families, A More Affordable and Welcoming County for a Lifetime

PROGRAM CONTACTS:

Ken Hartman, Assistant Chief Administrative Officer at 240.777.2524; Judy Costello, Special Projects Manager at 240.777.2006; Gene Smith, Business Center Team Manager at 240.777.8827; or Julie Knight, Office of Management and Budget at 240.777.2760 for more information regarding this initiative's operating budget.

FY25 RECOMMENDED BUDGET INCLUDES:

The FY25 Recommended Budget includes approximately $27.3 million to support growing the County's economy, including funds for economic development organizations that augment County services.

WHAT'S NEW FOR FY25

The County Executive recommends several enhancements to continue his efforts to grow the County's economy.

Innovation Ecosystem

- Add branded BioHub Maryland at Montgomery County to create a state-of-the-art, multifunctional life sciences training facility with curriculum addressing new skills and upskills training to help fill jobs in key County industry sector.
- Establish a robust partnership with private and nonprofit partners for fostering entrepreneurship and innovation.
- Create a new industry-led County alliance focused on the high-tech and life sciences sector ecosystem in Montgomery County.
- Improve incubator facilities to maximize the potential use of the existing County space-- including improved innovation, collaboration and coworking spaces, shared labs with bench rentals, shared equipment, etc.
- Increase resources for the County's incubator tenants and other County entrepreneurs using globally recognized experts skilled at providing 1:1 technical evaluation and assistance, hosting technology accelerator programs and educational workshops, and managing innovation facilities and related programs across industry sectors.
- Formalize the international soft-landing program to ensure programming, networking and technical assistance support is available to international business companies opening offices in the County so that they can succeed and grow jobs in the County.

Capital Investments

- Add funding to complete a shell in the main level of the Wheaton Government Building to ensure use of this space to support economic growth and the Wheaton community.
- Add funding to support a partnership with the Henry Jackson Foundation to augment and expand the County's resources and technical assistance through the County's incubators.
- Enhance investments in the County's incubators to refresh and modernize a coworking space for international soft-landing businesses.

Montgomery County Business Center

- Add two Business Liaisons to the Business Center to ensure there is at least one Business Liaison assigned to each regional area in FY25.
- Add one Program Manager to the Business Center to support the team's outreach efforts across all programs and data collection and reporting efforts.

Workforce Development and Training

- Add funding to expand Summer RISE Program.
- Restore funding to the Coding Our Way Program.
- Add funding to support additional workforce training at the County's Correctional Facility.

Economic Development Budgets

Montgomery County seeks to foster an inclusive and innovative economy by leveraging its existing workforce, innovation, location, and quality of life assets. Economic development activities are funded through multiple County departments and economic development organizations. Through these combined efforts, the County supports business and startup growth, attracts domestic and international relocation, and measures impact to continuously improve service delivery.

Office of the County Executive - Business Center

The Montgomery County Business Center is a team of staff in the Office of County Executive that helps business start and grow in the County. In partnership with other County departments and economic development organizations the Montgomery County Business Center:

- Assists businesses with challenges navigating the County Government processes, including licensing, permitting, and tax challenges.
- Conducts proactive outreach on a regular basis to the store-front businesses throughout the County, addressing questions before they become challenges.
- Connects businesses to a variety of business and technical resources through partner economic development organizations.
- Supports educational and training programs to help businesses grow.
- Recommends process improvements to make it easier for businesses to navigate the County.
- Manages the County's incubators - three facilities that foster early-stage startups in the biotechnology, IT, medical device, and government contracting industries.
- Provides general economic development support to the Office of the County Executive.

Small Business Support Services - NDA

- Black Business Council
- Black Chamber of Commerce of Maryland
- Crossroads Community Food Network
- Latino Economic Development Center
- Maryland Women's Business Center
- Maryland Small Business Development Center
- Montgomery County Black Collective

Incubator Programs - NDA

The Montgomery County Business Center manages the County-owned incubator facilities. These facilities foster innovation by supporting early-stage startups in targeted industries. The County and Henry Jackson Foundation are partnering to establish HJF Innovation Labs at Montgomery County to provide more support for R&D and commercialization in the County of dual use technologies that improve the health of the nation's military service members, and of their families and other patients. The County plans to further leverage its investment in its incubator facilities by contracting with globally recognized innovation ecosystem technical evaluation and assistance, accelerator program, and innovation facility management providers to improve the capacity to provide cross-industry technical support and programming to help these early-stage startups and others in the County to successfully grow.

Economic Development Fund

The Economic Development Fund (EDF) is administered by the Department of Finance and supports business growth through direct grants and loans. The EDF includes several targeted programs.

- The Economic Development Grant and Loan Program supports strategic attraction and retention projects in the County. These projects provide significant benefit to the County's economy and are usually in the County's strategic industries.
- The MOVE Program provides one-time grants to business that relocate or launch in Montgomery County.
- The Microloan Program supports local economic development organizations to leverage additional dollars for small loans to retail, restaurant, and service businesses.
- The SBIR/STTR Matching Grant Program supports early-stage businesses seeking to apply for SBIR/STTR grants or providing non-dilutive grant funding upon receiving an SBIR/STTR grant.

Conference and Visitors Bureau - NDA

The Conference and Visitors Bureau, dba as Visit Montgomery, is the County's marketing and hospitality organization. Visit Montgomery, in partnership with hospitality businesses, attracts tourism to Montgomery County by highlighting the rich and diverse culture, entertainment, and recreation activities.

Montgomery County Economic Development Corporation - NDA

The Montgomery County Economic Development Corporation (MCEDC) is the County's designated economic development organization. MCEDC supports the County's economy by:

- Attracting strategic industries to relocate and launch in Montgomery County.

- Targeting retention efforts in the County's strategic industries.
- Marketing the County's diverse and talented workforce to strategic industry clusters.

WorkSource Montgomery - NDA

WorkSource Montgomery is the County's designated workforce development organization. WorkSource Montgomery grows the County's economy by connecting businesses to the talented workforce and providing educational and training programs to residents. The organization also operates the County's American Job Center as required by the Workforce Innovation and Opportunity Act.

BioHub Maryland at Montgomery County

BioHub Maryland at Montgomery County will be a state-of-the-art, multifunctional life sciences training facility, complementing existing Montgomery College and Universities at Shady Grove, which will use the National Institute of Bioprocessing Research and Training (NIBRT) biopharmaceutical manufacturing training and research. This training will be used to provide veterans, members of disadvantaged communities and others with the skills and knowledge they need to enter the life sciences field, to upskill the current life sciences workforce to excel further in this sector.

Institute of Health Computing - NDA

Montgomery County is a founding partner of the University of Maryland-Institute for Health Computing (UM-IHC) which is a unique collaboration among the University of Maryland, College Park (UMCP); the University of Maryland, Baltimore (UMB); and the University of Maryland Medical System (UMMS) in Montgomery County. The County has committed $40 million over six years to help launch UM-HIC, and the universities will contribute five million per year during the next five years. This project serves as an anchor and attraction to developers and businesses in the Pike District by leveraging clinical expertise, health care data that may be unmatched in its diversity, cutting-edge computation, artificial intelligence, and immersive visualization to advance a wide spectrum of life sciences and healthcare research-including drug discovery, precision medicine, and population health.

Conference Center - NDA

The County's Conference Center in North Bethesda is managed by Marriott International. Through this public-private collaboration, the County supports a venue to host business and private events.

County Executive's Economic Development Initiative - All Funding Sources FY25 CE Recommended Operating Budget and Capital Improvements Program		
Department	**Project/Program**	**FY25 CE Recommended**
Operating Budget (PSP)		
County Executive - Business Center Team	Helps businesses start and grow in the County in partnership with other County departments and economic development organizations	$744,786
Economic Development Fund	Supports business growth through direct grants and loans	$3,469,168
NDA - BioHub Maryland at Montgomery County	Life sciences training facility for skills and upskills training	$562,436
NDA - Conference and Visitors Bureau	Attracts tourism to Montgomery County by highlighting the rich and diverse culture, entertainment and recreation activities	$2,362,724
NDA - Conference Center	The Conference Center, managed by Marriott International supports a venue to host business and private events in Montgomery County.	$566,972
NDA - Incubator Programs	growth.	$4,385,379
NDA - Institute for Health Computing	An epicenter for world-class artificial intelligence, machine learning and clinical analytics research that seeks to leverage the power of data science to benefit human health and well being	$6,300,000
NDA - Montgomery County Economic Development Corporation	The County's designated economic development organization that supports the economy by attracting strategic industries to relocate and launch in Montgomery County.	$4,002,205
NDA - Small Business Support Services	Provides business, marketing and technical assistance to Montgomery County's businesses	$2,476,347
NDA - WorkSource Montgomery	Supports the County's economic growth through workforce development and training programs	$2,442,032
	Total FY25 PSP	$27,312,049
Capital Improvements Program (CIP)		
Glenmont Redevelopment	Sector Plan.	$452,000
HJF Innovation Labs	This partnership with the Henry M. Jackson Foundation for the Advancement of Military Medicine will increase the inventory of smaller-sized lab space suitable for growing businesses in the County.	$300,000
North Bethesda Metro Station Area Redevelopment	Supports infrastructure for the redevelopment of the White Flint/North Bethesda area as a Life Sciences/mixed-use development hub	$5,864,000
White Oak Science Gateway Redevelopment	Public-private partnership to advance the White Oak life science, mixed-use development	$275,000
Wheaton Headquarters Retail	This project is upgrading the space at the Wheaton Headquarters building to create an attractive space for prospective tenants.	$4,000,000
	Total FY25 CIP	$10,891,000
	Total FY25 Funding	$38,203,049

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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 FY25 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 FY25 recommended operating budget enables the County's commitment to advancing racial equity and social justice. FY25 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**
- **Allocating resources for relevant professional development, such as participation in GARE Conferences and trainings**
- **Designating staff resources to organize and lead the department's commitment to advancing racial equity and social justice**
- **Identifying areas of strength and opportunity in recruiting retaining and advance of a diverse and representative workforce**
- **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 the following racial disparities and gaps:

- **Department of Environmental Protection** - *Energy, Climate, and Compliance* - Gaps in access to the resources necessary to shape climate resilience and adaptability within communities that are most vulnerable (BIPOC, Low-income, disabled, and elderly residents) to climate hazards and related health and economic costs.
- **Department of Environmental Protection** - *Conservation Corps* - Racial disparities in rates of unemployment; gaps in access to education and skill-building opportunities for green jobs; disproportionate juvenile intake among Black and Latino youth.
- **Department of Health and Human Services** - *Aging and Disability* - Racial disparities and inequities in health outcomes due to systemic housing inequities and related economic insecurity (historical and current discrimination in employment, housing, and financial systems), specifically amongst older Black women.
- **Department of Housing and Community Affairs** - *Housing Code Enforcement* - Gaps in housing-related health hazards, energy burdens, and associated costs; disproportionate rates of rental housing cost burden among households identified as Black, Latino, and Other.
- **Department of Recreation** *Community & Neighborhood Centers* - Racial disparities and inequities in health and criminal justice system outcomes while also increasing a sense of connectedness, particularly amongst low-income BIPOC children, youth, and older adults
- **Technology and Business Enterprise Solutions** - *Office of Broadband Programs and Infrastructure Modernization* - Racial disparities in rates of unemployment; racial disparities in High School graduation rates college degree attainment; racial disparities in percent of population without or only a High School Degree or GED; racial disparities in certain disease mortality rates; racial disparities in internet access
- **Montgomery County Police Department** - *Police Cadet Program Expansion* - Racial disparities in recruitment and retention, with the potential to contribute to strategies aimed at reducing disproportionate rates of arrest among Black and Latino residents.

Overall, this budget provides resources for the County to expand its emerging 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.

FY25 Recommended Budget includes:

Departments and Non-Departmental Accounts (NDAs), some have not been reviewed by ORESJ, but have the potential to advance racial equity and social justice:

Office of Grants Management

- Funding to provide training for County employees on grant writing to allow for a stronger integration of racial equity and social justice into all aspects of the County grant management practices.

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.

- Provide million in funding to support the Food Staples Program
- Funding to enhance the Capital Area Food Bank and Manna Food Center during the Food Staples transition.

Department of Health and Human Services

- Include $3.0 million for Service Consolidation Hubs throughout the County to meet the needs of the community.
- Expand the dental program to meet the increased demand
- Funding to continue services that was previously funded by a grant to provide psychiatric services in shelters
- Include $2.5 million in funding to address overflow sheltering in hotels
- Allocate funding for the recruitment and retention of bilingual staff to support the Linkages to Learning clients
- Funding to support the Summer SNAP Food Program in alleviating food hunger
- Subsidize funding for dedicated nurses for new community schools
- Continue housing-related emergency services that was previously funded by eRAP (Federal Emergency Assistance Rental 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.
- Provide $56 million for the Montgomery Housing Initiative fund to continue various programs and projects dedicated to creating and preserving affordable housing and related services.
- Fund the new Rent Stabilization Program that establishes maximum allowable rent increases to stabilize rents in the County.
- 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 FY25. These developments would preserve or produce a total of 655 units, including 357 affordable units.

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 of the Great Seneca Transit Network.

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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.

FY25 COUNTY EXECUTIVE RECOMMENDED BUDGET

The FY25 Recommended Budget includes $42.5 million in tax-supported resources identified for older adults, including funds for community organizations that augment County services for older adults. In addition, the approved budget includes $22.6 million in non-tax supported resources for older adults.

Enhancements in the FY25 Recommended Budget Include:

- Increase staff in the Department of Health and Human Services (DHHS) to reduce waitlists in core services for vulnerable older adults, including Adult Protective Services, Home Care Services, and Coordination of Community Services.
- Fund Senior Lunch services at the new Silver Spring Recreation and Aquatic Center.
- Enhance Recreation's Senior Services and Senior Neighborhood Programs.
- Support the new 1910 University Boulevard senior housing project.
- Provide Metro Senior SmarTrip cards at all library branches at no cost to customers age 65 and older.

Non-Departmental Account Community Grants

- The FY25 Recommended Budget continues $1.5 million in grants awarded in FY24 to community partners 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 full service senior centers designed to build supportive relationships and positive social connections, enhance learning engagement and mental stimulation, improve health and wellness, and create connections to community services through recreation programs.

- Provide door-to-door Senior Transportation Service providing limited-range age-friendly access to six Senior Centers.
- Operate Active Adult Neighborhood Programs for those 55 or better to actively participate in their community while meeting their recreation and leisure needs.
- Implement congregate nutrition sites at Senior Centers and Active Adult Neighborhood Programs in collaboration with DHHS Aging and Disability Services.
- Offer an extremely popular Trips and Tours program to include Senior Outdoor Adventure trips and Day Trips for 55+ participants, their family and friends.
- Provide specialized mini trip experiences around Montgomery County focusing on local and fresh markets, local entertainment, local cultural attractions and other engaging experiences which meets the everyday needs of participants.
- Organize competitive 55+ sports and games opportunities in partnership with Maryland Senior Olympics.
- Implement a 3-day multi session summer camp for adults 55+ focusing on social interaction, adventure and exploration, and mental and physical well-being.
- Offer culturally relevant programming in alternative languages to meet the socialization and recreation needs of non-English speaking participants.
- Implement special events designed to connect senior communities across the County, providing lifetime experiences and lasting memories in safe and accommodating settings. Examples include Countywide BBQ Bonanza, Centenarian Celebration, Cardboard Boat Regatta, Cultural Celebrations, Active Aging Week, Wellness Expos and more.
- Partner with local hospitals and DHHS to offer evidence-based fitness programs such as Bone Builders and Senior Fit designed to improve the health span of older adults.

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 older adults 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 older adults 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 older adults 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 older adults, 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 assisted living facilities and 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 opportunities for socialization at community and senior centers and senior apartment buildings.
- Provide home-delivered meals to address the nutritional needs of older adults 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, neglect, and exploitation against seniors, secure resources, and provide surrogate decision-making for adults adjudicated through the courts.
- Provide in-home support services to help vulnerable older adults 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 personal care and in-home supports 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.
- Provide Heavy Chore Services to serve older adults with hoarding behaviors to prevent evictions, condemnations, or to correct health and safety conditions for persons meeting the criteria of Adult Protective Services and Case Management Programs.
- Provide Senior Mental Health Services for home-bound older adults 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 current and 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.
- Provide Case Management through Social Services to Adults for older adults and adults with disabilities to enable client self-sufficiency in the community, to reduce inappropriate institutionalization, and to mitigate factors that may lead to abuse, neglect, self-neglect and/or exploitation.
- Offer supervised housing and assistance to older adults and adults with disabilities, using certified family homes and small, licensed, assisted living homes in the community through the Adult Foster Care Program. Case management is provided, as well as subsidies when funds are available.
- Implement Coordination of Community Services to provide case management services to individuals including older adults that have been determined eligible by the MD Developmental Disabilities Administration.

Department of Transportation - Transit Services

- Subsidize taxi service for low-income older adults, age 63 and older, to allow for greater mobility and quality of life.
- Provide information and linkage to transportation resources to older adults, 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 older adults, 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 older adults frequent or reside.
- Provide fixed route service (Ride On) to many senior centers and make Senior SmarTrip cards available through multiple channels.
- Transport older adults 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 have disabilities, are seniors, or have limited incomes. Supported by dedicated revenues from Transportation Network Company fees, Transit Services subsidizes wheelchair accessible taxicabs and offers Call-N-Ride co-pay assistance for low-income residents.

Department of Public Libraries (MCPL)

- Provide programs specifically designed to engage customers over age 50 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 older adults-focused web page, and training on how to use ebooks and computers.
- Offer large print library materials and other accessibility equipment and services for older adults - 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 at all library branches at no cost to customers age 65 and older.
- 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+ audiences to promote MCPL services, resources, and programming.

Department of Technology Services

- Provide technology training for older adults through Senior Planet Montgomery. Senior Planet Montgomery enables older adults to use the Internet for daily living, extend their ability to live independently, find employment, and be entrepreneurs in the digital economy. 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.
- Offer Senior Planet technology and telehealth training in additional languages. Classes have expanded in partnership with the Chinese Culture and Community Service Center, the Gilchrist Immigration Resource Center, the Vietnamese American Society, and the American Diversity Group. Classes are now offered in English, Spanish, Chinese Mandarin, and Vietnamese.
- Utilize Senior Planet Montgomery to offer workshops and information to seniors about energy efficiency and ways to reduce energy expenses, in partnership with the Department of Environmental Protection.
- Launch the Virtual Reality (VR) for Seniors Pilot Program as a means to reduce senior isolation and enable older adults to experience new VR technology in senior centers.

Fire and Rescue Service (MCFRS)

- Continue the Mobile Integrated Health program, which was introduced in 2016 in part to help address the disproportionate increase in the number of repeat low-acuity 911 calls by older adults. This collaborative initiative of HHS and MCFRS holistically incorporates the skills of fire/rescue personnel, a clinical social worker, and a community health nurse to better meet the needs of patients who utilize EMS services frequently. The team has an overall goal of reducing the burden on 911, emergency medical personnel, and emergency rooms while still providing superior care to our patients.
- 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 older adults and those with disabilities to provide tailored information on fire safety and risk reduction including the installation of approved smoke alarms appropriate for their needs.
- Continue to increase collaborative partnerships with County agencies and departments, non-profits, faith-based organizations, hospitals, and professional organizations providing services to older adults 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 check/install smoke alarms.
- 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 older adults.

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 adults 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 older adults with the Neal Potter Path of Achievement

Award.

- Continue the Senior Fellows program which taps the experience and skills of retired older adults across a range of issues from affordable housing to transportation options.

Office of Consumer Protection

- Continue to recruit older adults 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 older adults from deceptive trade practices.

Department of Environmental Protection

- Offer an exemption for curbside refuse and recycling services to any individual who, because of physical limitations (disability or age), is unable to bring containers to the curb.

Office of Public Information

- In partnership with the Commission on Aging, produce "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.

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.

Services for Seniors
FY25 CE Recommended Operating Budget
Tax-Supported

Department	Project/Program	FY25 CE Recommended
Health and Human Services	Adult Foster Care	861,786
	Adult Protective Services/SSTA/Public Guardianship	8,467,505
	Aging and Disability Services Resource Unit	265,384
	CFC Nurse Monitoring	2,615,437
	CFC Supports Planning	1,173,156
	Mental Health Services for Seniors and Persons with Disabilities	87,782
	Ombudsman Services	1,007,047
	Respite Services	628,234
	Senior Community Programs	2,427,455
	Senior Dental Services	208,611
	Senior Food Program	1,105,677
	Senior Group Homes	23,228
	The Adult Day Care Subsidies Initiative	321,565
	The Home Care Services program	2,721,792
	The Medical Assistance Eligibility Services	349,486
Sub-total, Health and Human Services		**22,264,145**
Recreation	Damascus Senior Center	214,500
	Holiday Park Senior Center	407,852
	JCA Senior Transportation	679,780
	Long Branch Senior Center	216,747
	Senior Services	929,812
	North Potomac Senior Center	234,986
	Schweinhaut Senior Center	355,511
	Senior Mini Trips	52,815
	Senior Neighborhood Programs	277,722
	Senior Outdoor Adventure Recreation	394,020
	South County Regional Center: Senior Center (OBI)	110,280
	Wheaton Senior Center	227,103
	White Oak Community Recreation Center Senior Programs	262,385
Sub-total, Recreation		**4,363,513**
Transportation	Call N Ride Program	3,523,009
	Jewish Council on Aging/Connect A Ride	176,289
	Special Transportation	236,075
	Seniors/Disabled Ride Free Program	267,300
Sub-total, Transportation		**4,202,673**
Other Departments	Community Engagement Cluster - Senior Corps RSVP	121,691
	Community Engagement Cluster - Senior Volunteer Network	100,000
	Community Grants NDA - Grants for Senior Services	1,500,000
	Department of Housing and Community Affairs - 1910 University Boulevard	8,050,000
	Fire and Rescue - Mobile Integrated Health for Seniors	572,064
	Public Information - Senior Beacon & Advertising	28,000
	State's Attorney - Crimes Against Seniors and Vulnerable Adults Unit	1,062,465
	Technology Services - Senior Planet Montgomery	250,000
Sub-total, Other Departments		**11,684,220**
Total Tax-Supported		**42,514,551**

Non-Tax Supported

Department	Project/Program	FY25 CE Recommended
Health and Human Services	Adult Foster Care	367,881
	Adult Protective Services/SSTA/ Public Guardianship	3,792,873
	Aging and Disability Services Resource Unit	1,118,737
	Ombudsman Services	292,836
	Respite Services	87,384
	Senior Community Programs	1,198,424
	Senior Food Program	2,494,696
	Senior Group Homes	599,199
	The Home Care Services program	927,782
	The Medical Assistance Long Term Care program	4,745,811
Sub-total, Health and Human Services		**15,625,623**
Other Departments	Department of Transportation - Call N Ride Program	379,107
	Department of Transportation - Medicaid Special Transportation	3,879,386
	Department of Transportation - Transportation Service Improvement Fund Initiatives	2,705,000
	Department of Technology Services – Chinese Culture and Community Service Center	10,000
Sub-total, Other Departments		**6,973,493**
Total Non-Tax Supported		**22,599,116**
Grand Total		**65,113,667**

Note: Appropriations reported for programs in the Department of Transportation include funds supporting both seniors and individuals with disabilities, except Jewish Council on Aging/Connect-A Ride which serves older adults (50+). All other appropriations reflect only funds attributed to senior services.

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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 injury and fatal collisions from Montgomery County roadways.

LINKAGE TO COUNTY RESULT AREAS

- **Safe Neighborhoods**
- **Easier Commutes**

PROGRAM CONTACTS

Contact Wade Holland, Vision Zero Coordinator at 240.777.2623; Michael L. Paylor of the Department of Transportation at 240.777.2190; Capt. Warren Jensen 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 initiative 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

According to preliminary data, there were 252 serious and fatal collisions in 2023, a 32 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, Montgomery County Department of Transportation (MCDOT) continued reviews of roadway segments along the High Injury Network (HIN) including Lost Knife Road, Crystal Rock Drive, and Randolph Road. MCDOT is partnering with the Maryland Department of Transportation State Highway Administration (MDOT SHA) to enhance safety on MD 97 (Georgia Avenue) and MD 185 (Connecticut Avenue) in Aspen Hill, which will make it safer for people walking and biking. MCDOT continued installing protected bicycle lanes across the County. During fiscal year 2023, MCDOT and MDOT SHA had eight bikeway projects completed or under construction, four completed design projects with construction pending, and nineteen projects under design. Educational efforts have been conducted in HINs, pedestrian collision hot spots, as well as targeted to high-risk groups including a new Spanish language campaign for helping drivers and pedestrians understand the newly installed pedestrian hybrid beacons in the County. 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 FY23 Vision Zero Annual Report available on the Vision Zero website by using the following link: https://www.montgomerycountymd.gov/visionzero/Resources/Files/FY23_Vision_Zero_Annual_Report.pdf.

The County Executive recommends $144.2 million in FY25 expenditures in support of Vision Zero. The FY25 Recommended Operating Budget includes $64.1 million for Vision Zero initiatives. In addition, the Capital Improvements Program (CIP) includes $80.1 million in expenditures for FY25.

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

- Continue expansion of traffic signals and Pedestrian Hybrid Beacons (PHBs) to increase pedestrian and bicycle visibility and safety. Over 50 new PHBs and signals have been installed by the County and State since the first Vision Zero Action Plan in 2018.
- Conduct bus stop safety audits along corridors throughout the County, focused on HIN corridors and road segments with high numbers of transit/bus stops and high pedestrian crossing volumes to improve safety and accessibility for transit users.
- Improve the ability of students to walk or bike to school safely through enhanced facilities as part of the Safe Routes to Schools program. This includes the evaluation and assessment of traffic and operational safety proximal to County schools.
- Participate in regional Street Smart education campaigns to enhance pedestrian safety. The campaigns use transit/bus shelters, transit-related advertising, and gas station advertising throughout the County to promote safe behaviors and raise awareness about the importance of bicycle and pedestrian safety. The four-week media campaigns, proffered twice yearly, are also coordinated with targeted enforcement actions. Since 2015, this campaign was modified and broadened to a county-wide, year-round effort to also reach teenage and senior populations.
- Implement traffic calming improvements including the installation of pedestrian refuge islands, curb extensions, speed humps, and improved signing and markings. Where traffic calming has been employed in areas with collisions, there has been a measurable reduction in vehicles traveling above the posted speed limit and a 44 percent reduction in pedestrian-vehicle collisions.
- Modify traffic signal phasing along some multilane roadways, such as Shady Grove Road, to regulate when left turns are permitted. By changing left-turn phasing and restricting left turns against opposing traffic, left-turn crashes at signalized intersections have been reduced. This initiative began at intersections where fatal crashes associated with left turns were documented, but this treatment is anticipated to be expanded to other signalized locations within the County.
- Improve sidewalk connectivity to transportation, commercial and employment areas, and medical facilities throughout the County. New funding is focused on accelerating sidewalk construction near schools.
- Provide curb ramps for sidewalks and other accessibility enhancements on County roadways through the ADA compliance program.
- Completed construction of Woodmont Avenue Phase One, Emory Lane and Muncaster Mill Road Shared Use Path, White Flint West Workaround, and the Glenmont/Aspen Hill Neighborhood Greenway. Montgomery Avenue Phase 2B and the Capital Crescent Trail along the Purple Line were under construction as of the end of FY23.
- 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 impact safety in their communities.
- Conduct evaluations of pedestrian and bicycle facilities in eight of the County's twenty-eight Bicycle and Pedestrian Priority Areas (BiPPAs) and construct improvements to pedestrian and bicycle connectivity and safety in these BiPPAs. Design is on-going for pedestrian and bike facilities along Veirs Mill Road and Purple Line stations in Silver Spring and Langley Park.
- Update streetlighting, signing, pavement marking, and traffic signal standards and investigate Complete Street guidelines

that seek to address crucial Vision Zero core concepts.

- Coordinate with M-NCPPC to review and approve trail crossings and intersections, projects that enhance safety at many mid-block crossings throughout the County.
- Coordinate with MDOT SHA to implement many safety improvements throughout important High Injury Network corridors. This year MDOT SHA advanced projects along Old Georgetown Road and New Hampshire Avenue.

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 2023 to January 2024 with 143 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.
- Coordinate 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's contract is expanding 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

- Elevate 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 FY25 CE Recommended Capital Improvements Program and Operating Budget		
Department	Project/Program	FY25 Recommended
Capital Improvements Program (CIP)		
Maryland-National Capital Park and Planning Commission	Trails: Hard Surface Design and Construction	$ 4,250,000
	Trails: Natural Surface & Resource-based Recreation*	$ 500,000
	Trails: Hard Surface Renovation*	$ 1,500,000
	Vision Zero	$ 4,250,000
	Total M-NCPPC	**$ 10,500,000**
Department of Transportation	Pedestrian Facilities/Bikeways	51,535,000
	Intersection and Spot Improvements	2,532,000
	Pedestrian Safety Program	4,996,000
	Traffic Signals	5,753,000
	Guardrail Projects	341,000
	Neighborhood Traffic Calming	735,000
	Streetlighting	2,039,000
	Streetlight Enhancements CBD/Town Center	270,000
	US29 Streetlighting	1,430,000
	Total Department of Transportation	**$ 69,631,000**
	Total FY25 CIP	**$ 80,131,000**
Operating Budget (PSP)		
Department of Transportation	Community/Transportation Safety	6,715,545
	Transportation Infrastructure Construction & Maintenance	20,438,003
	Transportation Policy, Planning, and Project Development	3,797,420
	Transportation Management, Operations and Emergency/Storm Response	8,583,987
	Total Department of Transportation	**$ 39,534,955**
Department of Police	Police Enforcement for HIAs - Overtime	197,044
	Police Enforcement for HIAs - Data Analyst	150,009
	School Safety Program/General Fund	9,557,166
	Automated Traffic Enforcement	14,272,138
	Total Department of Police	**$ 24,176,357**
NDA-Vision Zero	Vision Zero Oversight and Outreach	213,882
	Safe Streets 4 All Grant	160,000
	Total Department of Transportation	**$ 373,882**
	Total FY25 PSP	**$ 64,085,194**
	TOTAL FY25 RECOMMENDED EXPENDITURES (CIP & PSP)	**$ 144,216,194**

Source: CE Recommended FY25 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.*

**Funding for these projects do not reflect the full request for M-NCPPC, but a reduced amount ascribed by the agency based on a smaller increase recommended by the County Executive for FY25 due to affordability.*

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

FY25 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

(A) Agencies By Fund	(B) FY24 Est Fund Bal	(C) FY25 Est Revenue	(D) Net Inter-Fund Transfers	(E) FY25 Total Resources	(F) CIP Current Revenue & PAYGO	(G) FY25 Operating Budget GO & LTL Debt Service	(H) FY25 Operating Budget Agy/Fund Approp.	(I) FY25 Operating Budget Total Approp.	(J) Total Use of Approp.	(K) Designated Fund Balance	(L) FY25 Projected Fund Bal.
GENERAL FUND: TAX SUPPORTED											
County Government	312,274	4,204,947	(359,207)	4,158,013	140,241	253,217	1,635,795	1,889,012	2,029,253	0	0
Debt Service: Non-Agency	0	203	452,644	452,847	0	10,598	0	10,598	10,598	0	0
Montgomery County Public Schools	0	974,014	0	974,014	31,839	158,815	3,076,389	3,235,205	3,267,044	0	0
Montgomery College	64,367	124,089	(760)	187,695	15,584	30,217	283,759	313,976	329,560	0	0
SUBTOTAL GENERAL FUND	**376,641**	**5,303,252**	**92,677**	**5,772,570**	**187,664**	**452,847**	**4,995,943**	**5,448,791**	**5,636,455**	**0**	**136,115**
OTHER FUNDS: TAX SUPPORTED											
County Government											
Urban Districts	213	3,364	9,518	13,094	0	0	12,782	12,782	12,782	0	312
Fire	(3,104)	319,522	(15,776)	300,643	7,620	0	292,736	292,736	300,356	0	286
Mass Transit	(11,534)	261,189	(52,029)	197,625	9,218	0	188,541	188,541	197,759	(479)	345
Recreation	4,888	71,229	(16,135)	59,983	0	0	59,779	59,779	59,779	0	204
Economic Development	0	430	3,039	3,469	0	0	3,469	3,469	3,469	0	0
M-NCPPC	16,674	175,940	(3,178)	189,436	450	8,043	173,390	181,433	181,883	0	7,554
SUBTOTAL OTHER TAX SUPPORTED	**7,137**	**831,673**	**(74,560)**	**764,250**	**17,288**	**8,043**	**730,697**	**738,740**	**756,028**	**(479)**	**8,701**
TOTAL AVAIL. TAX SUPPORTED	**383,778**	**6,134,925**	**18,117**	**6,536,820**	**204,952**	**460,890**	**5,726,640**	**6,187,530**	**6,392,482**	**(479)**	**144,816**
Revenue Stabilization (Designated)	647,013	29,164	0	676,178	0	0	0	0	0	676,178	0
TOTAL TAX SUPPORTED (W RSF)	**1,030,792**	**6,164,089**	**18,117**	**7,212,998**	**204,952**	**460,890**	**5,726,640**	**6,187,530**	**6,392,482**	**675,699**	**144,816**
ENTERPRISE FUNDS											
County Government											
Community Use of Public Facilities	1,918	11,374	(1,188)	12,104	0	0	11,441	11,441	11,441	0	663
Parking Districts	15,916	39,872	(5,098)	50,691	10,292	0	28,879	28,879	39,171	0	11,520
Permitting Services	41,808	50,248	(8,185)	83,871	0	0	45,390	45,390	45,390	0	38,482
Solid Waste Collection	1,313	15,144	(374)	16,083	0	0	12,313	12,313	12,313	0	3,770
Solid Waste Disposal	0	138,892	(248)	138,643	4,000	0	142,547	142,547	146,547	(13,022)	5,119
Vacuum Leaf Collection	2,432	9,283	(2,708)	9,007	0	0	7,464	7,464	7,464	0	1,543
Liquor Control	8,335	104,308	(31,299)	81,345	1,767	0	74,605	74,605	76,372	0	4,973
Non-Tax Supported Debt Service	0	0	27,741	27,741	0	27,741	0	27,741	27,741	0	0
Montgomery County Public Schools	24,703	82,859	8,181	115,744	0	0	91,040	91,040	91,040	0	24,703
Montgomery College	38,328	29,254	2,365	69,947	0	0	32,803	32,803	32,803	0	37,144
M-NCPPC	23,245	18,884	3,063	45,192	2,500	0	21,996	21,996	24,496	0	20,696
FEE SUPPORTED FUNDS											
Cable TV	1,749	19,906	(10,562)	11,093	3,494	0	6,557	6,557	10,051	0	1,042
Montgomery Housing Initiative	14,249	36,396	14,706	65,351	0	0	56,196	56,196	56,196	6,795	2,360
Water Quality Protection Fund	16,655	54,374	(12,872)	58,157	18,090	0	36,010	36,010	54,100	0	4,057
Recreation-NonTax Supported	26	8,103	(3,400)	4,729	0	0	4,700	4,700	4,700	0	29
Detention Center Non-Tax Supported	552	282	0	833	0	0	683	683	683	0	150
GRANT FUNDS											
County Government	0	160,481	0	160,481	0	0	161,641	161,641	161,641	0	(1,160)
Montgomery County Public Schools	0	125,377	0	125,377	0	0	125,377	125,377	125,377	0	0
Montgomery College	0	18,134	0	18,134	0	0	18,134	18,134	18,134	0	0
M-NCPPC	0	550	0	550	0	0	550	550	550	0	0
SUBTOTAL NON-TAX SUPPORTED	**191,231**	**923,721**	**(19,878)**	**1,095,073**	**40,143**	**27,741**	**878,325**	**906,066**	**946,209**	**(6,227)**	**155,092**

FY25 RECOMMENDED FISCAL SUMMARY BY FUND ($000)

TOTAL BUDGET (with Revenue Stabilization)	1,222,022	7,087,810	(1,761)	8,308,071	245,095	488,631	6,604,966	7,093,596	7,338,691	669,472	299,908

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				
FY24 Approved	2,020.0	160.5	410.2	2,590.6
FY25 Recommended	2,193.1	161.6	428.3	2,783.1
Percent Change From FY24	8.6%	0.7%	4.4%	7.4%
MONTGOMERY COUNTY PUBLIC SCHOOLS				
FY24 Approved	2,954.0	124.4	86.6	3,165.0
FY25 Recommended	3,076.4	125.4	91.0	3,292.8
Percent Change From FY24	4.1%	0.8%	5.1%	4.0%
MONTGOMERY COLLEGE				
FY24 Approved	281.0	19.0	45.2	345.2
FY25 Recommended	283.8	18.1	32.8	334.7
Percent Change From FY24	1.0%	-4.5%	-27.4%	-3.0%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION				
FY24 Approved	163.4	0.6	20.5	184.5
FY25 Recommended	173.4	0.6	22.0	195.9
Percent Change From FY24	6.1%	----	7.1%	6.2%
ALL AGENCIES WITHOUT DEBT SERVICE				
FY24 Approved	5,418.3	304.4	562.5	6,285.2
FY25 Recommended	5,726.6	305.7	574.2	6,606.5
Percent Change From FY24	5.7%	0.4%	2.1%	5.1%
DEBT SERVICE: GENERAL OBLIGATION & LONG TERM LEASES				
FY24 Approved	446.7		28.9	475.6
FY25 Recommended	460.9		27.7	488.6
Percent Change From FY24	3.2%	----	-4.1%	2.7%
TOTAL BUDGETS				
FY24 Approved	5,865.0	304.4	591.4	6,760.9
FY25 Recommended	6,187.5	305.7	601.9	7,095.2
Percent Change From FY24	5.5%	0.4%	1.8%	4.9%

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Schedule A-2

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY24

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	FrndShip Heights	Mass Transit	Fire
Beginning Fund Balance	423,317,667	278,328	100,059	143,814	0	(1,571,965)	(2,360,290)
Revenues	4,120,915,267	1,116,462	1,177,386	330,643	617,518	245,738,419	308,345,364
Net Transfers	(398,542,941)	2,414,724	3,027,578	2,780,432	0	(4,505,144)	(15,842,794)
TOTAL RESOURCES	4,145,689,993	3,809,514	4,305,023	3,254,889	617,518	239,661,310	290,142,280
Contributions	(2,144,548,731)	0	0	0	0	0	0
To CIP: Current Revenue	(138,402,000)	0	0	0	0	(62,239,000)	(6,380,000)
Expenditures	(1,550,464,983)	(3,518,908)	(4,380,940)	(3,256,592)	(617,518)	(189,871,617)	(286,865,995)
TOTAL USE OF RESOURCES	(3,833,415,714)	(3,518,908)	(4,380,940)	(3,256,592)	(617,518)	(252,110,617)	(293,245,995)
ESTIMATED FY24 ENDING FUND BALANCE	312,274,279	290,606	(75,917)	(1,703)	0	(12,449,307)	(3,103,715)
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	914,827	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY25	**312,274,279**	**290,606**	**(75,917)**	**(1,703)**	**0**	**(11,534,480)**	**(3,103,715)**

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY25

	General Fund	Bethesda Urban	Sil Spr Urban	Wheaton Urban	FrndShip Heights	Mass Transit	Fire
Beginning Fund Balance	312,274,279	290,606	(75,917)	(1,703)	0	(11,534,480)	(3,103,715)
Revenues	4,204,946,537	1,165,547	1,232,440	348,056	617,518	261,188,650	319,521,932
Net Transfers	(359,207,354)	2,441,215	3,569,132	3,507,438	0	(52,029,178)	(15,775,710)
TOTAL RESOURCES	4,158,013,462	3,897,368	4,725,655	3,853,791	617,518	197,624,992	300,642,507
Contributions	(2,251,435,022)	0	0	0	0	0	0
To CIP: Current Revenue	(187,664,000)	0	0	0	0	(9,218,000)	(7,620,000)
Expenditures	(1,635,795,308)	(3,800,017)	(4,607,137)	(3,757,371)	(617,518)	(188,541,034)	(292,736,391)
TOTAL USE OF RESOURCES	(4,074,894,330)	(3,800,017)	(4,607,137)	(3,757,371)	(617,518)	(197,759,034)	(300,356,391)
ESTIMATED FY25 ENDING FUND BALANCE	83,119,132	97,351	118,518	96,420	0	(134,042)	286,116
Less Designated Fund Balance	0	0	0	0	0	0	0
Less Change in Designated Fund Balance	0	0	0	0	0	478,681	0
Less Claims on Fund Balance	0	0	0	0	0	0	0
Projected Undesignated Fund Balance To Fund FY26	**83,119,132**	**97,351**	**118,518**	**96,420**	**0**	**344,639**	**286,116**

Schedule A-2

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
5,273,609	932,150	609,965,009	1,036,078,381	0	8,225,109	56,788,853	10,304,937	1,111,397,280
69,349,220	430,000	37,048,360	4,785,068,639	1,860,185	933,511,257	129,758,911	179,254,419	6,029,453,411
(14,791,149)	2,603,735	0	(422,855,559)	430,721,742	0	(8,358,037)	(2,607,641)	(3,099,495)
59,831,680	3,965,885	647,013,369	5,398,291,461	432,581,927	941,736,366	178,189,727	186,951,715	7,137,751,196
0	0	0	(2,144,548,731)	0	1,995,489,035	149,059,696	0	0
0	0	0	(207,021,000)	0	0	0	(450,000)	(207,471,000)
(54,943,302)	(3,965,885)	0	(2,097,885,740)	(432,581,927)	(2,937,225,401)	(262,882,570)	(169,827,870)	(5,900,403,508)
(54,943,302)	(3,965,885)	0	(4,449,455,471)	(432,581,927)	(941,736,366)	(113,822,874)	(170,277,870)	(6,107,874,508)
4,888,378	0	647,013,369	948,835,990	0	0	64,366,853	16,673,845	1,029,876,688
0	0	(647,013,369)	(647,013,369)	0	0	0	0	(647,013,369)
0	0	0	914,827	0	0	0	0	914,827
0	0	0	0	0	0	0	0	0
4,888,378	0	0	302,737,448	0	0	64,366,853	16,673,845	383,778,146

SCHEDULE A-2: TAX SUPPORTED FUND BALANCES
Fiscal Year FY25

Recreation	Economic Development	Revenue Stabilization	Total MCG Tax Supported	Debt Service	MCPS	Montgomery College	M-NCPPC	Total All Tax Supported
4,888,378	0	647,013,369	949,750,817	0	0	64,366,853	16,673,845	1,030,791,515
71,228,892	430,000	29,164,160	4,889,843,732	202,900	974,014,085	124,088,519	175,940,222	6,164,089,458
(16,134,615)	3,039,168	0	(430,589,904)	452,644,190	0	(760,000)	(3,177,586)	18,116,700
59,982,655	3,469,168	676,177,529	5,409,004,645	452,847,090	974,014,085	187,695,372	189,436,481	7,212,997,673
0	0	0	(2,251,435,022)	0	2,102,375,326	149,059,696	0	0
0	0	0	(204,502,000)	0	0	0	(450,000)	(204,952,000)
(59,778,605)	(3,469,168)	0	(2,193,102,549)	(452,847,090)	(3,076,389,411)	(283,758,780)	(181,432,632)	(6,187,530,462)
(59,778,605)	(3,469,168)	0	(4,649,039,571)	(452,847,090)	(974,014,085)	(134,699,084)	(181,882,632)	(6,392,482,462)
204,050	0	676,177,529	759,965,074	0	0	52,996,288	7,553,849	820,515,211
0	0	(676,177,529)	(676,177,529)	0	0	0	0	(676,177,529)
0	0	0	478,681	0	0	0	0	478,681
0	0	0	0	0	0	0	0	0
204,050	0	0	84,266,226	0	0	52,996,288	7,553,849	144,816,363

Schedule A-3

CURRENT REVENUE REQUIREMENTS FOR THE CAPITAL IMPROVEMENTS PROGRAM

March 14, 2024

TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY23 EXP	ESTIMATE FY24 APPROP	RECOMMENDED 6 YR	RECOMMENDED FY25 APPROP	RECOMMENDED FY26	RECOMMENDED FY27	RECOMMENDED FY28	RECOMMENDED FY29	RECOMMENDED FY30
GENERAL REVENUE SUPPORTED									
MCG	58,571	27,221	202,160	103,077	24,074	19,981	19,580	17,840	17,608
M-NCPPC PARKS	3,611	5,029	30,733	4,985	5,141	5,144	5,163	5,150	5,150
PUBLIC SCHOOLS (MCPS)	23,118	29,123	147,364	31,839	29,248	27,501	19,592	19,592	19,592
MONTGOMERY COLLEGE	15,205	17,034	91,004	15,584	15,084	15,084	15,084	15,084	15,084
HOC	-	1,250	7,270	1,020	1,250	1,250	1,250	1,250	1,250
CIP PAYGO - REGULAR	33,900	58,745	174,359	31,159	29,200	29,000	29,000	28,000	28,000
CIP PAYGO - RSF CONTRIBUTION	-	-		-	-	-	-	-	-
TOTAL CIP PAYGO	33,900	58,745	174,359	31,159	29,200	29,000	29,000	28,000	28,000
SUBTOTAL	134,404	138,402	652,890	187,664	103,997	97,960	89,669	86,916	86,684
OTHER TAX SUPPORTED									
MASS TRANSIT	12,757	62,239	195,613	9,218	28,012	48,432	38,807	32,492	38,652
FIRE CONSOLIDATED	1,527	6,380	64,210	7,620	9,203	9,617	10,458	12,728	14,584
M-NCPPC PARKS	450	450	2,700	450	450	450	450	450	450
SUBTOTAL	14,734	69,069	262,523	17,288	37,665	58,499	49,715	45,670	53,686
SUBTOTAL TAX SUPPORTED CURRENT REVENUE APPROPRIATION:	149,138	207,471	915,413	204,952	141,662	156,459	139,384	132,586	140,370
INFLATION	-	-	25,647	-	-	2,918	5,024	7,223	10,482
SUBTOTAL ALLOCATION:	-	-	25,647	-	-	2,918	5,024	7,223	10,482
TOTAL TAX SUPPORTED CURRENT REVENUE REQUIREMENT:	149,138	207,471	941,060	204,952	141,662	159,377	144,408	139,809	150,852

NON-TAX SUPPORTED APPROPRIATIONS ($000s)	ACTUAL FY23 EXP	LATEST FY24 APPROP	RECOMMENDED 6 YR	RECOMMENDED FY25 APPROP	RECOMMENDED FY26	RECOMMENDED FY27	RECOMMENDED FY28	RECOMMENDED FY29	RECOMMENDED FY30
NON-TAX SUPPORTED									
PARKING DISTRICTS	3,319	1,389	63,147	8,694	9,483	10,466	11,093	11,373	12,038
SOLID WASTE DISPOSAL	18,380	(177)	9,280	5,890	2,640	750	-	-	-
HOUSING INITIATIVE FUND	-	0	-	0	-	-	-	-	-
M-NCPPC ENTERPRISE FUND	137	0	3,750	2,500	1,250	-	-	-	-
CABLE TV FUND	4,404	1,868	16,126	3,494	3,020	2,773	2,526	2,280	2,033
WATER QUALITY PROTECTION CHARGE	2,630	6,941	50,726	18,090	9,907	6,000	5,483	6,109	5,137
LIQUOR CONTROL	1,893	2,720	10,680	1,767	3,161	1,734	2,421	1,597	-
CUPF	442	0	-	0	-	-	-	-	-
SUBTOTAL EXPENDITURES:	31,206	12,741	153,709	40,435	29,461	21,723	21,523	21,359	19,208
TOTAL CURRENT REVENUE REQUIREMENTS	180,343	220,212	1,094,769	245,387	171,123	181,100	165,931	161,168	170,060

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Schedule A-4

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
BEGINNING FUND BALANCE	**188,531,200**	**244,713,524**	**423,317,667**	**312,274,279**	**27.6%**
REVENUES					
Taxes	3,914,409,921	3,794,090,699	3,913,333,214	4,023,565,937	6.0%
Licenses & Permits	11,428,139	12,628,705	12,599,250	17,031,122	34.9%
Charges for Services	10,595,082	11,725,368	11,954,651	13,903,904	18.6%
Fines & Forfeitures	23,801,248	29,378,950	26,884,000	26,969,000	-8.2%
Intergovernmental	97,848,585	80,013,891	113,608,261	87,718,633	9.6%
Investment Income	19,739,833	9,233,720	27,233,190	21,437,740	132.2%
Miscellaneous	21,985,542	13,306,001	15,302,701	14,320,201	7.6%
Total REVENUES	4,099,808,350	3,950,377,334	4,120,915,267	4,204,946,537	6.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	52,628,668	52,814,597	52,814,597	58,755,242	11.2%
To Non-Tax Supported Funds	(31,066,439)	(34,153,239)	(34,153,239)	(34,675,798)	1.5%
From Tax Supported Funds	26,782,941	28,484,269	28,484,269	33,219,560	16.6%
To Tax Supported Funds	(377,776,492)	(386,446,506)	(423,686,857)	(404,557,446)	4.7%
To Internal Service Funds	0	0	(10,000,000)	0	----
To Component Units/Agencies	(12,257,438)	(12,001,711)	(12,001,711)	(11,948,912)	-0.4%
Total NET INTER-FUND TRANSFERS	(341,688,760)	(351,302,590)	(398,542,941)	(359,207,354)	2.3%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
To Tax Supported Funds	(1,988,131,156)	(2,144,548,731)	(2,144,548,731)	(2,251,435,022)	5.0%
County Contribution to CIP Fund	(134,404,145)	(107,106,000)	(138,402,000)	(187,664,000)	75.2%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	(2,122,535,301)	(2,251,654,731)	(2,282,950,731)	(2,439,099,022)	8.3%
Total Resources	***1,824,115,489***	***1,592,133,537***	***1,862,739,262***	***1,718,914,440***	***8.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,418,587,609)	(1,507,586,396)	(1,550,464,983)	(1,635,795,308)	8.5%
Adjustment for Prior Year Encumbrances/Reserves	17,789,787	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,400,797,822)	(1,507,586,396)	(1,550,464,983)	(1,635,795,308)	8.5%
Total Use of Resources	***(1,400,797,822)***	***(1,507,586,396)***	***(1,550,464,983)***	***(1,635,795,308)***	***8.5%***
PROJECTED FUND BALANCE	**423,317,667**	**84,547,141**	**312,274,279**	**83,119,132**	**-1.7%**
Bethesda Urban District					
BEGINNING FUND BALANCE	**278,143**	**236,037**	**278,328**	**290,606**	**23.1%**
REVENUES					
Taxes	884,605	836,546	932,487	981,572	17.3%
Charges for Services	186,917	183,975	183,975	183,975	----
Total REVENUES	1,071,522	1,020,521	1,116,462	1,165,547	14.2%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,352,550	2,003,834	2,003,834	1,581,122	-21.1%
From Tax Supported Funds	0	432,923	432,923	883,753	104.1%
To Tax Supported Funds	(20,512)	(22,033)	(22,033)	(23,660)	7.4%
Total NET INTER-FUND TRANSFERS	2,332,038	2,414,724	2,414,724	2,441,215	1.1%

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
Total Resources	***3,681,703***	***3,671,282***	***3,809,514***	***3,897,368***	***6.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,353,226)	(3,579,500)	(3,518,908)	(3,800,017)	6.2%
Adjustment for Prior Year Encumbrances/Reserves	(50,149)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,403,375)	(3,579,500)	(3,518,908)	(3,800,017)	6.2%
Total Use of Resources	***(3,403,375)***	***(3,579,500)***	***(3,518,908)***	***(3,800,017)***	***6.2%***
PROJECTED FUND BALANCE	**278,328**	**91,782**	**290,606**	**97,351**	**6.1%**
Friendship Heights Urban District					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	0	617,518	617,518	617,518	----
Total REVENUES	0	617,518	617,518	617,518	----
Total Resources	***0***	***617,518***	***617,518***	***617,518***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	0	(617,518)	(617,518)	(617,518)	----
Total APPROPRIATION/EXPENDITURE	0	(617,518)	(617,518)	(617,518)	----
Total Use of Resources	***0***	***(617,518)***	***(617,518)***	***(617,518)***	***----***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Silver Spring Urban District					
BEGINNING FUND BALANCE	**(124,473)**	**175,888**	**100,059**	**(75,917)**	**-143.2%**
REVENUES					
Taxes	956,944	1,049,134	1,057,386	1,112,440	6.0%
Charges for Services	265,629	120,000	120,000	120,000	----
Total REVENUES	1,222,573	1,169,134	1,177,386	1,232,440	5.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,804,101	2,642,581	2,642,581	2,058,464	-22.1%
From Tax Supported Funds	761,789	922,279	922,279	2,141,467	132.2%
To Tax Supported Funds	(507,842)	(537,282)	(537,282)	(630,799)	17.4%
Total NET INTER-FUND TRANSFERS	3,058,048	3,027,578	3,027,578	3,569,132	17.9%
Total Resources	***4,156,148***	***4,372,600***	***4,305,023***	***4,725,655***	***8.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(3,891,431)	(4,263,285)	(4,380,940)	(4,607,137)	8.1%
Adjustment for Prior Year Encumbrances/Reserves	(164,658)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(4,056,089)	(4,263,285)	(4,380,940)	(4,607,137)	8.1%
Total Use of Resources	***(4,056,089)***	***(4,263,285)***	***(4,380,940)***	***(4,607,137)***	***8.1%***
PROJECTED FUND BALANCE	**100,059**	**109,315**	**(75,917)**	**118,518**	**8.4%**
Wheaton Urban District					
BEGINNING FUND BALANCE	**(3,210)**	**114,743**	**143,814**	**(1,703)**	**-101.5%**
REVENUES					
Taxes	264,331	270,858	330,643	348,056	28.5%
Total REVENUES	264,331	270,858	330,643	348,056	28.5%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	300,000	500,000	500,000	225,000	-55.0%
From Tax Supported Funds	2,930,510	2,624,321	2,624,321	3,766,786	43.5%
To Tax Supported Funds	(346,560)	(343,889)	(343,889)	(484,348)	40.8%
Total NET INTER-FUND TRANSFERS	2,883,950	2,780,432	2,780,432	3,507,438	26.1%
Total Resources	***3,145,071***	***3,166,033***	***3,254,889***	***3,853,791***	***21.7%***
APPROPRIATION/EXPENDITURE					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Appropriation/Expenditure	(3,010,966)	(3,086,882)	(3,256,592)	(3,757,371)	21.7%
Adjustment for Prior Year Encumbrances/Reserves	9,709	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,001,257)	(3,086,882)	(3,256,592)	(3,757,371)	21.7%
Total Use of Resources	***(3,001,257)***	***(3,086,882)***	***(3,256,592)***	***(3,757,371)***	***21.7%***
PROJECTED FUND BALANCE	**143,814**	**79,151**	**(1,703)**	**96,420**	**21.8%**
Mass Transit					
BEGINNING FUND BALANCE	**4,329,483**	**(4,768,448)**	**(1,571,965)**	**(11,534,480)**	**141.9%**
REVENUES					
Taxes	182,663,466	190,261,951	193,903,302	208,214,669	9.4%
Licenses & Permits	43,765	80,000	58,500	80,000	----
Charges for Services	11,197,900	13,958,740	9,667,751	10,518,408	-24.6%
Fines & Forfeitures	750,241	800,000	800,900	800,000	----
Intergovernmental	42,252,329	41,271,840	41,271,840	41,575,573	0.7%
Miscellaneous	217,255	0	36,126	0	----
Total REVENUES	237,124,956	246,372,531	245,738,419	261,188,650	6.0%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	531,310	531,310	42,555,310	531,310	----
To Tax Supported Funds	(46,665,696)	(48,683,935)	(47,060,454)	(52,560,488)	8.0%
Total NET INTER-FUND TRANSFERS	(46,134,386)	(48,152,625)	(4,505,144)	(52,029,178)	8.1%
Total Resources	***195,320,053***	***193,451,458***	***239,661,310***	***197,624,992***	***2.2%***
CIP CURRENT REVENUE	***(12,756,924)***	***(20,215,000)***	***(62,239,000)***	***(9,218,000)***	***-54.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(183,168,142)	(174,615,613)	(189,871,617)	(188,541,034)	8.0%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	(966,952)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(184,135,094)	(174,615,613)	(189,871,617)	(188,541,034)	8.0%
CLAIMS ON FUND					
Designated Reserves	0	1,727,394	914,827	478,681	-72.3%
Total CLAIMS ON FUND	0	1,727,394	914,827	478,681	-72.3%
Total Use of Resources	***(196,892,018)***	***(193,103,219)***	***(251,195,790)***	***(197,280,353)***	***2.2%***
PROJECTED FUND BALANCE	**(1,571,965)**	**348,239**	**(11,534,480)**	**344,639**	**-1.0%**
Fire					
BEGINNING FUND BALANCE	**8,465,449**	**(8,268,451)**	**(2,360,290)**	**(3,103,715)**	**-62.5%**
REVENUES					
Taxes	236,150,702	264,401,586	269,461,865	282,577,050	6.9%
Charges for Services	22,917,617	20,000,000	23,000,000	23,000,000	15.0%
Intergovernmental	15,634,322	13,000,000	15,638,617	13,700,000	5.4%
Miscellaneous	301,564	244,882	244,882	244,882	----
Total REVENUES	275,004,205	297,646,468	308,345,364	319,521,932	7.3%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	250,000	250,000	250,000	250,000	----
To Tax Supported Funds	(13,475,648)	(16,343,530)	(16,092,794)	(16,025,710)	-1.9%
Total NET INTER-FUND TRANSFERS	(13,225,648)	(16,093,530)	(15,842,794)	(15,775,710)	-2.0%
Total Resources	***270,244,006***	***273,284,487***	***290,142,280***	***300,642,507***	***10.0%***
CIP CURRENT REVENUE	***(1,526,686)***	***(6,380,000)***	***(6,380,000)***	***(7,620,000)***	***19.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(268,844,902)	(266,795,154)	(286,865,995)	(292,736,391)	9.7%
Adjustment for Prior Year Encumbrances/Reserves	(2,232,708)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(271,077,610)	(266,795,154)	(286,865,995)	(292,736,391)	9.7%
Total Use of Resources	***(272,604,296)***	***(273,175,154)***	***(293,245,995)***	***(300,356,391)***	***10.0%***

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
PROJECTED FUND BALANCE	**(2,360,290)**	**109,333**	**(3,103,715)**	**286,116**	**161.7%**
Recreation					
BEGINNING FUND BALANCE	**10,604,113**	**2,173,986**	**5,273,609**	**4,888,378**	**124.9%**
REVENUES					
Taxes	49,584,641	64,112,132	65,408,988	67,698,473	5.6%
Charges for Services	5,151,358	3,820,000	3,820,000	3,410,187	-10.7%
Miscellaneous	111,464	120,232	120,232	120,232	----
Total REVENUES	54,847,463	68,052,364	69,349,220	71,228,892	4.7%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	3,300,000	4,500,000	3,400,000	3,400,000	-24.4%
From Tax Supported Funds	1,009,700	1,009,700	1,009,700	1,009,700	----
To Tax Supported Funds	(18,425,156)	(19,680,900)	(19,200,849)	(20,544,315)	4.4%
Total NET INTER-FUND TRANSFERS	(14,115,456)	(14,171,200)	(14,791,149)	(16,134,615)	13.9%
Total Resources	***51,336,120***	***56,055,150***	***59,831,680***	***59,982,655***	***7.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(47,044,722)	(55,955,565)	(54,943,302)	(59,778,605)	6.8%
Adjustment for Prior Year Encumbrances/Reserves	982,211	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(46,062,511)	(55,955,565)	(54,943,302)	(59,778,605)	6.8%
Total Use of Resources	***(46,062,511)***	***(55,955,565)***	***(54,943,302)***	***(59,778,605)***	***6.8%***
PROJECTED FUND BALANCE	**5,273,609**	**99,585**	**4,888,378**	**204,050**	**104.9%**
Economic Development Fund					
BEGINNING FUND BALANCE	**843,607**	**0**	**932,150**	**0**	**----**
REVENUES					
Investment Income	37,209	55,000	55,000	55,000	----
Miscellaneous	350,056	375,000	375,000	375,000	----
Total REVENUES	387,265	430,000	430,000	430,000	----
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	2,616,325	3,025,739	2,603,735	3,039,168	0.4%
Total NET INTER-FUND TRANSFERS	2,616,325	3,025,739	2,603,735	3,039,168	0.4%
Total Resources	***3,847,197***	***3,455,739***	***3,965,885***	***3,469,168***	***0.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,915,047)	(3,455,739)	(3,965,885)	(3,469,168)	0.4%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,915,047)	(3,455,739)	(3,965,885)	(3,469,168)	0.4%
Total Use of Resources	***(2,915,047)***	***(3,455,739)***	***(3,965,885)***	***(3,469,168)***	***0.4%***
PROJECTED FUND BALANCE	**932,150**	**0**	**0**	**0**	**----**
Revenue Stabilization Fund					
BEGINNING FUND BALANCE	**587,380,077**	**603,959,697**	**609,965,009**	**647,013,369**	**7.1%**
REVENUES					
Investment Income	22,584,932	26,196,490	37,048,360	29,164,160	11.3%
Total REVENUES	22,584,932	26,196,490	37,048,360	29,164,160	11.3%
Total Resources	***609,965,009***	***630,156,187***	***647,013,369***	***676,177,529***	***7.3%***
DESIGNATED FUND BALANCE	**609,965,009**	**630,156,187**	**647,013,369**	**676,177,529**	**7.3%**
DEBT SERVICE					
Debt Service					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
Intergovernmental	3,624,408	1,953,785	1,860,185	202,900	-89.6%
Total REVENUES	3,624,408	1,953,785	1,860,185	202,900	-89.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	2,146,048	2,145,871	2,145,871	2,142,868	-0.1%
From Tax Supported Funds	422,335,333	434,777,534	428,061,621	449,985,022	3.5%
From Internal Service Funds	515,795	514,250	514,250	516,300	0.4%
Total NET INTER-FUND TRANSFERS	424,997,176	437,437,655	430,721,742	452,644,190	3.5%
Total Resources	***428,621,584***	***439,391,440***	***432,581,927***	***452,847,090***	***3.1%***
APPROPRIATION/EXPENDITURE					
Debt Service - GO Bonds	(397,141,301)	(411,931,880)	(407,606,967)	(422,816,550)	2.6%
Debt Service - Other	(31,480,283)	(27,459,560)	(24,974,960)	(30,030,540)	9.4%
Total APPROPRIATION/EXPENDITURE	(428,621,584)	(439,391,440)	(432,581,927)	(452,847,090)	3.1%
Total Use of Resources	***(428,621,584)***	***(439,391,440)***	***(432,581,927)***	***(452,847,090)***	***3.1%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**

MONTGOMERY COUNTY PUBLIC SCHOOLS

Current Fund MCPS

BEGINNING FUND BALANCE	**39,237,814**	**25,000,000**	**8,225,109**	**0**	**-100.0%**
REVENUES					
Charges for Services	1,259,933	1,259,933	1,259,933	3,645,622	189.4%
Intergovernmental	862,986,120	932,251,324	932,251,324	970,368,463	4.1%
Total REVENUES	864,246,053	933,511,257	933,511,257	974,014,085	4.3%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	1,839,071,460	1,995,489,035	1,995,489,035	2,102,375,326	5.4%
County Contribution to CIP Fund	23,118,000	29,123,000	29,123,000	31,839,000	9.3%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	1,862,189,460	2,024,612,035	2,024,612,035	2,134,214,326	5.4%
Total Resources	***2,765,673,327***	***2,983,123,292***	***2,966,348,401***	***3,108,228,411***	***4.2%***
CIP CURRENT REVENUE	***(23,118,000)***	***(29,123,000)***	***(29,123,000)***	***(31,839,000)***	***9.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,738,317,513)	(2,954,000,292)	(2,937,225,401)	(3,076,389,411)	4.1%
Adjustment for Prior Year Encumbrances/Reserves	3,987,295	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,734,330,218)	(2,954,000,292)	(2,937,225,401)	(3,076,389,411)	4.1%
Total Use of Resources	***(2,757,448,218)***	***(2,983,123,292)***	***(2,966,348,401)***	***(3,108,228,411)***	***4.2%***
PROJECTED FUND BALANCE	**8,225,109**	**0**	**0**	**0**	**----**

MONTGOMERY COLLEGE

Current Fund MC

BEGINNING FUND BALANCE	**40,283,309**	**47,783,309**	**56,182,783**	**63,682,783**	**33.3%**
REVENUES					
Charges for Services	61,199,677	61,695,836	65,159,335	63,926,064	3.6%
Intergovernmental	55,950,355	58,014,404	57,914,404	55,070,506	-5.1%
Investment Income	1,492,099	1,000,000	1,826,554	1,700,000	70.0%
Miscellaneous	1,591,060	1,371,949	4,832,618	3,373,949	145.9%
Total REVENUES	120,233,191	122,082,189	129,732,911	124,070,519	1.6%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	(509,795)	0	(600,000)	(760,000)	----
To Non-Tax Supported Funds	0	(10,794,749)	(7,758,037)	0	-100.0%
Total NET INTER-FUND TRANSFERS	(509,795)	(10,794,749)	(8,358,037)	(760,000)	-93.0%
CONTRIBUTIONS TO/FROM OTHER FUNDS					
County Contribution to Current/Other Fund	148,409,696	148,409,696	148,409,696	148,409,696	----

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
County Contribution to CIP Fund	15,204,611	17,034,000	17,034,000	15,584,000	-8.5%
Total CONTRIBUTIONS TO/FROM OTHER FUNDS	163,614,307	165,443,696	165,443,696	163,993,696	-0.9%
Total Resources	***323,621,012***	***324,514,445***	***343,001,353***	***350,986,998***	***8.2%***
CIP CURRENT REVENUE	***(15,204,611)***	***(17,034,000)***	***(17,034,000)***	***(15,584,000)***	***-8.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(252,902,963)	(280,235,062)	(262,284,570)	(283,008,780)	1.0%
Adjustment for Prior Year Encumbrances/Reserves	669,345	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(252,233,618)	(280,235,062)	(262,284,570)	(283,008,780)	1.0%
Total Use of Resources	***(267,438,229)***	***(297,269,062)***	***(279,318,570)***	***(298,592,780)***	***0.4%***
PROJECTED FUND BALANCE	**56,182,783**	**27,245,383**	**63,682,783**	**52,394,218**	**92.3%**
Emergency Repair Fund					
BEGINNING FUND BALANCE	**680,278**	**625,078**	**606,070**	**684,070**	**9.4%**
REVENUES					
Investment Income	21,304	10,000	26,000	18,000	80.0%
Total REVENUES	21,304	10,000	26,000	18,000	80.0%
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	***951,582***	***885,078***	***882,070***	***952,070***	***7.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(345,512)	(350,000)	(198,000)	(350,000)	----
Total APPROPRIATION/EXPENDITURE	(345,512)	(350,000)	(198,000)	(350,000)	----
Total Use of Resources	***(345,512)***	***(350,000)***	***(198,000)***	***(350,000)***	***----***
PROJECTED FUND BALANCE	**606,070**	**535,078**	**684,070**	**602,070**	**12.5%**
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	**2,349,769**	**1,356,300**	**3,079,751**	**3,865,502**	**185.0%**
REVENUES					
Taxes	36,034,753	39,760,684	40,560,754	40,266,942	1.3%
Charges for Services	276,491	212,200	212,200	221,200	4.2%
Intergovernmental	452,430	449,505	449,505	480,970	7.0%
Investment Income	407,230	10,000	10,000	10,000	----
Miscellaneous	1,621	0	0	0	----
Total REVENUES	37,172,525	40,432,389	41,232,459	40,979,112	1.4%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(500,000)	(500,000)	(500,000)	(950,000)	90.0%
Total NET INTER-FUND TRANSFERS	(500,000)	(500,000)	(500,000)	(950,000)	90.0%

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Total Resources	***39,022,294***	***41,288,689***	***43,812,210***	***43,894,614***	***6.3%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(35,942,543)	(40,023,436)	(39,946,708)	(42,523,436)	6.2%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(35,942,543)	(40,023,436)	(39,946,708)	(42,523,436)	6.2%
Total Use of Resources	***(35,942,543)***	***(40,023,436)***	***(39,946,708)***	***(42,523,436)***	***6.2%***
PROJECTED FUND BALANCE	**3,079,751**	**1,265,253**	**3,865,502**	**1,371,178**	**8.4%**
Park Fund					
BEGINNING FUND BALANCE	**4,969,273**	**2,806,787**	**7,219,805**	**12,808,343**	**356.3%**
REVENUES					
Taxes	115,650,609	125,458,469	127,982,961	124,536,932	-0.7%
Charges for Services	3,217,361	3,549,101	3,549,101	3,613,251	1.8%
Intergovernmental	3,897,355	4,138,538	4,138,538	4,239,641	2.4%
Investment Income	1,518,191	20,000	20,000	125,000	525.0%
Miscellaneous	233,024	55,500	55,500	47,500	-14.4%
Total REVENUES	124,516,540	133,221,608	135,746,100	132,562,324	-0.5%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	100,000	50,000	50,000	50,000	----
Total NET INTER-FUND TRANSFERS	100,000	50,000	50,000	50,000	----
Total Resources	***129,585,813***	***136,078,395***	***143,015,905***	***145,420,667***	***6.9%***
CIP CURRENT REVENUE	***(450,000)***	***(450,000)***	***(450,000)***	***(450,000)***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(115,839,628)	(123,366,306)	(122,592,500)	(130,866,306)	6.1%
Debt Service - Other	(6,076,380)	(7,165,062)	(7,165,062)	(7,921,690)	10.6%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(121,916,008)	(130,531,368)	(129,757,562)	(138,787,996)	6.3%
Total Use of Resources	***(122,366,008)***	***(130,981,368)***	***(130,207,562)***	***(139,237,996)***	***6.3%***
PROJECTED FUND BALANCE	**7,219,805**	**5,097,027**	**12,808,343**	**6,182,671**	**21.3%**
ALA Debt Service Fund					
BEGINNING FUND BALANCE	**10,626**	**0**	**5,381**	**0**	**----**
REVENUES					
Taxes	2,194,795	2,233,122	2,275,860	2,398,786	7.4%
Total REVENUES	2,194,795	2,233,122	2,275,860	2,398,786	7.4%
NET INTER-FUND TRANSFERS					
To Internal Service Funds	(2,068,990)	(2,109,522)	(2,157,641)	(2,277,586)	8.0%
Total NET INTER-FUND TRANSFERS	(2,068,990)	(2,109,522)	(2,157,641)	(2,277,586)	8.0%
Total Resources	***136,431***	***123,600***	***123,600***	***121,200***	***-1.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(131,050)	(123,600)	(123,600)	(121,200)	-1.9%
Total APPROPRIATION/EXPENDITURE	(131,050)	(123,600)	(123,600)	(121,200)	-1.9%
Total Use of Resources	***(131,050)***	***(123,600)***	***(123,600)***	***(121,200)***	***-1.9%***
PROJECTED FUND BALANCE	**5,381**	**0**	**0**	**0**	**----**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
Grant Fund MCG					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Charges for Services	61,413	0	0	0	----
Intergovernmental	228,629,990	158,342,580	158,342,580	159,115,671	0.5%
Investment Income	1,353,280	0	0	0	----
Miscellaneous	22,161,563	1,148,233	1,148,233	1,365,377	18.9%
Total REVENUES	252,206,246	159,490,813	159,490,813	160,481,048	0.6%
Total Resources	***252,206,246***	***159,490,813***	***159,490,813***	***160,481,048***	***0.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(252,206,246)	(160,490,813)	(160,490,813)	(161,641,048)	0.7%
Total APPROPRIATION/EXPENDITURE	(252,206,246)	(160,490,813)	(160,490,813)	(161,641,048)	0.7%
Total Use of Resources	***(252,206,246)***	***(160,490,813)***	***(160,490,813)***	***(161,641,048)***	***0.7%***
PROJECTED FUND BALANCE	**0**	**(1,000,000)**	**(1,000,000)**	**(1,160,000)**	**16.0%**
Water Quality Protection Fund					
BEGINNING FUND BALANCE	**22,715,673**	**10,988,995**	**20,104,923**	**16,655,431**	**51.6%**
REVENUES					
Taxes	47,908,015	48,294,760	48,294,760	52,339,440	8.4%
Charges for Services	369,929	47,500	47,500	47,500	----
Investment Income	1,409,687	1,266,820	2,241,260	1,987,000	56.8%
Total REVENUES	49,687,631	49,609,080	50,583,520	54,373,940	9.6%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(8,441,636)	(9,772,900)	(9,222,900)	(9,446,100)	-3.3%
To Tax Supported Funds	(2,837,238)	(3,039,131)	(3,039,131)	(3,425,880)	12.7%
Total NET INTER-FUND TRANSFERS	(11,278,874)	(12,812,031)	(12,262,031)	(12,871,980)	0.5%
Total Resources	***61,124,430***	***47,786,044***	***58,426,412***	***58,157,391***	***21.7%***
CIP CURRENT REVENUE	***(2,630,175)***	***(6,941,000)***	***(8,542,000)***	***(18,090,000)***	***160.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(30,185,305)	(33,929,975)	(33,228,981)	(36,010,241)	6.1%
Adjustment for Prior Year Encumbrances/Reserves	(8,204,027)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(38,389,332)	(33,929,975)	(33,228,981)	(36,010,241)	6.1%
Total Use of Resources	***(41,019,507)***	***(40,870,975)***	***(41,770,981)***	***(54,100,241)***	***32.4%***
PROJECTED FUND BALANCE	**20,104,923**	**6,915,069**	**16,655,431**	**4,057,150**	**-41.3%**
Cable Television					
BEGINNING FUND BALANCE	**(95,605)**	**(97,996)**	**1,530,340**	**1,749,274**	**-1885.0%**
REVENUES					
Charges for Services	20,906,273	20,576,931	20,104,868	18,788,134	-8.7%
Investment Income	71,909	167,490	114,330	117,960	-29.6%
Miscellaneous	0	1,000,000	1,000,000	1,000,000	----
Total REVENUES	20,978,182	21,744,421	21,219,198	19,906,094	-8.5%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(4,522,407)	(4,137,111)	(4,137,111)	(10,562,185)	155.3%
Total NET INTER-FUND TRANSFERS	(4,522,407)	(4,137,111)	(4,137,111)	(10,562,185)	155.3%
Total Resources	***16,360,170***	***17,509,314***	***18,612,427***	***11,093,183***	***-36.6%***
CIP CURRENT REVENUE	***(4,404,252)***	***(3,330,000)***	***(3,330,000)***	***(3,494,000)***	***4.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(12,466,615)	(14,062,013)	(13,533,153)	(6,556,970)	-53.4%
Adjustment for Prior Year Encumbrances/Reserves	2,041,037	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,425,578)	(14,062,013)	(13,533,153)	(6,556,970)	-53.4%
Total Use of Resources	***(14,829,830)***	***(17,392,013)***	***(16,863,153)***	***(10,050,970)***	***-42.2%***
PROJECTED FUND BALANCE	**1,530,340**	**117,301**	**1,749,274**	**1,042,213**	**788.5%**
Recreation Non-Tax Supported					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
BEGINNING FUND BALANCE	**388,891**	**467,469**	**47,843**	**25,592**	**-94.5%**
REVENUES					
Charges for Services	7,631,021	8,100,000	8,100,000	8,100,000	----
Investment Income	30,200	3,100	3,100	3,100	----
Total REVENUES	7,661,221	8,103,100	8,103,100	8,103,100	----
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(3,300,000)	(4,500,000)	(3,400,000)	(3,400,000)	-24.4%
Total NET INTER-FUND TRANSFERS	(3,300,000)	(4,500,000)	(3,400,000)	(3,400,000)	-24.4%
Total Resources	***4,750,112***	***4,070,569***	***4,750,943***	***4,728,692***	***16.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,702,269)	(3,600,000)	(4,725,351)	(4,700,000)	30.6%
Total APPROPRIATION/EXPENDITURE	(4,702,269)	(3,600,000)	(4,725,351)	(4,700,000)	30.6%
Total Use of Resources	***(4,702,269)***	***(3,600,000)***	***(4,725,351)***	***(4,700,000)***	***30.6%***
PROJECTED FUND BALANCE	**47,843**	**470,569**	**25,592**	**28,692**	**-93.9%**
Detention Center Non-Tax Supported					
BEGINNING FUND BALANCE	**618,889**	**527,681**	**789,677**	**551,894**	**4.6%**
REVENUES					
Investment Income	28,166	36,450	36,450	36,450	----
Miscellaneous	412,473	245,065	245,065	245,065	----
Total REVENUES	440,639	281,515	281,515	281,515	----
Total Resources	***1,059,528***	***809,196***	***1,071,192***	***833,409***	***3.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(269,851)	(543,000)	(519,298)	(683,000)	25.8%
Total APPROPRIATION/EXPENDITURE	(269,851)	(543,000)	(519,298)	(683,000)	25.8%
Total Use of Resources	***(269,851)***	***(543,000)***	***(519,298)***	***(683,000)***	***25.8%***
PROJECTED FUND BALANCE	**789,677**	**266,196**	**551,894**	**150,409**	**-43.5%**
Montgomery Housing Initiative					
BEGINNING FUND BALANCE	**47,422,860**	**15,555,321**	**10,965,827**	**14,249,457**	**-8.4%**
REVENUES					
Taxes	16,961,247	23,979,590	20,330,037	22,986,826	-4.1%
Charges for Services	5,736	5,048,950	3,878,742	3,820,200	-24.3%
Investment Income	5,162,141	4,043,580	4,043,580	4,043,580	----
Miscellaneous	10,028,966	5,959,516	22,924,095	5,545,006	-7.0%
Total REVENUES	32,158,090	39,031,636	51,176,454	36,395,612	-6.8%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(15,140,831)	(19,155,600)	(19,155,600)	(18,294,520)	-4.5%
From Tax Supported Funds	30,182,949	33,257,439	33,257,439	33,674,468	1.3%
To Tax Supported Funds	(458,070)	(553,516)	(553,516)	(674,116)	21.8%
Total NET INTER-FUND TRANSFERS	14,584,048	13,548,323	13,548,323	14,705,832	8.5%
Total Resources	***94,164,998***	***68,135,280***	***75,690,604***	***65,350,901***	***-4.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(107,000,410)	(57,287,692)	(61,056,211)	(56,196,099)	-1.9%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	23,801,239	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(83,199,171)	(57,287,692)	(61,056,211)	(56,196,099)	-1.9%
CLAIMS ON FUND					
Set Aside: Future Needs	0	(7,937,288)	(384,936)	(6,795,002)	-14.4%
Total CLAIMS ON FUND	0	(7,937,288)	(384,936)	(6,795,002)	-14.4%
Total Use of Resources	***(83,199,171)***	***(65,224,980)***	***(61,441,147)***	***(62,991,101)***	***-3.4%***

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
PROJECTED FUND BALANCE	**10,965,827**	**2,910,300**	**14,249,457**	**2,359,800**	**-18.9%**
Community Use of Public Facilities					
BEGINNING UNRESTRICTED NET ASSETS	**2,047,694**	**1,805,482**	**2,282,553**	**1,917,976**	**6.2%**
REVENUES					
Charges for Services	8,892,323	11,900,248	10,328,637	11,104,248	-6.7%
Investment Income	208,732	46,260	342,400	269,530	482.6%
Total REVENUES	9,101,055	11,946,508	10,671,037	11,373,778	-4.8%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	160,000	160,000	160,000	160,000	----
To Tax Supported Funds	(1,189,328)	(1,214,128)	(1,214,128)	(1,347,830)	11.0%
Total NET INTER-FUND TRANSFERS	(1,029,328)	(1,054,128)	(1,054,128)	(1,187,830)	12.7%
Total Resources	***10,119,421***	***12,697,862***	***11,899,462***	***12,103,924***	***-4.7%***
CIP CURRENT REVENUE	***(442,105)***	***0***	***0***	***0***	***----***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(7,511,902)	(11,139,336)	(9,981,486)	(11,440,573)	2.7%
Adjustment for Prior Year Encumbrances/Reserves	117,139	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(7,394,763)	(11,139,336)	(9,981,486)	(11,440,573)	2.7%
Total Use of Resources	***(7,836,868)***	***(11,139,336)***	***(9,981,486)***	***(11,440,573)***	***2.7%***
PROJECTED UNRESTRICTED NET ASSETS	**2,282,553**	**1,558,526**	**1,917,976**	**663,351**	**-57.4%**
Bethesda Parking District					
BEGINNING CASH BALANCE	**16,230,126**	**6,698,551**	**17,864,134**	**13,511,067**	**101.7%**
REVENUES					
Taxes	(767)	0	549	0	----
Charges for Services	11,156,678	14,406,851	13,959,656	15,006,851	4.2%
Fines & Forfeitures	3,016,942	3,314,500	3,290,415	3,379,000	1.9%
Investment Income	428,717	231,931	703,270	553,610	138.7%
Miscellaneous	9,412,146	2,359,120	2,599,042	2,359,120	----
Total REVENUES	24,013,716	20,312,402	20,552,932	21,298,581	4.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	0	0	220,000	----
To Non-Tax Supported Funds	(3,000,000)	(1,800,000)	(1,800,000)	(600,000)	-66.7%
To Tax Supported Funds	(2,788,433)	(2,454,025)	(2,454,025)	(2,122,227)	-13.5%
Total NET INTER-FUND TRANSFERS	(5,788,433)	(4,254,025)	(4,254,025)	(2,502,227)	-41.2%
Total Resources	***34,455,409***	***22,756,928***	***34,163,041***	***32,307,421***	***42.0%***
CIP CURRENT REVENUE	***(2,023,233)***	***(2,092,000)***	***(6,333,000)***	***(9,850,000)***	***370.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,017,459)	(12,093,080)	(12,017,974)	(12,791,875)	5.8%
Debt Service - Other	(2,300,683)	(2,301,000)	(2,301,000)	(2,301,700)	----
Adjustment for Prior Year Encumbrances/Reserves	(2,249,900)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,568,042)	(14,394,080)	(14,318,974)	(15,093,575)	4.9%
Total Use of Resources	***(16,591,275)***	***(16,486,080)***	***(20,651,974)***	***(24,943,575)***	***51.3%***
PROJECTED CASH BALANCE	**17,864,134**	**6,270,848**	**13,511,067**	**7,363,846**	**17.4%**
Silver Spring Parking District					
BEGINNING CASH BALANCE	**16,455**	**2,192,175**	**4,863,265**	**535,723**	**-75.6%**
REVENUES					
Taxes	(227)	0	2,405	0	----
Charges for Services	9,727,442	12,353,153	10,312,516	12,243,153	-0.9%
Fines & Forfeitures	3,822,645	2,662,189	3,961,093	3,626,689	36.2%

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Investment Income	144,961	150,926	237,790	187,190	24.0%
Miscellaneous	354,835	20,000	767,833	20,000	----
Total REVENUES	14,049,656	15,186,268	15,281,637	16,077,032	5.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	3,000,000	1,800,000	1,800,000	600,000	-66.7%
To Tax Supported Funds	(3,292,605)	(3,145,862)	(3,145,862)	(2,659,026)	-15.5%
Total NET INTER-FUND TRANSFERS	(292,605)	(1,345,862)	(1,345,862)	(2,059,026)	53.0%
Total Resources	***13,773,506***	***16,032,581***	***18,799,040***	***14,553,729***	***-9.2%***
CIP CURRENT REVENUE	***(1,203,015)***	***(3,234,000)***	***(7,055,000)***	***(310,000)***	***-90.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,144,348)	(11,227,847)	(11,208,317)	(11,705,498)	4.3%
Debt Service - Other	0	0	0	0	----
Adjustment for Prior Year Encumbrances/Reserves	2,437,122	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(7,707,226)	(11,227,847)	(11,208,317)	(11,705,498)	4.3%
Total Use of Resources	***(8,910,241)***	***(14,461,847)***	***(18,263,317)***	***(12,015,498)***	***-16.9%***
PROJECTED CASH BALANCE	**4,863,265**	**1,570,734**	**535,723**	**2,538,231**	**61.6%**
Wheaton Parking District					
BEGINNING CASH BALANCE	**1,070,658**	**1,391,706**	**1,753,595**	**1,869,316**	**34.3%**
REVENUES					
Taxes	(1,787)	0	85	0	----
Charges for Services	1,891,199	1,787,597	2,078,272	1,887,597	5.6%
Fines & Forfeitures	998,143	426,000	877,608	526,000	23.5%
Investment Income	64,406	37,341	105,650	83,170	122.7%
Total REVENUES	2,951,961	2,250,938	3,061,615	2,496,767	10.9%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	0	0	(220,000)	----
To Tax Supported Funds	(372,511)	(574,920)	(574,920)	(316,596)	-44.9%
Total NET INTER-FUND TRANSFERS	(372,511)	(574,920)	(574,920)	(536,596)	-6.7%
Total Resources	***3,650,108***	***3,067,724***	***4,240,290***	***3,829,487***	***24.8%***
CIP CURRENT REVENUE	***(92,589)***	***(147,000)***	***(725,000)***	***(132,000)***	***-10.2%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,457,439)	(1,643,050)	(1,645,974)	(2,079,550)	26.6%
Adjustment for Prior Year Encumbrances/Reserves	(346,485)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,803,924)	(1,643,050)	(1,645,974)	(2,079,550)	26.6%
Total Use of Resources	***(1,896,513)***	***(1,790,050)***	***(2,370,974)***	***(2,211,550)***	***23.5%***
PROJECTED CASH BALANCE	**1,753,595**	**1,277,674**	**1,869,316**	**1,617,937**	**26.6%**
Permitting Services					
BEGINNING UNRESTRICTED NET ASSETS	**37,184,303**	**40,236,770**	**43,443,228**	**41,808,123**	**3.9%**
REVENUES					
Licenses & Permits	44,742,885	43,638,539	41,357,366	45,773,853	4.9%
Charges for Services	2,233,323	1,737,012	1,626,032	1,807,492	4.1%
Fines & Forfeitures	54,683	27,543	115,969	86,275	213.2%
Investment Income	1,998,370	2,595,390	3,278,130	2,580,520	-0.6%
Total REVENUES	49,029,261	47,998,484	46,377,497	50,248,140	4.7%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(6,541,150)	(6,820,882)	(6,820,882)	(8,184,774)	20.0%
Total NET INTER-FUND TRANSFERS	(6,541,150)	(6,820,882)	(6,820,882)	(8,184,774)	20.0%
Total Resources	***79,672,414***	***81,414,372***	***82,999,843***	***83,871,489***	***3.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(38,270,129)	(41,662,896)	(41,191,720)	(45,389,509)	8.9%

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Adjustment for Prior Year Encumbrances/Reserves	2,040,943	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(36,229,186)	(41,662,896)	(41,191,720)	(45,389,509)	8.9%
Total Use of Resources	***(36,229,186)***	***(41,662,896)***	***(41,191,720)***	***(45,389,509)***	***8.9%***
PROJECTED UNRESTRICTED NET ASSETS	**43,443,228**	**39,751,476**	**41,808,123**	**38,481,980**	**-3.2%**
Solid Waste Collection					
BEGINNING RETAINED EARNINGS	**(2,892,579)**	**(2,445,379)**	**(2,149,454)**	**1,312,629**	**-153.7%**
REVENUES					
Charges for Services	11,749,529	14,882,400	14,830,560	14,963,680	0.5%
Investment Income	(128,113)	102,960	203,690	180,580	75.4%
Miscellaneous	0	0	10,000	0	----
Total REVENUES	11,621,416	14,985,360	15,044,250	15,144,260	1.1%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(314,634)	(325,374)	(325,374)	(373,939)	14.9%
Total NET INTER-FUND TRANSFERS	(314,634)	(325,374)	(325,374)	(373,939)	14.9%
Total Resources	***8,414,203***	***12,214,607***	***12,569,422***	***16,082,950***	***31.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(10,563,657)	(11,366,793)	(11,256,793)	(12,313,291)	8.3%
Budget to GAAP Reconciliation	0	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Current Year Encumbrances	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(10,563,657)	(11,366,793)	(11,256,793)	(12,313,291)	8.3%
Total Use of Resources	***(10,563,657)***	***(11,366,793)***	***(11,256,793)***	***(12,313,291)***	***8.3%***
ENDING RETAINED EARNINGS	**(2,149,454)**	**847,814**	**1,312,629**	**3,769,659**	**344.6%**
Solid Waste Disposal					
	0	**0**	**0**	**0**	**----**
REVENUES					
Licenses & Permits	13,265	14,129	12,000	12,000	-15.1%
Charges for Services	120,470,301	129,705,708	124,926,452	133,294,713	2.8%
Fines & Forfeitures	25,211	43,195	15,000	15,000	-65.3%
Investment Income	3,880,707	5,045,640	6,169,940	5,469,990	8.4%
Miscellaneous	18,210,469	105,041	100,000	100,000	-4.8%
Total REVENUES	142,599,953	134,913,713	131,223,392	138,891,703	2.9%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	723,490	1,708,880	1,708,880	1,986,169	16.2%
From Tax Supported Funds	1,387,842	735,800	735,800	841,330	14.3%
To Tax Supported Funds	(2,384,458)	(2,565,896)	(2,565,896)	(3,075,825)	19.9%
Total NET INTER-FUND TRANSFERS	(273,126)	(121,216)	(121,216)	(248,326)	104.9%
Total Resources	***142,326,827***	***134,792,497***	***131,102,176***	***138,643,377***	***2.9%***
CIP CURRENT REVENUE	***(18,380,025)***	***(805,460)***	***(729,599)***	***(4,000,000)***	***396.6%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(150,047,000)	(131,284,200)	(130,756,105)	(142,546,892)	8.6%
Debt Service - Other	0	0	0	0	----
Less CY Accrued Closure Costs	0	21,702,418	26,710,821	10,633,700	-51.0%
Plus Payout of Appropriated Closure Costs	0	2,334,284	2,334,284	2,388,417	2.3%
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(150,047,000)	(107,247,498)	(101,711,000)	(129,524,775)	20.8%
Total Use of Resources	***(168,427,025)***	***(108,052,958)***	***(102,440,599)***	***(133,524,775)***	***23.6%***
NET CHANGE	**(26,100,198)**	**26,739,539**	**28,661,577**	**5,118,602**	**-80.9%**
Vacuum Leaf Collection					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
BEGINNING FUND BALANCE	**1,105,605**	**1,613,706**	**1,702,623**	**2,432,406**	**50.7%**
REVENUES					
Charges for Services	8,730,734	9,112,500	9,118,500	9,131,619	0.2%
Investment Income	117,241	178,670	192,320	151,390	-15.3%
Total REVENUES	8,847,975	9,291,170	9,310,820	9,283,009	-0.1%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	(1,387,842)	(1,708,880)	(1,708,880)	(1,986,169)	16.2%
To Tax Supported Funds	(613,300)	(646,546)	(646,546)	(721,768)	11.6%
Total NET INTER-FUND TRANSFERS	(2,001,142)	(2,355,426)	(2,355,426)	(2,707,937)	15.0%
Total Resources	***7,952,438***	***8,549,450***	***8,658,017***	***9,007,478***	***5.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,310,247)	(7,273,923)	(6,225,611)	(7,464,021)	2.6%
Adjustment for Prior Year Encumbrances/Reserves	60,432	0	0	0	----
Pension Liability Restatement (GASB 68)	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(6,249,815)	(7,273,923)	(6,225,611)	(7,464,021)	2.6%
Total Use of Resources	***(6,249,815)***	***(7,273,923)***	***(6,225,611)***	***(7,464,021)***	***2.6%***
PROJECTED FUND BALANCE	**1,702,623**	**1,275,527**	**2,432,406**	**1,543,457**	**21.0%**

Liquor Control

BEGINNING CASH BALANCE	**11,270,749**	**8,069,280**	**13,212,492**	**8,335,014**	**3.3%**
REVENUES					
Taxes	7,283	0	0	0	----
Licenses & Permits	1,860,629	1,324,555	1,324,555	1,324,555	----
Charges for Services	13,680	23,887	23,887	23,887	----
Fines & Forfeitures	204,025	63,383	63,383	63,383	----
Investment Income	242,462	616,390	385,260	312,920	-49.2%
Miscellaneous	99,554,782	102,116,165	101,381,436	102,583,645	0.5%
Total REVENUES	101,882,861	104,144,380	103,178,521	104,308,390	0.2%
NET INTER-FUND TRANSFERS					
To Tax Supported Funds	(34,917,233)	(34,629,492)	(34,629,492)	(31,298,530)	-9.6%
Total NET INTER-FUND TRANSFERS	(34,917,233)	(34,629,492)	(34,629,492)	(31,298,530)	-9.6%
Total Resources	***78,236,377***	***77,584,168***	***81,761,521***	***81,344,874***	***4.8%***
CIP CURRENT REVENUE	***(1,892,693)***	***(2,720,000)***	***(2,720,000)***	***(1,767,000)***	***-35.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(61,072,133)	(62,085,987)	(62,052,917)	(66,013,163)	6.3%
Debt Service - Other	(8,232,140)	(8,653,590)	(8,653,590)	(8,591,490)	-0.7%
Adjustment for Prior Year Encumbrances/Reserves	6,173,082	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	(63,131,191)	(70,739,577)	(70,706,507)	(74,604,653)	5.5%
Total Use of Resources	***(65,023,884)***	***(73,459,577)***	***(73,426,507)***	***(76,371,653)***	***4.0%***
PROJECTED CASH BALANCE	**13,212,493**	**4,124,591**	**8,335,014**	**4,973,221**	**20.6%**

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					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
From Non-Tax Supported Funds	23,582,467	28,928,500	28,378,500	27,740,620	-4.1%
Total NET INTER-FUND TRANSFERS	23,582,467	28,928,500	28,378,500	27,740,620	-4.1%
Total Resources	***23,582,467***	***28,928,500***	***28,378,500***	***27,740,620***	***-4.1%***
APPROPRIATION/EXPENDITURE					
Debt Service - Other	(23,582,467)	(28,928,500)	(28,378,500)	(27,740,620)	-4.1%
Total APPROPRIATION/EXPENDITURE	(23,582,467)	(28,928,500)	(28,378,500)	(27,740,620)	-4.1%
Total Use of Resources	***(23,582,467)***	***(28,928,500)***	***(28,378,500)***	***(27,740,620)***	***-4.1%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Grant Fund MCPS					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	99,451,004	124,374,098	124,374,098	125,376,644	0.8%
Total REVENUES	99,451,004	124,374,098	124,374,098	125,376,644	0.8%
Total Resources	***99,451,004***	***124,374,098***	***124,374,098***	***125,376,644***	***0.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(99,451,004)	(124,374,098)	(124,374,098)	(125,376,644)	0.8%
Total APPROPRIATION/EXPENDITURE	(99,451,004)	(124,374,098)	(124,374,098)	(125,376,644)	0.8%
Total Use of Resources	***(99,451,004)***	***(124,374,098)***	***(124,374,098)***	***(125,376,644)***	***0.8%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Food Service Fund					
BEGINNING CASH BALANCE	**9,451,142**	**9,451,142**	**24,166,509**	**24,166,509**	**155.7%**
REVENUES					
Charges for Services	14,955,489	24,148,993	24,148,993	28,389,127	17.6%
Intergovernmental	60,958,851	43,943,932	43,943,932	43,943,932	----
Miscellaneous	354,337	0	0	0	----
Total REVENUES	76,268,677	68,092,925	68,092,925	72,333,059	6.2%
Total Resources	***85,719,819***	***77,544,067***	***92,259,434***	***96,499,568***	***24.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(68,514,078)	(68,092,925)	(68,092,925)	(72,333,059)	6.2%
Adjustment for Prior Year Encumbrances/Reserves	6,960,768	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(61,553,310)	(68,092,925)	(68,092,925)	(72,333,059)	6.2%
Total Use of Resources	***(61,553,310)***	***(68,092,925)***	***(68,092,925)***	***(72,333,059)***	***6.2%***
PROJECTED CASH BALANCE	**24,166,509**	**9,451,142**	**24,166,509**	**24,166,509**	**155.7%**
Real Estate Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Miscellaneous	3,625,602	4,957,216	4,957,216	5,039,226	1.7%
Total REVENUES	3,625,602	4,957,216	4,957,216	5,039,226	1.7%
Total Resources	***3,625,602***	***4,957,216***	***4,957,216***	***5,039,226***	***1.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(4,240,803)	(4,957,216)	(4,957,216)	(5,039,226)	1.7%
Adjustment for Prior Year Encumbrances/Reserves	615,201	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,625,602)	(4,957,216)	(4,957,216)	(5,039,226)	1.7%
Total Use of Resources	***(3,625,602)***	***(4,957,216)***	***(4,957,216)***	***(5,039,226)***	***1.7%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Field Trip Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
REVENUES					
Charges for Services	1,292,309	2,854,856	2,854,856	2,979,154	4.4%
Total REVENUES	1,292,309	2,854,856	2,854,856	2,979,154	4.4%
Total Resources	***1,292,309***	***2,854,856***	***2,854,856***	***2,979,154***	***4.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,421,044)	(2,854,856)	(2,854,856)	(2,979,154)	4.4%
Adjustment for Prior Year Encumbrances/Reserves	128,735	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,292,309)	(2,854,856)	(2,854,856)	(2,979,154)	4.4%
Total Use of Resources	***(1,292,309)***	***(2,854,856)***	***(2,854,856)***	***(2,979,154)***	***4.4%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Entrepreneurial Activities Fund					
BEGINNING CASH BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Charges for Services	296,230	2,446,838	2,446,838	2,507,832	2.5%
Total REVENUES	296,230	2,446,838	2,446,838	2,507,832	2.5%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	6,787,863	6,600,000	6,600,000	6,600,000	----
Total NET INTER-FUND TRANSFERS	6,787,863	6,600,000	6,600,000	6,600,000	----
Total Resources	***7,084,093***	***9,046,838***	***9,046,838***	***9,107,832***	***0.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(7,891,920)	(9,046,838)	(9,046,838)	(9,107,832)	0.7%
Adjustment for Prior Year Encumbrances/Reserves	807,827	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(7,084,093)	(9,046,838)	(9,046,838)	(9,107,832)	0.7%
Total Use of Resources	***(7,084,093)***	***(9,046,838)***	***(9,046,838)***	***(9,107,832)***	***0.7%***
PROJECTED CASH BALANCE	**0**	**0**	**0**	**0**	**----**
Instructional Television Fund					
BEGINNING CASH BALANCE	**518,935**	**518,935**	**536,717**	**536,717**	**3.4%**
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,769,775	1,681,286	1,681,286	1,581,200	-6.0%
Total NET INTER-FUND TRANSFERS	1,769,775	1,681,286	1,681,286	1,581,200	-6.0%
Total Resources	***2,288,710***	***2,200,221***	***2,218,003***	***2,117,917***	***-3.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,868,512)	(1,681,286)	(1,681,286)	(1,581,200)	-6.0%
Adjustment for Prior Year Encumbrances/Reserves	116,519	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,751,993)	(1,681,286)	(1,681,286)	(1,581,200)	-6.0%
Total Use of Resources	***(1,751,993)***	***(1,681,286)***	***(1,681,286)***	***(1,581,200)***	***-6.0%***
PROJECTED CASH BALANCE	**536,717**	**518,935**	**536,717**	**536,717**	**3.4%**
MONTGOMERY COLLEGE					
Grant Fund MC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					
Intergovernmental	23,819,972	18,995,000	12,200,000	18,133,500	-4.5%
Total REVENUES	23,819,972	18,995,000	12,200,000	18,133,500	-4.5%
Total Resources	***23,819,972***	***18,995,000***	***12,200,000***	***18,133,500***	***-4.5%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(23,819,972)	(18,995,000)	(12,200,000)	(18,133,500)	-4.5%
Total APPROPRIATION/EXPENDITURE	(23,819,972)	(18,995,000)	(12,200,000)	(18,133,500)	-4.5%

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Total Use of Resources	***(23,819,972)***	***(18,995,000)***	***(12,200,000)***	***(18,133,500)***	***-4.5%***
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Endowment Fund					
BEGINNING FUND BALANCE	**581,361**	**582,361**	**599,567**	**624,567**	**7.2%**
REVENUES					
Miscellaneous	18,206	1,000	25,000	20,000	1900.0%
Total REVENUES	18,206	1,000	25,000	20,000	1900.0%
Total Resources	***599,567***	***583,361***	***624,567***	***644,567***	***10.5%***
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	**599,567**	**583,361**	**624,567**	**644,567**	**10.5%**
Workforce Development & Continuing Ed					
BEGINNING FUND BALANCE	**6,543,859**	**9,565,441**	**10,153,226**	**11,748,226**	**22.8%**
REVENUES					
Charges for Services	7,139,747	8,724,406	6,215,432	7,000,000	-19.8%
Intergovernmental	10,422,943	13,578,568	13,578,568	13,420,080	-1.2%
Miscellaneous	206,297	75,000	325,000	320,000	326.7%
Total REVENUES	17,768,987	22,377,974	20,119,000	20,740,080	-7.3%
NET INTER-FUND TRANSFERS					
To Non-Tax Supported Funds	0	(1,434,307)	(1,655,000)	0	-100.0%
From Tax Supported Funds	509,795	0	600,000	760,000	----
Total NET INTER-FUND TRANSFERS	509,795	(1,434,307)	(1,055,000)	760,000	-153.0%
Total Resources	***24,822,641***	***30,509,108***	***29,217,226***	***33,248,306***	***9.0%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(14,669,415)	(22,748,598)	(17,469,000)	(22,748,598)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(14,669,415)	(22,748,598)	(17,469,000)	(22,748,598)	----
Total Use of Resources	***(14,669,415)***	***(22,748,598)***	***(17,469,000)***	***(22,748,598)***	***----***
PROJECTED FUND BALANCE	**10,153,226**	**7,760,510**	**11,748,226**	**10,499,708**	**35.3%**
Auxiliary Fund					
BEGINNING FUND BALANCE	**2,928,353**	**2,787,428**	**2,676,582**	**2,351,298**	**-15.6%**
REVENUES					
Charges for Services	569,263	896,000	625,741	896,000	----
Miscellaneous	418,172	379,550	519,960	444,050	17.0%
Total REVENUES	987,435	1,275,550	1,145,701	1,340,050	5.1%
Total Resources	***3,915,788***	***4,062,978***	***3,822,283***	***3,691,348***	***-9.1%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,238,635)	(1,959,598)	(1,470,985)	(1,959,598)	----
Adjustment for Prior Year Encumbrances/Reserves	(571)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,239,206)	(1,959,598)	(1,470,985)	(1,959,598)	----
Total Use of Resources	***(1,239,206)***	***(1,959,598)***	***(1,470,985)***	***(1,959,598)***	***----***
PROJECTED FUND BALANCE	**2,676,582**	**2,103,380**	**2,351,298**	**1,731,750**	**-17.7%**
Cable Television Fund					
BEGINNING FUND BALANCE	**388,124**	**470,373**	**455,930**	**467,186**	**-0.7%**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
Miscellaneous	12,154	269,840	21,000	15,000	-94.4%
Total REVENUES	12,154	269,840	21,000	15,000	-94.4%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	1,796,800	1,706,960	1,706,960	1,604,850	-6.0%
Total NET INTER-FUND TRANSFERS	1,796,800	1,706,960	1,706,960	1,604,850	-6.0%
Total Resources	***2,197,078***	***2,447,173***	***2,183,890***	***2,087,036***	***-14.7%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,741,148)	(1,976,800)	(1,716,704)	(1,894,942)	-4.1%
Adjustment for Prior Year Encumbrances/Reserves	0	(170,000)	0	0	-100.0%
Total APPROPRIATION/EXPENDITURE	(1,741,148)	(2,146,800)	(1,716,704)	(1,894,942)	-11.7%
Total Use of Resources	***(1,741,148)***	***(2,146,800)***	***(1,716,704)***	***(1,894,942)***	***-11.7%***
PROJECTED FUND BALANCE	**455,930**	**300,373**	**467,186**	**192,094**	**-36.0%**
Major Facilities Reserve Fund					
BEGINNING FUND BALANCE	**9,458,839**	**9,708,871**	**9,228,611**	**10,861,475**	**11.9%**
REVENUES					
Charges for Services	2,671,700	3,062,329	3,225,356	3,164,540	3.3%
Investment Income	485,673	10,000	350,114	350,000	3400.0%
Total REVENUES	3,157,373	3,072,329	3,575,470	3,514,540	14.4%
NET INTER-FUND TRANSFERS					
From Non-Tax Supported Funds	0	1,434,307	1,655,000	0	-100.0%
To Non-Tax Supported Funds	(12,244)	(1,500,000)	0	0	-100.0%
From Tax Supported Funds	0	10,794,749	7,758,037	0	-100.0%
Total NET INTER-FUND TRANSFERS	(12,244)	10,729,056	9,413,037	0	-100.0%
Total Resources	***12,603,968***	***23,510,256***	***22,217,118***	***14,376,015***	***-38.9%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,947,357)	(14,300,000)	(11,355,643)	(2,000,000)	-86.0%
Adjustment for Prior Year Encumbrances/Reserves	(1,428,000)	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(3,375,357)	(14,300,000)	(11,355,643)	(2,000,000)	-86.0%
Total Use of Resources	***(3,375,357)***	***(14,300,000)***	***(11,355,643)***	***(2,000,000)***	***-86.0%***
PROJECTED FUND BALANCE	**9,228,611**	**9,210,256**	**10,861,475**	**12,376,015**	**34.4%**
Transportation Fund					
BEGINNING FUND BALANCE	**10,070,582**	**10,498,139**	**10,825,236**	**12,275,236**	**16.9%**
REVENUES					
Charges for Services	2,912,139	3,212,329	3,694,901	3,364,540	4.7%
Investment Income	222,672	15,000	0	0	-100.0%
Miscellaneous	0	50,000	255,099	260,000	420.0%
Total REVENUES	3,134,811	3,277,329	3,950,000	3,624,540	10.6%
Total Resources	***13,205,393***	***13,775,468***	***14,775,236***	***15,899,776***	***15.4%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(2,380,157)	(4,200,000)	(2,500,000)	(4,200,000)	----
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(2,380,157)	(4,200,000)	(2,500,000)	(4,200,000)	----
Total Use of Resources	***(2,380,157)***	***(4,200,000)***	***(2,500,000)***	***(4,200,000)***	***----***
PROJECTED FUND BALANCE	**10,825,236**	**9,575,468**	**12,275,236**	**11,699,776**	**22.2%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Grant Fund MNCPPC					
BEGINNING FUND BALANCE	**0**	**0**	**0**	**0**	**----**
REVENUES					

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Intergovernmental	227,626	550,000	550,000	550,000	----
Total REVENUES	227,626	550,000	550,000	550,000	----
Total Resources	***227,626***	***550,000***	***550,000***	***550,000***	**----**
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(227,626)	(550,000)	(550,000)	(550,000)	----
Total APPROPRIATION/EXPENDITURE	(227,626)	(550,000)	(550,000)	(550,000)	----
Total Use of Resources	***(227,626)***	***(550,000)***	***(550,000)***	***(550,000)***	**----**
PROJECTED FUND BALANCE	**0**	**0**	**0**	**0**	**----**
Special Revenue Funds					
BEGINNING FUND BALANCE	**5,728,952**	**4,664,243**	**5,418,011**	**4,712,406**	**1.0%**
REVENUES					
Charges for Services	3,119,860	3,352,200	3,304,146	3,461,123	3.2%
Intergovernmental	195,959	426,998	362,650	411,118	-3.7%
Investment Income	222,181	6,000	28,606	19,610	226.8%
Miscellaneous	715,423	562,600	601,506	584,600	3.9%
Total REVENUES	4,253,423	4,347,798	4,296,908	4,476,451	3.0%
NET INTER-FUND TRANSFERS					
From Tax Supported Funds	500,000	500,000	500,000	950,000	90.0%
From Component Units/Agencies	1,803,000	1,963,465	1,963,465	2,112,862	7.6%
Total NET INTER-FUND TRANSFERS	2,303,000	2,463,465	2,463,465	3,062,862	24.3%
Total Resources	***12,285,375***	***11,475,506***	***12,178,384***	***12,251,719***	***6.8%***
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(6,867,364)	(7,940,988)	(7,465,978)	(9,024,081)	13.6%
Total APPROPRIATION/EXPENDITURE	(6,867,364)	(7,940,988)	(7,465,978)	(9,024,081)	13.6%
Total Use of Resources	***(6,867,364)***	***(7,940,988)***	***(7,465,978)***	***(9,024,081)***	***13.6%***
PROJECTED FUND BALANCE	**5,418,011**	**3,534,518**	**4,712,406**	**3,227,638**	**-8.7%**
Enterprise Fund					
BEGINNING CASH BALANCE	**11,798,404**	**13,806,607**	**15,711,150**	**17,991,966**	**30.3%**
REVENUES					
Charges for Services	11,565,215	11,714,536	11,728,171	11,934,163	1.9%
Miscellaneous	1,491,007	844,616	1,122,542	984,747	16.6%
Total REVENUES	13,056,222	12,559,152	12,850,713	12,918,910	2.9%
Total Resources	***24,854,626***	***26,365,759***	***28,561,863***	***30,910,876***	***17.2%***
CIP CURRENT REVENUE	***(137,491)***	***0***	***0***	***(2,500,000)***	**----**
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(9,873,504)	(10,833,205)	(10,569,897)	(11,283,610)	4.2%
Debt Service - Other	0	0	0	0	----
Changes In Working Capital	867,519	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(9,005,985)	(10,833,205)	(10,569,897)	(11,283,610)	4.2%
Total Use of Resources	***(9,143,476)***	***(10,833,205)***	***(10,569,897)***	***(13,783,610)***	***27.2%***
PROJECTED CASH BALANCE	**15,711,150**	**15,532,554**	**17,991,966**	**17,127,266**	**10.3%**
Prop Mgmt MNCPPC					
BEGINNING FUND BALANCE	**689,353**	**689,353**	**534,858**	**541,089**	**-21.5%**
REVENUES					
Charges for Services	1,522,362	1,556,600	1,738,831	1,478,700	-5.0%
Investment Income	42,274	1,000	25,000	10,000	900.0%
Miscellaneous	3,035	0	0	0	----
Total REVENUES	1,567,671	1,557,600	1,763,831	1,488,700	-4.4%
Total Resources	***2,257,024***	***2,246,953***	***2,298,689***	***2,029,789***	***-9.7%***

Fiscal Summary By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
APPROPRIATION/EXPENDITURE					
Appropriation/Expenditure	(1,722,166)	(1,757,600)	(1,757,600)	(1,688,700)	-3.9%
Adjustment for Prior Year Encumbrances/Reserves	0	0	0	0	----
Total APPROPRIATION/EXPENDITURE	(1,722,166)	(1,757,600)	(1,757,600)	(1,688,700)	-3.9%
Total Use of Resources	***(1,722,166)***	***(1,757,600)***	***(1,757,600)***	***(1,688,700)***	***-3.9%***
PROJECTED FUND BALANCE	**534,858**	**489,353**	**541,089**	**341,089**	**-30.3%**

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Schedule A-5

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
From Non-Tax Supported Funds					
From Bethesda Parking District: Overhead	435,883	450,191	450,191	541,105	20.2%
From Cable TV	0	0	0	7,326,135	----
From Cable TV: MC Cable Fund	1,796,800	1,706,960	1,706,960	1,604,850	-6.0%
From Cable TV: MCPS Instructional TV Fund	1,769,775	1,681,286	1,681,286	1,581,200	-6.0%
From Cable TV: Overhead	855,832	698,865	698,865	0	-100.0%
From Community Use of Public Facilities: Other DCM	7,330	7,330	7,330	7,330	----
From Community Use of Public Facilities: Overhead	651,837	676,664	676,664	810,828	19.8%
From Liquor: Earnings Transfer	31,000,000	30,300,000	30,300,000	26,600,000	-12.2%
From Liquor: Overhead	3,917,233	4,329,492	4,329,492	4,698,530	8.5%
From Montgomery Housing Initiative: Overhead	458,070	553,516	553,516	674,116	21.8%
From Permitting Services: Overhead	5,668,581	5,948,385	5,948,385	7,313,498	22.9%
From Silver Spring Parking District: Other	5,000	5,000	5,000	5,000	----
From Silver Spring Parking District: Overhead	483,504	498,281	498,281	595,562	19.5%
From Solid Waste Collection: DCM	5,000	5,000	5,000	5,000	----
From Solid Waste Collection: Overhead	309,634	320,374	320,374	368,939	15.2%
From Solid Waste Disposal: DCM	23,380	23,380	23,380	23,380	----
From Solid Waste Disposal: Overhead	2,124,711	2,329,529	2,329,529	2,839,458	21.9%
From Vacuum Leaf Collection: Overhead	613,300	646,546	646,546	721,768	11.6%
From Water Quality Protection Fund: Overhead	1,893,920	2,095,891	2,095,891	2,483,960	18.5%
From Wheaton Parking District: Overhead	72,511	74,920	74,920	91,596	22.3%
From Community Use of Public Facilities: CAPP	200,000	200,000	200,000	200,000	----
From Cable TV: M-NCPPC Park Fund	100,000	50,000	50,000	50,000	----
From Solid Waste Disposal: Wheaton	236,367	212,987	212,987	212,987	----
TOTAL From Non-Tax Supported Funds	**52,628,668**	**52,814,597**	**52,814,597**	**58,755,242**	**11.2%**
From Tax Supported Funds					
From Bethesda Urban District: Overhead	20,512	22,033	22,033	23,660	7.4%
From Fire District: DCM	120,750	120,750	120,750	120,750	----
From Fire District: Fund Balance Transfer	0	400,000	400,000	0	-100.0%
From Mass Transit: Fund Balance Transfer	0	600,000	600,000	0	-100.0%
From Mass Transit: Overhead	17,914,117	18,129,815	18,129,815	22,369,168	23.4%
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	6,026,750	6,484,090	6,484,090	7,744,425	19.4%
From Recreation:Custodial Cleaning Costs	611,360	611,360	611,360	611,360	----
From Silver Spring Urban District: Overhead	507,842	537,282	537,282	630,799	17.4%
From Wheaton Urban District: Overhead	346,560	343,889	343,889	484,348	40.8%
TOTAL From Tax Supported Funds	**26,782,941**	**28,484,269**	**28,484,269**	**33,219,560**	**16.6%**
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	(30,182,949)	(33,257,439)	(33,257,439)	(33,674,468)	1.3%
To Solid Waste Disposal Fund	(723,490)	(735,800)	(735,800)	(841,330)	14.3%

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TOTAL To Non-Tax Supported Funds	**(31,066,439)**	**(34,153,239)**	**(34,153,239)**	**(34,675,798)**	**1.5%**
To Tax Supported Funds					
To Silver Spring Urban District: Baseline Services	(761,789)	(922,279)	(922,279)	(2,141,467)	132.2%
To Debt Service: GO Bonds	(352,828,020)	(366,978,345)	(363,497,100)	(380,769,640)	3.8%
To Debt Service: Short and Long Term Leases	(16,848,838)	(10,671,889)	(9,791,489)	(12,165,622)	14.0%
To Economic Development Fund	(2,616,325)	(3,025,739)	(2,603,735)	(3,039,168)	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	(2,854,420)	(2,548,231)	(2,548,231)	(3,690,696)	44.8%
To Mass Transit	0	0	(42,024,000)	0	----
To Bethesda Urban District	0	(432,923)	(432,923)	(883,753)	104.1%
TOTAL To Tax Supported Funds	**(377,776,492)**	**(386,446,506)**	**(423,686,857)**	**(404,557,446)**	**4.7%**
To Internal Service Funds					
To Employee Health Self Insurance Fund	0	0	(10,000,000)	0	----
TOTAL To Internal Service Funds	**0**	**0**	**(10,000,000)**	**0**	**----**
To Component Units/Agencies					
To MC: Cable TV Fund (Non-Tax)	(1,796,800)	(1,706,960)	(1,706,960)	(1,604,850)	-6.0%
To MCPS: Instructional Television Fund (Non-Tax)	(1,769,775)	(1,681,286)	(1,681,286)	(1,581,200)	-6.0%
To MNCPPC: Special Revenue Fund	(1,803,000)	(1,963,465)	(1,963,465)	(2,112,862)	7.6%
To MCPS Entrepreneurial Activities Fund	(6,787,863)	(6,600,000)	(6,600,000)	(6,600,000)	----
To M-NCPPC Park Fund	(100,000)	(50,000)	(50,000)	(50,000)	----
TOTAL To Component Units/Agencies	**(12,257,438)**	**(12,001,711)**	**(12,001,711)**	**(11,948,912)**	**-0.4%**
TOTAL COUNTY GENERAL FUND	**(341,688,760)**	**(351,302,590)**	**(398,542,941)**	**(359,207,354)**	**2.3%**
BETHESDA URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,352,550	2,003,834	2,003,834	1,581,122	-21.1%
TOTAL From Non-Tax Supported Funds	**2,352,550**	**2,003,834**	**2,003,834**	**1,581,122**	**-21.1%**
From Tax Supported Funds					
From General Fund	0	432,923	432,923	883,753	104.1%
TOTAL From Tax Supported Funds	**0**	**432,923**	**432,923**	**883,753**	**104.1%**
To Tax Supported Funds					
To General Fund: Overhead	(20,512)	(22,033)	(22,033)	(23,660)	7.4%
TOTAL To Tax Supported Funds	**(20,512)**	**(22,033)**	**(22,033)**	**(23,660)**	**7.4%**
TOTAL BETHESDA URBAN DISTRICT	**2,332,038**	**2,414,724**	**2,414,724**	**2,441,215**	**1.1%**
SILVER SPRING URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	2,804,101	2,642,581	2,642,581	2,058,464	-22.1%
TOTAL From Non-Tax Supported Funds	**2,804,101**	**2,642,581**	**2,642,581**	**2,058,464**	**-22.1%**
From Tax Supported Funds					
From General Fund: Baseline Services	761,789	922,279	922,279	2,141,467	132.2%
TOTAL From Tax Supported Funds	**761,789**	**922,279**	**922,279**	**2,141,467**	**132.2%**
To Tax Supported Funds					
To General Fund: Overhead	(507,842)	(537,282)	(537,282)	(630,799)	17.4%
TOTAL To Tax Supported Funds	**(507,842)**	**(537,282)**	**(537,282)**	**(630,799)**	**17.4%**

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TOTAL SILVER SPRING URBAN DISTRICT	**3,058,048**	**3,027,578**	**3,027,578**	**3,569,132**	**17.9%**
WHEATON URBAN DISTRICT					
From Non-Tax Supported Funds					
From Parking District Fees	300,000	500,000	500,000	225,000	-55.0%
TOTAL From Non-Tax Supported Funds	**300,000**	**500,000**	**500,000**	**225,000**	**-55.0%**
From Tax Supported Funds					
From General Fund: Baseline Services	76,090	76,090	76,090	76,090	----
From General Fund: Non-Baseline Services	2,854,420	2,548,231	2,548,231	3,690,696	44.8%
TOTAL From Tax Supported Funds	**2,930,510**	**2,624,321**	**2,624,321**	**3,766,786**	**43.5%**
To Tax Supported Funds					
To General Fund: Overhead	(346,560)	(343,889)	(343,889)	(484,348)	40.8%
TOTAL To Tax Supported Funds	**(346,560)**	**(343,889)**	**(343,889)**	**(484,348)**	**40.8%**
TOTAL WHEATON URBAN DISTRICT	**2,883,950**	**2,780,432**	**2,780,432**	**3,507,438**	**26.1%**
MASS TRANSIT					
From Tax Supported Funds					
From General Fund: Parking Fines	531,310	531,310	531,310	531,310	----
From General Fund	0	0	42,024,000	0	----
TOTAL From Tax Supported Funds	**531,310**	**531,310**	**42,555,310**	**531,310**	**----**
To Tax Supported Funds					
To Debt Service: GO Bonds	(22,016,635)	(22,579,220)	(22,300,739)	(21,959,820)	-2.7%
To Debt Service: Long Term Lease	(6,734,944)	(7,374,900)	(6,029,900)	(8,231,500)	11.6%
To General Fund: Fund Balance Transfer	0	(600,000)	(600,000)	0	-100.0%
To General Fund: Overhead	(17,914,117)	(18,129,815)	(18,129,815)	(22,369,168)	23.4%
TOTAL To Tax Supported Funds	**(46,665,696)**	**(48,683,935)**	**(47,060,454)**	**(52,560,488)**	**8.0%**
TOTAL MASS TRANSIT	**(46,134,386)**	**(48,152,625)**	**(4,505,144)**	**(52,029,178)**	**8.1%**
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	(5,121,681)	(6,511,050)	(6,345,450)	(6,771,350)	4.0%
To Debt Service: GO Bonds	(8,233,217)	(9,311,730)	(9,226,594)	(9,133,610)	-1.9%
To General Fund: DCM	(120,750)	(120,750)	(120,750)	(120,750)	----
To General Fund: Fund Balance Transfer	0	(400,000)	(400,000)	0	-100.0%
TOTAL To Tax Supported Funds	**(13,475,648)**	**(16,343,530)**	**(16,092,794)**	**(16,025,710)**	**-1.9%**
TOTAL FIRE	**(13,225,648)**	**(16,093,530)**	**(15,842,794)**	**(15,775,710)**	**-2.0%**
RECREATION					
From Non-Tax Supported Funds					
From Recreation Non Tax Fund	3,300,000	4,500,000	3,400,000	3,400,000	-24.4%
TOTAL From Non-Tax Supported Funds	**3,300,000**	**4,500,000**	**3,400,000**	**3,400,000**	**-24.4%**
From Tax Supported Funds					
From General Fund: ASACs	120,990	120,990	120,990	120,990	----
From General Fund: Countywide Services	888,710	888,710	888,710	888,710	----
TOTAL From Tax Supported Funds	**1,009,700**	**1,009,700**	**1,009,700**	**1,009,700**	**----**
To Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
To Debt Service: GO Bonds	(10,551,996)	(11,350,400)	(10,870,349)	(10,953,480)	-3.5%
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	(6,026,750)	(6,484,090)	(6,484,090)	(7,744,425)	19.4%
TOTAL To Tax Supported Funds	**(18,425,156)**	**(19,680,900)**	**(19,200,849)**	**(20,544,315)**	**4.4%**
TOTAL RECREATION	**(14,115,456)**	**(14,171,200)**	**(14,791,149)**	**(16,134,615)**	**13.9%**
ECONOMIC DEVELOPMENT FUND					
From Tax Supported Funds					
Transfer from General Fund	2,616,325	3,025,739	2,603,735	3,039,168	0.4%
TOTAL From Tax Supported Funds	**2,616,325**	**3,025,739**	**2,603,735**	**3,039,168**	**0.4%**
TOTAL ECONOMIC DEVELOPMENT FUND	**2,616,325**	**3,025,739**	**2,603,735**	**3,039,168**	**0.4%**
DEBT SERVICE					
DEBT SERVICE					
From Non-Tax Supported Funds					
From CUPF - Wheaton Redevelopment	330,161	330,134	330,134	329,672	-0.1%
From WQPF - Wheaton Redevelopment	943,318	943,240	943,240	941,920	-0.1%
From Permitting Services - Wheaton Redevelopment	872,569	872,497	872,497	871,276	-0.1%
TOTAL From Non-Tax Supported Funds	**2,146,048**	**2,145,871**	**2,145,871**	**2,142,868**	**-0.1%**
From Tax Supported Funds					
From Fire Fund (LTL)	5,121,681	6,511,050	6,345,450	6,771,350	4.0%
From Fire Tax District	8,233,217	9,311,730	9,226,594	9,133,610	-1.9%
From General Fund: GO Bonds	352,828,020	366,978,345	363,497,100	380,769,640	3.8%
From General Fund: Long Term Lease	16,848,838	10,671,889	9,791,489	12,165,622	14.0%
From Mass Transit	22,016,635	22,579,220	22,300,739	21,959,820	-2.7%
From Mass Transit (LTL)	6,734,944	7,374,900	6,029,900	8,231,500	11.6%
From Recreation	10,551,998	11,350,400	10,870,349	10,953,480	-3.5%
TOTAL From Tax Supported Funds	**422,335,333**	**434,777,534**	**428,061,621**	**449,985,022**	**3.5%**
From Internal Service Funds					
From Motor Pool Fund	515,795	514,250	514,250	516,300	0.4%
TOTAL From Internal Service Funds	**515,795**	**514,250**	**514,250**	**516,300**	**0.4%**
TOTAL DEBT SERVICE	**424,997,176**	**437,437,655**	**430,721,742**	**452,644,190**	**3.5%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
From Non-Tax Supported Funds					
Non Mandatory Transfer (from WDCE)	(509,795)	0	(600,000)	(760,000)	----
TOTAL From Non-Tax Supported Funds	**(509,795)**	**0**	**(600,000)**	**(760,000)**	**----**
To Non-Tax Supported Funds					
Non Mandatory Transfer (to Major Facilities Reserve Fund)	0	(10,794,749)	(7,758,037)	0	-100.0%
TOTAL To Non-Tax Supported Funds	**0**	**(10,794,749)**	**(7,758,037)**	**0**	**-100.0%**
TOTAL CURRENT FUND MC	**(509,795)**	**(10,794,749)**	**(8,358,037)**	**(760,000)**	**-93.0%**
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)	(950,000)	90.0%

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TOTAL To Non-Tax Supported Funds	**(500,000)**	**(500,000)**	**(500,000)**	**(950,000)**	**90.0%**
TOTAL ADMINISTRATION FUND	**(500,000)**	**(500,000)**	**(500,000)**	**(950,000)**	**90.0%**
PARK FUND					
From Tax Supported Funds					
Transfer from General Fund	100,000	50,000	50,000	50,000	----
TOTAL From Tax Supported Funds	**100,000**	**50,000**	**50,000**	**50,000**	**----**
TOTAL PARK FUND	**100,000**	**50,000**	**50,000**	**50,000**	**----**
ALA DEBT SERVICE FUND					
To Internal Service Funds					
Transfer To/From ALARF Revolving Fund	(2,068,990)	(2,109,522)	(2,157,641)	(2,277,586)	8.0%
TOTAL To Internal Service Funds	**(2,068,990)**	**(2,109,522)**	**(2,157,641)**	**(2,277,586)**	**8.0%**
TOTAL ALA DEBT SERVICE FUND	**(2,068,990)**	**(2,109,522)**	**(2,157,641)**	**(2,277,586)**	**8.0%**
TOTAL TAX SUPPORTED	**17,744,502**	**5,611,912**	**(3,099,495)**	**18,116,700**	**222.8%**
NON-TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
WATER QUALITY PROTECTION FUND					
To Non-Tax Supported Funds					
To Debt Service - Non-Tax	(8,441,636)	(9,772,900)	(9,222,900)	(9,446,100)	-3.3%
TOTAL To Non-Tax Supported Funds	**(8,441,636)**	**(9,772,900)**	**(9,222,900)**	**(9,446,100)**	**-3.3%**
To Tax Supported Funds					
To General Fund: Overhead	(1,893,920)	(2,095,891)	(2,095,891)	(2,483,960)	18.5%
To Debt Service - Wheaton Redevelopment	(943,318)	(943,240)	(943,240)	(941,920)	-0.1%
TOTAL To Tax Supported Funds	**(2,837,238)**	**(3,039,131)**	**(3,039,131)**	**(3,425,880)**	**12.7%**
TOTAL WATER QUALITY PROTECTION FUND	**(11,278,874)**	**(12,812,031)**	**(12,262,031)**	**(12,871,980)**	**0.5%**
CABLE TELEVISION					
To Tax Supported Funds					
To General Fund: MC Cable Fund	(1,796,800)	(1,706,960)	(1,706,960)	(1,604,850)	-6.0%
To General Fund: MCPS Instructional TV Fund	(1,769,775)	(1,681,286)	(1,681,286)	(1,581,200)	-6.0%
To General Fund: Overhead	(855,832)	(698,865)	(698,865)	0	-100.0%
Transfer to General Fund	0	0	0	(7,326,135)	----
To General Fund: M-NCPPC Park Fund	(100,000)	(50,000)	(50,000)	(50,000)	----
TOTAL To Tax Supported Funds	**(4,522,407)**	**(4,137,111)**	**(4,137,111)**	**(10,562,185)**	**155.3%**
TOTAL CABLE TELEVISION	**(4,522,407)**	**(4,137,111)**	**(4,137,111)**	**(10,562,185)**	**155.3%**
RECREATION NON-TAX SUPPORTED					
To Tax Supported Funds					
To Recreation Tax Supported Fund	(3,300,000)	(4,500,000)	(3,400,000)	(3,400,000)	-24.4%
TOTAL To Tax Supported Funds	**(3,300,000)**	**(4,500,000)**	**(3,400,000)**	**(3,400,000)**	**-24.4%**
TOTAL RECREATION NON-TAX SUPPORTED	**(3,300,000)**	**(4,500,000)**	**(3,400,000)**	**(3,400,000)**	**-24.4%**
MONTGOMERY HOUSING INITIATIVE					
From Tax Supported Funds					
From General Fund	30,182,949	33,257,439	33,257,439	33,674,468	1.3%
TOTAL From Tax Supported Funds	**30,182,949**	**33,257,439**	**33,257,439**	**33,674,468**	**1.3%**
To Non-Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
To Non-Tax Supported Debt Service - Other	(15,140,831)	(19,155,600)	(19,155,600)	(18,294,520)	-4.5%
TOTAL To Non-Tax Supported Funds	**(15,140,831)**	**(19,155,600)**	**(19,155,600)**	**(18,294,520)**	**-4.5%**
To Tax Supported Funds					
To General Fund: Overhead	(458,070)	(553,516)	(553,516)	(674,116)	21.8%
TOTAL To Tax Supported Funds	**(458,070)**	**(553,516)**	**(553,516)**	**(674,116)**	**21.8%**
TOTAL MONTGOMERY HOUSING INITIATIVE	**14,584,048**	**13,548,323**	**13,548,323**	**14,705,832**	**8.5%**
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	(651,837)	(676,664)	(676,664)	(810,828)	19.8%
To General Fund: CAPP	(200,000)	(200,000)	(200,000)	(200,000)	----
To Debt Service: Wheaton Redevelopment	(330,161)	(330,134)	(330,134)	(329,672)	-0.1%
TOTAL To Tax Supported Funds	**(1,189,328)**	**(1,214,128)**	**(1,214,128)**	**(1,347,830)**	**11.0%**
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	**(1,029,328)**	**(1,054,128)**	**(1,054,128)**	**(1,187,830)**	**12.7%**
BETHESDA PARKING DISTRICT					
From Non-Tax Supported Funds					
From Wheaton PLD	0	0	0	220,000	----
TOTAL From Non-Tax Supported Funds	**0**	**0**	**0**	**220,000**	**----**
To Non-Tax Supported Funds					
To Silver Spring PLD (PD Service Facility)	(3,000,000)	(1,800,000)	(1,800,000)	(600,000)	-66.7%
TOTAL To Non-Tax Supported Funds	**(3,000,000)**	**(1,800,000)**	**(1,800,000)**	**(600,000)**	**-66.7%**
To Tax Supported Funds					
To General Fund: Overhead	(435,883)	(450,191)	(450,191)	(541,105)	20.2%
To Urban District: Meter Revenue	(2,352,550)	(2,003,834)	(2,003,834)	(1,581,122)	-21.1%
TOTAL To Tax Supported Funds	**(2,788,433)**	**(2,454,025)**	**(2,454,025)**	**(2,122,227)**	**-13.5%**
TOTAL BETHESDA PARKING DISTRICT	**(5,788,433)**	**(4,254,025)**	**(4,254,025)**	**(2,502,227)**	**-41.2%**
SILVER SPRING PARKING DISTRICT					
From Non-Tax Supported Funds					
From Bethesda PLD (PLD Service Facility)	3,000,000	1,800,000	1,800,000	600,000	-66.7%
TOTAL From Non-Tax Supported Funds	**3,000,000**	**1,800,000**	**1,800,000**	**600,000**	**-66.7%**
To Tax Supported Funds					
To General Fund: Other	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(483,504)	(498,281)	(498,281)	(595,562)	19.5%
To Urban District: Meter Revenue	(2,804,101)	(2,642,581)	(2,642,581)	(2,058,464)	-22.1%
TOTAL To Tax Supported Funds	**(3,292,605)**	**(3,145,862)**	**(3,145,862)**	**(2,659,026)**	**-15.5%**
TOTAL SILVER SPRING PARKING DISTRICT	**(292,605)**	**(1,345,862)**	**(1,345,862)**	**(2,059,026)**	**53.0%**
WHEATON PARKING DISTRICT					
To Non-Tax Supported Funds					
To Bethesda PLD	0	0	0	(220,000)	----
TOTAL To Non-Tax Supported Funds	**0**	**0**	**0**	**(220,000)**	**----**
To Tax Supported Funds					

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
To General Fund: Overhead	(72,511)	(74,920)	(74,920)	(91,596)	22.3%
To Urban District: Meter Revenue	(300,000)	(500,000)	(500,000)	(225,000)	-55.0%
TOTAL To Tax Supported Funds	**(372,511)**	**(574,920)**	**(574,920)**	**(316,596)**	**-44.9%**
TOTAL WHEATON PARKING DISTRICT	**(372,511)**	**(574,920)**	**(574,920)**	**(536,596)**	**-6.7%**
PERMITTING SERVICES					
To Tax Supported Funds					
To General Fund: Overhead	(5,668,581)	(5,948,385)	(5,948,385)	(7,313,498)	22.9%
To Debt Service: Wheaton Redevelopment	(872,569)	(872,497)	(872,497)	(871,276)	-0.1%
TOTAL To Tax Supported Funds	**(6,541,150)**	**(6,820,882)**	**(6,820,882)**	**(8,184,774)**	**20.0%**
TOTAL PERMITTING SERVICES	**(6,541,150)**	**(6,820,882)**	**(6,820,882)**	**(8,184,774)**	**20.0%**
SOLID WASTE COLLECTION					
To Tax Supported Funds					
To General Fund: DCM	(5,000)	(5,000)	(5,000)	(5,000)	----
To General Fund: Overhead	(309,634)	(320,374)	(320,374)	(368,939)	15.2%
TOTAL To Tax Supported Funds	**(314,634)**	**(325,374)**	**(325,374)**	**(373,939)**	**14.9%**
TOTAL SOLID WASTE COLLECTION	**(314,634)**	**(325,374)**	**(325,374)**	**(373,939)**	**14.9%**
SOLID WASTE DISPOSAL					
From Non-Tax Supported Funds					
From Vacuum Leaf Collection	723,490	1,708,880	1,708,880	1,986,169	16.2%
TOTAL From Non-Tax Supported Funds	**723,490**	**1,708,880**	**1,708,880**	**1,986,169**	**16.2%**
From Tax Supported Funds					
From General Fund: Tip Fee Charges	1,387,842	735,800	735,800	841,330	14.3%
TOTAL From Tax Supported Funds	**1,387,842**	**735,800**	**735,800**	**841,330**	**14.3%**
To Tax Supported Funds					
To General Fund: DCM	(23,380)	(23,380)	(23,380)	(23,380)	----
To General Fund: Overhead	(2,148,091)	(2,329,529)	(2,329,529)	(2,839,458)	21.9%
To General Fund: Wheaton	(212,987)	(212,987)	(212,987)	(212,987)	----
TOTAL To Tax Supported Funds	**(2,384,458)**	**(2,565,896)**	**(2,565,896)**	**(3,075,825)**	**19.9%**
TOTAL SOLID WASTE DISPOSAL	**(273,126)**	**(121,216)**	**(121,216)**	**(248,326)**	**104.9%**
VACUUM LEAF COLLECTION					
To Non-Tax Supported Funds					
To Solid Waste Disposal Fund	(1,387,842)	(1,708,880)	(1,708,880)	(1,986,169)	16.2%
TOTAL To Non-Tax Supported Funds	**(1,387,842)**	**(1,708,880)**	**(1,708,880)**	**(1,986,169)**	**16.2%**
To Tax Supported Funds					
To General Fund: Overhead	(613,300)	(646,546)	(646,546)	(721,768)	11.6%
TOTAL To Tax Supported Funds	**(613,300)**	**(646,546)**	**(646,546)**	**(721,768)**	**11.6%**
TOTAL VACUUM LEAF COLLECTION	**(2,001,142)**	**(2,355,426)**	**(2,355,426)**	**(2,707,937)**	**15.0%**
LIQUOR CONTROL					
To Tax Supported Funds					
To General Fund: Earnings Transfer	(31,000,000)	(30,300,000)	(30,300,000)	(26,600,000)	-12.2%
To General Fund: Overhead	(3,917,233)	(4,329,492)	(4,329,492)	(4,698,530)	8.5%
TOTAL To Tax Supported Funds	**(34,917,233)**	**(34,629,492)**	**(34,629,492)**	**(31,298,530)**	**-9.6%**
TOTAL LIQUOR CONTROL	**(34,917,233)**	**(34,629,492)**	**(34,629,492)**	**(31,298,530)**	**-9.6%**
EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND					

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
From Tax Supported Funds					
From General Fund	0	0	10,000,000	0	----
TOTAL From Tax Supported Funds	**0**	**0**	**10,000,000**	**0**	**----**
TOTAL EMPLOYEE HEALTH BENEFIT SELF INSURANCE FUND	**0**	**0**	**10,000,000**	**0**	**----**
MOTOR POOL INTERNAL SERVICE FUND					
To Tax Supported Funds					
To Debt Service	(515,795)	(514,250)	(514,250)	(516,300)	0.4%
TOTAL To Tax Supported Funds	**(515,795)**	**(514,250)**	**(514,250)**	**(516,300)**	**0.4%**
TOTAL MOTOR POOL INTERNAL SERVICE FUND	**(515,795)**	**(514,250)**	**(514,250)**	**(516,300)**	**0.4%**
DEBT SERVICE					
DEBT SERVICE - NON-TAX SUPPORTED					
From Non-Tax Supported Funds					
From Montgomery Housing Initiative: Other	15,140,831	19,155,600	19,155,600	18,294,520	-4.5%
From Water Quality Protection: Other Debt	8,441,636	9,772,900	9,222,900	9,446,100	-3.3%
TOTAL From Non-Tax Supported Funds	**23,582,467**	**28,928,500**	**28,378,500**	**27,740,620**	**-4.1%**
TOTAL DEBT SERVICE - NON-TAX SUPPORTED	**23,582,467**	**28,928,500**	**28,378,500**	**27,740,620**	**-4.1%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
ENTREPRENEURIAL ACTIVITIES FUND					
From Tax Supported Funds					
From General Fund	6,787,863	6,600,000	6,600,000	6,600,000	----
TOTAL From Tax Supported Funds	**6,787,863**	**6,600,000**	**6,600,000**	**6,600,000**	**----**
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	**6,787,863**	**6,600,000**	**6,600,000**	**6,600,000**	**----**
INSTRUCTIONAL TELEVISION FUND					
From Tax Supported Funds					
From MCG General Fund	1,769,775	1,681,286	1,681,286	1,581,200	-6.0%
TOTAL From Tax Supported Funds	**1,769,775**	**1,681,286**	**1,681,286**	**1,581,200**	**-6.0%**
TOTAL INSTRUCTIONAL TELEVISION FUND	**1,769,775**	**1,681,286**	**1,681,286**	**1,581,200**	**-6.0%**
MONTGOMERY COLLEGE					
WORKFORCE DEVELOPMENT & CONTINUING ED					
From Tax Supported Funds					
Nonmandatory Transfer From Current Fund	509,795	0	600,000	760,000	----
TOTAL From Tax Supported Funds	**509,795**	**0**	**600,000**	**760,000**	**----**
To Non-Tax Supported Funds					
Non Mandatory Transfer (to Major Facilities Reserve Fund)	0	(1,434,307)	0	0	-100.0%
Non Mandatory Transfer	0	0	(1,655,000)	0	----
TOTAL To Non-Tax Supported Funds	**0**	**(1,434,307)**	**(1,655,000)**	**0**	**-100.0%**
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	**509,795**	**(1,434,307)**	**(1,055,000)**	**760,000**	**-153.0%**
CABLE TELEVISION FUND					
From Tax Supported Funds					
From MCG: County Cable Plan	1,796,800	1,706,960	1,706,960	1,604,850	-6.0%
TOTAL From Tax Supported Funds	**1,796,800**	**1,706,960**	**1,706,960**	**1,604,850**	**-6.0%**
TOTAL CABLE TELEVISION FUND	**1,796,800**	**1,706,960**	**1,706,960**	**1,604,850**	**-6.0%**

Inter-Fund Transfers

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
MAJOR FACILITIES RESERVE FUND					
From Non-Tax Supported Funds					
Non Mandatory Transfer (from WDCE)	0	1,434,307	1,655,000	0	-100.0%
TOTAL From Non-Tax Supported Funds	**0**	**1,434,307**	**1,655,000**	**0**	**-100.0%**
From Tax Supported Funds					
Non Mandatory Transfer (from Current Fund)	0	10,794,749	7,758,037	0	-100.0%
TOTAL From Tax Supported Funds	**0**	**10,794,749**	**7,758,037**	**0**	**-100.0%**
To Non-Tax Supported Funds					
Non-Mandatory Transfer	(12,244)	(1,500,000)	0	0	-100.0%
TOTAL To Non-Tax Supported Funds	**(12,244)**	**(1,500,000)**	**0**	**0**	**-100.0%**
TOTAL MAJOR FACILITIES RESERVE FUND	**(12,244)**	**10,729,056**	**9,413,037**	**0**	**-100.0%**
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL REVENUE FUNDS					
From Tax Supported Funds					
Transfer From Administration Fund	500,000	500,000	500,000	950,000	90.0%
TOTAL From Tax Supported Funds	**500,000**	**500,000**	**500,000**	**950,000**	**90.0%**
From Component Units/Agencies					
From County GF (Ballfields)	1,803,000	1,963,465	1,963,465	2,112,862	7.6%
TOTAL From Component Units/Agencies	**1,803,000**	**1,963,465**	**1,963,465**	**2,112,862**	**7.6%**
TOTAL SPECIAL REVENUE FUNDS	**2,303,000**	**2,463,465**	**2,463,465**	**3,062,862**	**24.3%**
TOTAL NON-TAX SUPPORTED	**(19,825,734)**	**(9,221,434)**	**941,854**	**(20,394,286)**	**121.2%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(2,081,232)**	**(3,609,522)**	**(2,157,641)**	**(2,277,586)**	**-36.9%**

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Schedule A-6

Contribution To/From Other Funds

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
COUNTY GENERAL FUND					
To Tax Supported Funds					
Contribution To MC: Current Fund	(148,409,696)	(148,409,696)	(148,409,696)	(148,409,696)	----
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	(1,839,071,460)	(1,995,489,035)	(1,995,489,035)	(2,102,375,326)	5.4%
TOTAL To Tax Supported Funds	**(1,988,131,156)**	**(2,144,548,731)**	**(2,144,548,731)**	**(2,251,435,022)**	**5.0%**
County Contribution to CIP Fund					
Contribution To CIP: PAYGO	(33,900,000)	(32,800,000)	(58,745,000)	(31,159,000)	-5.0%
Contribution To HOC: CIP	0	(1,250,000)	(1,250,000)	(1,020,000)	-18.4%
Contribution To MC: CIP	(15,204,611)	(17,034,000)	(17,034,000)	(15,584,000)	-8.5%
Contribution To MCG: CIP	(58,571,023)	(21,870,000)	(27,221,000)	(103,077,000)	371.3%
Contribution To MCPS: CIP	(23,118,000)	(29,123,000)	(29,123,000)	(31,839,000)	9.3%
Contribution To MNCPPC: Regional Parks CIP	(3,610,511)	(5,029,000)	(5,029,000)	(4,985,000)	-0.9%
TOTAL County Contribution to CIP Fund	**(134,404,145)**	**(107,106,000)**	**(138,402,000)**	**(187,664,000)**	**75.2%**
TOTAL COUNTY GENERAL FUND	**(2,122,535,301)**	**(2,251,654,731)**	**(2,282,950,731)**	**(2,439,099,022)**	**8.3%**
TOTAL MONTGOMERY COUNTY GOVERNMENT	**(2,122,535,301)**	**(2,251,654,731)**	**(2,282,950,731)**	**(2,439,099,022)**	**8.3%**
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	1,839,071,460	1,995,489,035	1,995,489,035	2,102,375,326	5.4%
TOTAL County Contribution to Current/Other Fund	**1,839,071,460**	**1,995,489,035**	**1,995,489,035**	**2,102,375,326**	**5.4%**
County Contribution to CIP Fund					
County Contribution to CIP	23,118,000	29,123,000	29,123,000	31,839,000	9.3%
TOTAL County Contribution to CIP Fund	**23,118,000**	**29,123,000**	**29,123,000**	**31,839,000**	**9.3%**
TOTAL CURRENT FUND MCPS	**1,862,189,460**	**2,024,612,035**	**2,024,612,035**	**2,134,214,326**	**5.4%**
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	**1,862,189,460**	**2,024,612,035**	**2,024,612,035**	**2,134,214,326**	**5.4%**
MONTGOMERY COLLEGE					
CURRENT FUND MC					
County Contribution to Current/Other Fund					
County Contribution to Current Fund	148,409,696	148,409,696	148,409,696	148,409,696	----
TOTAL County Contribution to Current/Other Fund	**148,409,696**	**148,409,696**	**148,409,696**	**148,409,696**	**----**
County Contribution to CIP Fund					
County Contribution to CIP	15,204,611	17,034,000	17,034,000	15,584,000	-8.5%
TOTAL County Contribution to CIP Fund	**15,204,611**	**17,034,000**	**17,034,000**	**15,584,000**	**-8.5%**

Contribution To/From Other Funds

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
TOTAL CURRENT FUND MC	**163,614,307**	**165,443,696**	**165,443,696**	**163,993,696**	**-0.9%**
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	**164,264,307**	**166,093,696**	**166,093,696**	**164,643,696**	**-0.9%**
TOTAL TAX SUPPORTED	**(96,081,534)**	**(60,949,000)**	**(92,245,000)**	**(140,241,000)**	**130.1%**
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	**(96,081,534)**	**(60,949,000)**	**(92,245,000)**	**(140,241,000)**	**130.1%**

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 FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	1,418,587,609	1,507,586,396	1,550,464,983	1,635,795,308	8.5%
Montgomery County Government Special Funds	512,228,436	512,369,256	547,420,757	557,307,241	8.8%
Debt Service Special Funds	428,621,584	439,391,440	432,581,927	452,847,090	3.1%
Montgomery County Public Schools Current Fund	2,738,317,513	2,954,000,292	2,937,225,401	3,076,389,411	4.1%
Montgomery College Current Fund	252,902,963	280,235,062	262,284,570	283,008,780	1.0%
Montgomery College Special Funds	745,512	750,000	598,000	750,000	----
M-NCPPC Special Funds	157,989,601	170,678,404	169,827,870	181,432,632	6.3%
TOTAL TAX SUPPORTED	5,509,393,218	5,865,010,850	5,900,403,508	6,187,530,462	5.5%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	305,927,137	300,731,702	297,291,487	322,637,562	7.3%
Montgomery County Government Special Funds	406,830,696	269,913,493	273,553,807	267,350,631	-0.9%
Debt Service Special Funds	23,582,467	28,928,500	28,378,500	27,740,620	-4.1%
Montgomery County Public Schools Enterprise Funds	83,936,357	86,633,121	86,633,121	91,040,471	5.1%
Montgomery County Public Schools Special Funds	99,451,004	124,374,098	124,374,098	125,376,644	0.8%
Montgomery College Enterprise Funds	21,976,712	45,184,996	34,512,332	32,803,138	-27.4%
Montgomery College Special Funds	23,819,972	18,995,000	12,200,000	18,133,500	-4.5%
M-NCPPC Enterprise Funds	18,463,034	20,531,793	19,793,475	21,996,391	7.1%
M-NCPPC Special Funds	227,626	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	984,215,005	895,842,703	877,286,820	907,628,957	1.3%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,493,608,223	6,760,853,553	6,777,690,328	7,095,159,419	4.9%

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Schedule B-2

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
General Government					
Board of Appeals	595,917	644,915	646,017	581,642	-9.8%
Board of Elections	12,794,190	12,661,461	12,922,076	17,071,137	34.8%
Circuit Court	15,943,584	17,166,245	17,682,821	19,389,766	13.0%
Community Engagement Cluster	6,730,747	8,742,913	8,744,744	10,212,919	16.8%
County Attorney	7,364,559	7,623,648	7,831,401	10,489,686	37.6%
County Council	13,341,006	16,778,016	16,838,983	19,163,726	14.2%
County Executive	15,034,887	7,070,523	7,115,870	7,267,330	2.8%
Ethics Commission	347,710	391,253	397,892	416,473	6.4%
Finance	19,065,827	16,825,918	19,033,892	19,169,018	13.9%
Food Systems Resilience	0	1,118,131	5,594,960	14,313,256	1180.1%
General Services	37,046,144	38,741,140	43,585,307	41,337,824	6.7%
Grants Management	305,689	609,378	655,626	1,044,508	71.4%
Human Resources	9,249,762	11,358,254	11,059,019	14,107,921	24.2%
Human Rights	1,506,853	1,963,795	1,746,967	2,117,953	7.9%
Inspector General	2,435,326	2,917,321	2,807,153	3,612,200	23.8%
Intergovernmental Relations	757,075	956,388	791,858	1,010,462	5.7%
Labor Relations	1,447,486	1,621,170	1,648,668	2,358,021	45.5%
Legislative Oversight	2,230,569	2,366,474	2,399,295	2,749,263	16.2%
Management and Budget	6,279,553	7,243,698	7,279,187	7,693,959	6.2%
Merit System Protection Board	671,351	688,031	699,411	307,445	-55.3%
People's Counsel	0	0	0	261,580	----
Procurement	4,386,161	5,068,606	4,919,891	5,694,748	12.4%
Public Information	6,101,090	7,146,709	6,867,487	2,957,149	-58.6%
Racial Equity and Social Justice	928,803	1,398,979	1,251,297	1,773,602	26.8%
State's Attorney	21,554,945	22,123,582	21,764,133	25,353,598	14.6%
Technology and Enterprise Business Solutions	66,004,717	52,213,636	53,414,372	72,518,160	38.9%
Urban Districts	10,255,623	11,547,185	11,773,958	12,782,043	10.7%
Zoning and Administrative Hearings	688,399	755,988	737,398	814,477	7.7%
Total General Government	263,067,973	257,743,357	270,209,683	316,569,866	22.8%
Public Safety					
Animal Services	8,777,861	9,397,446	9,875,157	10,646,938	13.3%
Consumer Protection	2,278,584	2,566,794	2,588,724	2,839,549	10.6%
Correction and Rehabilitation	73,343,076	76,857,241	80,344,802	84,203,400	9.6%
Emergency Management and Homeland Security	8,406,192	4,121,050	6,797,075	4,466,028	8.4%
Fire and Rescue Service	271,886,668	266,795,154	286,865,995	292,736,391	9.7%
Police	294,480,689	312,520,754	300,974,023	329,427,148	5.4%
Sheriff	26,388,938	28,959,650	28,816,780	30,586,508	5.6%
Total Public Safety	685,562,008	701,218,089	716,262,556	754,905,962	7.7%
Transportation					
Parking District Services	23,919,929	27,264,977	27,173,265	28,878,623	5.9%
Transit Services	187,546,604	179,732,547	194,988,551	193,665,417	7.8%
Transportation	60,538,482	59,613,100	61,315,628	64,638,206	8.4%
Total Transportation	272,005,015	266,610,624	283,477,444	287,182,246	7.7%
Health and Human Services					

Expenditures Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Health and Human Services	493,904,466	476,410,072	488,251,055	511,596,523	7.4%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	7,636,902	11,139,336	9,981,486	11,440,573	2.7%
Public Libraries	42,873,288	49,684,329	48,136,200	53,332,301	7.3%
Recreation	52,143,077	59,709,661	59,822,749	64,759,678	8.5%
Total Libraries, Culture, and Recreation	102,653,267	120,533,326	117,940,435	129,532,552	7.5%
Community Development and Housing					
Agriculture	919,651	1,360,342	1,357,276	1,455,952	7.0%
Economic Development Fund	2,915,047	3,455,739	3,965,885	3,469,168	0.4%
Housing and Community Affairs	135,527,322	76,759,542	80,949,525	79,154,027	3.1%
Permitting Services	38,270,404	41,662,896	41,191,720	45,389,509	8.9%
Total Community Development and Housing	177,632,424	123,238,519	127,464,406	129,468,656	5.1%
Environment					
Environmental Protection	37,753,783	43,013,822	41,963,067	46,713,516	8.6%
Recycling and Resource Management	160,610,657	142,650,993	142,012,898	154,860,183	8.6%
Total Environment	198,364,440	185,664,815	183,975,965	201,573,699	8.6%
Other County Government Functions					
Alcohol Beverage Services	69,304,273	70,739,577	70,706,507	74,604,653	5.5%
Cable Television Communications Plan	12,466,615	14,062,013	13,533,153	6,556,970	-53.4%
Non-Departmental Accounts	337,295,560	350,104,252	359,716,582	343,923,965	-1.8%
Utilities	31,317,837	24,276,203	37,193,248	27,175,650	11.9%
Total Other County Government Functions	450,384,285	459,182,045	481,149,490	452,261,238	-1.5%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,643,573,878	2,590,600,847	2,668,731,034	2,783,090,742	7.4%
DEBT SERVICE					
Debt Service	452,204,051	468,319,940	460,960,427	480,587,710	2.6%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Maryland-National Capital Park and Planning Commission	176,680,261	191,760,197	190,171,345	203,979,023	6.4%
MONTGOMERY COLLEGE					
Montgomery College	299,445,159	345,165,058	309,594,902	334,695,418	-3.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Montgomery County Public Schools	2,921,704,874	3,165,007,511	3,148,232,620	3,292,806,526	4.0%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	6,493,608,223	6,760,853,553	6,777,690,328	7,095,159,419	4.9%

Schedule B-3

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
General Government					
Board of Appeals	595,917	644,915	646,017	581,642	-9.8%
Board of Elections	12,794,190	12,661,461	12,922,076	17,071,137	34.8%
Circuit Court	13,039,041	13,866,467	14,383,043	15,221,599	9.8%
Community Engagement Cluster	6,580,740	8,667,913	8,669,744	10,137,919	17.0%
County Attorney	7,364,559	7,623,648	7,831,401	10,489,686	37.6%
County Council	13,341,006	16,778,016	16,838,983	19,163,726	14.2%
County Executive	6,786,178	7,070,523	7,115,870	7,267,330	2.8%
Ethics Commission	347,710	391,253	397,892	416,473	6.4%
Finance	16,102,779	16,825,918	19,033,892	19,169,018	13.9%
Food Systems Resilience	0	1,118,131	5,594,960	14,313,256	1180.1%
General Services	37,045,522	38,741,140	43,585,307	41,337,824	6.7%
Grants Management	305,689	609,378	655,626	1,044,508	71.4%
Human Resources	9,249,762	11,358,254	11,059,019	14,107,921	24.2%
Human Rights	1,506,853	1,963,795	1,746,967	2,117,953	7.9%
Inspector General	2,435,326	2,917,321	2,807,153	3,612,200	23.8%
Intergovernmental Relations	757,075	956,388	791,858	1,010,462	5.7%
Labor Relations	1,447,486	1,621,170	1,648,668	2,358,021	45.5%
Legislative Oversight	2,230,569	2,366,474	2,399,295	2,749,263	16.2%
Management and Budget	6,279,553	7,243,698	7,279,187	7,693,959	6.2%
Merit System Protection Board	671,351	688,031	699,411	307,445	-55.3%
People's Counsel	0	0	0	261,580	----
Procurement	4,386,161	5,068,606	4,919,891	5,694,748	12.4%
Public Information	6,101,090	7,146,709	6,867,487	2,957,149	-58.6%
Racial Equity and Social Justice	928,803	1,398,979	1,251,297	1,773,602	26.8%
State's Attorney	21,150,915	21,866,576	21,507,127	24,805,831	13.4%
Technology and Enterprise Business Solutions	49,351,697	52,213,636	53,414,372	72,518,160	38.9%
Zoning and Administrative Hearings	688,399	755,988	737,398	814,477	7.7%
Total General Government	221,488,371	242,564,388	254,803,941	298,996,889	23.3%
Public Safety					
Animal Services	8,777,861	9,397,446	9,875,157	10,646,938	13.3%
Consumer Protection	2,278,584	2,566,794	2,588,724	2,839,549	10.6%
Correction and Rehabilitation	73,045,595	76,314,241	79,825,504	83,520,400	9.4%
Emergency Management and Homeland Security	3,069,573	3,023,204	5,699,229	3,266,282	8.0%
Police	291,991,794	312,520,754	300,974,023	329,427,148	5.4%
Sheriff	25,483,215	28,056,426	27,913,556	29,584,579	5.4%
Total Public Safety	404,646,622	431,878,865	426,876,193	459,284,896	6.3%
Transportation					
Transportation	52,520,771	52,190,944	54,941,784	56,959,678	9.1%
Health and Human Services					
Health and Human Services	344,478,864	357,083,108	368,924,091	391,423,383	9.6%
Libraries, Culture, and Recreation					
Public Libraries	42,522,658	49,418,729	47,870,600	52,936,701	7.1%
Community Development and Housing					
Agriculture	919,651	1,360,342	1,357,276	1,455,952	7.0%
Housing and Community Affairs	9,380,467	10,625,718	11,047,182	14,094,919	32.6%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
Total Community Development and Housing	10,300,118	11,986,060	12,404,458	15,550,871	29.7%
Environment					
Environmental Protection	7,329,083	9,083,847	8,734,086	10,703,275	17.8%
Other County Government Functions					
Non-Departmental Accounts	303,983,285	329,104,252	338,716,582	322,763,965	-1.9%
Utilities	31,317,837	24,276,203	37,193,248	27,175,650	11.9%
Total Other County Government Functions	335,301,122	353,380,455	375,909,830	349,939,615	-1.0%
TOTAL GENERAL FUND TAX SUPPORTED	1,418,587,609	1,507,586,396	1,550,464,983	1,635,795,308	8.5%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts	10,255,623	11,547,185	11,773,958	12,782,043	10.7%
Public Safety					
Fire and Rescue Service	268,844,902	266,795,154	286,865,995	292,736,391	9.7%
Transportation					
Transit Services	183,168,142	174,615,613	189,871,617	188,541,034	8.0%
Libraries, Culture, and Recreation					
Recreation	47,044,722	55,955,565	54,943,302	59,778,605	6.8%
Community Development and Housing					
Economic Development Fund	2,915,047	3,455,739	3,965,885	3,469,168	0.4%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services	23,919,929	27,264,977	27,173,265	28,878,623	5.9%
Transportation	6,310,247	7,273,923	6,225,611	7,464,021	2.6%
Total Transportation	30,230,176	34,538,900	33,398,876	36,342,644	5.2%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	7,511,902	11,139,336	9,981,486	11,440,573	2.7%
Community Development and Housing					
Permitting Services	38,270,129	41,662,896	41,191,720	45,389,509	8.9%
Environment					
Recycling and Resource Management	160,610,657	142,650,993	142,012,898	154,860,183	8.6%
Other County Government Functions					
Alcohol Beverage Services	69,304,273	70,739,577	70,706,507	74,604,653	5.5%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Circuit Court	2,904,543	3,299,778	3,299,778	4,168,167	26.3%
Community Engagement Cluster	150,007	75,000	75,000	75,000	----
County Executive	8,248,709	0	0	0	----
Finance	2,963,048	0	0	0	----
General Services	622	0	0	0	----
State's Attorney	404,030	257,006	257,006	547,767	113.1%
Technology and Enterprise Business Solutions	16,653,020	0	0	0	----
Total General Government	31,323,979	3,631,784	3,631,784	4,790,934	31.9%
Public Safety					
Correction and Rehabilitation	297,481	543,000	519,298	683,000	25.8%
Emergency Management and Homeland Security	5,336,619	1,097,846	1,097,846	1,199,746	9.3%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
Fire and Rescue Service	3,041,766	0	0	0	----
Police	2,488,895	0	0	0	----
Sheriff	905,723	903,224	903,224	1,001,929	10.9%
Total Public Safety	12,070,484	2,544,070	2,520,368	2,884,675	13.4%
Transportation					
Transit Services	4,378,462	5,116,934	5,116,934	5,124,383	0.1%
Transportation	1,707,464	148,233	148,233	214,507	44.7%
Total Transportation	6,085,926	5,265,167	5,265,167	5,338,890	1.4%
Health and Human Services					
Health and Human Services	149,425,602	119,326,964	119,326,964	120,173,140	0.7%
Libraries, Culture, and Recreation					
Community Use of Public Facilities	125,000	0	0	0	----
Public Libraries	350,630	265,600	265,600	395,600	48.9%
Recreation	5,098,355	3,754,096	4,879,447	4,981,073	32.7%
Total Libraries, Culture, and Recreation	5,573,985	4,019,696	5,145,047	5,376,673	33.8%
Community Development and Housing					
Housing and Community Affairs	126,146,855	66,133,824	69,902,343	65,059,108	-1.6%
Permitting Services	275	0	0	0	----
Total Community Development and Housing	126,147,130	66,133,824	69,902,343	65,059,108	-1.6%
Environment					
Environmental Protection	30,424,700	33,929,975	33,228,981	36,010,241	6.1%
Other County Government Functions					
Cable Television Communications Plan	12,466,615	14,062,013	13,533,153	6,556,970	-53.4%
Non-Departmental Accounts	33,312,275	21,000,000	21,000,000	21,160,000	0.8%
Total Other County Government Functions	45,778,890	35,062,013	34,533,153	27,716,970	-20.9%
TOTAL SPECIAL FUNDS NON-TAX SUPPORTED	406,830,696	269,913,493	273,553,807	267,350,631	-0.9%
TOTAL MONTGOMERY COUNTY GOVERNMENT	2,643,573,878	2,590,600,847	2,668,731,034	2,783,090,742	7.4%
DEBT SERVICE					
DEBT SERVICE FUND TAX SUPPORTED					
Debt Service	428,621,584	439,391,440	432,581,927	452,847,090	3.1%
SPECIAL FUNDS NON-TAX SUPPORTED					
Debt Service	23,582,467	28,928,500	28,378,500	27,740,620	-4.1%
TOTAL DEBT SERVICE	452,204,051	468,319,940	460,960,427	480,587,710	2.6%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
CURRENT FUND MCPS TAX SUPPORTED					
Montgomery County Public Schools	2,738,317,513	2,954,000,292	2,937,225,401	3,076,389,411	4.1%
ENTREPRENEURIAL ACTIVITIES FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	7,891,920	9,046,838	9,046,838	9,107,832	0.7%
FIELD TRIP FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,421,044	2,854,856	2,854,856	2,979,154	4.4%
FOOD SERVICE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	68,514,078	68,092,925	68,092,925	72,333,059	6.2%
INSTRUCTIONAL TELEVISION FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	1,868,512	1,681,286	1,681,286	1,581,200	-6.0%

Expenditures Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
REAL ESTATE FUND NON-TAX SUPPORTED					
Montgomery County Public Schools	4,240,803	4,957,216	4,957,216	5,039,226	1.7%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools	99,451,004	124,374,098	124,374,098	125,376,644	0.8%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	2,921,704,874	3,165,007,511	3,148,232,620	3,292,806,526	4.0%
MONTGOMERY COLLEGE					
CURRENT FUND MC TAX SUPPORTED					
Montgomery College	252,902,963	280,235,062	262,284,570	283,008,780	1.0%
SPECIAL FUNDS TAX SUPPORTED					
Montgomery College	745,512	750,000	598,000	750,000	----
TOTAL SPECIAL FUNDS TAX SUPPORTED	745,512	750,000	598,000	750,000	----
AUXILIARY FUND NON-TAX SUPPORTED					
Montgomery College	1,238,635	1,959,598	1,470,985	1,959,598	----
CABLE TELEVISION FUND NON-TAX SUPPORTED					
Montgomery College	1,741,148	1,976,800	1,716,704	1,894,942	-4.1%
MAJOR FACILITIES RESERVE FUND NON-TAX SUPPORTED					
Montgomery College	1,947,357	14,300,000	11,355,643	2,000,000	-86.0%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery College	23,819,972	18,995,000	12,200,000	18,133,500	-4.5%
TRANSPORTATION FUND NON-TAX SUPPORTED					
Montgomery College	2,380,157	4,200,000	2,500,000	4,200,000	----
WORKFORCE DEVELOPMENT & CONTINUING ED NON-TAX SUPPORTED					
Montgomery College	14,669,415	22,748,598	17,469,000	22,748,598	----
TOTAL MONTGOMERY COLLEGE	299,445,159	345,165,058	309,594,902	334,695,418	-3.0%
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
SPECIAL FUNDS TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	157,989,601	170,678,404	169,827,870	181,432,632	6.3%
TOTAL SPECIAL FUNDS TAX SUPPORTED	157,989,601	170,678,404	169,827,870	181,432,632	6.3%
ENTERPRISE FUND NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	9,873,504	10,833,205	10,569,897	11,283,610	4.2%
PROP MGMT MNCPPC NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	1,722,166	1,757,600	1,757,600	1,688,700	-3.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	227,626	550,000	550,000	550,000	----
SPECIAL REVENUE FUNDS NON-TAX SUPPORTED					
Maryland-National Capital Park and Planning Commission	6,867,364	7,940,988	7,465,978	9,024,081	13.6%
TOTAL M-NCPPC	176,680,261	191,760,197	190,171,345	203,979,023	6.4%
SUMMARY					
TOTAL EXPENDITURES ALL AGENCIES	**6,493,608,223**	**6,760,853,553**	**6,777,690,328**	**7,095,159,419**	**4.9%**

Schedule B-4

Expenditures By Appropriation Category

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
GENERAL FUND TAX SUPPORTED					
Capital Outlay	1,187,284	40,300	40,300	716,696	1678.4%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	735,060,125	719,498,719	783,755,924	762,743,917	6.0%
Personnel Costs	682,340,200	788,047,377	766,668,759	872,334,695	10.7%
Total GENERAL FUND TAX SUPPORTED	1,418,587,609	1,507,586,396	1,550,464,983	1,635,795,308	8.5%
SPECIAL FUNDS TAX SUPPORTED					
Capital Outlay	64,468	188,500	188,500	144,230	-23.5%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	155,688,925	147,333,719	160,042,168	153,889,088	4.4%
Personnel Costs	356,475,043	364,847,037	387,190,089	403,273,923	10.5%
Total SPECIAL FUNDS TAX SUPPORTED	512,228,436	512,369,256	547,420,757	557,307,241	8.8%
GRANT FUND - MCG NON-TAX SUPPORTED					
Capital Outlay	1,259,254	0	0	0	----
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	0	0	0	0	----
Operating Expenses	184,562,588	92,402,528	92,402,528	87,302,715	-5.5%
Personnel Costs	66,384,404	68,088,285	68,088,285	74,338,333	9.2%
Total GRANT FUND - MCG NON-TAX SUPPORTED	252,206,246	160,490,813	160,490,813	161,641,048	0.7%
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	140,133,648	90,779,735	96,104,605	89,272,292	-1.7%
Personnel Costs	14,490,802	18,642,945	16,958,389	16,437,291	-11.8%
Total SPECIAL FUNDS NON-TAX SUPPORTED	154,624,450	109,422,680	113,062,994	105,709,583	-3.4%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Capital Outlay	3,053,765	2,785,999	2,785,999	2,819,663	1.2%
Debt Service G.O. Bonds	0	0	0	0	----
Debt Service Other	10,532,823	10,954,590	10,954,590	12,713,190	16.1%
Operating Expenses	201,287,210	182,593,921	182,405,574	193,500,424	6.0%
Personnel Costs	91,053,339	104,397,192	101,145,324	113,604,285	8.8%

Expenditures By Appropriation Category

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Total ENTERPRISE FUNDS NON-TAX SUPPORTED	305,927,137	300,731,702	297,291,487	322,637,562	7.3%

SUMMARY

Total PERSONNEL COSTS	1,210,743,788	1,344,022,836	1,340,050,846	1,479,988,527	10.1%
Total OPERATING EXPENSES	1,416,732,496	1,232,608,622	1,314,710,799	1,286,708,436	4.4%
Total DEBT SERVICE G.O. BONDS	0	0	0	0	----
Total DEBT SERVICE OTHER	10,532,823	10,954,590	10,954,590	12,713,190	16.1%
Total CAPITAL OUTLAY	5,564,771	3,014,799	3,014,799	3,680,589	22.1%
Total MONTGOMERY COUNTY GOVERNMENT	2,643,573,878	2,590,600,847	2,668,731,034	2,783,090,742	7.4%

PERCENT OF TOTAL BUDGET

PERSONNEL COSTS	45.8%	51.9%	50.2%	53.2%	----
OPERATING EXPENSES	53.6%	47.6%	49.3%	46.2%	----
DEBT SERVICE G.O. BONDS	----	----	----	----	----
DEBT SERVICE OTHER	0.4%	0.4%	0.4%	0.5%	----
CAPITAL OUTLAY	0.2%	0.1%	0.1%	0.1%	----

Schedule B-5

Montgomery County Government Internal Service Funds

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
INTERNAL SERVICE FUNDS					
Employee Health Self Insurance	318,342,213	331,488,321	343,186,636	373,381,118	12.6%
Motor Pool Internal Service Fund	93,384,310	88,296,952	92,796,642	102,321,758	15.9%
Printing & Mail Internal Service Fund	9,547,317	8,700,344	9,900,344	9,184,291	5.6%
Self Insurance Internal Service Fund	77,396,954	95,316,835	94,801,930	112,829,557	18.4%
TOTAL INTERNAL SERVICE FUNDS	498,670,794	523,802,452	540,685,552	597,716,724	14.1%

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Revenue Schedules

The revenue schedules include data for the following County agencies: MCG, Debt Service, MCPS, Montgomery College, and M-NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority. Note that the General Fund revenues contributed to capital projects (PAYGO) for several agencies are not reported on these schedules. State or Federal aid for capital projects is shown only in the CIP.

SCHEDULE C-1, REVENUES DETAILED BY FUND

This schedule reports by tax supported and non-tax supported fund type, for all agencies, all revenues received and used to fund the operating budgets of MCG, Debt Service on County bonds issued for capital projects, MCPS, Montgomery College, and M-NCPPC.

SCHEDULE C-2, REVENUES DETAILED BY AGENCY

This schedule reports revenue by agency, including debt service on County bonds, and separates revenues by General Fund, special tax supported funds, special non-tax supported funds, and enterprise funds.

SCHEDULE C-3, REVENUES DETAILED BY AGENCY AND TYPE

This schedule details all revenue by agency, fund type, and fund.

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Schedule C-1

Revenues Detailed By Fund

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund	4,099,808,350	3,950,377,334	4,120,915,267	4,204,946,537	6.4%
Montgomery County Government Special Funds	592,507,247	641,775,884	664,153,372	684,897,195	6.7%
Debt Service Special Funds	3,624,408	1,953,785	1,860,185	202,900	-89.6%
Montgomery County Public Schools Current Fund	864,246,053	933,511,257	933,511,257	974,014,085	4.3%
Montgomery College Current Fund	120,233,191	122,082,189	129,732,911	124,070,519	1.6%
Montgomery College Special Funds	21,304	10,000	26,000	18,000	80.0%
M-NCPPC Special Funds	163,883,860	175,887,119	179,254,419	175,940,222	----
TOTAL TAX SUPPORTED	5,844,324,413	5,825,597,568	6,029,453,411	6,164,089,458	5.8%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds	364,097,854	361,029,223	354,701,701	369,121,660	2.2%
Montgomery County Government Special Funds	363,132,009	278,260,565	290,854,600	281,104,582	1.0%
Debt Service Special Funds	0	0	0	0	----
Montgomery County Public Schools Enterprise Funds	81,482,818	78,351,835	78,351,835	82,859,271	5.8%
Montgomery County Public Schools Special Funds	99,451,004	124,374,098	124,374,098	125,376,644	0.8%
Montgomery College Enterprise Funds	25,060,760	30,273,022	28,811,171	29,234,210	-3.4%
Montgomery College Special Funds	23,838,178	18,996,000	12,225,000	18,153,500	-4.4%
M-NCPPC Enterprise Funds	18,877,316	18,464,550	18,911,452	18,884,061	2.3%
M-NCPPC Special Funds	227,626	550,000	550,000	550,000	----
TOTAL NON-TAX SUPPORTED	976,167,565	910,299,293	908,779,857	925,283,928	1.6%
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,820,491,978	6,735,896,861	6,938,233,268	7,089,373,386	5.2%

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Schedule C-2

Revenues Detailed By Agency

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
Enterprise Funds Non-Tax Supported	364,097,854	361,029,223	354,701,701	369,121,660	----
Special Funds Non-Tax Supported	363,132,009	278,260,565	290,854,600	281,104,582	----
General Fund Tax Supported	4,099,808,350	3,950,377,334	4,120,915,267	4,204,946,537	10.0%
Special Funds Tax Supported	592,507,247	641,775,884	664,153,372	684,897,195	10.0%
TOTAL MONTGOMERY COUNTY GOVERNMENT	5,419,545,460	5,231,443,006	5,430,624,940	5,540,069,974	10.0%
DEBT SERVICE					
Special Funds Non-Tax Supported	0	0	0	0	----
Debt Service Fund Tax Supported	3,624,408	1,953,785	1,860,185	202,900	-90.0%
TOTAL DEBT SERVICE	3,624,408	1,953,785	1,860,185	202,900	-90.0%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Enterprise Funds Non-Tax Supported	81,482,818	78,351,835	78,351,835	82,859,271	10.0%
Special Funds Non-Tax Supported	99,451,004	124,374,098	124,374,098	125,376,644	----
Current Fund Tax Supported	864,246,053	933,511,257	933,511,257	974,014,085	----
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	1,045,179,875	1,136,237,190	1,136,237,190	1,182,250,000	----
MONTGOMERY COLLEGE					
Enterprise Funds Non-Tax Supported	25,060,760	30,273,022	28,811,171	29,234,210	----
Special Funds Non-Tax Supported	23,838,178	18,996,000	12,225,000	18,153,500	----
Current Fund Tax Supported	120,233,191	122,082,189	129,732,911	124,070,519	----
Special Funds Tax Supported	21,304	10,000	26,000	18,000	80.0%
TOTAL MONTGOMERY COLLEGE	169,153,433	171,361,211	170,795,082	171,476,229	----
MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION					
Enterprise Funds Non-Tax Supported	18,877,316	18,464,550	18,911,452	18,884,061	----
Special Funds Non-Tax Supported	227,626	550,000	550,000	550,000	----
Special Funds Tax Supported	163,883,860	175,887,119	179,254,419	175,940,222	----
TOTAL M-NCPPC	182,988,802	194,901,669	198,715,871	195,374,283	----
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,820,491,978	6,735,896,861	6,938,233,268	7,089,373,386	10.0%

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Schedule C-3

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TAX SUPPORTED					
MONTGOMERY COUNTY GOVERNMENT					
County General Fund					
Taxes					
Admissions Tax	4,392,615	3,904,620	4,214,556	4,400,144	12.7%
County Income Tax	2,139,966,489	1,925,076,241	2,008,239,723	2,051,146,619	6.5%
E-Cigarette Tax	904,393	1,048,651	754,666	824,999	-21.3%
Energy Tax	181,287,728	193,151,409	184,226,624	191,261,860	-1.0%
Hotel/Motel Tax	20,777,612	22,067,616	23,109,024	23,098,383	4.7%
Property Tax	1,346,978,725	1,418,649,383	1,503,521,043	1,557,423,804	9.8%
Real Property Transfer Tax	110,458,782	118,050,247	90,513,416	94,722,310	-19.8%
Recordation Tax	53,288,501	56,501,236	42,884,800	44,878,953	-20.6%
Telephone Tax	56,355,076	55,641,296	55,869,362	55,808,865	0.3%
TOTAL TAXES	3,914,409,921	3,794,090,699	3,913,333,214	4,023,565,937	6.0%
Licenses & Permits					
Clerk of the Court Business Licenses	66,300	80,000	65,000	65,000	-18.8%
Hazardous Materials Permits	640,710	865,000	865,000	865,000	----
Health Inspection: Restaurants	1,935,580	1,870,520	1,881,600	1,881,600	0.6%
Health Inspections: Living Facilities	279,762	236,815	235,675	235,675	-0.5%
Health Inspections: Swimming Pools	524,670	577,400	582,480	582,480	0.9%
Landlord-Tenant Fees	6,586,131	7,487,350	7,487,350	11,263,722	50.4%
Marriage Licenses	267,700	271,960	276,960	276,960	1.8%
New Home Builder's License	140,420	153,000	139,000	140,000	-8.5%
Other Licenses/Permits	274,046	271,660	271,185	925,685	240.8%
Pet Licenses	315,431	400,000	400,000	400,000	----
Residential Parking Permits	115,090	115,000	115,000	115,000	----
Trader's License	282,299	300,000	280,000	280,000	-6.7%
TOTAL LICENSES & PERMITS	11,428,139	12,628,705	12,599,250	17,031,122	34.9%
Charges for Services					
Board of Appeals Fees	188,411	158,064	158,064	193,684	22.5%
Bus Advertising	10,734	0	0	0	----
Care of Federal/State Prisoners	283,006	667,580	667,580	667,580	----
Commission for Women Fees	919	0	0	0	----
Common Ownership Community Fees	753,447	1,024,705	1,024,705	998,378	-2.6%
Facility Rental Fees	10,009	10,500	10,500	10,500	----
Health and Human Services Fees	1,116,285	1,647,119	1,622,634	1,628,774	-1.1%
Home Confinement Fees	0	30,000	30,000	30,000	----
Library Fees	590	400	600	600	50.0%
Motor Pool Charges/Fees	7,695	0	0	0	----
Other Charges/Fees	5,688,181	5,346,600	5,600,168	7,533,988	40.9%
Parking Fees	194,595	175,400	175,400	175,400	----
Recreation Fees	535	0	0	0	----
Sheriff Fees	771,773	800,000	800,000	800,000	----
Street Tree Planting	207,500	75,000	75,000	75,000	----
Subdivision Plan Review	613,420	225,000	225,000	225,000	----
Tree Canopy	654,250	1,500,000	1,500,000	1,500,000	----

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	% CHG BUD/REC
Zoning Fees	93,732	65,000	65,000	65,000	----
TOTAL CHARGES FOR SERVICES	10,595,082	11,725,368	11,954,651	13,903,904	18.6%
Fines & Forfeitures					
Other Fines/Forfeitures	12,020,263	11,313,950	11,319,000	11,404,000	0.8%
Parking Fines	1,137,262	1,200,000	1,200,000	1,200,000	----
Photo Red Light Citations	2,132,988	3,365,000	3,365,000	3,365,000	----
Speed Camera Citations	8,510,735	13,500,000	11,000,000	11,000,000	-18.5%
TOTAL FINES & FORFEITURES	23,801,248	29,378,950	26,884,000	26,969,000	-8.2%
Intergovernmental					
Core Health Services Funding	7,002,804	5,171,831	5,592,428	5,592,428	8.1%
EEOC Reimbursement	(60,770)	32,000	32,000	54,700	70.9%
Emergency 911	12,594,758	12,000,000	15,000,000	15,000,000	25.0%
Federal Financial Participation Reimbursements	16,188,095	16,977,916	18,217,652	18,217,652	7.3%
Federal Grants	1,022,625	0	0	0	----
FEMA Reimbursement	15,862,902	0	29,622,130	0	----
Indirect Costs: Grants	1,244,211	950,000	950,000	950,000	----
Medicaid/Medicare Reimbursement	1,219,290	2,336,505	2,336,505	4,196,517	79.6%
Other Intergovernmental	7,381,956	6,847,564	6,888,317	6,601,591	-3.6%
State Aid: Highway User	9,316,832	10,573,697	10,664,783	12,725,353	20.3%
State Aid: Police Protection	20,428,375	17,194,527	16,374,595	16,374,595	-4.8%
State Grants	0	650,000	650,000	650,000	----
State Jury Fee Reimbursement	567,840	1,165,570	1,165,570	1,165,570	----
State Reimbursement: Library Operations	3,717,214	3,776,281	3,776,281	3,852,227	2.0%
State Reimbursement: Library Staff Retirement	1,362,453	1,344,000	1,344,000	1,344,000	----
Traffic Signals Maintenance	0	994,000	994,000	994,000	----
TOTAL INTERGOVERNMENTAL	97,848,585	80,013,891	113,608,261	87,718,633	9.6%
Investment Income					
Investment Income	19,739,833	9,233,720	27,233,190	21,437,740	132.2%
Miscellaneous					
Conference Center - Net Proceeds	2,310,976	1,750,000	2,500,000	2,500,000	42.9%
Conference Center - Rental Income	319,130	319,100	319,100	319,100	----
Liquor Sales	133	0	0	0	----
Loan Payments	31,623	35,000	35,000	35,000	----
Miscellaneous Revenues	13,404,631	6,151,901	6,948,601	6,216,101	1.0%
Property Rentals	3,359,969	3,900,000	3,500,000	3,500,000	-10.3%
Vehicle/Bike Auction Proceeds	2,559,080	1,150,000	2,000,000	1,750,000	52.2%
TOTAL MISCELLANEOUS	21,985,542	13,306,001	15,302,701	14,320,201	7.6%
TOTAL COUNTY GENERAL FUND	4,099,808,350	3,950,377,334	4,120,915,267	4,204,946,537	6.4%
Special Funds					
Friendship Heights Urban District					
Charges for Services					
Commercial District Charge	0	617,518	617,518	617,518	----
TOTAL FRIENDSHIP HEIGHTS URBAN DISTRICT	0	617,518	617,518	617,518	----
Bethesda Urban District					
Taxes					
Property Tax	884,605	836,546	932,487	981,572	17.3%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Charges for Services					
Optional Method Development	186,917	183,975	183,975	183,975	----
TOTAL BETHESDA URBAN DISTRICT	1,071,522	1,020,521	1,116,462	1,165,547	14.2%
Silver Spring Urban District					
Taxes					
Property Tax	956,944	1,049,134	1,057,386	1,112,440	6.0%
Charges for Services					
Optional Method Development	265,629	120,000	120,000	120,000	----
TOTAL SILVER SPRING URBAN DISTRICT	1,222,573	1,169,134	1,177,386	1,232,440	5.4%
Wheaton Urban District					
Taxes					
Property Tax	264,331	270,858	330,643	348,056	28.5%
TOTAL WHEATON URBAN DISTRICT	264,331	270,858	330,643	348,056	28.5%
Mass Transit					
Taxes					
Property Tax	182,663,466	190,261,951	193,903,302	208,214,669	9.4%
Licenses & Permits					
Taxi Licensing Fees	43,765	80,000	58,500	80,000	----
Charges for Services					
Bus Advertising	1,669,912	1,710,000	1,770,000	1,720,000	0.6%
Insurance Recoveries	241,331	0	0	0	----
Motor Pool Charges/Fees	1,703,136	0	450,915	0	----
Other Charges/Fees	3,173,576	2,848,906	3,176,106	3,148,906	10.5%
Parking Fees	810,157	828,704	828,704	828,704	----
Ride On Fare Revenue	3,599,788	8,571,130	3,442,026	4,820,798	-43.8%
TOTAL CHARGES FOR SERVICES	11,197,900	13,958,740	9,667,751	10,518,408	-24.6%
Fines & Forfeitures					
Other Fines/Forfeitures	275	0	900	0	----
Parking Fines	749,966	800,000	800,000	800,000	----
TOTAL FINES & FORFEITURES	750,241	800,000	800,900	800,000	----
Intergovernmental					
State Aid: Call N' Ride	379,107	379,107	379,107	379,107	----
State Aid: Damascus Fixed Route	303,733	303,733	303,733	607,466	100.0%
State Aid: Ride On	41,569,489	40,589,000	40,589,000	40,589,000	----
TOTAL INTERGOVERNMENTAL	42,252,329	41,271,840	41,271,840	41,575,573	0.7%
Miscellaneous					
Miscellaneous Revenues	201,108	0	32,392	0	----
Property Rentals	16,147	0	3,734	0	----
TOTAL MISCELLANEOUS	217,255	0	36,126	0	----
TOTAL MASS TRANSIT	237,124,956	246,372,531	245,738,419	261,188,650	6.0%
Fire					
Taxes					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Property Tax	236,150,702	264,401,586	269,461,865	282,577,050	6.9%
Charges for Services					
EMS Reimbursement-Ambulance Fee	22,917,617	20,000,000	23,000,000	23,000,000	15.0%
Intergovernmental					
Emergency 911	9,751	0	0	0	----
Other Intergovernmental	13,737,098	13,000,000	13,700,000	13,700,000	5.4%
State Fire/Rescue 508 Funds	1,887,473	0	1,938,617	0	----
TOTAL INTERGOVERNMENTAL	15,634,322	13,000,000	15,638,617	13,700,000	5.4%
Miscellaneous					
Miscellaneous Revenues	301,564	244,882	244,882	244,882	----
TOTAL FIRE	275,004,205	297,646,468	308,345,364	319,521,932	7.3%
Recreation					
Taxes					
Property Tax	49,584,641	64,112,132	65,408,988	67,698,473	5.6%
Charges for Services					
Facility Rental Fees	569,503	120,000	120,000	120,000	----
Recreation Fee Subsidy	0	(800,000)	(800,000)	(800,000)	----
Recreation Fees	4,581,855	4,500,000	4,500,000	4,090,187	-9.1%
TOTAL CHARGES FOR SERVICES	5,151,358	3,820,000	3,820,000	3,410,187	-10.7%
Miscellaneous					
Miscellaneous Revenues	111,464	75,000	75,000	75,000	----
Miscellaneous Revenues - Parks ActiveNet	0	45,232	45,232	45,232	----
TOTAL MISCELLANEOUS	111,464	120,232	120,232	120,232	----
TOTAL RECREATION	54,847,463	68,052,364	69,349,220	71,228,892	4.7%
Economic Development Fund					
Investment Income					
Investment Income	37,209	55,000	55,000	55,000	----
Miscellaneous					
Loan Payments	350,056	375,000	375,000	375,000	----
TOTAL ECONOMIC DEVELOPMENT FUND	387,265	430,000	430,000	430,000	----
Revenue Stabilization					
Investment Income					
Investment Income	22,584,932	26,196,490	37,048,360	29,164,160	11.3%
TOTAL REVENUE STABILIZATION	22,584,932	26,196,490	37,048,360	29,164,160	11.3%
TOTAL MONTGOMERY COUNTY GOVERNMENT	4,692,315,597	4,592,153,218	4,785,068,639	4,889,843,732	6.5%
DEBT SERVICE					
Debt Service Fund					
Debt Service					
Intergovernmental					
Federal Grants	112,977	241,600	148,000	202,900	-16.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Premium on General Obligation Bonds	3,511,431	1,712,185	1,712,185	0	-100.0%
TOTAL INTERGOVERNMENTAL	3,624,408	1,953,785	1,860,185	202,900	-89.6%
TOTAL DEBT SERVICE	3,624,408	1,953,785	1,860,185	202,900	-89.6%
TOTAL DEBT SERVICE	3,624,408	1,953,785	1,860,185	202,900	-89.6%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Current Fund MCPS					
Charges for Services					
Tuition-Other Sources	1,259,933	1,259,933	1,259,933	3,645,622	189.4%
Intergovernmental					
Basic State Aid	424,688,660	415,772,353	415,772,353	426,200,692	2.5%
Blueprint	38,843,931	34,188,924	34,188,924	39,041,290	14.2%
Comparable Wage Index	0	33,818,923	33,818,923	34,667,164	2.5%
Compensatory Education	133,783,552	200,618,950	200,618,950	202,027,881	0.7%
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	42,290,391	0	0	0	----
Limited English Proficiency	94,674,168	104,568,200	104,568,200	113,697,716	8.7%
Students With Disabilities	77,447,408	87,435,661	87,435,661	98,094,064	12.2%
Transportation	50,978,010	55,568,313	55,568,313	56,359,656	1.4%
TOTAL INTERGOVERNMENTAL	862,986,120	932,251,324	932,251,324	970,368,463	4.1%
TOTAL CURRENT FUND MCPS	864,246,053	933,511,257	933,511,257	974,014,085	4.3%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	864,246,053	933,511,257	933,511,257	974,014,085	4.3%
MONTGOMERY COLLEGE					
Current Fund MC					
Charges for Services					
Other Student Fees: Current Fund	2,775,717	2,698,136	2,849,605	2,872,459	6.5%
Tuition and Fees: Current Fund	58,423,960	58,997,700	62,309,730	61,053,605	3.5%
TOTAL CHARGES FOR SERVICES	61,199,677	61,695,836	65,159,335	63,926,064	3.6%
Intergovernmental					
Fed. State & Priv. Gifts & Grants	313,524	500,000	400,000	400,000	-20.0%
State Aid	55,636,831	57,514,404	57,514,404	54,670,506	-4.9%
TOTAL INTERGOVERNMENTAL	55,950,355	58,014,404	57,914,404	55,070,506	-5.1%
Investment Income					
Current Fund: Interest	1,492,099	1,000,000	1,826,554	1,700,000	70.0%
Miscellaneous					
Current Fund: Other Revenue	1,480,007	1,256,949	4,720,618	3,258,949	159.3%
Current Fund: Performing Arts Center	111,053	115,000	112,000	115,000	----
TOTAL MISCELLANEOUS	1,591,060	1,371,949	4,832,618	3,373,949	145.9%
TOTAL CURRENT FUND MC	120,233,191	122,082,189	129,732,911	124,070,519	1.6%
Special Funds					
Emergency Repair Fund					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Investment Income					
EPMRF: Investment Income Non-Pooled	21,304	10,000	26,000	18,000	80.0%
TOTAL EMERGENCY REPAIR FUND	21,304	10,000	26,000	18,000	80.0%
TOTAL MONTGOMERY COLLEGE	120,254,495	122,092,189	129,758,911	124,088,519	1.6%
M-NCPPC					
Special Funds					
Administration Fund					
Taxes					
Property Tax	36,034,753	39,760,684	40,560,754	40,266,942	1.3%
Charges for Services					
User Fees	276,491	212,200	212,200	221,200	4.2%
Intergovernmental					
Intergovernmental	452,430	449,505	449,505	480,970	7.0%
Investment Income					
Investment Income	407,230	10,000	10,000	10,000	----
Miscellaneous					
Miscellaneous	1,621	0	0	0	----
TOTAL ADMINISTRATION FUND	37,172,525	40,432,389	41,232,459	40,979,112	1.4%
Park Fund					
Taxes					
Property Tax	115,650,609	125,458,469	127,982,961	124,536,932	-0.7%
Charges for Services					
Facility User Fees	3,217,361	3,549,101	3,549,101	3,613,251	1.8%
Intergovernmental					
Intergovernmental	3,897,355	4,138,538	4,138,538	4,239,641	2.4%
Investment Income					
Investment Income	1,054,487	10,000	10,000	100,000	900.0%
Investment Income: CIP	463,704	10,000	10,000	25,000	150.0%
TOTAL INVESTMENT INCOME	1,518,191	20,000	20,000	125,000	525.0%
Miscellaneous					
Miscellaneous	233,024	55,500	55,500	47,500	-14.4%
TOTAL PARK FUND	124,516,540	133,221,608	135,746,100	132,562,324	-0.5%
ALA Debt Service Fund					
Taxes					
Property Tax	2,194,795	2,233,122	2,275,860	2,398,786	7.4%
TOTAL ALA DEBT SERVICE FUND	2,194,795	2,233,122	2,275,860	2,398,786	7.4%
TOTAL M-NCPPC	163,883,860	175,887,119	179,254,419	175,940,222	----
TOTAL TAX SUPPORTED	5,844,324,413	5,825,597,568	6,029,453,411	6,164,089,458	5.8%
NON-TAX SUPPORTED					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
MONTGOMERY COUNTY GOVERNMENT					
Special Funds					
Detention Center Non-Tax					
Investment Income					
Investment Income	28,166	36,450	36,450	36,450	----
Miscellaneous					
Canteen Profits	412,473	245,065	245,065	245,065	----
TOTAL DETENTION CENTER NON-TAX	440,639	281,515	281,515	281,515	----
Opioid Abatement					
Intergovernmental					
Other Intergovernmental	0	0	0	1,563,273	----
TOTAL OPIOID ABATEMENT	0	0	0	1,563,273	----
Grant Fund					
Charges for Services					
Other Charges/Fees	61,413	0	0	0	----
Intergovernmental					
American Rescue Plan Act	0	20,466,832	20,466,832	0	-100.0%
Federal Grants	141,167,061	45,254,233	45,254,233	52,875,222	16.8%
HB669 Social Services State Reimbursement	44,951,579	42,188,713	42,188,713	48,698,232	15.4%
Other Intergovernmental	11,826,873	285,303	285,303	302,180	5.9%
State Grants	30,684,477	50,147,499	50,147,499	57,240,037	14.1%
TOTAL INTERGOVERNMENTAL	228,629,990	158,342,580	158,342,580	159,115,671	0.5%
Investment Income					
Investment Income	1,353,280	0	0	0	----
Miscellaneous					
Loan Payments	3,631,536	1,000,000	1,000,000	1,000,000	----
Miscellaneous Revenues	18,530,027	148,233	148,233	365,377	146.5%
TOTAL MISCELLANEOUS	22,161,563	1,148,233	1,148,233	1,365,377	18.9%
TOTAL GRANT FUND	252,206,246	159,490,813	159,490,813	160,481,048	0.6%
Cable TV					
Charges for Services					
Franchise Fees	13,005,112	12,704,332	12,409,291	11,586,334	-8.8%
Other Charges/Fees	1,192,527	0	0	0	----
PEG Capital Revenue	3,456,033	4,484,207	4,621,008	4,326,625	-3.5%
PEG Operating Revenue	3,104,601	3,138,392	2,824,569	2,625,175	-16.4%
Tower Application Fees	148,000	250,000	250,000	250,000	----
TOTAL CHARGES FOR SERVICES	20,906,273	20,576,931	20,104,868	18,788,134	-8.7%
Investment Income					
Investment Income	71,909	167,490	114,330	117,960	-29.6%
Miscellaneous					
Miscellaneous Revenues	0	1,000,000	1,000,000	1,000,000	----
TOTAL CABLE TV	20,978,182	21,744,421	21,219,198	19,906,094	-8.5%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Water Quality Protection					
Taxes					
Bag Tax	2,904,096	2,500,000	2,500,000	2,700,000	8.0%
Water Quality Protection Charge	45,003,919	45,794,760	45,794,760	49,639,440	8.4%
TOTAL TAXES	47,908,015	48,294,760	48,294,760	52,339,440	8.4%
Charges for Services					
Other Charges/Fees	369,929	47,500	47,500	47,500	----
Investment Income					
Investment Income	1,409,687	1,266,820	2,241,260	1,987,000	56.8%
TOTAL WATER QUALITY PROTECTION	49,687,631	49,609,080	50,583,520	54,373,940	9.6%
Recreation Non-Tax Supported					
Charges for Services					
Recreation Fees	7,631,021	8,100,000	8,100,000	8,100,000	----
Investment Income					
Investment Income	30,200	3,100	3,100	3,100	----
TOTAL RECREATION NON-TAX SUPPORTED	7,661,221	8,103,100	8,103,100	8,103,100	----
Montgomery Housing Initiative					
Taxes					
MHI Transfer Tax	105,630	100,000	0	100,000	----
Recordation Tax	16,855,617	23,879,590	20,330,037	22,886,826	-4.2%
TOTAL TAXES	16,961,247	23,979,590	20,330,037	22,986,826	-4.1%
Charges for Services					
Asset Management Fee	0	70,200	70,200	70,200	----
HOC Contributions	5,736	4,978,750	3,808,542	3,750,000	-24.7%
TOTAL CHARGES FOR SERVICES	5,736	5,048,950	3,878,742	3,820,200	-24.3%
Investment Income					
Investment Income	5,162,141	4,043,580	4,043,580	4,043,580	----
Miscellaneous					
Commitment Fee	0	200,000	502,086	200,000	----
Land Sale Proceeds	2,261,429	0	0	0	----
Loan Payments	6,479,251	3,300,000	20,017,003	3,300,000	----
Miscellaneous Revenues	151,808	75,006	75,006	75,006	----
MPDU Alternative Payments	0	360,000	360,000	0	-100.0%
MPDU Revenues	1,064,998	1,970,000	1,970,000	1,970,000	----
Other Financing Sources	71,480	54,510	0	0	-100.0%
TOTAL MISCELLANEOUS	10,028,966	5,959,516	22,924,095	5,545,006	-7.0%
TOTAL MONTGOMERY HOUSING INITIATIVE	32,158,090	39,031,636	51,176,454	36,395,612	-6.8%
Enterprise Funds					
Community Use of Public Facilities					
Charges for Services					
Facility Rental Fees	8,892,323	11,900,248	10,328,637	11,104,248	-6.7%
Investment Income					

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Investment Income	208,732	46,260	342,400	269,530	482.6%
TOTAL COMMUNITY USE OF PUBLIC FACILITIES	9,101,055	11,946,508	10,671,037	11,373,778	-4.8%
Bethesda Parking					
Taxes					
Property Tax	(767)	0	549	0	----
Charges for Services					
Parking Fees	11,156,678	14,406,851	13,959,656	15,006,851	4.2%
Fines & Forfeitures					
Parking Fines	3,016,942	3,314,500	3,290,415	3,379,000	1.9%
Investment Income					
Investment Income	428,717	231,931	703,270	553,610	138.7%
Miscellaneous					
Miscellaneous Revenues	6,830,556	284,120	284,120	284,120	----
Property Rentals	2,581,590	2,075,000	2,314,922	2,075,000	----
TOTAL MISCELLANEOUS	9,412,146	2,359,120	2,599,042	2,359,120	----
TOTAL BETHESDA PARKING	24,013,716	20,312,402	20,552,932	21,298,581	4.9%
Silver Spring Parking					
Taxes					
Property Tax	(227)	0	2,405	0	----
Charges for Services					
Parking Fees	9,727,442	12,353,153	10,312,516	12,243,153	-0.9%
Fines & Forfeitures					
Parking Fines	3,822,645	2,662,189	3,961,093	3,626,689	36.2%
Investment Income					
Investment Income	144,961	150,926	237,790	187,190	24.0%
Miscellaneous					
Miscellaneous Revenues	305,836	20,000	767,833	20,000	----
Property Rentals	48,999	0	0	0	----
TOTAL MISCELLANEOUS	354,835	20,000	767,833	20,000	----
TOTAL SILVER SPRING PARKING	14,049,656	15,186,268	15,281,637	16,077,032	5.9%
Wheaton Parking					
Taxes					
Property Tax	(1,787)	0	85	0	----
Charges for Services					
Parking Fees	1,891,199	1,787,597	2,078,272	1,887,597	5.6%
Fines & Forfeitures					
Parking Fines	998,143	426,000	877,608	526,000	23.5%
Investment Income					
Investment Income	64,406	37,341	105,650	83,170	122.7%
TOTAL WHEATON PARKING	2,951,961	2,250,938	3,061,615	2,496,767	10.9%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Permitting Services					
Licenses & Permits					
Building Permits	25,859,436	25,865,408	23,209,504	26,757,490	3.4%
Electrical Permits and Licenses	4,805,962	4,907,130	4,211,095	4,500,000	-8.3%
Fire Code Enforcement Permits	2,381,418	2,548,228	2,444,585	2,354,099	-7.6%
Grading/Storm Drains/Paving/Driveway Permits	4,513,455	4,075,018	3,852,835	4,400,000	8.0%
Mechanical Construction Permit	1,900,114	1,680,824	2,151,660	2,146,150	27.7%
Occupancy Permits	568,645	498,435	557,467	578,272	16.0%
Other Licenses/Permits	313,141	314,662	768,790	482,194	53.2%
Sediment Control Permits	3,143,285	2,798,592	3,327,604	3,437,873	22.8%
Sign Permits	188,992	197,600	191,739	205,983	4.2%
Special Exception Fee	204,809	189,052	189,052	203,782	7.8%
Stormwater Mgmt and Water Quality Plan Fee	286,171	248,396	206,372	209,117	-15.8%
Well and Septic	577,457	315,194	246,663	498,893	58.3%
TOTAL LICENSES & PERMITS	44,742,885	43,638,539	41,357,366	45,773,853	4.9%
Charges for Services					
Automation Enhancement Fee	59	0	0	0	----
Information Requests	0	136,533	114,825	116,634	-14.6%
Other Charges/Fees	2,233,264	1,600,479	1,511,207	1,690,858	5.6%
TOTAL CHARGES FOR SERVICES	2,233,323	1,737,012	1,626,032	1,807,492	4.1%
Fines & Forfeitures					
Other Fines/Forfeitures	54,683	27,543	115,969	86,275	213.2%
Investment Income					
Investment Income	1,998,370	2,595,390	3,278,130	2,580,520	-0.6%
TOTAL PERMITTING SERVICES	49,029,261	47,998,484	46,377,497	50,248,140	4.7%
Solid Waste Collection					
Charges for Services					
Systems Benefit Charge	11,749,529	14,882,400	14,830,560	14,963,680	0.5%
Investment Income					
Investment Income	(128,113)	102,960	203,690	180,580	75.4%
Miscellaneous					
Miscellaneous Revenues	0	0	10,000	0	----
TOTAL SOLID WASTE COLLECTION	11,621,416	14,985,360	15,044,250	15,144,260	1.1%
Solid Waste Disposal					
Licenses & Permits					
Other Licenses/Permits	13,265	14,129	12,000	12,000	-15.1%
Charges for Services					
Other Charges/Fees	221,896	155,994	188,000	188,000	20.5%
Sale of Recycled Materials	5,500,101	6,566,067	5,323,744	5,718,424	-12.9%
Solid Waste Disposal Fees/Operating Revenues	26,737,595	34,454,679	31,677,433	33,700,024	-2.2%
Systems Benefit Charge	88,010,709	88,528,968	87,737,275	93,688,265	5.8%
TOTAL CHARGES FOR SERVICES	120,470,301	129,705,708	124,926,452	133,294,713	2.8%
Fines & Forfeitures					
Other Fines/Forfeitures	25,211	43,195	15,000	15,000	-65.3%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Investment Income					
Investment Income	3,880,707	5,045,640	6,169,940	5,469,990	8.4%
Miscellaneous					
Miscellaneous Revenues	18,204,617	103,913	95,000	95,000	-8.6%
Property Rentals	5,852	1,128	5,000	5,000	343.3%
TOTAL MISCELLANEOUS	18,210,469	105,041	100,000	100,000	-4.8%
TOTAL SOLID WASTE DISPOSAL	142,599,953	134,913,713	131,223,392	138,891,703	2.9%
Leaf Vacuuming					
Charges for Services					
Leaf Vaccuum Collection Fees	8,716,610	9,112,500	9,112,500	9,131,619	0.2%
Other Charges/Fees	14,124	0	6,000	0	----
TOTAL CHARGES FOR SERVICES	8,730,734	9,112,500	9,118,500	9,131,619	0.2%
Investment Income					
Investment Income	117,241	178,670	192,320	151,390	-15.3%
TOTAL LEAF VACUUMING	8,847,975	9,291,170	9,310,820	9,283,009	-0.1%
Liquor					
Taxes					
Bag Tax	7,283	0	0	0	----
Licenses & Permits					
Health Inspection: Restaurants	(10,293)	0	0	0	----
Liquor Licenses	1,792,112	1,206,955	1,206,955	1,206,955	----
Other Licenses/Permits	78,810	117,600	117,600	117,600	----
TOTAL LICENSES & PERMITS	1,860,629	1,324,555	1,324,555	1,324,555	----
Charges for Services					
Other Charges/Fees	13,680	23,887	23,887	23,887	----
Fines & Forfeitures					
Other Fines/Forfeitures	204,025	63,383	63,383	63,383	----
Investment Income					
Investment Income	242,462	616,390	385,260	312,920	-49.2%
Miscellaneous					
Liquor Sales	99,471,081	101,306,930	100,572,201	102,583,645	1.3%
Miscellaneous Revenues	83,701	809,235	809,235	0	-100.0%
TOTAL MISCELLANEOUS	99,554,782	102,116,165	101,381,436	102,583,645	0.5%
TOTAL LIQUOR	101,882,861	104,144,380	103,178,521	104,308,390	0.2%
TOTAL MONTGOMERY COUNTY GOVERNMENT	727,229,863	639,289,788	645,556,301	650,226,242	1.7%
MONTGOMERY COUNTY PUBLIC SCHOOLS					
Special Funds					
Grant Fund MCPS					
Intergovernmental					
Federal Grants	88,547,344	111,710,438	111,731,057	112,733,603	0.9%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Private Grants	10,031,204	11,531,204	11,531,204	11,531,204	----
State Grants	872,456	1,132,456	1,111,837	1,111,837	-1.8%
TOTAL INTERGOVERNMENTAL	99,451,004	124,374,098	124,374,098	125,376,644	0.8%
TOTAL GRANT FUND MCPS	99,451,004	124,374,098	124,374,098	125,376,644	0.8%
Enterprise Funds					
Food Service Fund					
Charges for Services					
Sale of Meals	14,955,489	24,148,993	24,148,993	28,389,127	17.6%
Intergovernmental					
Federal Food	58,546,586	41,982,540	41,982,540	41,982,540	----
State Food	2,412,265	1,961,392	1,961,392	1,961,392	----
TOTAL INTERGOVERNMENTAL	60,958,851	43,943,932	43,943,932	43,943,932	----
Miscellaneous					
Miscellaneous: Investment Income	354,337	0	0	0	----
TOTAL FOOD SERVICE FUND	76,268,677	68,092,925	68,092,925	72,333,059	6.2%
Real Estate Fund					
Miscellaneous					
Real Estate Fund	3,625,602	4,957,216	4,957,216	5,039,226	1.7%
TOTAL REAL ESTATE FUND	3,625,602	4,957,216	4,957,216	5,039,226	1.7%
Field Trip Fund					
Charges for Services					
Field Trip Fees	1,292,309	2,854,856	2,854,856	2,979,154	4.4%
TOTAL FIELD TRIP FUND	1,292,309	2,854,856	2,854,856	2,979,154	4.4%
Entrepreneurial Activities Fund					
Charges for Services					
Entrepreneurial Activities Fee	296,230	2,446,838	2,446,838	2,507,832	2.5%
TOTAL ENTREPRENEURIAL ACTIVITIES FUND	296,230	2,446,838	2,446,838	2,507,832	2.5%
TOTAL MONTGOMERY COUNTY PUBLIC SCHOOLS	180,933,822	202,725,933	202,725,933	208,235,915	2.7%
MONTGOMERY COLLEGE					
Special Funds					
Grant Fund MC					
Intergovernmental					
Federal/State/Private Grants	23,819,972	18,995,000	12,200,000	18,133,500	-4.5%
TOTAL GRANT FUND MC	23,819,972	18,995,000	12,200,000	18,133,500	-4.5%
Endowment Fund					
Miscellaneous					
Interest	18,206	1,000	25,000	20,000	1900.0%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TOTAL ENDOWMENT FUND	18,206	1,000	25,000	20,000	1900.0%
Enterprise Funds					
Workforce Development & Continuing Ed					
Charges for Services					
Tuition and Fees: Continuing Education	7,139,747	8,724,406	6,215,432	7,000,000	-19.8%
Intergovernmental					
State Aid	10,422,943	13,578,568	13,578,568	13,420,080	-1.2%
Miscellaneous					
Other Revenues: Interest	206,297	0	325,000	320,000	----
Other Revenues; Miscellaneous	0	75,000	0	0	-100.0%
TOTAL MISCELLANEOUS	206,297	75,000	325,000	320,000	326.7%
TOTAL WORKFORCE DEVELOPMENT & CONTINUING ED	17,768,987	22,377,974	20,119,000	20,740,080	-7.3%
Auxiliary Fund					
Charges for Services					
Sales	569,263	896,000	625,741	896,000	----
Miscellaneous					
Auxiliary Fund: Interest Income	133,436	10,500	116,540	75,000	614.3%
Other Revenues: Miscellaneous	284,736	369,050	403,420	369,050	----
TOTAL MISCELLANEOUS	418,172	379,550	519,960	444,050	17.0%
TOTAL AUXILIARY FUND	987,435	1,275,550	1,145,701	1,340,050	5.1%
Cable Television Fund					
Miscellaneous					
Cable: Other Revenue	12,154	269,840	21,000	15,000	-94.4%
TOTAL CABLE TELEVISION FUND	12,154	269,840	21,000	15,000	-94.4%
Major Facilities Reserve Fund					
Charges for Services					
Student Fees	2,671,700	3,062,329	3,225,356	3,164,540	3.3%
Investment Income					
Interest Income	485,673	10,000	350,114	350,000	3400.0%
TOTAL MAJOR FACILITIES RESERVE FUND	3,157,373	3,072,329	3,575,470	3,514,540	14.4%
Transportation Fund					
Charges for Services					
Student Fees	2,912,139	3,212,329	3,694,901	3,364,540	4.7%
Investment Income					
Interest	222,672	15,000	0	0	-100.0%
Miscellaneous					
Miscellaneous Other	0	50,000	255,099	260,000	420.0%
TOTAL TRANSPORTATION FUND	3,134,811	3,277,329	3,950,000	3,624,540	10.6%
TOTAL MONTGOMERY COLLEGE	48,898,938	49,269,022	41,036,171	47,387,710	-3.8%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
M-NCPPC					
Special Funds					
Grant Fund M-NCPPC					
Intergovernmental					
Administration Fund Grants	33,993	150,000	150,000	150,000	----
Park Fund Grants	193,633	400,000	400,000	400,000	----
TOTAL INTERGOVERNMENTAL	227,626	550,000	550,000	550,000	----
TOTAL GRANT FUND M-NCPPC	227,626	550,000	550,000	550,000	----
Enterprise Funds					
Special Revenue Funds					
Charges for Services					
Service Charges	3,119,860	3,352,200	3,304,146	3,461,123	3.2%
Intergovernmental					
Intergovernmental	195,959	426,998	362,650	411,118	-3.7%
Investment Income					
Investment Income	222,181	6,000	28,606	19,610	226.8%
Miscellaneous					
Miscellaneous	715,423	562,600	601,506	584,600	3.9%
TOTAL SPECIAL REVENUE FUNDS	4,253,423	4,347,798	4,296,908	4,476,451	3.0%
Enterprise Fund					
Charges for Services					
Fees and Charges	7,397,946	7,154,258	7,038,980	7,235,680	1.1%
Merchandise Sales	648,092	776,150	698,300	794,200	2.3%
Rentals	3,519,177	3,784,128	3,990,891	3,904,283	3.2%
TOTAL CHARGES FOR SERVICES	11,565,215	11,714,536	11,728,171	11,934,163	1.9%
Miscellaneous					
Miscellaneous	824,849	829,616	830,242	836,747	0.9%
Non-Operating Revenues/Interest	666,158	15,000	292,300	148,000	886.7%
TOTAL MISCELLANEOUS	1,491,007	844,616	1,122,542	984,747	16.6%
TOTAL ENTERPRISE FUND	13,056,222	12,559,152	12,850,713	12,918,910	2.9%
Prop Mgmt M-NCPPC					
Charges for Services					
Rental Income	1,522,362	1,556,600	1,738,831	1,478,700	-5.0%
Investment Income					
Investment Income	42,274	1,000	25,000	10,000	900.0%
Miscellaneous					
Miscellaneous	3,035	0	0	0	----
TOTAL PROP MGMT M-NCPPC	1,567,671	1,557,600	1,763,831	1,488,700	-4.4%
TOTAL M-NCPPC	19,104,942	19,014,550	19,461,452	19,434,061	2.2%
TOTAL NON-TAX SUPPORTED	976,167,565	910,299,293	908,779,857	925,283,928	1.6%

Revenues Detailed By Agency, Fund and Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
SUMMARY					
GRAND TOTAL ALL FUNDS/AGENCIES	6,820,491,978	6,735,896,861	6,938,233,268	7,089,373,386	5.2%

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Workforce Schedules

The workforce schedules include data for the following County agencies: MCG, MCPS, Montgomery College, and M NCPPC. Not included are: WSSC, HOC, and the Montgomery County Revenue Authority.

SCHEDULE D-1, WORKFORCE DETAILED BY TYPE

This schedule reports by fund type, for all agencies, all positions and workyears attributed to the operating budgets of MCG, MCPS, Montgomery College, and M-NCPPC.

SCHEDULE D-2, WORKFORCE DETAILED BY AGENCY, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule gives an overview of the allocation of staff by agency for all County agencies and by function within MCG. One workyear is the time that one full time employee will regularly work during an entire fiscal year. Part time employees are represented by fractions of a workyear. This schedule takes the functions displayed in Schedule D 1 and shows the positions and workyears of the departments by function. This table is useful for tracking the workyear history by government function.

SCHEDULE D-3, WORKFORCE DETAILED BY AGENCY, FUND TYPE, GOVERNMENT FUNCTION, AND DEPARTMENT

This schedule presents the total positions and workyears for all agencies and each department of MCG according to function and fund type. Because this schedule is organized by fund type, there are no total position and workyear figures for those agencies whose activities are funded from multiple revenue sources (e.g., DHHS, DHCA). Consult Schedule D 2 for the total personnel of these departments.

The Workyears (WYs) employment indicator changed to Full-Time Equivalents (FTEs). Tables throughout the book showing FTEs in prior years have not been converted to FTEs; they still reflect WYs and maintain the integrity of the previously approved budgets.

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Schedule D-1

Workforce Detailed By Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
TAX SUPPORTED					
Montgomery County Government General Fund					
Full-Time Positions	5,939	6,041	6,041	6,173	2.2%
Part-Time Positions	798	773	773	738	-4.5%
FTEs	6,144.51	6,210.84	6,210.84	6,341.70	2.1%
Montgomery County Government Special Funds					
Full-Time Positions	2,447	2,465	2,465	2,490	1.0%
Part-Time Positions	35	18	18	11	-38.9%
FTEs	2,881.20	2,897.58	2,897.58	2,922.42	0.9%
Montgomery County Public Schools Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	22,623.50	23,242.56	23,242.56	23,456.63	0.9%
Montgomery College Current Fund					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,813.85	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	969.68	974.43	974.43	994.76	2.1%
Total Full-Time Positions	8,386	8,506	8,506	8,663	1.8%
Total Part-Time Positions	833	791	791	749	-5.3%
Total FTEs	34,432.74	35,139.26	35,139.26	35,529.36	1.1%
NON-TAX SUPPORTED					
Montgomery County Government Enterprise Funds					
Full-Time Positions	736	742	742	746	0.5%
Part-Time Positions	129	132	132	123	-6.8%
FTEs	901.47	904.36	904.36	908.66	0.5%
Montgomery County Government Internal Service Funds					
Full-Time Positions	251	251	251	251	----
Part-Time Positions	0	0	0	0	----
FTEs	303.29	303.29	303.29	300.69	-0.9%
Montgomery County Government Special Funds					
Full-Time Positions	719	754	754	738	-2.1%
Part-Time Positions	33	33	33	34	3.0%
FTEs	690.83	721.33	721.33	705.03	-2.3%
Montgomery County Public Schools Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----

Workforce Detailed By Type

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
FTEs	644.45	648.07	648.07	665.57	2.7%
Montgomery County Public Schools Special Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	708.55	638.70	638.70	642.34	0.6%
Montgomery College Enterprise Funds					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	107.50	108.50	108.50	112.50	3.7%
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	164.70	160.70	160.70	163.20	1.6%
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	1,706	1,747	1,747	1,735	-0.7%
Total Part-Time Positions	162	165	165	157	-4.8%
Total FTEs	3,520.79	3,484.95	3,484.95	3,497.99	0.4%

SUMMARY

Total Full-Time Positions	10,092	10,253	10,253	10,398	1.4%
Total Part-Time Positions	995	956	956	906	-5.2%
Total FTEs	37,953.53	38,624.21	38,624.21	39,027.35	1.0%

Schedule D-2

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%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	3.00	-14.3%
Board of Elections					
Full-Time Positions	32	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	124	124	126	1.6%
Part-Time Positions	5	5	5	5	----
FTEs	125.50	126.50	126.50	128.50	1.6%
Community Engagement Cluster					
Full-Time Positions	35	36	36	37	2.8%
Part-Time Positions	20	21	21	21	----
FTEs	44.75	46.25	46.25	47.25	2.2%
County Attorney					
Full-Time Positions	79	78	78	78	----
Part-Time Positions	1	1	1	1	----
FTEs	42.80	43.60	43.60	50.75	16.4%
County Council					
Full-Time Positions	127	124	124	125	0.8%
Part-Time Positions	2	1	1	2	100.0%
FTEs	110.05	106.55	106.55	111.60	4.7%
County Executive					
Full-Time Positions	48	44	44	50	13.6%
Part-Time Positions	6	6	6	6	----
FTEs	39.78	36.33	36.33	37.33	2.8%
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	125	-0.8%
Part-Time Positions	0	0	0	0	----
FTEs	132.29	132.29	132.29	129.24	-2.3%
Fleet Management Services					
Full-Time Positions	206	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	3	3	5	66.7%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	0.00	3.00	3.00	5.00	66.7%
General Services					
Full-Time Positions	235	239	239	238	-0.4%
Part-Time Positions	1	0	0	0	----
FTEs	169.63	174.30	174.30	174.30	----
Grants Management					
Full-Time Positions	3	5	5	6	20.0%
Part-Time Positions	0	0	0	0	----
FTEs	3.00	5.00	5.00	6.00	20.0%
Human Resources					
Full-Time Positions	72	81	81	83	2.5%
Part-Time Positions	2	1	1	1	----
FTEs	74.50	82.50	82.50	84.95	3.0%
Human Rights					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.60	11.60	11.60	11.60	----
Inspector General					
Full-Time Positions	17	19	19	21	10.5%
Part-Time Positions	0	0	0	0	----
FTEs	17.00	19.00	19.00	21.00	10.5%
Intergovernmental Relations					
Full-Time Positions	5	5	5	4	-20.0%
Part-Time Positions	1	1	1	1	----
FTEs	5.30	5.30	5.30	4.30	-18.9%
Labor Relations					
Full-Time Positions	8	8	8	13	62.5%
Part-Time Positions	0	0	0	0	----
FTEs	8.00	8.00	8.00	13.00	62.5%
Legislative Oversight					
Full-Time Positions	14	14	14	15	7.1%
Part-Time Positions	0	0	0	0	----
FTEs	13.85	13.85	13.85	14.85	7.2%
Management and Budget					
Full-Time Positions	43	42	42	42	----
Part-Time Positions	1	1	1	1	----
FTEs	43.25	42.25	42.25	42.25	----
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
People's 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	39	39	38	-2.6%
Part-Time Positions	2	2	2	1	-50.0%
FTEs	37.90	38.90	38.90	37.40	-3.9%
Public Information					

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Full-Time Positions	76	75	75	17	-77.3%
Part-Time Positions	1	1	1	1	----
FTEs	60.90	60.11	60.11	17.50	-70.9%
Racial Equity and Social Justice					
Full-Time Positions	7	8	8	10	25.0%
Part-Time Positions	1	1	1	1	----
FTEs	7.50	8.50	8.50	10.50	23.5%
State's Attorney					
Full-Time Positions	151	151	151	162	7.3%
Part-Time Positions	8	8	8	8	----
FTEs	156.25	156.25	156.25	167.25	7.0%
Technology and Enterprise Business Solutions					
Full-Time Positions	167	172	172	241	40.1%
Part-Time Positions	2	1	1	1	----
FTEs	168.25	172.75	172.75	231.45	34.0%
Urban Districts					
Full-Time Positions	61	62	62	61	-1.6%
Part-Time Positions	1	1	1	1	----
FTEs	60.70	60.70	60.70	59.70	-1.6%
Zoning and Administrative Hearings					
Full-Time Positions	4	4	4	4	----
Part-Time Positions	0	0	0	0	----
FTEs	4.00	4.00	4.00	4.00	----
Total Full-Time Positions	1,693	1,713	1,713	1,757	2.6%
Total Part-Time Positions	58	55	55	55	----
Total FTEs	1,611.25	1,631.98	1,631.98	1,685.67	3.3%
Public Safety					
Animal Services					
Full-Time Positions	76	76	76	78	2.6%
Part-Time Positions	0	0	0	0	----
FTEs	77.00	77.00	77.00	81.00	5.2%
Consumer Protection					
Full-Time Positions	19	19	19	19	----
Part-Time Positions	0	0	0	0	----
FTEs	18.00	18.00	18.00	18.00	----
Correction and Rehabilitation					
Full-Time Positions	535	536	536	535	-0.2%
Part-Time Positions	0	0	0	0	----
FTEs	544.57	545.57	545.57	544.07	-0.3%
Emergency Management and Homeland Security					
Full-Time Positions	18	18	18	21	16.7%
Part-Time Positions	1	0	0	1	----
FTEs	19.30	18.70	18.70	22.20	18.7%
Fire and Rescue Service					
Full-Time Positions	1,350	1,361	1,361	1,370	0.7%
Part-Time Positions	1	1	1	1	----
FTEs	1,352.01	1,363.01	1,363.01	1,372.01	0.7%
Police					
Full-Time Positions	1,826	1,830	1,830	1,802	-1.5%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Part-Time Positions	220	224	224	202	-9.8%
FTEs	1,897.90	1,903.10	1,903.10	1,880.85	-1.2%
Sheriff					
Full-Time Positions	189	189	189	190	0.5%
Part-Time Positions	5	5	5	5	----
FTEs	191.76	191.76	191.76	192.80	0.5%
Total Full-Time Positions	4,013	4,029	4,029	4,015	-0.3%
Total Part-Time Positions	227	230	230	209	-9.1%
Total FTEs	4,100.54	4,117.14	4,117.14	4,110.93	-0.2%
Transportation					
Parking District Services					
Full-Time Positions	53	49	49	49	----
Part-Time Positions	0	0	0	0	----
FTEs	48.73	48.73	48.73	48.73	----
Transit Services					
Full-Time Positions	869	868	868	884	1.8%
Part-Time Positions	32	16	16	9	-43.8%
FTEs	910.61	898.61	898.61	909.36	1.2%
Transportation					
Full-Time Positions	460	461	461	456	-1.1%
Part-Time Positions	4	4	4	4	----
FTEs	286.09	283.78	283.78	268.44	-5.4%
Total Full-Time Positions	1,382	1,378	1,378	1,389	0.8%
Total Part-Time Positions	36	20	20	13	-35.0%
Total FTEs	1,245.43	1,231.12	1,231.12	1,226.53	-0.4%
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,623	1,722	1,722	1,803	4.7%
Part-Time Positions	335	319	319	318	-0.3%
FTEs	1,856.66	1,948.48	1,948.48	2,014.27	3.4%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	29	29	29	30	3.4%
Part-Time Positions	1	1	1	1	----
FTEs	30.27	30.27	30.27	31.07	2.6%
Public Libraries					
Full-Time Positions	233	241	241	247	2.5%
Part-Time Positions	207	199	199	187	-6.0%
FTEs	403.60	385.11	385.11	384.61	-0.1%
Recreation					
Full-Time Positions	182	189	189	190	0.5%
Part-Time Positions	1	0	0	0	----
FTEs	574.39	591.77	591.77	601.54	1.7%
Total Full-Time Positions	444	459	459	467	1.7%
Total Part-Time Positions	209	200	200	188	-6.0%
Total FTEs	1,008.26	1,007.15	1,007.15	1,017.22	1.0%

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Community Development and Housing					
Agriculture					
Full-Time Positions	10	10	10	10	----
Part-Time Positions	1	0	0	0	----
FTEs	5.15	5.90	5.90	5.90	----
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	110	112	112	133	18.8%
Part-Time Positions	0	0	0	0	----
FTEs	104.20	106.20	106.20	127.00	19.6%
Permitting Services					
Full-Time Positions	243	243	243	244	0.4%
Part-Time Positions	0	0	0	0	----
FTEs	249.03	249.03	249.03	250.03	0.4%
Total Full-Time Positions	363	365	365	387	6.0%
Total Part-Time Positions	1	0	0	0	----
Total FTEs	359.38	362.13	362.13	383.93	6.0%
Environment					
Environmental Protection					
Full-Time Positions	121	129	129	130	0.8%
Part-Time Positions	1	1	1	1	----
FTEs	122.48	133.49	133.49	133.69	0.1%
Recycling and Resource Management					
Full-Time Positions	77	80	80	76	-5.0%
Part-Time Positions	1	1	1	1	----
FTEs	113.61	116.60	116.60	117.90	1.1%
Total Full-Time Positions	198	209	209	206	-1.4%
Total Part-Time Positions	2	2	2	2	----
Total FTEs	236.09	250.09	250.09	251.59	0.6%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	334	341	341	347	1.8%
Part-Time Positions	127	130	130	121	-6.9%
FTEs	428.80	428.70	428.70	432.30	0.8%
Cable Television Communications Plan					
Full-Time Positions	19	14	14	0	-100.0%
Part-Time Positions	0	0	0	0	----
FTEs	29.55	24.34	24.34	0.00	-100.0%
Non-Departmental Accounts					
Full-Time Positions	23	23	23	27	17.4%
Part-Time Positions	0	0	0	0	----
FTEs	45.34	36.27	36.27	56.06	54.6%
Utilities					
Full-Time Positions	0	0	0	0	----

Workforce Detailed By Agency, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	376	378	378	374	-1.1%
Total Part-Time Positions	127	130	130	121	-6.9%
Total FTEs	503.69	489.31	489.31	488.36	-0.2%
Total Full-Time Positions	10,092	10,253	10,253	10,398	1.4%
Total Part-Time Positions	995	956	956	906	-5.2%
Total FTEs	10,921.30	11,037.40	11,037.40	11,178.50	1.3%

MONTGOMERY COUNTY PUBLIC SCHOOLS

Montgomery County Public Schools

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	23,976.50	24,529.33	24,529.33	24,764.54	1.0%

MONTGOMERY COLLEGE

Montgomery College

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,921.35	1,922.35	1,922.35	1,926.35	0.2%

M-NCPPC

Maryland-National Capital Park and Planning Commission

Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	1,134.38	1,135.13	1,135.13	1,157.96	2.0%

SUMMARY

Total Full-Time Positions	10,092	10,253	10,253	10,398	1.4%
Total Part-Time Positions	995	956	956	906	-5.2%
Total FTEs	37,953.53	38,624.21	38,624.21	39,027.35	1.0%

Schedule D-3

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%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	3.00	-14.3%
Board of Elections					
Full-Time Positions	32	32	32	32	----
Part-Time Positions	2	2	2	2	----
FTEs	56.35	56.35	56.35	56.35	----
Circuit Court					
Full-Time Positions	99	99	99	99	----
Part-Time Positions	4	4	4	4	----
FTEs	101.23	101.60	101.60	101.28	-0.3%
Community Engagement Cluster					
Full-Time Positions	34	35	35	36	2.9%
Part-Time Positions	20	21	21	21	----
FTEs	44.27	45.75	45.75	46.75	2.2%
County Attorney					
Full-Time Positions	79	78	78	78	----
Part-Time Positions	1	1	1	1	----
FTEs	42.80	43.60	43.60	50.75	16.4%
County Council					
Full-Time Positions	127	124	124	125	0.8%
Part-Time Positions	2	1	1	2	100.0%
FTEs	110.05	106.55	106.55	111.60	4.7%
County Executive					
Full-Time Positions	48	44	44	50	13.6%
Part-Time Positions	6	6	6	6	----
FTEs	39.78	36.33	36.33	37.33	2.8%
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	114	-0.9%
Part-Time Positions	0	0	0	0	----
FTEs	99.92	99.92	99.92	97.87	-2.1%
Food Systems Resilience					
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%
General Services					
Full-Time Positions	201	205	205	204	-0.5%
Part-Time Positions	1	0	0	0	----
FTEs	135.06	139.73	139.73	139.73	----
Grants Management					
Full-Time Positions	3	5	5	6	20.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Part-Time Positions	0	0	0	0	----
FTEs	3.00	5.00	5.00	6.00	20.0%
Human Resources					
Full-Time Positions	72	81	81	83	2.5%
Part-Time Positions	2	1	1	1	----
FTEs	49.25	57.25	57.25	61.30	7.1%
Human Rights					
Full-Time Positions	11	11	11	11	----
Part-Time Positions	0	0	0	0	----
FTEs	11.60	11.60	11.60	11.60	----
Inspector General					
Full-Time Positions	17	19	19	21	10.5%
Part-Time Positions	0	0	0	0	----
FTEs	17.00	19.00	19.00	21.00	10.5%
Intergovernmental Relations					
Full-Time Positions	5	5	5	4	-20.0%
Part-Time Positions	1	1	1	1	----
FTEs	5.30	5.30	5.30	4.30	-18.9%
Labor Relations					
Full-Time Positions	8	8	8	13	62.5%
Part-Time Positions	0	0	0	0	----
FTEs	8.00	8.00	8.00	13.00	62.5%
Legislative Oversight					
Full-Time Positions	14	14	14	15	7.1%
Part-Time Positions	0	0	0	0	----
FTEs	13.85	13.85	13.85	14.85	7.2%
Management and Budget					
Full-Time Positions	43	42	42	42	----
Part-Time Positions	1	1	1	1	----
FTEs	43.25	42.25	42.25	42.25	----
Merit System Protection Board					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	2	2	2	2	----
FTEs	1.50	1.50	1.50	1.50	----
People's 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	39	39	38	-2.6%
Part-Time Positions	2	2	2	1	-50.0%
FTEs	37.90	38.90	38.90	37.40	-3.9%
Public Information					
Full-Time Positions	76	75	75	17	-77.3%
Part-Time Positions	1	1	1	1	----
FTEs	60.90	60.11	60.11	17.50	-70.9%
Racial Equity and Social Justice					
Full-Time Positions	7	8	8	10	25.0%
Part-Time Positions	1	1	1	1	----
FTEs	7.50	8.50	8.50	10.50	23.5%
State's Attorney					
Full-Time Positions	147	147	147	154	4.8%
Part-Time Positions	7	7	7	7	----
FTEs	153.85	153.70	153.70	160.96	4.7%
Technology and Enterprise Business Solutions					
Full-Time Positions	167	172	172	241	40.1%
Part-Time Positions	2	1	1	1	----
FTEs	168.25	172.75	172.75	231.45	34.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%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	***1,352***	***1,370***	***1,370***	***1,409***	***2.8%***
Total Part-Time Positions	***55***	***52***	***52***	***52***	***----***
Total FTEs	***1,220.11***	***1,240.04***	***1,240.04***	***1,291.27***	***4.1%***
Public Safety					
Animal Services					
Full-Time Positions	76	76	76	78	2.6%
Part-Time Positions	0	0	0	0	----
FTEs	77.00	77.00	77.00	81.00	5.2%
Consumer Protection					
Full-Time Positions	19	19	19	19	----
Part-Time Positions	0	0	0	0	----
FTEs	18.00	18.00	18.00	18.00	----
Correction and Rehabilitation					
Full-Time Positions	535	536	536	535	-0.2%
Part-Time Positions	0	0	0	0	----
FTEs	544.57	545.57	545.57	544.07	-0.3%
Emergency Management and Homeland Security					
Full-Time Positions	12	12	12	14	16.7%
Part-Time Positions	1	0	0	1	----
FTEs	11.82	11.46	11.46	13.72	19.7%
Police					
Full-Time Positions	1,826	1,830	1,830	1,802	-1.5%
Part-Time Positions	220	224	224	202	-9.8%
FTEs	1,897.90	1,903.10	1,903.10	1,880.85	-1.2%
Sheriff					
Full-Time Positions	181	181	181	182	0.6%
Part-Time Positions	5	5	5	5	----
FTEs	186.62	187.00	187.00	188.07	0.6%
Total Full-Time Positions	***2,649***	***2,654***	***2,654***	***2,630***	***-0.9%***
Total Part-Time Positions	***226***	***229***	***229***	***208***	***-9.2%***
Total FTEs	***2,735.91***	***2,742.13***	***2,742.13***	***2,725.71***	***-0.6%***
Transportation					
Transportation					
Full-Time Positions	460	461	461	456	-1.1%
Part-Time Positions	4	4	4	4	----
FTEs	255.06	252.75	252.75	239.81	-5.1%
Total Full-Time Positions	***460***	***461***	***461***	***456***	***-1.1%***
Total Part-Time Positions	***4***	***4***	***4***	***4***	***----***
Total FTEs	***255.06***	***252.75***	***252.75***	***239.81***	***-5.1%***
Health and Human Services					
Health and Human Services					
Full-Time Positions	1,043	1,108	1,108	1,200	8.3%
Part-Time Positions	305	289	289	287	-0.7%
FTEs	1,390.25	1,449.94	1,449.94	1,520.09	4.8%
Libraries, Culture, and Recreation					
Public Libraries					
Full-Time Positions	231	239	239	245	2.5%
Part-Time Positions	207	199	199	187	-6.0%
FTEs	401.40	382.91	382.91	382.41	-0.1%
Total Full-Time Positions	***231***	***239***	***239***	***245***	***2.5%***
Total Part-Time Positions	***207***	***199***	***199***	***187***	***-6.0%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Total FTEs	***401.40***	***382.91***	***382.91***	***382.41***	***-0.1%***
Community Development and Housing					
Agriculture					
Full-Time Positions	10	10	10	10	----
Part-Time Positions	1	0	0	0	----
FTEs	5.15	5.90	5.90	5.90	----
Housing and Community Affairs					
Full-Time Positions	110	112	112	133	18.8%
Part-Time Positions	0	0	0	0	----
FTEs	65.65	69.25	69.25	90.45	30.6%
Total Full-Time Positions	***120***	***122***	***122***	***143***	***17.2%***
Total Part-Time Positions	***1***	***0***	***0***	***0***	***----***
Total FTEs	***70.80***	***75.15***	***75.15***	***96.35***	***28.2%***
Environment					
Environmental Protection					
Full-Time Positions	61	64	64	63	-1.6%
Part-Time Positions	0	0	0	0	----
FTEs	25.64	31.65	31.65	30.00	-5.2%
Total Full-Time Positions	***61***	***64***	***64***	***63***	***-1.6%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***25.64***	***31.65***	***31.65***	***30.00***	***-5.2%***
Other County Government Functions					
Non-Departmental Accounts					
Full-Time Positions	23	23	23	27	17.4%
Part-Time Positions	0	0	0	0	----
FTEs	45.34	36.27	36.27	56.06	54.6%
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	***23***	***23***	***23***	***27***	***17.4%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***45.34***	***36.27***	***36.27***	***56.06***	***54.6%***
Total Full-Time Positions	5,939	6,041	6,041	6,173	2.2%
Total Part-Time Positions	798	773	773	738	-4.5%
Total FTEs	6,144.51	6,210.84	6,210.84	6,341.70	2.1%
SPECIAL FUNDS TAX SUPPORTED					
General Government					
Urban Districts					
Full-Time Positions	61	62	62	61	-1.6%
Part-Time Positions	1	1	1	1	----
FTEs	60.70	60.70	60.70	59.70	-1.6%
Total Full-Time Positions	***61***	***62***	***62***	***61***	***-1.6%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***60.70***	***60.70***	***60.70***	***59.70***	***-1.6%***
Public Safety					
Fire and Rescue Service					
Full-Time Positions	1,350	1,361	1,361	1,370	0.7%
Part-Time Positions	1	1	1	1	----
FTEs	1,352.01	1,363.01	1,363.01	1,372.01	0.7%
Total Full-Time Positions	***1,350***	***1,361***	***1,361***	***1,370***	***0.7%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Total FTEs	***1,352.01***	***1,363.01***	***1,363.01***	***1,372.01***	***0.7%***
Transportation					
Transit Services					
Full-Time Positions	854	853	853	869	1.9%
Part-Time Positions	32	16	16	9	-43.8%
FTEs	897.51	885.51	885.51	896.26	1.2%
Transportation					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Total Full-Time Positions	***854***	***853***	***853***	***869***	***1.9%***
Total Part-Time Positions	***32***	***16***	***16***	***9***	***-43.8%***
Total FTEs	***897.51***	***885.51***	***885.51***	***896.26***	***1.2%***
Libraries, Culture, and Recreation					
Recreation					
Full-Time Positions	182	189	189	190	0.5%
Part-Time Positions	1	0	0	0	----
FTEs	569.98	587.36	587.36	593.45	1.0%
Total Full-Time Positions	***182***	***189***	***189***	***190***	***0.5%***
Total Part-Time Positions	***1***	***0***	***0***	***0***	***----***
Total FTEs	***569.98***	***587.36***	***587.36***	***593.45***	***1.0%***
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	2,447	2,465	2,465	2,490	1.0%
Total Part-Time Positions	35	18	18	11	-38.9%
Total FTEs	2,881.20	2,897.58	2,897.58	2,922.42	0.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
General Government					
Board of Appeals					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Board of Elections					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	0.00	0.00	0.00	0.00	----
Circuit Court					
Full-Time Positions	24	25	25	27	8.0%
Part-Time Positions	1	1	1	1	----
FTEs	24.27	24.90	24.90	27.22	9.3%
Community Engagement Cluster					
Full-Time Positions	1	1	1	1	----
Part-Time Positions	0	0	0	0	----
FTEs	0.48	0.50	0.50	0.50	----
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 FY23	BUDGET FY24	EST FY24	REC FY25	%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 FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Full-Time Positions	4	4	4	8	100.0%
Part-Time Positions	1	1	1	1	----
FTEs	2.40	2.55	2.55	6.29	146.7%
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	***29***	***30***	***30***	***36***	***20.0%***
Total Part-Time Positions	***2***	***2***	***2***	***2***	***----***
Total FTEs	***27.15***	***27.95***	***27.95***	***34.01***	***21.7%***
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	7	16.7%
Part-Time Positions	0	0	0	0	----
FTEs	7.48	7.24	7.24	8.48	17.1%
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	5.14	4.76	4.76	4.73	-0.6%
Total Full-Time Positions	***14***	***14***	***14***	***15***	***7.1%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***12.62***	***12.00***	***12.00***	***13.21***	***10.1%***
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 FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
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	***15***	***15***	***15***	***15***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***13.10***	***13.10***	***13.10***	***13.10***	***----***
Health and Human Services					
Health and Human Services					
Full-Time Positions	580	614	614	603	-1.8%
Part-Time Positions	30	30	30	31	3.3%
FTEs	466.41	498.54	498.54	494.18	-0.9%
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	4.41	4.41	4.41	8.09	83.4%
Total Full-Time Positions	***2***	***2***	***2***	***2***	***----***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***6.61***	***6.61***	***6.61***	***10.29***	***55.7%***
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	36.95	36.95	36.55	-1.1%
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***	***36.95***	***36.95***	***36.55***	***-1.1%***
Environment					
Environmental Protection					
Full-Time Positions	60	65	65	67	3.1%
Part-Time Positions	1	1	1	1	----
FTEs	96.84	101.84	101.84	103.69	1.8%
Total Full-Time Positions	***60***	***65***	***65***	***67***	***3.1%***
Total Part-Time Positions	***1***	***1***	***1***	***1***	***----***
Total FTEs	***96.84***	***101.84***	***101.84***	***103.69***	***1.8%***

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%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	19	14	14	0	-100.0%
Part-Time Positions	0	0	0	0	----
FTEs	29.55	24.34	24.34	0.00	-100.0%
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	***19***	***14***	***14***	***0***	***-100.0%***
Total Part-Time Positions	***0***	***0***	***0***	***0***	***----***
Total FTEs	***29.55***	***24.34***	***24.34***	***0.00***	***-100.0%***
Total Full-Time Positions	719	754	754	738	-2.1%
Total Part-Time Positions	33	33	33	34	3.0%
Total FTEs	690.83	721.33	721.33	705.03	-2.3%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Transportation					
Parking District Services					
Full-Time Positions	53	49	49	49	----
Part-Time Positions	0	0	0	0	----
FTEs	48.73	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	28.63	-7.7%
Libraries, Culture, and Recreation					
Community Use of Public Facilities					
Full-Time Positions	29	29	29	30	3.4%
Part-Time Positions	1	1	1	1	----
FTEs	30.27	30.27	30.27	31.07	2.6%
Community Development and Housing					
Permitting Services					
Full-Time Positions	243	243	243	244	0.4%
Part-Time Positions	0	0	0	0	----
FTEs	249.03	249.03	249.03	250.03	0.4%
Environment					
Recycling and Resource Management					
Full-Time Positions	77	80	80	76	-5.0%
Part-Time Positions	1	1	1	1	----
FTEs	113.61	116.60	116.60	117.90	1.1%
Other County Government Functions					
Alcohol Beverage Services					
Full-Time Positions	334	341	341	347	1.8%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Part-Time Positions	127	130	130	121	-6.9%
FTEs	428.80	428.70	428.70	432.30	0.8%
Total Full-Time Positions	736	742	742	746	0.5%
Total Part-Time Positions	129	132	132	123	-6.8%
Total FTEs	901.47	904.36	904.36	908.66	0.5%
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	31.37	-3.1%
Fleet Management Services					
Full-Time Positions	206	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	25.25	25.25	25.25	23.65	-6.3%
Total Full-Time Positions	251	251	251	251	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	303.29	303.29	303.29	300.69	-0.9%
Total Full-Time Positions	10,092	10,253	10,253	10,398	1.4%
Total Part-Time Positions	995	956	956	906	-5.2%
Total FTEs	10,921.30	11,037.40	11,037.40	11,178.50	1.3%
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	22,623.50	23,242.56	23,242.56	23,456.63	0.9%
SPECIAL FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	708.55	638.70	638.70	642.34	0.6%
ENTERPRISE FUNDS NON-TAX SUPPORTED					
Montgomery County Public Schools					
Full-Time Positions	0	0	0	0	----
Part-Time Positions	0	0	0	0	----
FTEs	644.45	648.07	648.07	665.57	2.7%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	23,976.50	24,529.33	24,529.33	24,764.54	1.0%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%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	1,813.85	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	108.50	108.50	112.50	3.7%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,921.35	1,922.35	1,922.35	1,926.35	0.2%
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	969.68	974.43	974.43	994.76	2.1%
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	164.70	160.70	160.70	163.20	1.6%
Total Full-Time Positions	0	0	0	0	----
Total Part-Time Positions	0	0	0	0	----
Total FTEs	1,134.38	1,135.13	1,135.13	1,157.96	2.0%

SUMMARY

Total Full-Time Positions	10,092	10,253	10,253	10,398	1.4%
Total Part-Time Positions	995	956	956	906	-5.2%

Workforce Detailed By Agency, Fund Type, Government Function and Department

	ACTUAL FY23	BUDGET FY24	EST FY24	REC FY25	%CHG BUD/REC
Total FTEs	37,953.53	38,624.21	38,624.21	39,027.35	1.0%

Property Tax Schedules

SCHEDULE E-1, ASSESSABLE TAX BASES

This schedule shows the value of property subject to the various property taxes levied in the County.

Special Districts have boundaries defined in law, and the taxes collected within them are dedicated to specific purposes. With three exceptions, the Special Districts apply to areas smaller than the entire County. The exceptions are the Mass Transit tax, Fire tax, and the Advance Land Acquisition Fund tax administered by M NCPPC, under the direction of the County Council. These three taxes are levied Countywide, just like the general County property tax and the State property tax.

Property taxes are collected by the County for the 23 municipalities and special taxing areas in the County. Municipal property taxes are levied by the municipalities, not the County, and are not included in this schedule.

Property owners pay taxes for several different Special Districts in addition to Countywide taxes. Schedule F-5 contains tax rates for the different Special Districts and Countywide taxes. Schedule E-1 shows the growth in the property bases in recent years. Increases in total property taxes paid by individual property owners result from changes in both property assessment and tax rates. Also shown are projections by the County Finance Department of the different tax bases.

Since FY01, the assessment of real property changed from 40 percent to 100 percent of full cash value as a result of the enactment of SB626, Chapter 80 of the Laws of 2000 "Truth in Taxation Ã¢â‚¬" Real Property Tax Assessments" by the Maryland Legislature.

SCHEDULE E-2, PROPERTY TAX RATES

This schedule shows the current and historical tax rates applied to the tax bases described in Schedule E-1.

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Schedule E-1

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

ASSESSABLE BASE (in billion $)	ACTUAL FY23	BUDGET FY24	PROJ. FY24	BUDGET FY25	PROJ. FY26	PROJ. FY27	PROJ. FY28	PROJ. FY29	PROJ. FY30
COUNTYWIDE									
Countywide: Real	209.588	213.770	218.097	230.683	239.581	246.590	251.767	255.416	263.743
Countywide: Personal	4.467	4.341	4.330	4.243	4.174	4.126	4.093	4.069	4.053
SPECIAL DISTRICTS									
Mass Transit: Real	209.588	213.770	218.097	230.683	239.581	246.590	251.767	255.416	263.743
Mass Transit: Personal	4.467	4.341	4.330	4.243	4.174	4.126	4.093	4.069	4.053
Fire: Real	209.588	213.770	218.097	230.683	239.581	246.590	251.767	255.416	263.743
Fire: Personal	4.467	4.341	4.330	4.243	4.174	4.126	4.093	4.069	4.053
Recreation: Real	182.920	186.460	190.347	201.331	209.097	215.214	219.732	222.916	230.184
Recreation: Personal	3.725	3.584	3.611	3.538	3.481	3.441	3.413	3.393	3.380
Storm Drainage: Real	176.536	179.943	183.704	194.304	201.800	207.703	212.064	215.137	222.151
Storm Drainage: Personal	3.565	3.431	3.455	3.386	3.331	3.293	3.266	3.247	3.234
M-NCPPC - Regional: Real	181.695	185.230	189.072	199.982	207.696	213.772	218.261	221.424	228.643
M-NCPPC - Regional: Personal	3.707	3.567	3.593	3.521	3.464	3.424	3.396	3.377	3.363
M-NCPPC - Metropolitan: Real	181.695	185.230	189.072	199.982	207.696	213.772	218.261	221.424	228.643
M-NCPPC - Metropolitan: Personal	3.707	3.567	3.593	3.521	3.464	3.424	3.396	3.377	3.363
M-NCPPC - Land Acquisition: Real	209.588	213.770	218.097	230.683	239.581	246.590	251.767	255.416	263.743
M-NCPPC - Land Acquisition: Personal	4.467	4.341	4.330	4.243	4.174	4.126	4.093	4.069	4.053
URBAN DISTRICTS									
Bethesda: Real	7.024	6.488	7.310	7.731	8.030	8.265	8.438	8.560	8.839
Bethesda: Personal	0.209	0.209	0.203	0.198	0.195	0.193	0.191	0.190	0.190
Silver Spring: Real	3.953	4.104	4.114	4.351	4.519	4.651	4.748	4.817	4.974
Silver Spring: Personal	0.131	0.117	0.127	0.124	0.122	0.121	0.120	0.119	0.119
Wheaton: Real	0.840	0.834	1.038	1.098	1.141	1.174	1.199	1.216	1.256
Wheaton: Personal	0.029	0.029	0.028	0.028	0.027	0.027	0.027	0.026	0.026
NOISE ABATEMENT DISTRICTS									
Bradley: Real	0.046	0.047	0.048	0.050	0.052	0.054	0.055	0.056	0.058
Bradley: Personal	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cabin John: Real	0.012	0.012	0.012	0.013	0.013	0.014	0.014	0.014	0.015
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	6.198	5.637	6.449	6.821	7.085	7.292	7.445	7.553	7.799

ASSESSABLE TAX BASES - REAL and PERSONAL PROPERTY

Bethesda - Commercial: Personal	0.158	0.169	0.154	0.150	0.148	0.146	0.145	0.144	0.144
Bethesda - Unimproved: Real	0.540	0.550	0.562	0.595	0.618	0.636	0.649	0.658	0.680
Bethesda - Unimproved: Personal	0.043	0.034	0.042	0.041	0.041	0.040	0.040	0.040	0.039
Montgomery Hills - Commercial: Real	0.054	0.057	0.057	0.060	0.062	0.064	0.065	0.066	0.068
Montgomery Hills - Commercial: Personal	0.001	0.002	0.001	0.001	0.001	0.001	0.001	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	3.603	3.460	3.749	3.966	4.119	4.239	4.328	4.391	4.534
Silver Spring - Commercial: Personal	0.131	0.116	0.127	0.124	0.122	0.121	0.120	0.119	0.118
Silver Spring - Unimproved: Real	0.350	0.482	0.364	0.385	0.400	0.411	0.420	0.426	0.440
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	0.528	0.505	0.549	0.581	0.603	0.621	0.634	0.643	0.664
Wheaton - Commercial: Personal	0.009	0.010	0.009	0.009	0.008	0.008	0.008	0.008	0.008
Wheaton - Unimproved: Real	0.005	0.005	0.005	0.006	0.006	0.006	0.006	0.006	0.007
Wheaton - Unimproved: Personal	0.004	0.005	0.004	0.004	0.004	0.004	0.004	0.004	0.004

Schedule E-2

PROPERTY TAX RATES (dollars per $100 assessed value)	ACTUAL FY22	ACTUAL FY23	ACTUAL FY24	REC FY25
COUNTYWIDE				
General Fund: Real	0.7178	0.6940	0.7170	0.7218
General Fund: Personal	1.7945	1.7350	1.7925	1.8045
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	0.8298	0.8060	0.8290	0.8388
Countywide: Personal	1.7945	1.7350	1.7925	1.7925
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	0.0524	0.0832	0.0852	0.0868
Mass Transit: Personal	0.1310	0.2080	0.2130	0.2170
Recreation: Real	0.0261	0.0259	0.0330	0.0324
Recreation: Personal	0.0653	0.0648	0.0825	0.0810
Fire: Real	0.1202	0.1074	0.1184	0.1178
Fire: Personal	0.3005	0.2685	0.2960	0.2945
URBAN DISTRICTS				
Bethesda: Real	0.0120	0.0120	0.0120	0.0120
Bethesda: Personal	0.0300	0.0300	0.0300	0.0300
Silver Spring: Real	0.0240	0.0240	0.0240	0.0240
Silver Spring: Personal	0.0600	0.0600	0.0600	0.0600
Wheaton: Real	0.0300	0.0300	0.0300	0.0300
Wheaton: Personal	0.0750	0.0750	0.0750	0.0750
M-NCPPC				
Advanced Land Acquisition: Real **	0.0010	0.0010	0.0010	0.0010
Advanced Land Acquisition: Personal **	0.0025	0.0025	0.0025	0.0025
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	0.0116	0.0170	0.0210	0.0160
Discretionary: Personal	0.0290	0.0425	0.0525	0.0400
Regional (Administration)				

PROPERTY TAX RATES				
(dollars per $100 assessed value)	ACTUAL FY22	ACTUAL FY23	ACTUAL FY24	REC FY25
Mandatory: Real	0.0120	0.0120	0.0120	0.0120
Mandatory: Personal	0.0300	0.0300	0.0300	0.0300
Discretionary: Real	0.0054	0.0070	0.0086	0.0074
Discretionary: Personal	0.0135	0.0175	0.0215	0.0185
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
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

** 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 16 AS BASE

(in millions)

	ACTUAL FY16	ACTUAL FY17	ACTUAL FY18	ACTUAL FY19	ACTUAL FY20	ACTUAL FY21	ACTUAL FY22	ACTUAL FY23	APPR FY24	REC FY25
COUNTY GOVERNMENT										
General Fund	1,162.0	1,163.6	1,148.0	1,138.9	1,267.3	1,389.4	1,382.4	1,418.6	1,507.6	1,635.8
Expenditures in FY16$	1,162.0	1,149.8	1,114.6	1,088.8	1,200.1	1,291.3	1,218.0	1,196.1	1,249.0	1,331.0
Special Funds: Tax Supported	390.6	395.3	406.5	417.9	432.8	410.7	455.7	512.2	512.4	557.3
Expenditures in FY16$	390.6	390.6	394.7	399.5	409.8	381.7	401.5	431.9	424.5	453.5
Grant Fund: Non-Tax Supported	114.5	111.4	116.6	114.7	147.8	293.4	278.4	252.2	160.5	161.6
Expenditures in FY16$	114.5	110.1	113.2	109.7	140.0	272.7	245.3	212.6	133.0	131.5
Special Funds: Non-Tax Supported	308.4	306.3	329.0	339.0	354.2	360.8	372.7	460.6	410.2	428.3
Expenditures in FY16$	308.4	302.7	319.4	324.1	335.4	335.3	328.4	388.4	339.9	348.5
TOTAL COUNTY GOVERNMENT	**1,975.5**	**1,976.5**	**2,000.1**	**2,010.5**	**2,202.0**	**2,454.4**	**2,489.2**	**2,643.6**	**2,590.6**	**2,783.1**
Expenditures in FY16$	1,975.5	1,953.1	1,941.8	1,922.1	2,085.2	2,281.0	2,193.1	2,229.0	2,146.3	2,264.5
M. C. PUBLIC SCHOOLS(b)	**2,321.5**	**2,456.1**	**2,524.8**	**2,612.5**	**2,674.1**	**2,714.9**	**2,754.2**	**2,921.7**	**3,165.0**	**3,292.8**
Expenditures in FY16$	2,321.5	2,427.0	2,451.3	2,497.6	2,532.3	2,523.1	2,426.6	2,463.5	2,622.2	2,679.3
MONTGOMERY COLLEGE(b)	**287.4**	**293.7**	**296.5**	**291.2**	**292.6**	**296.0**	**297.3**	**299.4**	**345.2**	**334.7**
Expenditures in FY16$	287.4	290.2	287.9	278.4	277.1	275.1	261.9	252.4	286.0	272.3
M-NCPPC(b)	**133.1**	**136.7**	**144.0**	**148.3**	**152.0**	**151.5**	**164.4**	**176.7**	**191.8**	**204.0**
Expenditures in FY16$	133.1	135.1	139.8	141.8	143.9	140.8	144.8	149.0	158.9	166.0
DEBT SERVICE(a)	**348.5**	**387.5**	**398.0**	**422.6**	**428.5**	**421.9**	**432.8**	**452.2**	**468.3**	**480.6**
Expenditures in FY16$	348.5	382.9	386.4	404.0	405.8	392.1	381.3	381.3	388.0	391.0
TOTAL ALL AGENCIES	**5,066.0**	**5,250.5**	**5,363.5**	**5,485.1**	**5,749.2**	**6,038.6**	**6,137.9**	**6,493.6**	**6,760.9**	**7,095.2**
Expenditures in FY16$	5,066.0	5,188.2	5,207.3	5,243.9	5,444.3	5,612.1	5,407.8	5,475.2	5,601.4	5,773.1
CPI - FISCAL YEAR 16 = 100	**100.0**	**101.2**	**103.0**	**104.6**	**105.6**	**107.6**	**113.5**	**118.6**	**120.7**	**122.9**
Fiscal Year Percent Change	**----**	**1.2%**	**1.8%**	**1.6%**	**1%**	**2%**	**5.9%**	**5.1%**	**2.1%**	**2.2%**

(a) Includes add-back of State closed school revenues.
(b) Includes tax supported and non-tax supported funds

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Schedule F-2

TEN YEAR HISTORY OF REVENUE BY MAJOR CATEGORY AND AS A PERCENT OF TOTAL REVENUE

(in millions)

FISCAL YEAR	PROPERTY TAX		INCOME TAX		TRANSFER TAX		OTHER TAXES		LICENSES & PERMITS		CHARGES FOR SERVICES		INTERGOV .AID		FINES & MISC REVENUE		TOTAL REVENUE
	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$	%	$
FY25 Recommended	2,285.6	32.2	2,051.1	28.9	162.5	2.3	327.8	4.6	64.2	0.9	418.6	5.9	1,535.9	21.7	243.7	3.4	7,089.4
FY24 Estimate	2,205.4	31.8	2,008.2	28.9	153.7	2.2	316.5	4.6	55.4	0.8	398.9	5.7	1,520.5	21.9	279.7	4.0	6,938.2
FY24 Approved	2,107.0	31.3	1,925.1	28.6	198.4	2.9	324.2	4.8	57.7	0.9	408.8	6.1	1,491.3	22.1	223.4	3.3	6,735.9
FY23 Actual	1,971.4	29.0	2,140.0	31.4	180.6	2.7	311.7	4.6	58.1	0.9	366.2	5.4	1,495.0	22.0	286.2	4.2	6,809.1
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

* Totals do not include uses of prior year reserves or transfers

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Schedule F-3

TEN YEAR HISTORY OF COUNTY GOVERNMENT FTEs BY FUNCTION

Function	APPR FY16	APPR FY17	APPR FY18	APPR FY19	APPR FY20	APPR FY21	APPR FY22	APPR FY23	APPR FY24	REC FY25
General Government	1,096.31	1,112.55	1,146.20	1,151.67	1,167.91	1,182.46	1,210.71	1,249.00	1,267.02	1,278.32
Public Safety	3,709.53	3,743.63	3,790.18	3,809.33	3,842.39	3,850.99	3,837.49	3,890.78	3,907.38	3,900.13
Transportation	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	1,226.53
Health & Human Services	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,856.66	1,948.48	2,014.27
Libraries, Culture & Recreation	833.59	856.40	890.12	893.52	925.66	928.87	934.37	1,008.26	1,007.15	1,017.22
Community Development & Housing	326.20	332.75	345.85	346.35	351.85	351.75	352.25	359.38	362.13	383.93
Environment	204.79	210.81	213.11	214.21	216.11	219.96	221.96	236.09	250.09	251.59
Non-Departmental Accounts	4.23	4.18	4.21	4.64	6.38	12.51	23.46	45.34	36.27	56.06
Liquor Control	426.72	432.42	438.20	442.20	427.70	442.50	443.80	428.80	428.70	432.30
Subtotal	**9,359.55**	**9,486.42**	**9,682.78**	**9,740.48**	**9,865.29**	**9,946.73**	**10,036.36**	**10,319.74**	**10,438.34**	**10,560.35**
Plus Council & Judicial Offices *	535.96	544.86	552.85	560.03	567.93	572.18	577.98	601.56	599.06	618.15
TOTAL COUNTY GOVERNMENT	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,921.30**	**11,037.40**	**11,178.50**
Government FTEs PER 1000 Population										
General Government	1.07	1.07	1.08	1.08	1.07	1.09	1.12	1.15	1.18	1.20
Public Safety	3.60	3.60	3.57	3.58	3.53	3.57	3.55	3.59	3.63	3.66
Transportation	1.13	1.13	1.14	1.14	1.14	1.15	1.15	1.15	1.14	1.15
Health & Human Services	1.55	1.56	1.55	1.57	1.55	1.59	1.64	1.71	1.81	1.89
Libraries, Culture & Recreation	0.81	0.82	0.84	0.84	0.85	0.86	0.86	0.93	0.94	0.95
Community Development & Housing	0.32	0.32	0.33	0.33	0.32	0.33	0.33	0.33	0.34	0.36
Environment	0.20	0.20	0.20	0.20	0.20	0.20	0.21	0.22	0.23	0.24
Non-Departmental Accounts	0.00	0.00	0.00	0.00	0.01	0.01	0.02	0.04	0.03	0.05
Liquor Control	0.41	0.42	0.41	0.42	0.39	0.41	0.41	0.40	0.40	0.41
Total County-Less Elective Offices	**9.10**	**9.13**	**9.11**	**9.16**	**9.06**	**9.21**	**9.28**	**9.53**	**9.70**	**9.91**
Plus Council & Judicial Offices *	0.52	0.52	0.52	0.53	0.52	0.53	0.53	0.56	0.56	0.58
TOTAL COUNTY GOVERNMENT	**9.62**	**9.66**	**9.63**	**9.69**	**9.58**	**9.74**	**9.81**	**10.08**	**10.26**	**10.49**
Population	**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**	**1,065,410**

* Includes official and staff of offices headed by elected officials.
Effective FY13, Workyears have been converted to Full-Time Equivalents(FTEs) and will no longer measure lapse and overtime.
Historical Workyears and Populations reflect the Original Approved Budget.

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Schedule F-4

TEN YEAR HISTORY OF COUNTY AGENCIES FTEs BY FUND

	FY16 FTEs	FY17 FTEs	FY18 FTEs	FY19 FTEs	FY20 FTEs	FY21 FTEs	FY22 FTEs	FY23 FTEs	FY24 FTEs	FY25 FTEs
GENERAL FUND										
General Fund	1,058.35	1,076.64	1,107.01	1,117.56	1,135.80	1,153.90	1,186.55	1,247.26	1,267.99	1,325.28
Public Safety	2,610.17	2,646.27	2,709.82	2,717.47	2,733.53	2,741.13	2,715.03	2,748.53	2,754.13	2,738.92
Transportation	248.17	252.27	252.27	252.27	255.77	254.77	253.27	255.06	252.75	239.81
Health & Human Services	1,593.66	1,619.38	1,648.71	1,670.36	1,683.09	1,714.49	1,770.62	1,856.66	1,948.48	2,009.27
Libraries, Culture & Recreation	388.56	386.56	395.26	395.51	404.01	404.51	404.06	403.60	385.11	384.61
Community Development & Housing	98.00	73.40	86.40	86.40	87.80	87.80	88.30	91.30	89.95	109.75
Environment	15.09	16.50	16.50	16.50	16.70	16.29	16.29	25.64	31.65	30.00
Non-Departmental Accounts	4.23	4.18	4.21	4.64	6.38	12.51	23.46	45.34	36.27	56.06
TOTAL GENERAL FUND **	**6,016.23**	**6,075.20**	**6,220.18**	**6,260.71**	**6,323.08**	**6,385.40**	**6,457.58**	**6,673.39**	**6,766.33**	**6,893.70**
SPECIAL FUNDS										
Urban Districts	58.30	58.60	58.60	58.60	58.60	58.70	58.70	60.70	60.70	59.70
Mass Transit	836.19	842.47	874.37	876.37	908.87	908.87	908.87	910.61	898.61	909.36
Fire Tax District	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	1,372.01
Recreation	417.29	440.77	464.79	466.94	490.38	493.09	499.04	574.39	591.77	601.54
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	31.50	32.50	31.85	30.85	30.75	30.75	29.55	24.34	0.00
Montgomery Housing Initiative	14.70	14.70	14.70	15.20	17.05	17.05	17.05	18.05	22.15	23.15
Water Quality Protection	86.69	88.76	91.47	91.47	93.17	92.11	93.61	96.84	101.84	103.69
Community Use of Public Facilities	27.74	29.07	30.07	31.07	31.27	31.27	31.27	30.27	30.27	31.07
Parking Districts	49.33	48.53	48.53	48.53	48.53	48.53	48.53	48.73	48.73	48.73
Permitting Services	212.50	243.65	243.75	243.75	246.00	245.90	245.90	249.03	249.03	250.03
Solid Waste Services	103.01	105.55	105.14	106.24	106.24	111.56	112.06	113.61	116.60	117.90
Vaccum Leaf Collection	30.83	31.03	31.03	31.03	31.03	31.03	31.03	31.03	31.03	28.63
Liquor Control	426.72	432.42	438.20	442.20	427.70	442.50	443.80	428.80	428.70	432.30
TOTAL SPECIAL FUNDS	**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**	**3,979.11**
INTERNAL SERVICE FUNDS										
Employee Health Benefit Self Insurance	21.25	22.30	25.25	25.25	23.65	23.85	23.85	25.25	25.25	23.65
Motor Pool	204.10	204.10	204.10	206.10	211.10	211.10	211.10	211.10	211.10	211.10
Printing & Mail	29.75	28.75	34.07	34.07	34.57	34.57	34.57	34.57	34.57	34.57
Self Insurance	30.12	30.12	31.12	31.87	31.87	32.37	32.37	32.37	32.37	31.37
TOTAL INTERNAL SERVICE FUNDS	**285.22**	**285.27**	**294.54**	**297.29**	**301.19**	**301.89**	**301.89**	**303.29**	**303.29**	**300.69**
TOTAL COUNTY GOVERNMENT	**9,895.51**	**10,031.28**	**10,235.63**	**10,300.51**	**10,433.22**	**10,518.91**	**10,614.34**	**10,921.30**	**11,037.40**	**11,173.50**
MONT. COUNTY PUBLIC SCHOOLS	**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**	**24,764.54**
MONTGOMERY COLLEGE	**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**	**1,926.35**
M-NCPPC	**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**	**1,157.96**
GRAND TOTAL	**34,709.80**	**35,245.80**	**35,518.20**	**35,768.03**	**36,313.59**	**37,018.49**	**37,298.75**	**37,953.53**	**38,624.21**	**39,022.35**

**Includes grant FTEs related to General Fund functions.

Prior to FY10 the Leaf Vacuum Fund was included in Solid Waste Services

Effective FY13, Workyears have been converted to Full-Time Equivalents (FTEs) and will no longer lapse and overtime. Historical Workyears reflect the Original Approved Budget

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Schedule F-5

TEN YEAR HISTORY OF PROPERTY TAX RATES FOR TYPICAL PROPERTY OWNER

Tax Rate Per $100 Assessed Value

FISCAL YEAR	COUNTY	MASS TRANSIT	FIRE	RECREATION	STORM DRAINAGE	M -NCPPC	TOTAL COUNTY	STATE	TOTAL TAX RATE
FY25 - Real	0.7218	0.0868	0.1178	0.0324	n/a	0.0804	1.0392	0.1120	1.1512
FY25 - Personal	1.8045	0.2170	0.2945	0.0810	n/a	0.2010	2.5980	n/a	2.5980
FY24 - Real	0.7170	0.0852	0.1184	0.0330	n/a	0.0866	1.0402	0.1120	1.1522
FY24 - Personal	1.7925	0.2130	0.2960	0.0825	n/a	0.2165	2.6005	n/a	2.6005
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

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Schedule F-6

HISTORICAL ANALYSIS OF WEIGHTED REAL PROPERTY TAX RATES
MONTGOMERY COUNTY
Average Weighted Rate Per $100 of Assessed Value

Fiscal Year	Total	Maryland	Municipalities	Montgomery County
2025	$1.1829	$0.1120	$0.0454	$1.0255
2024	$1.1840	$0.1120	$0.0465	$1.0255
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

Notes:

"Montgomery County" is the weighted average of the tax rates in the FY25 Recommended Budget for the tax-supported property revenues and do not include parking lot districts.

"Montgomery County" weighted rate includes a $0.047 tax rate that is authorized by Maryland Code, Education § 5-104 (d)(1) to be used exclusively for MCPS.

"Municipalities" are the weighted average of approximately 23 municipal districts and are based on adopted tax rates for FY24 and estimated taxable assessments for levy year 2024.

MONTGOMERY COUNTY DEPARTMENT OF FINANCE **MARCH 2024**

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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); WSSC Water (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 WSSC Water, expenditures equal to tuition and tuition-related charges received by Montgomery College, 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 seven 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 so 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 - 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 eight Councilmembers are required to exceed spending limits, and the unanimous vote of all eleven 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 an 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 311 (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), WSSC Water (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 residents 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	Office of the County Executive	**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
EMTOC	Equipment and Maintenance Operations Center	**HRC**	Office of Human Rights
EOB	Executive Office Building	**HUD**	U.S. Department of Housing and Urban Development
EOC	Emergency Operations Center	**HVAC**	Heating, Ventilation, and Air Conditioning
ERP	Enterprise Resource Planning	**IAFC**	International Association of Fire Chiefs
ERS	Employee Retirement System	**IAFF**	International Association of Fire Fighters
ESOL	English for Speakers of Other Languages	**ICEUM**	Interagency Committee on Energy and Utility Management
FEMA	Federal Emergency Management Agency	**IJIS**	Integrated Justice Information System
FFI	Future Fiscal Impact	**IT**	Information Technology
FIN	Department of Finance	**ITPCC**	Interagency Technology Policy and Coordination Committee
FLSA	Fair Labor Standards Act	**LEP**	Limited English Proficiency
FOP	Fraternal Order of Police	**LER**	Labor and Employee Relations
FRC	Fire and Rescue Commission	**LFRD**	Local Fire and Rescue Department
FTE	Full-Time Equivalent	**LSBRP**	Local Small Business Reserve Program
FY	Fiscal Year	**MACo**	Maryland Association of Counties
GAAP	Generally Accepted Accounting Principles	**MC**	Montgomery College
GASB	Government Accounting Standards Board	**MCAASP**	Montgomery County Association of Administrative and Supervisory Personnel
GDA	General Development Agreement	**MCCF**	Montgomery County Correctional Facility
GDP	Gross Domestic Product	**MCCSSE**	Montgomery County Council of Supporting Service Employees
GFOA	Government Finance Officers Association	**MCDC**	Montgomery County Detention Center
GIS	Geographic Information Systems	**MCEA**	Montgomery County Education Association
GO Bonds	General Obligation Bonds	**MCEDC**	Montgomery County Economic Development Corporation
GRIP	Guaranteed Retirement Income Plan	**MCERP**	Montgomery County Employee Retirement Plans
GWA	General Wage Adjustment	**MCFRS**	Montgomery County Fire and Rescue Service
HHS	Department of Health and Human Services	**MCG**	Montgomery County Government
HIPAA	Health Insurance Portability and Accountability Act	**MCGEO**	Municipal and County Government Employees Organization
HOC	Housing Opportunities Commission	**MCPD**	Montgomery County Police Department

Abbreviation	Description	Abbreviation	Description
MCPL	Montgomery County Public Libraries	**OZAH**	Office of Zoning and Administrative Hearings
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	**REC**	Department of Recreation
OAG	Office of Agriculture	**RMS**	Records Management System
OAS	Office of Animal Services	**RRF**	Resource Recovery Facility
OBI	Operating Budget Impact	**RSP**	Retirement Savings Plan
OCA	Office of County Attorney	**SAG**	Spending Affordability Guidelines
OCP	Office of Consumer Protection	**SBAP**	Small Business Assistance Program
OFSR	Office of Food Systems Resilience	**SHA**	State Highway Administration
OGM	Office of Grants Management	**SWM**	Stormwater Management
OHR	Office of Human Resources	**TEBS**	Department of Technology and Enterprise Business Solutions
OIG	Office of the Inspector General	**TMC**	Transportation Management Center
OIR	Office of Intergovernmental Relations	**TMD**	Transportation Management District
OEMHS	Office of Emergency Management and Homeland Security	**TS**	Tax Supported
OLO	Office of Legislative Oversight	**WMATA**	Washington Metropolitan Area Transit Authority
OLR	Office of Labor Relations	**WQPB**	Water Quality Protection Bond
OMB	Office of Management and Budget	**WQPC**	Water Quality Protection Charge
OPEB	Other Post Employment Benefits	**WSM**	WorkSource Montgomery
ORESJ	Office of Racial Equity and Social Justice	**WSSC**	WSSC Water

OSHA	Occupational Safety and Health Administration	**WSTC**	Washington Suburban Transit Commission
WY	Work Year		